



प्रशासनिक सुधार और लोक शिकायत विभाग

DEPARTMENT OF
ADMINISTRATIVE REFORMS &
PUBLIC GRIEVANCES



OUTCOME PAPER CIVIL SERVICES DAY 2025



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BACKGROUND NOTE

The Government of India celebrates April 21st every year as '**Civil Services Day**' as an occasion for the civil servants to rededicate themselves to the cause of citizen and renew their commitments to public service and excellence in work. This date is chosen to commemorate the day when first Home Minister of Independent India, Sardar Vallabhbhai Patel addressed the probationers of Administrative Services Officers in 1947 at Metcalf House, Delhi, he referred to civil servants as the 'steel frame of India'. The first such function was held in Vigyan Bhawan, New Delhi on 21st April 2006.

As part of Civil Servant Day, Prime Minister's Awards for Excellence in Public Administration are presented to Districts/Implementing Units for implementation of Priority programme and innovation categories. With participation from a large number of Districts across the country in the Awards scheme, the scale of entire process is very large. These awards on the Civil Services day each year bring together civil servants to connect with each other and learn the good practices being implemented across the nation in the field of public grievance. This annual affair is eagerly awaited by all public administrators to celebrate outcomes of work done in the entire year.

This year, ***the 17th Civil Services Day was celebrated on 21st April, 2025 at Vigyan Bhawan, New Delhi***, marking a tribute to the unwavering commitment, innovation, and service spirit of India's civil servants. The event offers a platform for reflection, knowledge exchange, and the celebration of best governance practices.

The theme for this year's event was "***Viksit Bharat: Holistic Development of India with Focus on Saturation Approach***," aligning with the national vision of a developed India by 2047. The event was graced by the ***Hon'ble Prime Minister of India*** and served as a platform to honor outstanding work across governance sectors, while also acknowledging the evolving role of civil servants as facilitators of citizen-centric development.

The Prime Minister's address served as both a reflection on the past decade's transformative journey and a clarion call for next-generation reforms. He emphasized the role of civil servants in delivering last-mile services, ensuring inclusivity, and setting new global benchmarks in governance, ease of compliance, and technological integration. The Hon'ble Prime Minister also underlined the need for India's bureaucracy to shift from being a regulator to a facilitator of development, and emphasized the principles of "***Minimum Government, Maximum Governance***."

A key highlight of the event was the conferment of the Prime Minister's Awards for Excellence in Public Administration 2023 & 2024, instituted to recognize districts and government entities that have demonstrated exceptional innovation, dedication, and results on the ground.

This Prime Minister's Awards 2024 was presented in the following three categories:

- ***Holistic Development of Districts*** – Aims to recognize civil servants in holistic development of the Districts under the 11 key priority sector schemes of GoI.
- ***Aspirational Blocks Programme (ABP)*** – Honoring best performing blocks for the totality of the performance under ABP.





- **Innovation** – Two awards each for Central level, State level and District level initiatives respectively for its demonstration of innovation, which is sustainable and can be replicated.

The event also featured a **Plenary Session on “Civil Services Reforms – Challenges and Opportunities,”** chaired by Dr. T.V. Somanathan, Cabinet Secretary, and enriched by insights from top bureaucrats including Shri V. Srinivas, Secretary, DARPG, Smt. Rachna Shah, Secretary, DoPT and Shri Puneet Yadav, Additional Secretary, DARPG, alongside **Four Breakaway Sessions** focusing on key national development themes:

- Breakaway Session I: Strengthening Urban Transportation
- Breakaway Session II: Promoting Swasth Bharat through Ayushman Bharat PM-JAY and Ayushman Arogya Mandir
- Breakaway Session III: Promoting Nutrition for Women & Children through Mission Saksham Anganwadi and Poshan 2.0
- Breakaway Session IV: Aspirational Blocks Programme (ABP)

The event also witnessed the **screening of short films** and the **launch of e-Coffee Table Books** showcasing the achievements of selected initiatives under the *Holistic Development of Districts* and *Innovation* categories of the Prime Minister's Awards for Excellence in Public Administration 2023 & 2024.

The event was attended by senior officials from 84 Ministries and Departments, 36 States and Union Territories, and 789 districts. The Plenary and Breakaway Sessions were addressed by Union Ministers, senior Secretaries, and high-achieving officials from various States. Over 3,00,000 officials joined the event virtually from across India, while more than 3,000 officials attended in person at Vigyan Bhavan, New Delhi.

The Civil Services Day 2025, therefore, stood as a dynamic platform to honor dedication, introspect on institutional growth, and chart new pathways for building a future-ready civil service resilient, empathetic, and driven by the ideals of the Constitution. It reaffirmed the Government's resolve to build 'Viksit Bharat' through inclusive, technology-enabled, and citizen-centric governance models.





Plenary Session: Civil Services Reforms – Challenges and Opportunities

Objectives:

- To deliberate upon the evolving role of civil services in the context of emerging governance challenges.
- To explore next-generation reforms in public administration aligned with the vision of India@2047.
- To discuss the integration of values, technology, and competency in shaping future-ready civil servants.
- To gather insights and actionable suggestions from serving officers for building a responsive, inclusive, and efficient civil service framework.

Outline of the Session:

- Context Setting and Opening Remarks
- Address / Presentation by the Panelists
- Question & Answers
- Closing Remarks

Key Deliberations:

- Dr. T.V. Somanathan, Cabinet Secretary to the Government of India, provided a structured analysis of the challenges and opportunities in civil service reforms. He highlighted a communication gap where senior officials become detached from ground realities. He outlined four core criteria to evaluate the effectiveness of the civil services: preserving the constitutional order, ensuring impartial administration of laws and policies, faithfully implementing the elected government's mandate, and enabling development through efficient service delivery. He also emphasized the need for political neutrality, domain competence, and practical capability, while also acknowledging the inherent tensions, such as the trade-off between administrative neutrality and effective implementation.
- Shri V. Srinivas, Secretary, DARPG, expressed that new age skills must be anchored in integrity, credibility, and institutional trust. He identified leadership, faith, and impartiality as essential traits for civil servants, viewing them as change agents for reforms and governance. He noted an expanded role for civil services, supported by recruitment that is more competitive, stronger training, and continuous performance evaluation. Citing the





Hon'ble Prime Minister's Amrit Kaal vision, he emphasized a citizen-centric, next-generation reforms rooted in the Panch Pran, aiming for last-mile delivery and holistic district development through a saturation-based approach in the restructured PM Awards.

- Smt. Rachna Shah, Secretary, DoPT, marked Civil Services Day as a time for celebration, reflection, and renewed dedication. She highlighted the evolving roles of civil servants—as facilitators, innovators, and crisis managers—in a real-time digital governance era. Complementary initiatives like Coursera tie-ups and Rashtriya Karmayogi Jan Seva promote public service values. She further referred to complementary initiatives like Coursera partnerships and the Rashtriya Karmayogi Jan Seva Programme aimed at instilling a deeper public service ethos. She noted growing inclusivity in services, with more women and rural candidates joining. Finally, she stressed digital tools like CPGRAMS and Digilocker for citizen-centric service delivery, envisioning a resilient civil service by 2047.
- Shri Puneet Yadav, Additional Secretary, DARPG, delivered the vote of thanks. He appreciated the diverse inputs from the civil services fraternity, reaffirmed the Government's commitment to reforms, and acknowledged the panelists for their visionary insights. He emphasized that this session sets the tone for future engagements to reshape the administrative ethos of India.

Concerns and Suggestions Raised During Discussions:

- Need for structured in-service training, especially for mid- and senior-level officers.
- Enhancing transparency in empanelment, with feedback mechanisms for non-selection.
- Challenges in portal integration and service delivery efficiency.
- Necessity for unified platforms to reduce redundancies across schemes.
- Addressing risk-averse cultures by incentivizing innovation and accountability.
- Empowering field-level officers through simplification, protection, and support systems.

Key Takeaways:

- Civil servants must uphold constitutional order, impartiality, and faithful policy execution while navigating the balance between neutrality and responsiveness to the elected government's development goals.





- A renewed focus is needed on domain competence and operational realism, especially by addressing the communication gap between senior leadership and on-ground realities to improve administrative responsiveness.
- Digital platforms like CPGRAMS and Digilocker must be enhanced to support real-time, inclusive service delivery, reinforcing trust and transparency in governance.
- Expand and structure in-service training, especially for mid- and senior-level officers, leveraging platforms like Karmayogi Bharat and global learning tie-ups to cultivate adaptive, ethical, and competent leadership.
- Foster a reform-oriented, risk-taking administrative culture by introducing protection mechanisms and performance-linked incentives that reward creativity and citizen impact.
- Institutionalize clear feedback loops and fair evaluation criteria in empanelment processes to sustain motivation and ensure meritocratic advancement.





Breakaway Session I: Strengthening Urban Transportation

Objectives:

- To discuss urban mobility as a driver of economic growth and equitable access to opportunities.
- To explore innovations and policy initiatives in public transportation for improved sustainability and inclusivity.
- To identify best practices in urban transit infrastructure including metro systems, RRTS, bus fleets, and multimodal integration.
- To deliberate on capacity building, public-private partnerships, and transit-oriented development models for effective execution.

Outline of the Session:

- Context Setting and Opening Remarks
- Address / Presentation by the Panelists
- Question & Answers
- Closing Remarks

Key Deliberations:

- Shri Jaideep, OSD (Urban Transportation), M/oHUA, outlined India's evolving urban transport landscape and future roadmap. He noted India's rise as the third-largest metro network, expanding sustainable mobility to emerging cities. Emphasizing eco-conscious practices and smart tech, he linked progress to the Viksit Bharat 2047 vision. Efficient transport, he said, drives economic growth and jobs, but congestion—especially during peak hours—remains a major hurdle. As a solution, he advocated Transit-Oriented Development (TOD) to promote walkable, mixed-use communities around transit hubs. He also stressed the importance of innovative financing and inclusive, scalable planning for equitable urban mobility.
- Shri Katikithala Srinivas, Secretary, MoHUA, spoke on the challenges and transformative potential of urban mobility. He flagged worsening congestion, falling peak-hour speeds, and long commutes as indicators for urgent reform. Emphasizing a people-centric approach, he supported metro expansion and RRTS for better connectivity. He stressed the importance of last-mile connectivity through modal integration, innovation, and policy





coordination. Data-driven planning was highlighted as vital for operational efficiency and commuter satisfaction. He noted key issues like a 1.5 lakh bus shortage and over 80% of buses being outdated. Metro saturation was also flagged as a growing concern. He called for inclusive, walkable, safe, and affordable transport systems.

- Shri M. Maheshwar Rao, Managing Director, Bangalore Metro Rail Corporation Ltd. and Principal Secretary, Transport Department, Government of Karnataka, presented Bengaluru's Comprehensive Mobility Plan (CMP) as a roadmap for integrated, sustainable urban transport. He highlighted key strategies such as Bus Priority Lanes, active mobility infrastructure, seamless metro-bus-suburban rail integration, and Transit-Oriented Development (TOD). With a projected investment of ₹2.5 lakh crore, the CMP aims to improve connectivity and reduce congestion. Shri Rao noted operational highlights including a 76.85 km metro network, a bus fleet expansion plan to 16,225 by 2031, and upcoming deployment of 7,000 electric buses. He also emphasized digital integration through ONDC for unified ticketing and real-time planning.
- Shri Shalabh Goel, MD, NCRTC, showcased the Delhi–Meerut RRTS as a game-changer in regional mobility. With 55 km operational, travel time from New Ashok Nagar to Meerut South is now just 42 minutes. He highlighted the co-location of Metro and RRTS in Meerut, saving ₹6,300 crore through infrastructure optimization. The corridor promotes balanced economic growth, job creation, and regional integration. Built with advanced signaling, it aligns with 'Make in India' and prioritizes safety and self-reliance. Operating at 85 km/h, future corridors aim for higher speeds and broader reach. The project uses solar energy and sustainable methods. It sets a model for fast, green, and inclusive transit across India.
- Shri Manohar Lal, Minister of Housing & Urban Affairs and Minister of Power, stressed on the need for proactive urban planning as India's urban population is set to rise from 35% to 50% by 2047. He underscored integrating flagship schemes for seamless multimodal connectivity. Key efforts include a pilot on skip-stop trains, multi-layered transport systems, and cargo-compatible metro coaches to reduce road congestion. He proposed double-decker buses to boost capacity in crowded zones. Emphasizing smart, sustainable, and inclusive urban growth, he advocated a holistic development approach. Reflecting on





is public service tenure, he stressed collaborative governance. Shri Khattar called for future-ready, efficient, equitable, and eco-friendly cities.

Key Takeaways:

- Focus on Transit-Oriented Development (TOD) for Sustainable Urban Planning to create walkable, mixed-use communities around transit hubs, fostering connectivity, economic growth, and reducing congestion, as advocated by key policymakers.
- Strengthen the modal integration of metro, bus, and regional rail networks, ensuring seamless connectivity for commuters from home to work, alongside a focus on innovative last-mile solutions such as electric vehicles.
- Address the current bus fleet shortage and outdated buses by investing in new, eco-friendly fleets like electric buses and ensuring future expansions of metro and RRTS networks, such as Bengaluru's ambitious metro and bus projects.
- Incorporate data analytics for operational efficiency, real-time planning, and improving commuter satisfaction, as highlighted by the need for improved data-driven governance and planning.
- Transition towards environmentally sustainable, urban green transit systems such as the Delhi–Meerut RRTS, which uses solar energy, while focusing on inclusive, safe, and affordable transport solutions for all urban residents.





Breakaway Session II: Promoting Swasth Bharat through Ayushman Bharat PM Jan Arogya Yojana and Ayushman Arogya Mandir

Objectives:

- To highlight the strategic contribution of Ayushman Bharat PM-JAY and Ayushman Arogya Mandirs toward achieving Universal Health Coverage (UHC).
- To discuss innovations and best practices adopted at the national and state levels.
- To explore synergies between primary, secondary, and tertiary care services in line with the vision of Viksit Bharat @2047.

Outline of the Session:

- Context Setting and Opening Remarks
- Address / Presentation by the Panelists
- Question & Answers
- Closing Remarks

Key Deliberations:

- Smt. L.S. Changsan, Additional Secretary, Ministry of Health & Family Welfare and CEO, NHA, spoke on Ayushman Bharat PM-JAY and Ayushman Arogya Mandir as key drivers of healthcare transformation. She emphasized citizen-centric, tech-enabled governance and last-mile healthcare access. She outlined three core pillars: accessibility, affordability, and quality service delivery. Citing the National Health Policy 2017, she stressed preventive care, health-integrated development, and universal, financially sustainable healthcare. Furthermore, she highlighted Ayushman Arogya Mandir's role in delivering comprehensive primary care. She underlined strong referral linkages across all levels—from CHCs to medical colleges. The initiative aims to improve access, enhance quality, and lower healthcare delivery costs nationwide.
- Smt. Punya Salila Srivastava, Secretary, MoHFW, outlined efforts to ensure universal, affordable, and quality healthcare through Ayushman Bharat. She reiterated the National Health Policy 2017's focus on reducing financial hardship in healthcare access. Noting the success of PM-JAY and Ayushman Arogya Mandir, she highlighted sharp declines in MMR, IMR, U5MR, and elimination of maternal and neonatal tetanus. Over 60 crore





beneficiaries have received support, saving ₹1.25 lakh crore in out-of-pocket expenses; women comprise half of all hospitalizations. She discussed scaling up Arogya Mandirs and initiatives like the 100-day TB campaign. New self-evaluation portals for quality assurance were introduced. These reinforce the Ministry's vision for inclusive and outcome-driven healthcare.

- Dr. Vinod K. Paul, Member (Health), NITI Aayog, emphasized the transformative impact of Ayushman Bharat on the Indian health sector, particularly with the launch of two flagship schemes in 2018. He highlighted the mission to achieve Universal Health Coverage, where quality healthcare is accessible without financial strain. He underscored the importance of primary healthcare, stating that 90% of essential healthcare tasks can be addressed at this level. He advocated for focusing on preventive care, early detection, and control, and called for increased investment in primary healthcare to improve life expectancy and create a people-centric and future-ready healthcare system.
- Smt. Gayatri A. Rathore, Principal Secretary, Health and Family Welfare, Rajasthan, shared insights on Rajasthan's health insurance schemes and public health infrastructure. She highlighted two key aspects: a strong PM-JAY platform and the Mukhyamantri Ayushman Arogya Yojana, offering up to ₹25 lakh coverage per family. Rajasthan's universal approach covers 1.33 crore families through the Jan Aadhar database under NFSA. She emphasized the state's commitment to improving healthcare delivery systems. This supports the vision of a resilient and inclusive public health system. Rajasthan aims to contribute to a strong, self-reliant India under the Swasth Bharat mission.
- Shri Jagat Prakash Nadda, Hon'ble Minister of Health and Family Welfare, discussed the impact of Ayushman Bharat PM-JAY since its 2018 launch, noting its origins in 2015. He highlighted the National Health Policy as India's first holistic approach to accessible healthcare and recommended routine health check-ups for those above 30 at Ayushman Arogya Mandirs. He outlined strategic priorities for the program, including capacity building, awareness of the Program Implementation Plan, expansion of telemedicine, and transparent impact assessment of diagnostics. The session emphasized Ayushman Bharat's transformative role in advancing primary healthcare. It reaffirmed a collective commitment to affordable, quality health services for all, advancing toward a Swasth and Viksit Bharat.





Key Takeaways:

- Ayushman Bharat PM-JAY and Ayushman Arogya Mandirs emphasize a tech-enabled, citizen-centric approach to healthcare delivery, making services more accessible and affordable for rural and marginalized populations.
- Importance of preventive care and primary healthcare, it is critical to scale up investments in primary care facilities and preventive health initiatives to reduce the burden on secondary and tertiary hospitals and improve long-term health outcomes.
- A robust referral system linking primary care centers (CHCs) to specialized institutions (e.g., medical colleges) is crucial to ensure smooth patient flow and provide comprehensive, continuous care.
- States like Rajasthan, with initiatives like Mukhyamantri Ayushman Arogya Yojana and leveraging platforms like PM-JAY, have set examples of how state-level schemes can work in tandem with national programs to increase coverage, enhance service delivery, and improve health outcomes.
- Capacity building is essential for health service providers at all levels—ensuring that both the medical workforce and infrastructure can handle the increased demand while maintaining service quality and operational efficiency.





Breakaway Session III: Promoting Nutrition for Women and Children through Mission Saksham Anganwadi and Poshan 2.0

Objectives:

- To deliberate on strategies for addressing malnutrition and enhancing early childhood development under Mission Poshan 2.0.
- To highlight innovative practices and cross-sectoral convergence for impactful nutrition delivery.
- To explore community-led approaches and technology integration for effective implementation.
- To facilitate knowledge exchange among states and stakeholders on successful interventions in nutrition and early childhood care.

Outline of the Session:

- Context Setting and Opening Remarks
- Address / Presentation by the Panelists
- Question & Answers
- Closing Remarks

Key Deliberations:

- Shri Anil Malik, Secretary, Ministry of Women and Child Development, discussed the Poshan Tracker, a flagship IT system recognized by the Prime Minister. It serves as a transformative tool for real-time monitoring and improved service delivery in the Integrated Child Development Services (ICDS) program. The tracker streamlines data collection, enhances targeting, and integrates multiple schemes like Saksham Anganwadi and Poshan 2.0 to serve over 100 million beneficiaries. It has improved policy decisions and earned global recognition. Shri Malik also addressed obesity concerns, outlining the Ministry's advisory based on WHO and NIN recommendations, promoting healthier dietary practices in line with the Prime Minister's call.
- Dr. Bharati Kulkarni, Director, ICMR-NIN, emphasized a lifecycle approach to tackle child undernutrition rooted in maternal malnutrition. She highlighted the first 1,000 days as critical and cited barriers like poor diets, inadequate feeding, and limited WASH. Noting that only 6% of children aged 6–24 months receive a minimum acceptable diet, she called





for multi-sectoral action to reduce stunting and address anemia through better diets and behavior change. She flagged rising adolescent obesity due to ultra-processed foods and introduced the 2024 Dietary Guidelines promoting diet diversity, physical activity, and lower sugar intake. She also referenced updated NFSA norms prioritizing food group diversity.

- Smt. Leena Johri, Principal Secretary, Women & Child Development, Uttar Pradesh, outlined the state's efforts to combat malnutrition across 75 districts and 1.89 lakh Anganwadi centers. She highlighted initiatives like Mission Saksham Anganwadi, Poshan 2.0, and the Poshan Tracker for better data and policy targeting. The Take-Home Ration program, benefiting over 2 crore people through women-led self-help groups, focuses on nutrition and empowerment. She also shared the success of the Sambhav Yojana pilot in improving SAM recovery rates. Uttar Pradesh's digital, community-driven strategies and PMMVY's direct benefit transfers are key to improving nutrition. Smt. Johri reaffirmed the state's commitment to scalable, data-backed nutrition solutions.
- Smt. Rashmi Arun Shami, Principal Secretary, WCD, Madhya Pradesh, highlighted the state's nutrition gains via 97,000+ Anganwadi centres (28,000 in tribal areas), benefiting 74 lakh+ individuals. She credited interdepartmental convergence and community engagement for reduced malnutrition. Initiatives like Mangal Diwas (e.g., Suposhan Diwas, Annaprashan), Poshan Matka, Panchmati se Poshan, and Sayyogini Matra Samitis promoted dietary diversity and ownership. The Sampark App enabled real-time monitoring and accountability. She noted progress in early childhood care via STARS and SAM recovery under Mukhyamantri Bal Arogya Samarthan Karyakram. Ladli Behna Yojana was recognized for advancing women's financial and child development outcomes.
- Smt. Annpurna Devi, Hon'ble Minister of Women & Child Development, highlighted community participation as central to Mission Poshan 2.0, with nearly 130 crore activities conducted since 2018 through Jan Andolan efforts like Poshan Maah and Poshan Pakhwada. She credited the Prime Minister's mission-mode strategy for fostering grassroots engagement, stressing that sustained change requires collective responsibility and public awareness. Emphasizing nutrition as a universal issue beyond economic status,





she called for widespread dissemination of feeding practices. She concluded that this growing participation is driving a cultural shift in nutritional awareness nationwide.

Key Takeaways:

- Poshan Tracker is a transformative tool for real-time monitoring and data collection, helping to streamline service delivery and improve policy targeting, ensuring that over 100 million beneficiaries receive timely nutrition interventions.
- Tackling child undernutrition begins with addressing maternal malnutrition. The first 1,000 days of a child's life are crucial, and multi-sectoral action, focusing on diet diversity, better feeding practices, and improved WASH (Water, Sanitation, and Hygiene), is critical for reducing stunting and anemia.
- The 2024 Dietary Guidelines recommend prioritizing diverse diets and reducing the intake of ultra-processed foods to combat rising adolescent obesity and ensure healthy growth for children, especially those aged 6–24 months.
- States like Uttar Pradesh and Madhya Pradesh are achieving success by fostering interdepartmental convergence to reduce malnutrition. Initiatives like community-driven programs (e.g., Mangal Diwas, Poshan Matka, and Take-Home Ration programs) are vital for enhancing nutrition outcomes.
- Community engagement, through platforms like Poshan Maah and Poshan Pakhwada, has been central to Mission Poshan 2.0, driving grassroots awareness and participation. Sustained change requires collective responsibility, with nutrition becoming a societal issue beyond economic status.
- The adoption of digital solutions, such as the Sampark App for real-time monitoring, has significantly improved accountability in nutrition delivery and enabled better tracking of progress and issues.
- Programs like the Take-Home Ration initiative in Uttar Pradesh, led by women's self-help groups, not only address nutritional needs but also empower women by enhancing their roles in decision-making and community health outcomes.





- States like Madhya Pradesh have implemented innovative local programs (e.g., Sayyogini Matra Samitis and Suposhan Diwas) that promote dietary diversity and ownership. These programs serve as replicable models for other regions facing similar challenges.
- The widespread Jan Andolan efforts have resulted in a cultural shift in nutritional awareness, with growing participation and a national recognition that nutrition is a universal issue requiring collective responsibility and widespread action.





Breakaway Session IV: Aspirational Blocks Programme

Objectives:

- To understand the detailed approach of the Aspirational Blocks Programme (ABP) in advancing last-mile service delivery.
- To showcase best practices and innovations from states and blocks in the implementation of ABP.
- To deliberate on collaborative and data-driven governance models enhancing block-level development.
- To evaluate progress and explore future-ready indicators aligned with national priorities.

Outline of the Session:

- Context Setting and Opening Remarks
- Address / Presentation by the Panelists
- Question & Answers
- Closing Remarks

Key Deliberations:

- Shri V. Srinivas, Secretary, DARPG emphasized the role of data-driven governance in achieving the Hon'ble Prime Minister's vision of "Nation First, Citizen First." He highlighted the PM-JANMAN scheme and recent administrative reforms focused on improving service delivery at the grassroots level, particularly in health, education, and employment. Acknowledging the critical role of frontline workers, Block Development Officers, and District Collectors, he cited Adilabad district's success in achieving 100% institutional deliveries and full immunization. He stressed the need for accurate data and proper documentation to support development outcomes, aligning with the Civil Services Day theme of holistic development.
- Shri Rao Inderjit Singh, Union Minister of State (Independent Charge) for Statistics and Programme Implementation, Planning, and Culture, described the Aspirational Blocks Programme (ABP) as a transformative model rooted in institutional synergy and cooperative federalism. He underscored the role of flagship initiatives like Sankalp Saptah and Sampoornta Abhiyan in accelerating grassroots outcomes, driven by the efforts of





SHGs, teachers, and local communities. Citing success stories from Baramulla and the North-East, he noted ABP's positive impact on maternal health, education, and inclusion of PVTGs. He also emphasized the promotion of local identity and economies through the 'Aakansha' brand.

- Shri Alok Kumar, Principal Secretary, Planning Department, Uttar Pradesh, shared the success of the UP Aspirational Block Programme (UP ABP), launched in May 2022 across 108 blocks in 42 districts. Tracking 50 KPIs through the 5W2H framework, it uses real-time dashboards, UNICEF-backed monitoring, and a zero-vacancy policy. Performance-based incentives of ₹5–₹20 crore and the CM Fellowship Programme have strengthened implementation. With 68 blocks improving significantly and 30 KPIs surpassing state averages, UP ABP has earned national recognition for enhancing grassroots planning and execution.
- Shri Amit Chandra, Co-founder of A.T.E. Chandra Foundation, highlighted the community-led, tech-driven Gaalmukt Dharan, Gaalyukt Shivar Yojana (GDGS) for waterbody rejuvenation in Maharashtra, especially in Jalna and Beed. Covering 6,000 sites in 8,000 villages, it has benefited 79,000 farmers and tackled rural water distress through Jan Bhagidari. In collaboration with NITI Aayog, the Foundation uses satellite imagery for long-term monitoring and promotes preventive agricultural practices. He advocated reallocating funds from existing schemes to address drought-linked poverty and ensure sustainable rural development.
- Shri Abhishek Sharma, Deputy Commissioner of Rajouri (J&K), outlined interventions in Khwas Aspirational Block, home to the migratory Bakarwal tribe, facing isolation and limited services. Key steps included building a 30.2 km PMGSY road, improving telecom, launching Seasonal Education Centers, upgrading Anganwadis and hostels, training Tribal ASHAs, and enhancing sanitation. Agricultural support was expanded via Kisan Khidmat Ghar and Krishi Udyami schemes. The area's first ATM boosted financial inclusion. Future plans aim to empower tribal communities as partners in development..
- Shri Namit Mehta, District Collector of Kherwara, Udaipur, Rajasthan, presented the success of the Aspirational Blocks Programme through the "3C" approach—convergence, collaboration, and competition. Kherwara, with 75% tribal population and 55% literacy,





improved its national ranking from 438 to 131 in six months. Key initiatives like E-Sikhe, Poshan Mah, ANC Khojo Abhiyan, and Pink Toilet enhanced sanitation, education, and maternal health. CSR partnerships helped improve Model Anganwadi Centres. PMAY-G housing achieved 100% saturation, while JJM coverage and teacher training also saw significant progress. School compliance, SHG funding, and tourism opportunities further boosted the block's development.

Key Takeaways:

- The success of the Aspirational Blocks Programme (ABP) is related to data-driven governance models. Initiatives like the PM-JANMAN scheme and real-time dashboards have proven essential in enhancing service delivery at the grassroots level, with accurate data supporting better decision-making and more targeted interventions.
- ABP thrives on a collaborative, multi-stakeholder approach, bringing together government institutions, local bodies, self-help groups (SHGs), teachers, and the community.
- Uttar Pradesh's use of real-time dashboards, performance-based incentives, and a zero-vacancy policy has strengthened implementation.
- Maharashtra's Gaalmukt Dharan, Gaalyukt Shivar Yojana (GDGS) shows the power of tech-driven solutions combined with community involvement. Using satellite imagery for monitoring waterbody rejuvenation and promoting preventive agricultural practices has led to sustainable rural development and alleviated water distress in rural areas.
- In blocks like Khwas (J&K) and Kherwara (Rajasthan), interventions that focused on infrastructure development—such as road building, telecom improvement, sanitation, and education—coupled with efforts to empower local communities (e.g., seasonal education centers and financial inclusion programs) have shown significant improvement in the well-being of marginalized populations.
- ABP indicators to include emerging priorities such as renewable energy, sustainability, and long-term ecological health will ensure that the program remains adaptable to evolving national and global needs, and supports sustainable development goals.





- The “3C” approach in Kherwara—Convergence, Collaboration, and Competition—has resulted in significant development progress, improving education, sanitation, maternal health, and infrastructure. Competitive benchmarking against national standards motivates blocks to perform better and ensures that development is continuous and impactful.





सत्यमेव जयते

**Department of Administrative Reforms and Public Grievances
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