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2023

DEPARTMENT OF ADMINISTRATIVE REFORMS & PUBLIC GRIEVANCES

MINISTRY OF PERSONNEL, PUBLIC GRIEVANCES & PENSIONS
GOVERNMENT OF INDIA

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Plenary Session I: Empowering Citizens – Leveraging Public Digital Platforms

Objectives:

- To understand how technology has been the cornerstone regarding enabling public services in the last few years
- To discuss the objectives, benefits and impact of various public digital platforms
- To showcase the transformation of the country through deployment of IoT devices
- To highlight the importance of Public Private Partnership in scaling up the implementation of Digital Public Infrastructure

Outline of the Session:

- Context Setting
- Presentation by the Panelists
- Questions & Answers
- Closing Remarks

Key Deliberations:

- Shri Alkesh Kumar Sharma, Secretary, Ministry of Electronics and Information Technology, Government of India, gave an overview on the ways of empowering citizens which starts with quality standard of living so that the basic government services including health, education, agriculture etc. are available to them. He focused on demand integrated services and transparency in processes to ensure time-0bound delivery of demand integrated services.
- Shri K. Rajaraman, Secretary, Department of Telecommunication, Government of India, highlighted the potential benefits of 5G as one of the means of bringing transformation in this country through creation of jobs, opportunities for youngsters and high quality of living for all citizens. To this extent, the efforts of the government in terms of deployment of IoT devices, creation of a collaborative portal etc. were highlighted.
- Ms. Debjani Ghosh, President, NASSCOM, gave a brief background of the technology innovation that India has experienced in the last 10 years. The extensive use of Digital Public Infrastructure (DPI), Open Protocol Network etc. was

highlighted to ensure citizen-centric orientation, to realize the objective of inter-operability of various ICT applications and to ensure optimal utilization of ICT infrastructure and resources.

- Shri Parag Jain, Principal Secretary, Department of IT, Government of Maharashtra, showcased the initiatives like Direct Benefit Transfer, Warehousing Receipt on Blockchain, Central Registry System etc., taken by the Govt. of Maharashtra to provide facilities and services to the citizens at their doorstep and to enable them to submit their complaint anywhere which is nearest to their doorstep.

- The hon'ble Union Minister, Railways Communications, Electronics and Information Technology, Government of India, drew attention on three major points that the institution of civil servants needs to imbibe:

  - Shifting from "merely having a point of view" to "having an economic point of view" – it is important to understand the economic point of view before execution of any task/policy. The associated execution risks, regulatory risks, construction risks, technology risks etc. have to be understood to develop a holistic economic point of view.

  - Change in mindset – the potential value addition has to be identified. The redundancy of approval of a project at each level has been identified to make the process simpler and faster in Department of Telecommunications (DoT). While being rule-based is important, the time has come to question the rules, wherever necessary, prepared 30/40 years back. We should try and use a zero-based formula and zero-based construct to understand the importance of existing rules in today's time.

  - Deep delving for informed decision making – as a Civil Servant, it is inevitable to be prepared to discuss on various Central/State affairs which can only be achieved through developing deeper understanding of various sectors. To achieve a higher GDP, the key decision makers from top to mid-level are always driven by Specialists.

Key Takeaways:

- Central Ministries & State Governments to make efforts for saturation of beneficiaries with Digital Public Platforms in domains such as healthcare, education, agricultural,
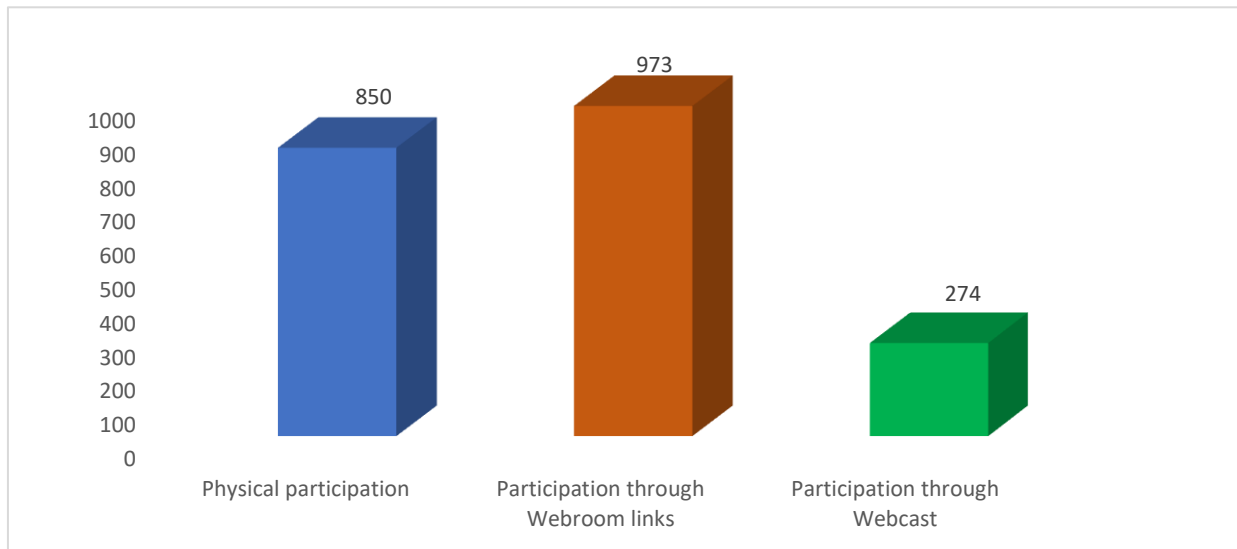
etc. and leverage Digital India Bhashini, MyScheme, MeriPehchaan, API Setu, UMANG, etc.

- Entity DigiLocker to be developed for ease of doing business and ease of compliance and Central Ministries & State Governments to onboard entities registered with them.

- States to replicate successfully deployed State level digital public platforms and adopt the best practices.

- Central Ministries & State Governments to promote the use of DigiLocker for consent-based address update facility for common citizens.

- 5G to be deployed for use-cases in Industry 4.0, Health, Education, Skill Development, Tourism, Logistics, Mining, Smart cities, Agriculture, etc.

- Ministries to fund and establish 5G use case Labs / Pilots for sector specific use cases; use cases to be piloted and hardened in real environment; and replication & integration of successful pilots in their flagship schemes.

- India's Digital Public Infrastructure (DPI) are uniquely placed and is based on open standards, open architecture and are interoperable. Startups survive, grow, and innovate using DPI. DPI is the best example of Public Private Partnership.

- Digital Public Platforms made available by Central Government solves 70-80% of field level requirements of State Government and so, be used.

- State Govt. of Maharashtra implemented key digital initiatives viz. Call Before You Dig, Blockchain based warehousing receipt, innovation on top of CPGRAM (by also assessing satisfaction level), Facial Recognition System for visitors, making use of existing datasets to create Golden Data Hub.

- Public officials may undertake data-based decision making with focus on economic point of view, and undertake value-added activities to enable efficient and effective service delivery.

Way Forward:

- Departments and Ministries have to move towards data driven decision making for better policy, better monitoring and better outcomes.

- Ministries and the State governments to fund and establish 5G use cases in specific verticals and collaborate with Department of Telecom (DoT).

- Public Private Partnership (PPP) Model to be adopted wherever feasible to enlarge the resource pool without compromising on the data security aspects.

Status of Participation:

Plenary Session II: Promoting Circular Economy for Sustainable Development

Objectives:

- To understand the operationalization and importance of circular economy.
- To emphasize on the uptake of various policies of the government to create an ecosystem of reduced carbon emission.
- To discuss on the sustainable alternatives towards affordable transportation.
- To highlight the potential of using sludge without industrial affluent for agriculture.

Outline of the Session:

- Context Setting
- Presentation by the Panelists
- Questions & Answers
- Closing Remarks

Key Deliberations:

- Ms. Alka Upadhyay, Secretary, Ministry of Road Transport and Highways, discussed about the Government of India's Voluntary Vehicle Modernization Program, which was introduced in October 2021 to address the increasing amount of end-of-life vehicles and the resulting debris and garbage. She further mentioned about the Vehicle Scrappage policy which aims to create an ecosystem for identifying vehicles that should be taken off the road, starting with a GSR notification stating that no government vehicle more than 15 years old shall remain on the road. Stress was given on optimization of natural resources to reduce costs and the carbon footprint of road construction. The contribution of the automobile sector towards high employment and revenue generation was also highlighted.
- Shri Pankaj Jain, Secretary, Ministry of Petroleum and Natural Gas, explained about the generation of Carbon Bio Gas (CBG) from biodegradable waste as a sustainable alternative towards affordable transportation.
- Shri K.N. Vyas, Secretary, Department of Atomic Energy, illustrated the importance of sewage treatment plants (STPs) in treating wastewater for public health purposes and reducing the indiscriminate use of chemical fertilizers.

- Ms. Supriya Sahu, Additional Chief Secretary, Environment Climate Change & Forests, Government of Tamil Nadu, highlighted the initiatives taken up by the Govt. of Tamil Nadu through people's participation to create e-waste recycling programme thereby promoting circularity and waste reduction.

- Shri Bhupender Yadav, hon'ble Union Minister for Environment, Forest & Climate Change; and Labour & Employment, Government of India emphasized on the importance of sustainability and circular governance as significant steps towards addressing environmental concerns. Implementation of several policies by the Government of India to manage solid waste, liquid waste, scrap matters, and CND waste etc. have been put in place.
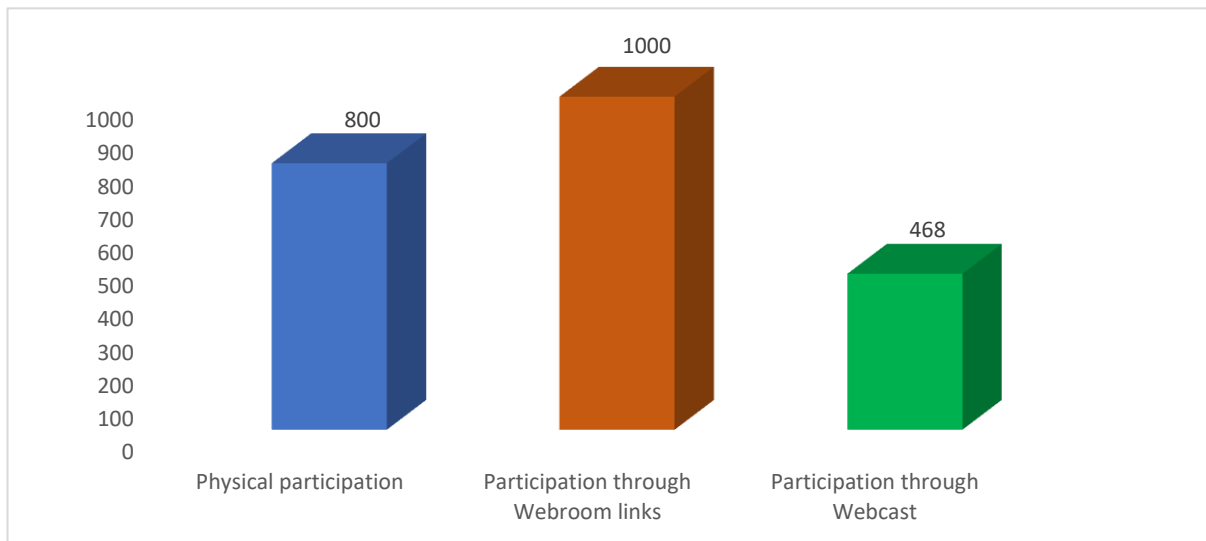
Key Takeaways:

- Despite the Government's policy efforts and regulatory measures, there is need to build momentum and determine how policies and regulations can be implemented collectively on the ground.

- Industries play a crucial role and therefore collectively need to determine how industries can promote and adopt circular economy.

- India's infrastructure is to be further enhanced to fully support a circular economy so what may constitute as measures to enhance the recycling infrastructure in the country.

- There is cultural resistance to the idea of reusing and recycling products in India especially to replace high value products, making it difficult to change customer behavior and shift towards a circular economy. Consumer behavior is crucial for success of implementation of circular economy so what are the measures to build a mass movement for circular economy.

Way Forward:

- Scrapping, as a policy, requires the entire ecosystem to achieve the vision of the hon'ble Prime Minister.

- Use of plastic waste and replacing bitumen to reduce costs and the carbon footprint of road construction.

- Compressed Bio Gas (CBG) plant to be established to generate compressed biogas from wet waste and to use it as a fuel for vehicles without any change in engine

specifications. This will require creating awareness about the economic potential of CBG for all stakeholders in the value chain, from waste generators to suppliers and converters.

- Standards to be established for afforestation using bio-fertilizer. Indiscriminate use of chemical fertilizers to be reduced by using green organic carbon-rich biofertilizer called Bio Gold to increase agricultural productivity.

- Open approach to be followed by the Ministries to accommodate the new waste materials that are being generated for the safety of public goods.

- The policies must be transparent and use digitization for greater accessibility, like real-time monitoring and creating awareness. To create awareness for the unorganized sector, all major stakeholders should be involved in debriefing and capacity building sessions. For sustainability, circular economy interventions are necessary, which should involve public and government participation with collaborative efforts and economic implications.

Status of Participation:

Breakaway Session I: Piped Water for All – Jal Jeevan Mission

Objectives:

- To understand the supply and usage of water in view of the growing population and changing food habits of the country
- To discuss the role of community for availability of potable water supply in prescribed quality and quantity
- To highlight the benefits and impact of Jal Jeevan Mission
- To discuss the best practices adopted to ensure universal coverage of water supply

Outline of the Session:

- Context Setting
- Presentation by the Panelists
- Questions & Answers
- Closing Remarks

Key Deliberations:

- Hon'ble Prime Minister in his address emphasized on the importance of community ownership. Citing the examples of Swachh Bharat Mission, Amrut Sarovars and Jal Jeevan Mission, the Hon'ble Prime Minister said that these mission mode programmes derive their success from a citizen centric approach and a strong emphasis on community engagement, participation, and ownership. He also emphasized that the government has also made a paradigm shift in implementation approach with coverage up to the last mile through saturation approach in various programmes.
- Hon'ble Vice President, in his speech on 20th April, cited the example of Jal Jeevan Mission Dashboard while stressing on the need for extensive use of technology for empowering the citizens through transparency.
- Hon'ble Union Minister of Jal Shakti chaired the breakaway session on 20th April. He said that the country is undergoing a transformation under the visionary leadership of the Hon'ble Prime Minister through initiatives such as Swachh Bharat Mission,

housing for all, electricity for all, and now tap water for all through Jal Jeevan Mission. He emphasized on the need for continued commitment among civil servants in implementation of the Jal Jeevan Mission. He also emphasized on assuring basic service delivery of water sanitation and hygiene to the citizens resulting in 'ease of living' of mothers and sisters. He explained how the image makeover is achieved by the country through Swachh Bharat Mission and Jal Jeevan Mission. He added that how India is providing leadership and emerging as role model for the developing countries in delivery of services to citizens, use of technology and saturation approach in design of development programs.

- Secretary DDWS made a presentation on the key features, status, and way forward for the Jal Jeevan Mission. Secretary MoHUA made a presentation on the progress made in provision of tap water in urban areas under the Mission Amrut 2.0. Principal Secretary PHED Uttar Pradesh highlighted the key measures taken in the State for implementation of JJM with speed and at scale. CEO Water Aid, in his presentation on the way forward, stressed on the need for capacity building of Panchayats for sustained service delivery of tap water in rural areas and gave suggestions on the strategies to mitigate the risks to sustenance of the piped water supply schemes.
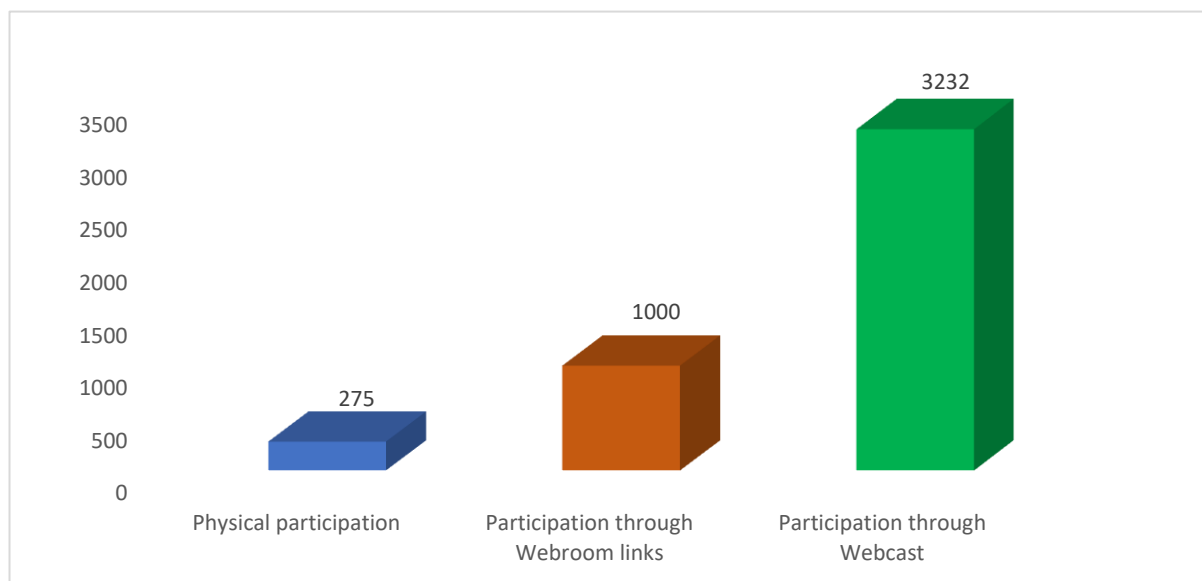
Key Takeaways:

- The elements of community participation, engagement and ownership should be further strengthened.

- The learnings on implementation of JJM with speed and at scale in Uttar Pradesh, should be disseminated to States.

- The successful models of Burhanpur (Madhya Pradesh) and Kancheepuram (Tamil Nadu), the awardee districts in the Har Ghar Jal category, should be disseminated to all States and districts with advice for replication. States may be advised to prepare and implement the district-wise saturation plans for JJM.

- The NJJM should continue to host information on implementation of JJM in the public domain through the Dashboard & take the necessary measures for dissemination of information.

- The States/UTs may be advised to prepare and implement action plans for sustainability, both for schemes and for the water sources.

- The convergence of rural and urban infrastructure may be explored to improve WASH service delivery to citizens.

Way Forward:

- All the States to enter into a participatory governance approach in order to achieve the objectives of Jal Jeevan Mission.
- Strategic partnerships to be established with UNICEF, UNOPS, TATA Trusts, Aga Khan Foundation to create awareness among the communities.
- Identification of recharge zones to improve ground water recharge as it will, in turn, improve the water use efficiency in agriculture.
- There is a need to move from access to resilience with focus on assessments, plans, investing in climate resilient systems in both rural and urban context.

Status of Participation:

Breakaway Session II: Holistic Health care for All – Health and Wellness Centres

Objectives:

- To understand the importance of primary healthcare to reduce dependency on the secondary and tertiary healthcare

- To highlight the importance of continuum of care at all levels through community mobilization, health promotion and improvement in referral

- To showcase the objectives, benefits and impact of Ayushman Bharat-Health & Wellness Centres (AB-HWCs) in providing quality treatment

- To discuss the best practices adopted through community participation to provide quality care

Outline of the Session:

- Context Setting
- Presentation by the Panelists
- Questions & Answers
- Closing Remarks

Key Deliberations:

- The session started with a curtain raiser by the rapporteur regarding challenges in health sector and how the National Health Policy enunciated the road map to address those which included a shift to Comprehensive Primary Health Care through Health & Wellness Centers and 2/3rd of health spending to be on Primary Health Care. Thus, the 'Ayushman Bharat HWC programme' was launched in 2018 to deliver Comprehensive Primary Health care to all citizens of our country, which is, convergent, coordinated, community centered, of high quality, cost-free and with continuum of care by upgrading existing 1.5 lakhs SC & PHC. The achievements in terms of currently operational HWCs (1,59,070) and the large number of screenings of hypertension, Diabetes and oral, cervical and breast cancers along with increased footfalls and teleconsultations were also presented.

- Shri Vishal Chauhan, Joint Secretary, Ministry of Health and Family Welfare, Government of India, presented the new aspects being covered under CPHC including the expanded service provision, drugs and diagnostics, role of new cadre of CHO,

evaluation report showing the overall progress and also specific areas for way forward to address the implementation challenges.

- Dr P Senthil Kumar, Principal Secretary, Health, Government of Tamil Nadu, shared the initiatives by Govt. of Tamil Nadu towards operationalization of the HWCs, provision of services and showed a video regarding the MTM scheme which is ensuring follow up and drug provision of all NCD patients at their home.

- Ms. Priyanka Shukla, DM, Kanker, Chhattisgarh, shared how she is implementing all activities on ground in her district, the challenges being faced and how these are being addressed by involving the entire community and inter-sectoral coordination (whole of government and whole of society approach).

- Shri Ramkumar S, Mission Director, National Health Mission, Government of Meghalaya, shared the challenges in Meghalaya and other NE States in terms of accessibility and how the state is addressing through innovative ways by involving the community, private practitioners and also drones for delivery of drugs and diagnostics and also for collection of samples.

- The presentations and views expressed by all panelists generated lot of interest as questions and experience sharing was done by officers and representatives of several states/UTs like MP, Odisha, Puducherry, Gujarat, Tripura. The topics of discussion included role of CHOs, mental health, telemedicine, NCDs. This was followed by session summing up and remarks by the Chair who elegantly highlighted important aspects under CPHC and how to address the implementation challenges including leveraging technology and role of ABDM for continuum of care and community involvement.
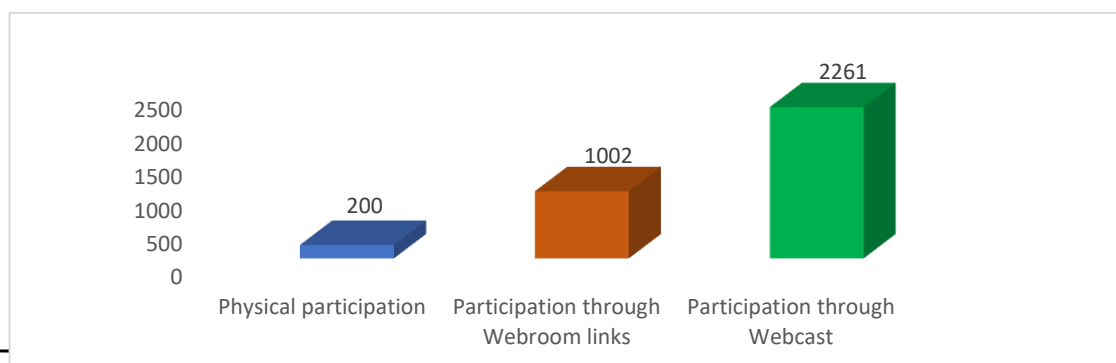
Key Takeaways:

- The States / UTs need to address the implementation challenges to ensure provision of CPHC to all. Few areas needing specific actions are: strengthening supply chain management to ensure drugs and diagnostics as per need, capacity building of human resources for health, leveraging technology including teleconsultation and ABHA ID for continuum of care, community participation and innovations like drones to address challenges of accessibility.

- Focus on bringing behavioural changes among the citizens to mitigate risk factors associated with treatment and generate awareness on preventive and promotive healthcare services.

- Paradigm shift from disease management to disease prevention to be made through community mobilization and by leveraging digital technology and AI. Sensitization, screening, tele-consultation and report distribution

- In order to meet the challenges related to internet connectivity in remote and tribal areas and hilly States, infrastructure, Pradhan Mantri Ayushman Bharat Health Infrastructure Mission (PM-ABHIM) has been taken up. Trainings have been imparted to the community health workers to build up a sense of community ownership and people's participation to increase and attract more patients in coming days.

- Community Health Officers, AYUSH doctors, trained Nurses have to continue to become the game changer functionaries to perform awareness promotion, disease surveillance and managerial activities to reduce the disease burden

Way Forward:

- Primary Health Centres and Community Health Centres are to be strengthened in terms of conducting specialized camps to identify, screen and treat the patients at the local level.

- Adoption of Whole-of-Society approach to ensure highest possible level of health and well-being from health promotion and disease prevention to treatment, rehabilitation and palliative care through their equitable distribution by focusing on people's needs through involvement of communities and private sectors.

- Effective integration to be established in line with the National and State health objectives for achieving Universal Health Coverage.

Status of Participation:

Breakaway Session III: Improving Quality of Education – Improving Outcomes through Vidya Samiksha Kendras

Objectives:

- To highlight the importance of National Education Policy towards management of different domains of school in a comprehensive manner
- To highlight the insights and suggestions for improving the education system
- To understand the importance of Samagra Shiksha Abhiyan as the priority of the government for education
- To discuss the best practices adopted to ensure holistic development of learners

Outline of the Session:

- Context Setting
- Presentation by the Panelists
- Questions & Answers
- Closing Remarks

Key Deliberations:

- Shri Vipin Kumar, Joint Secretary, Department of School Education & Literacy, Government of India, highlighted the challenges faced by the school education system today, especially with dealing with young minds and emphasized on the importance of clear communication and facilitation in the education system. He stressed on the need for teachers, academicians, and administrators to learn new skills and unlock new ways of learning to prepare the students for the challenges of the 21st century. Indian National Digital Education Architecture (INDEA) and the setting up of Vidya Samiksha Kendras at the State and National level were discussed as pre-requisites to monitor the health of the education system at the school and student level.

- Shri Sanjay Kumar, Secretary, Department of School Education & Literacy, Government of India, emphasized on the importance of a powerful and empowered education system for empowering citizens and reaching the last mile. The importance of National Education Policy (NEP) 2020 was highlighted to ensure access, equity, quality, affordability, and accountability of education. He stressed on the use of

digital platforms for a competency-based education assessment system thereby enhancing essential learning and critical thinking of the students.

- Shri Sunny K Singh, Deputy Commissioner, Changlang, Arunachal Pradesh, presented the challenges and silver linings of improving the quality of education in remote districts, with a particular focus on Changlang District in Arunachal Pradesh. The establishment of New Age Learning Centre (NALC) has enabled Specially designed teaching and learning materials (TLMs) for primary school students, with capacity building of teachers. WhatsApp-based monitoring using geo-tagged photos has also been introduced as a part of this initiative to improve level of enrolment in schools and rate of attendance by teachers. NALC provides end-to-end personality development of children through leisure activities, e-learning facilities, Hobby cultivation/nurturing activities etc.

- Dr. Ratankanvar H. Gadhvicharan, State Project Director, Samagra Shiksha, Government of Gujarat, presented the success story of Vidya Samiksha Kendra (VSK) in Gujarat. This enables real-time monitoring of the learning progress of every student through structural and systemic reforms. Attendance, Assessment, Accreditation and Administration are the four main pillars of VSK.

- Shri Anurag Behar, CEO, Azim Premji Foundation, emphasized the need for a comprehensive, deep, and cultural approach to education, and highlighted the importance of balanced and comprehensive measurement. Attention was drawn on the field level implementation of the policy.

- Dr. Manjul Bhargav, Professor, Princeton University, USA highlighted the importance of Samagra Shiksha scheme for multidisciplinary and holistic development of students.
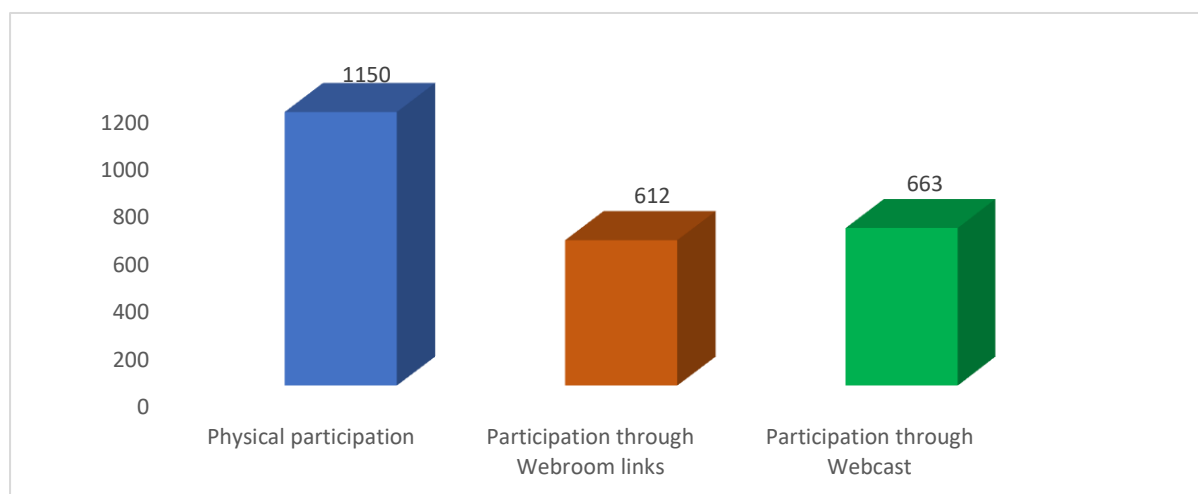
Key Takeaways:

- Improving the school system is critical, and schools should have toilets for boys and girls, a library, and good governance structure. SSA funds shall be used to enhance school infrastructure, and additional funds will be provided by the government for infrastructure augmentation.

- The Performance Grading Index (PGI) is a tool, which shall be extensively used, to capture the progress of schools in terms of infrastructure and governance.

- Create awareness and popularize Diksha platform, a digital public school, over 60 crore QR code textbooks have been distributed, and 86 textbooks are available in 35 States and Union Territories, including seven foreign languages.

- Develop the best learning methodology for the students by closely working with the education working group to deal with foundational literacy, numeracy, and enabling learning, building capacity, promoting lifelong learning in the context of the future of work, strengthening research, promoting innovation.

Way Forward:

- Civil Society Organizations (CSOs) should play a complementary role in improving the learning outcomes of the children in rural areas, It can bring energized professionals onboard to focus on one particular problem in one particular remote area at a time. These innovative low-cost strategies can help government replicate to address the challenges of low learning outcomes.

- VSK should be included as a component of education in all States/UTs to improve learning outcomes and increase the transition rate from elementary to higher secondary education.

- National Credit Rating Framework shall be introduced to bring an equivalence between academic skills and vocational skills without any differentiation.

- The implementation of VSK should be scaled up to the entire country, with NCERT as the lead partner to ensure that every student will be able follow their holistic achievements through VSK.

Status of Participation:

Breakaway Session IV: Aspirational Blocks Program – Reaching the Last Mile

Objectives:

- To highlight the objectives, benefits and impact of Aspirational Blocks Programme
- To understand the importance of strategic collaborations with external development partners and their role for implementation and monitoring
- To showcase the best practices adopted to ensure holistic development

Outline of the Session:

- Context Setting
- Presentation by the Panelists
- Questions & Answers
- Closing Remarks

Key Deliberations:

- Ms. V Radha, Additional Secretary, NITI Aayog, presented a brief overview of the Aspirational Districts Programme (ADP) covering its outreach with an aim to saturate all the key social services in 112 underdeveloped districts by establishing a strong monitoring framework across the five social economic themes, viz., Health & Nutrition, Education, Agriculture & Water Resources, Financial Inclusion and Skill Development. She highlighted the objectives of the Aspirational Blocks Programme (ABP) in terms of reaching the last mile through convergence, collaboration and competition, developing block-specific action plan with special focus on marginalized communities. It was mentioned that 500 blocks have been selected under this program by the Inter-Ministerial Committee in consultation with States and Union Territories. The pillars of the ABP has been identified as robust monitoring system, block-level action plan, capacity building for field functionaries, and knowledge repository of best practices.

- Shri B.V.R Subrahmanyam, CEO, NITI Aayog, brought in attention and focused on the areas like health, education which are to be given top most priority for the core of

development of the nation by replicating the same strategy from the district level to the block level.

- Ms. Lazima Onta-Bhatta, Deputy Resident Representative, UNDP, showcased the impressive achievements that India has made in human development and property reduction and highlighted the work by UNDP from other regions especially related to local development towards implementation of ADP. She highlighted the role of UNDP in providing technical support to the program management unit and focusing on supporting the formulation of the proposals towards implementation of ADP. Success stories of local development programmes from different parts of the worlds were also showcased.

- Shri Swatantra Kumar Singh, Member Secretary, Planning, Government of Madhya Pradesh, shared his experiences of Madhya Pradesh and informed that various activities like data entry at blocks, analysis of data and uploading reports on portal, presentation of reports, regular meetings etc. are taking place to monitor the deisgn, deployment and implementation of Aspirational Blocks Programme.

- Shri Ravishankar Shukla, District Collector, Dumka, Jharkhand, highlighted the progress made in Dumka, Jharkhand with the implementation of ADP in the areas of Health, Education, Livelihood etc. He stressed on the efforts made by the district administration in terms of institutional strengthening, improving review meeting quality, establishing better coordination between Ministries, State government to ensure smooth rollout of ABP.

- Shri Lingraj Panda, District Magistrate, Gajapati, Odisha, highlighted the success of ADP in Gajapati, Odisha in terms of empowering the citizens and reaching the last mile. The initiative has allowed the district level officials to keep track of sectoral growth, data-driven governance through delta ranking, capacity building and evaluation & monitoring.
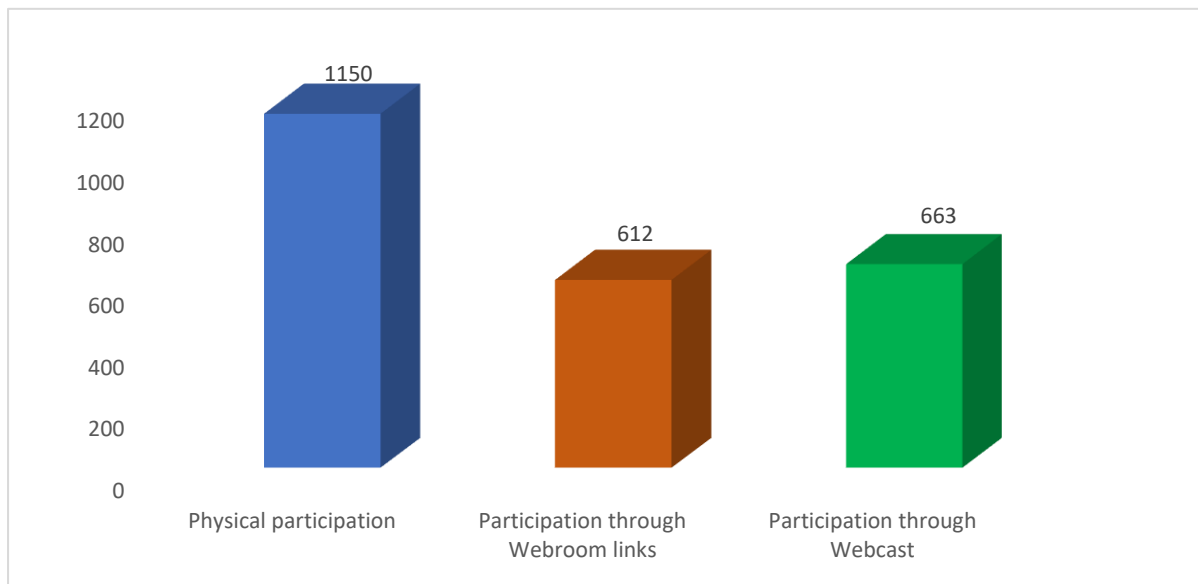
Key Takeaways:

- Capacity building of functionaries and stakeholders involved in the ABP will be key to success of the programme. Capacity Building Modules on the focus sectors and creation of master trainers to deliver the capacity building modules need to be a central piece of the ABP programme.

- States need to be given flexibility to choose some indicators based on their context. This would help States priorities sectors where concerted action is needed. ABP has allowed States to have 5 State specific indicators in the indicator's framework of the programme.

- Independent Surveys need to be commissioned to verify the claims on results that would be reported under the programme. There was consensus that Independent Verification Agents would be used for third party verification of results and claims.

- Programme and progress data to be sourced directly from concerned agencies than each Block filling data. API based data sourcing from MIS of concerned Ministries be ensured for seamless data sharing and reporting on progress against indicators.

- The programme should support Blocks develop perspective plans and progress be reported against the plan components. Blocks would undertake village immersion programs and hold consultations with Panchayat Raj Institutions and communities to develop Block perspective plans.

Way Forward:

- NGOs and external development partners to be engaged for sharing of best practices, providing incentives to field level staff, formation of Committees to relax provisions of central schemes etc.

- Institutional strengthening to be established by bringing role clarity for frontline bureaucrats and by addressing capacity gaps.

Status of Participation: