



**REGIONAL CONFERENCE  
ON  
“BRINGING CITIZENS AND GOVERNMENT CLOSER  
THROUGH ADMINISTRATIVE REFORMS”**

**August 18 & 19, 2022  
Itanagar, Arunachal Pradesh**



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

**Regional Conference (18-19 August 2022) at Itanagar, Arunachal Pradesh on  
“Bringing Citizens and Government Closer Through Administrative Reforms”**

**Minute to Minute Programme  
18 August 2022**

9.30 AM-10 AM	<b>Registration</b>
10.00 AM- 11.10 AM	<b>Pre-inaugural Session – I Reforms in Governance</b> <ol style="list-style-type: none"> <li>1. “Vision India@2047”– - <b>Dr. S.N.Tripathi</b>, Director General, IIPA - <b>In Chair</b></li> <li>2. “Mission Karamyogi” - <b>Shri Hemang Jani</b>, Secretary, Capacity Building Commission</li> <li>3. “Reforms in Personnel Administration” - <b>Shri Romeo Vincent Tete</b>, Assistant Director, Lal Bahadur Shastri National Academy of Administration (LBSNAA)</li> <li>4. Reforms in Arunachal Pradesh - <b>Shri Kaling Tayeng</b>, Commissioner(Political, PWD, Vigilance, Power, Home, Border Affairs), Government of Arunachal Pradesh</li> </ol>
11.10 AM – 11.20 AM	Tea Break
11.20 AM – 1.20 PM	<b>Inaugural Session</b> <ol style="list-style-type: none"> <li>1. Lighting of lamp</li> <li>2. Welcome Address by <b>Shri NBS Rajput</b>, Joint Secretary, DARPG</li> <li>3. Address by <b>Shri Dharmendra</b>, Chief Secretary, Govt. of Arunachal Pradesh</li> <li>4. Address by <b>Shri Lok Ranjan</b>, Secretary, DoNER (through VC)</li> <li>5. Address by <b>Shri V. Srinivas</b>, Secretary, DARPG</li> <li>6. Address by <b>Shri Chowna Mein</b>, Hon’ble Deputy Chief Minister of Arunachal Pradesh</li> <li>7. Screening of Film on PM awarded initiatives on N.E. Region</li> <li>8. <b>Memorandum of Understanding</b> - signed between DARPG and Government of Arunachal Pradesh regarding Capacity Building Initiatives</li> <li>9. Address by <b>Dr. Jitendra Singh</b>, Hon’ble MoS Personnel, Public Grievances and Pensions</li> <li>10. Address by <b>Shri Pema Khandu</b>, Hon’ble Chief Minister of Arunachal Pradesh</li> <li>11. Vote of Thanks by <b>Shri Ajay Chagti</b>, Secretary (AR), Govt. of Arunachal Pradesh</li> </ol>
01.20 PM – 2.45 PM	<b>Lunch Break</b>

**Regional Conference (18-19 August 2022) at Itanagar, Arunachal Pradesh on  
“Bringing Citizens and Government Closer Through Administrative Reforms”**

02.45 PM – 4.45 PM	<p><b>Session II – Public Grievance Redressal and e-Office in N.E. States</b></p> <p><b>Shri K.D. Vizo</b>, Principal Secretary (IT), Govt. of Nagaland– <b>In Chair</b></p> <ol style="list-style-type: none"> <li>1. “CPGRAMS- Redressal of Public Grievances”- <b>Ms Rachna Srivastava</b>, DDG, NIC</li> <li>2. “Redressal of Public Grievances and E Office in Nagaland”- <b>Shri K.D. Vizo</b>, Principal Secretary (IT), Govt. of Nagaland “e-Office in Sikkim”- <b>Shri Yogendra Sharma</b>, Secretary (IT), Sikkim</li> <li>3. “Citizen Centric Planning in Arunachal Pradesh” - <b>Shri Prashant Lokhande</b>, Commissioner (Planning), Government of Arunachal Pradesh</li> <li>4. “Redressal of Public Grievances in Tawang”- <b>Shri Kesang N Damo</b>, Deputy Commissioner, Tawang, Govt. of Arunachal Pradesh</li> </ol>
04.45 PM – 05.30 PM	<p><b>Session – III Good Governance Practices in N.E. States</b></p> <p><b>Dr. Sharat Chauhan</b>, Pr Secy (Health / Finance/ EF&amp;CC), Govt. of Arunachal Pradesh - <b>In Chair</b></p> <ol style="list-style-type: none"> <li>1. “Ethical Governance through Climate Change Mitigation”- <b>Dr Damodhar A.T.</b>, IFS, Department of Environment, Forest &amp; Climate Change, Government of Arunachal Pradesh</li> <li>2. “Process Re-engineering in Government – Revamped CPGRAMS”, - <b>Shri Vivek HP</b>, Secretary, Health, Arunachal Pradesh</li> <li>3. “Plastic Shredding Unit in Changlang”,- <b>Shri Sunny K. Singh</b>, DC, Changlang, Arunachal Pradesh</li> <li>4. “Tourism in Namsai”, - <b>Shri R. K. Sharma</b>, Additional Secretary, Power, Government of Arunachal Pradesh</li> <li>5. “Water Conservation in North Eastern Hill States-Lessons from Sialsir Village”- <b>Ms. Nazuk Kumar</b>, DC, Serchhip District, Mizoram (through VC)</li> <li>6. “Covid Management in Kokrajhar” – <b>Smt Vernali Deka</b>, DC, Kokrajhar, Assam</li> </ol>
7 PM Onwards	<b>Cultural programme followed by Dinner</b>

**Regional Conference (18-19 August 2022) at Itanagar, Arunachal Pradesh on  
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**19 August 2022**

10.00 AM-11.10 AM	<p><b>Session IV – District Good Governance Index</b></p> <p><b>Shri NBS Rajput</b>, Joint Secretary, DARPG - <b>In Chair</b></p> <ol style="list-style-type: none"> <li>1. “DGGI portal of J&amp;K” - <b>Shri Saurabh Bhagat</b>, Director General, J&amp;K IMPA&amp;RD (Through VC)</li> <li>2. “DGGI index for Arunachal Pradesh” - <b>Shri Shabbeer Shaikh, Director</b> – Centre for Good Governance</li> </ol>
11.10 AM- 01.45 PM	<p><b>Session V – Good Governance Practices in North East India</b></p> <p><b>Shri Sriram Taranikanti</b>, Additional Secretary, Inter State Council, MHA- <b>In Chair</b></p> <ol style="list-style-type: none"> <li>1. “Education Initiatives in N.E. States”- <b>Smt. Padmini Singla</b>, Commissioner Education, Govt. of Arunachal Pradesh</li> <li>2. “Technology in Administration”- <b>Shri Ajit Kumar Verma</b>, DC, Mon, Nagaland</li> <li>3. “e-Office in Meghalaya” – <b>Dr. Joram Beda</b>, Secretary, Planning Department, Govt. of Meghalaya</li> <li>4. Aspirational District Programme in Mamit District, Mizoram - <b>Henry Malsawmtluanga</b>, Nodal Officer, Aspirational District Programme, Mamit District</li> <li>5. “Mission Indradhanush in East Siang” –<b>Shri Tayi Taggu</b>, DC, East Siang, Arunachal Pradesh</li> </ol>
01.45 PM– 02.35 PM	<p><b>Valedictory Session</b></p> <ol style="list-style-type: none"> <li>1. Address by <b>Shri Ajay Chagti</b>, Secretary (AR), Govt. of Arunachal Pradesh</li> <li>2. Address by <b>Shri V. Srinivas</b>, Secretary, DARPG (Through VC)</li> <li>3. Address by <b>Shri Charat Chauhan</b>, Chief Secretary-in-Charge, Govt. of Arunachal Pradesh</li> <li>4. Vote of Thanks by <b>Shri Parthasarathy Bhaskar</b>, Deputy Secretary, DARPG</li> </ol>
02.35 PM Onwards	

## Introduction

The Department of Administrative Reforms and Public Grievances, Government of India successfully organized two-day Regional Conference on the theme: “Bringing Citizens and Government Closer through Administrative Reforms” in collaboration with the Department of Administrative Reforms, Government of Arunachal Pradesh on 18<sup>th</sup> and 19<sup>th</sup> August, 2022 at Itanagar, Arunachal Pradesh. The main objective of the Conference was to bring national and state level organizations on a platform where not only sharing of knowledge can take place but also of experiences, where everyone will gain insights and bring their areas at par in development and delivery of services to the public.

The two-day regional conference had 5 technical sessions on Reforms in Governance; Public Grievances Redressal and e-Office in N.E. States; Good Governance Practices in North Eastern States; District Good Governance Index and Good Governance Practices.

It was the first occasion on which the Regional Conference was organized by DARPG in Itanagar. The delegates from New Delhi, Assam, Nagaland, Jharkhand, Sikkim, Andhra Pradesh, Uttarakhand, Mizoram and Manipur participated in the Conference. Senior officers of the central and the state governments responsible for implementing good governance practices, and officials from cutting edge level participated in the conference.



**Lighting of lamp**

**Day: 1 (18<sup>th</sup> August, 2022)**



### **Pre-inaugural Session – I Reforms in Governance**

The regional conference commenced with a pre-inaugural session wherein Dr. S.N.Tripathi, Director General, IIPA presented “Vision India@2047” which was followed by a presentation by Shri Hemang Jani, Secretary, Capacity Building Commission on “Mission Karmayogi”. Shri Romeo Vincent Tete, Assistant Director, Lal Bahadur Shastri National Academy of Administration (LBSNAA) topic of presentation was “Reforms in Personnel Administration” followed by a presentation by Shri Kaling Tayeng, Commissioner (Political, PWD, Vigilance, Power, Home, Border Affairs), Government of Arunachal Pradesh on “Reforms in Arunachal Pradesh”

In the inaugural session, in his welcome address, Sh NBS Rajput, Joint Secretary, Department of Administrative Reforms and Public Grievances thanked government of Arunachal Pradesh for hosting Itanagar as a venue for the very important conference. He expressed hope all participants will have a comfortable stay in Itanagar. Being the first regional conference hosted by DARPG in Itanagar, Sh Rajput extended warm hearty welcome to each of district collector, all the speakers who will be presenting their success stories.



## Presentation on Vision India@2047



Dr. Surendra Nath Tripathi, Director General, Indian Institute of Public Administration, New Delhi presented Vision India@2047. Government should only be doing “core” functions through making rule for public good. The job of the Government should be only benchmarking and regulatory in nature. Government should move from provider to facilitator to empowerment mindset. All services should be carried out remotely through cloud very user friendly through mobile sets. Information Technology

led transformational impacts has been reshaping every walk of our lives. Digital India is a vision to transform India into a digitally empowered society and knowledge economy. NeSDA framework (August 2018), conceptualized with an overall objective to measure the depth and effectiveness of existing e-Governance service delivery mechanisms. e-participation and adoption of data-centric approaches through open government data, innovative use of new emerging technologies (artificial intelligence (AI) block chain) addressing data privacy and cyber security concerns of citizens.

### **Solution Framework:**

**Infrastructure:** Maximising PM Gati Shakti Potential; Making Indian logistics competitive; and Future readiness of Jal Jeevan Mission.

**Governance:** Mission mode, silo-busting at centre and state GST Council/Gati Shakti Model; Mission Mode Employment and hiring-eHRMS and Channelising Youth to Volunteerism-YouaShakti AgniPath

**Technology:** Tech adoption for infrastructure-BIM Geo-Spatial and Project Management; Mission KarmaYogi; AI ML Blockchain IoT and Analytics; and Embracing Public Cloud Multi Cloud and subscription-based models.

**Finance:** Improving incremental capital output ratio ICOR; UPI Success, Cutting time and cost delays; Reviving DISTCOM; and controlling competitive Welfarism.

## Presentation on Mission Karmayogi

Shri Hemang Jani, Secretary, Capacity Building Commission on “Mission Karmayogi”. Mission Karmayogi is a national program for civil services capacity building that aims to create a competent and motivated civil service that is rooted in Indian ethos and is committed to serving the people of India. One of the key components of Mission Karmayogi is capacity building on governance. This includes providing training to civil servants on a wide range of topics related to governance, such as public policy, financial management, and project management. The goal of capacity building on governance is to help civil servants develop the skills and knowledge they need to effectively discharge their responsibilities. This includes the ability to formulate and implement sound public policies, manage public finances, and deliver public services in a transparent and accountable manner.



Capacity building on governance is an essential part of Mission KArmyogi. It is only by equipping civil servants with the skills and knowledge they need that we can create a government that is truly capable of serving the people of India.

Here are some of the key benefits of capacity building on governance:

- Improved public service delivery: Civil servants who are better trained in governance are better equipped to deliver public services in a timely, efficient, and effective manner.
- Increased transparency and accountability: Civil servants who are more familiar with the principles of good governance are more likely to act in a transparent and accountable manner.

Enhanced citizen participation: Civil servants who are more skilled in governance are better able to engage with citizens and involve them in the decision-making process



## Presentation on Reforms in Personnel Administration in LABSNAA



“Reforms in Personnel Administration in LABSNAA” presented by Shri Romeo Vincent Tete, Assistant Director, Lal Bahadur Shastri National Academy of Administration, Mussoorie. The Speaker presented bird’s eye view of Lal Bahadur Shastri National Academy of Administration, Mussoorie. He highlighted overall reforms undertaken by the academy in recent past to provide best qualities of public servants to the country.

The Speaker further spoke about important projects like Mission Karmayogi launched in the year 2020. Under the mission Karmayogi, steps have been taken in the academy to infuse professionalism, sense of empathy, extensive feedbacks through undertaking field visits among the officer trainees. He further informed the historic visit of Hon’ble Prime Minister in 2017 at the academy after a gap of 42 years wherein it has cleared two pathways for Civil Services in Amrut Kaal like Genesis of Mission Karmayogi and idea of Aarambh (resuming the Common Foundation Course) in LABSNAA in which 1<sup>st</sup> ever common Mid Career Training Programme was introduced under mission karmayogi, thereby 242 officers of 2000 and 2001 Batch IAS officers have been trained under the programme. He further said that the Hon’ble Chief Minister of Arunachal Pradesh had visited LABSNAA on 11<sup>th</sup> & 12<sup>th</sup> August, 2022 wherein it had mutually agreed that LABSNAA will train fresh recruits of state civil service officers under the aegis of Centre for North East Development. Since then two workshops were organized in the campus wherein 53 APCS (EG) officers have been trained so far. In his concluding remarks, the Speaker informed that the Academy is striving for further transforming induction training for officer trainees and create a wider learning mission around a national goal under the Aarambh project.

## Presentation on Reforms in Arunachal Pradesh



Shri Kaling Tayeng, Principal Secretary to the Government of Arunachal Pradesh shared presentation on Reforms in Arunachal Pradesh. In his presentation Shri Tayeng informed that the state of Arunachal Pradesh has been undergoing a number of reforms in recent years. These reforms have been aimed at improving the state's governance, economy, and social development. The major Reforms highlighted by Shri Tayeng are setting up of Arunachal Pradesh Staff Selection Board

(APSSB) in the year for free and fair selection of candidates for various Group C posts under the State Government. Reformation took place in the Arunachal Pradesh Public Service Commission, implementation of e office in the state, *e-Cabinet*, *e-Assembly*, SPARROW, *Sarkar Aapke Dwar*, *e Pragriti*, Several Capacity Building programmes for Officers etc. The state of Arunachal Pradesh has been undergoing a number of reforms in recent years. These reforms have been aimed at improving the state's governance, economy, and social development. Some of the key reforms that have been implemented in Arunachal Pradesh include:

- **Land reforms:** The state government has implemented a number of land reforms, such as the Arunachal Pradesh Land Settlement and Records Act, 2000, to improve the security of land tenure for farmers and other landowners.
- **Education reforms:** The state government has implemented a number of education reforms, such as the Arunachal Pradesh Right of Children to Free and Compulsory Education Act, 2010, to improve the quality of education in the state.
- **Healthcare reforms:** The state government has implemented a number of healthcare reforms, such as the Arunachal Pradesh Public Health Act, 2011, to improve the availability and quality of healthcare in the state.
- **Women's empowerment reforms:** The state government has implemented a number of women's empowerment reforms, such as the Arunachal Pradesh Women's Empowerment Policy, 2015, to promote gender equality and women's empowerment in the state.

These reforms have had a positive impact on the state of Arunachal Pradesh. The state's economy has grown, the quality of education has improved, and the availability and quality of healthcare has improved. Women's empowerment has also increased in the state. The reforms in Arunachal Pradesh are still ongoing, and the state government is committed to continuing to improve the lives of its citizens.

## **Inaugural Session**

### **Welcome Address by Sh. NBS Rajput, Joint Secretary, DARPG**

Delivering the welcome address, Sh NBS Rajput, Joint Secretary, DARPG extended warm welcome to all the dignitaries on the dais. He said, “on behalf of DARPG, I rise to extend a warm and hearty welcome to Shri Prema Khandu ji, Hon’ble Chief Minister of Arunachal Pradesh to the inaugural function of this two days’ conference. It’s my privilege to welcome Dr Jitendra Singh ji, Hon’ble Minister of State for Personnel, PG and Pensions to the inaugural function.



I also welcome Shri Chowna Mein, Hon’ble Deputy Chief Minister of Arunachal Pradesh. I also welcome to Shri V Srinivas ji, our Secretary, DARPG. I also welcome Shri Dharmendra Ji, Chief Secretary, Arunachal Pradesh. Its my privilege to welcome all the officials and delegates to the regional conference on good governance initiative. I am thankful to the government of Arunachal Pradesh for hosting Itanagar as a venue for this very important conference. I welcome you all to Itanagar and hope that you will have a comfortable stay in Itanagar. This is the first regional conference being hosted by DARPG in Itanagar. I extend a warm hearty welcome to each of district collector, all the speakers who will be presenting their success stories. I also welcome all the senior officials from Government of Arunachal Pradesh, particularly Shri Ajay Chagti ji , Secretary AR of government of Arunachal Pradesh who worked tirelessly to make this event possible. I am sure over the next two days all of you will be discussing and deliberating on the issues and come up with the action plan and a road map that can be adopted and replicated. I once again welcome you all at this conference in Itanagar and wish you a very pleasant stay to all the delegates. Thank you

## Address by Shri Dharmendra, Chief Secretary, Govt. of Arunachal Pradesh



The Chief Secretary to the Government of Arunachal Pradesh said that all Administrative Reforms must address the felt needs & aspiration of the citizens. He said that the State of Arunachal Pradesh has implemented various reforms in recent years; efforts have gone into convergence of schemes. He said that significant powers have been delegated at the district level in order to reduce the time of delivery of services. Monthly camps are organized by the Deputy Commissioners called “*Sarkar Aap ke Dwaar*”

camps where various citizen services are delivered. The State Government has organized more than 1050 *Sarkar Aapke Dwar* (SAD) camps across all the districts till date which benefitted around 12,33, 765 people of the state in remote Arunachal. In addition, 26 Mega SAD camps were organized as a part of *Azadi Ka Amrit Mahotsav* celebrations benefitting more than 5000 people.

He said that, the State Government will continue to conduct such programs in the future for the convenience of the public. He said that Government efforts in the functional fields can be facilitated by use of technology. Technology can be used to integrate databases, to plan for predictive delivery of services & to reduce transmission losses for example in the case of DBT schemes. The current year is our year of e-Governance and the State Government has initiated about 22 e-Governance projects which will bring us significantly closer to the citizens through technology based administrative reforms & by enhancing transparency while minimizing the interface with citizens.

He said that the next level citizen oriented administrative reforms will come when the State is able to use emerging technologies for governance. He quoted an example that Artificial Intelligence can be used for service delivery in the education sector in adaptive & personalized learning, reasoning, problem solving, tutoring, grading, using language assessments and in predicting the requirements of different students individually. Drones can be used for delivery of medicines & other essential items. Data Analytics can point the areas where reforms can be made and the possibilities are many. He made a special reference to his colleague Shri V Srinivas, who has actively pursued the process of preparation of the District Good Governance Index for Arunachal Pradesh which will soon see the light of the day.

**Address by Sh Lok Ranjan, Secretary, DONER (through VC)**



श्री लोक रंजन ने कहा कि आज का जो आयोजन है यह हम सब के लिए बहुत RELEVANT है। इसकी प्रासंगिकता है। अतः वीसी पर भी ज्वाइन करके मुझे संतोष है कि मैं इसमें जो भी विचार-विमर्श हो रहे हैं, मैं उनके बारे में अवगत रह सकूंगा और अपने विचार भी संक्षेप में रख सकूंगा। सर्वप्रथम सीटिजन सेंट्रिक का यह जो प्रयास किया जा रहा है यह अत्यन्त स्वागत योग्य है साथ ही साथ इसमें जो गुरुत्वरोप किया जा रहा है कि हमलोग जो एडमिनिस्ट्रेटिव सेटअप है और जो इंस्टिट्यूशन्स हैं उनके साथ मिलकर

रिफार्म के बारे में सोच रहे हैं जो कि प्रदेश में और हमारे परिपेक्ष में उत्तर पूर्व रीजन के नागरिकों के लिए कुछ बेहतर करने की क्षमता जिससे जाग्रत हो। यह डोनर मंत्रालय के लिए अत्यन्त प्रासंगिक भी है क्योंकि हमलोग जो स्ट्रैटेजिक प्लान बना रहे हैं जिसके आधार पर कार्य कर रहे हैं उसमें भी हमलोगों ने डोनर मंत्रालय, पूर्वोत्तर भारत में कार्यरत अपने सभी सहयोगी संगठनों की कैपेसिटी बिल्डिंग, केयरफुल आडिटिंग करते हुए कैपेसिटी बिल्डिंग कमीशन के सहयोग से उत्तर पूर्व के राज्यों के विकास के लिए, नागरिकों को बेहतर सुविधा प्रदान करने के लिए विशेष बल दिया जा रहा है। मेरा सुझाव है कि जब हम रिफार्म की बात करें और कैपेसिटी बिल्डिंग की बात करें इसको हम इंस्टिट्यूशनल तरीके से प्लान करें और इसके कार्यान्वयन के लिए सरकार के विभिन्न अंगों के बीच ज्यादा से ज्यादा पार्टनरशिप हो सकती है तथा सरकार से बाहर भी जो संगठन हैं उनके साथ मिलकर यदि हम कार्यान्वयन का प्रयास करेंगे तभी हम वास्तव में परिवर्तन ला सकेंगे। श्री लोक रंजन ने बताया कि स्थानीय स्तर पर भी कैपेसिटी बिल्डिंग के प्रयास किये जा रहे हैं ताकि कन्सेप्चुअल प्लानिंग की कैपेसिटी विकसित की जा सके। इस तरह हम राष्ट्रीय व आंचलिक स्तर पर प्लानिंग के लिए जरूरी इनपुट मिले ताकि जहां पर इन कार्यक्रमों का क्रियान्वयन किया जाता है तथा जहां पर इनका असर देखा जाना चाहिए उनके विचारों को भी प्लानिंग में शामिल किया जा सके। यह भी हमारे सीटिजन सेंट्रिक प्लानिक का जरूरी हिस्सा हो सकेगा।

डोनर सचिव ने कहा कि क्षेत्रीय सम्मेलनों की एक प्रासंगिकता यह भी है कि विभिन्न समय पर जो सब सफल प्रयास किये गये हैं उनको हम सब लोग आपस में साझा कर रहे हैं जिससे हम उनका ज्यादा से ज्यादा लाभ ले सकें। हम पूरे पूर्वोत्तर भारत में स्थानीय जरूरतों के मुताबिक ढाल कर इन प्रयासों को रिप्लिकेट कर सकें। श्री रंजन ने कहा कि कैपेसिटी बिल्डिंग के क्रम में हमें साइंस, टेक्नोलॉजी का अधिकाधिक प्रयोग करें क्योंकि यहां की चुनौतियां विशिष्ट प्रकृति की हैं। यहां की जो बाधाएं हैं व साधारण तौर पर प्लेन एरिया से इतर हैं। श्री लोक रंजन ने क्षेत्रीय सम्मेलन में भागीदारी और इस तरह के प्रयासों को डोनर मंत्रालय से पूरा सहयोग प्रदान करने की प्रतिबद्धता जताई।



**Address by Sh V Srinivas, Secretary, DARPG**



Respected Chief Minister, Government of Arunachal Pradesh, Shri Prema Khandu ji. Dr Jitendre Singh ji, Hon'ble Minister of State for Personnel, Public Grievance and Pension, Deputy Chief Minister, Government of Arunachal, members of the government of Arunachal Pradesh cabinet, Director General, IIPA, my colleagues, Secretary, DONER Shri Lok Ranjan ji, Chief Secretary Dharmendra ji, senior

officials, Joint Secretary, Rajput ji, Ajay Chakti ji.

Sir, in my long career of 34 years, this is my first visit to Arunachal Pradesh and I would like to thank the Hon'ble Chief Minister and Dr. Jitendra Singh ji for giving DARPG this opportunity to come in such large numbers to Itanagar. Sir, the Minister of State for Personnel, Public Grievance and Pensions was very passionate about conducting this event in Itanagar. We discussed and event in a Regional Conference in North East and he was very passionate and he said that every institution of the Ministry of Personnel, should be represented. So we have Mr Hemang Jani, from the Capacity Building Commission, the Director General, IIPA with the Registrar, IIPA and also the communication adviser of IIPA. We have DONER represented by Mrs Chakti. Then we have our NIC team Mrs Rachna Srivastava is here, Also, LBSNA is represented by Mr Tete.

We have tried to put all the Ministry of Personnel officials into this conference. In addition, we have invited all district collectors of India to join this event because this is the first time we are doing regional conference in Itanagar. We wanted to make it very special occasion in your honour. Sir, we are very grateful to you for your support. We sent you a letter in Delhi and barely within 3-4 days, we were given the dates for the event. The speed at which you responded to our request was quite incredible. In fact, we could not get the financial sanction issued at the speed at which you are processing.

Sir, the theme is bringing citizen and government closer and that is being proposed to be done through digital platforms and digital transformation of the institutions. So we are presenting to you a number of Prime Ministers award winners who have brought in that kind of digital transformation. Your Chief Secretary was responsible for the NDMC 3-1-1 App. We have Vernali Deka who done the project GOALMART. Then we have Sang Phuntsok, who did the doorstep delivery of public services in Tawang, East Siang where the Mission Indradhanush was done



through Drones. So a number of award winners who will be presenting, in fact, there 23 speakers all of whom are award winners would be speaking on this occasion.

In fact, one of the biggest portals of India, the CPGRAMS, an officer working for government of Arunachal Pradesh, Mr Vivek HP. He was an Assistant Secretary in DARPG and he said that grievances are taking to long, 60 days, sometimes 80 days. So he said that we should send it to the last mile. So we took idea forward from this young boy and we said, we'll try and reform the CPGRAM and it resulted in one of the biggest reform programmes with more than 80 thousand officers being mapped. Grievance redressal time in many-many Ministries have come down to 10 days, sir.

Dr Jitendra Singh ji would be launching the universalization of CPGRAM next month in all Ministries of Government of India. Sir, we also took up your advice of the district good governance index. It is in its last stage and we'll assure you that we'll come up with once the statistical verification and thoroughly rechecked. We will start it. In fact, it is possible that the whole of India can be brought on the online portal once the Arunachal Pradesh DGGI is firmed up.

Sir, the one of my most memorable experiences of service was when Dr Jitendra Singh ji asked me to visit Srinagar in 2019 after the abrogation of article 370. And one of the big proposals that come from the government of Jammu Kashmir was that we want to operate both the secretaries in Jammu and Srinagar, so e-Office was to be implemented and they were transporting two hundred and eighty truckloads of files. Every time they had to move it back and forth. That could be stopped. E-Office made it possible. Dr Jitendra Singh ji in his meeting with Chief Ministers oi North east states, said all north eastern secretariats would be paperless secretariats. So that's an endeavour we wish to pursue with the government of Arunachal Pradesh.

The Vision India@2047 is a very passionate endeavour for our Minister and the focus is on young officers. There are lot of young collectors are participating in this event and I have a message for all of you. We have heard the hon'ble Prime Minister from the ramparts of Red Fort on August 15 and the Prime Minister enunciated the vision of Jai Anushandhan. In fact, many of you were in the IIT, Madras Conference also and Mission Innovation and India through Innovation and district collectors must respond to this call for innovation in governance by formulating a digital governance model vision to transform the nation's governance. Sir, let me conclude by thanking Dr. Jitendra Singh ji for undertaking this visit to Itanagar today. We were working till 9 Pm last night with the hon'ble Prime Minister and we have yet to found the resolve to take the first flight to Itanagar. As can be seen, there are simply there can be no shortcuts to success.

**Address by Dr. Jitendra Singh,  
Hon'ble MoS for Personnel, Public Grievances and Pensions**



Hon'ble Chief Minister and our very dear friend Shri Prema Khandu ji, Deputy Chief Minister Mr Chowma Mein, Chief Secretary Sh Dharmendra, Secretary DARPG has come all the way with me from Delhi Mr Srinivas, Mr Jakti, Mr Rajput, Director General IIPA Mr Tripathi. Capacity building being represented by Himang Jani, the senior officers of the government of Arunachal Pradesh, representatives from Lavasana, other

young officer over here and all those collectors who have connected to us online across the country.

Ladies and gentlemen, at the outset I owe to thank the Hon'ble chief Minister for having been very kind and gracious and very hospitable in hosting this two-day conference. Also, I must appreciate Mr Srinivas as always, he is very proactive, he takes up a job then you can be rest assured that he would not sleep till the day of the event. So, he is a virtually a master of ceremonies but really certainly he does not take a nap. So, he is been working day and night at a short notice. He did this. I am sure he could have been done easily like it it would have been easier to do it at another state capital. When I was insisting as he said that we must go to Arunachal Pradesh. Now the question is why North East and why Arunachal Pradesh. First of all, of course you would appreciate and you would agree with me the right from the 26<sup>th</sup> of May 2014 when Shri Narendra Modi took over as the Prime Minister of India, North East has been given the highest priority in our scheme of things and one of the earlier statements made by Prime Minister Modi was that it will be the priority of hios government to bring such areas, such a regions of the country, the peripheral region, most notably he said the North Easter region at par with the rest of the country. The beautiful phrase he used was “यदि एक भुजा बलवान हो और दूसरी भुजा निर्बल रह जाए तो भारतमाता को समूचा विकास संभव नहीं है, इसलिए हमें दोनों भुजाएं बलवान करनी है।” So, east if it lacks behind India as a whole would not progress simply on the strength of the west and I think without being modest, I can say we have walked the talk. When we came here in 2014, North East was in news only for violence, for encounters. For all the wrong reasons. The state of affairs was such that for month together the roads would remain blocked. Air connectivity was lacking. Even the state like Arunachal Pradesh, people have never seen a train. But if you look back 8 years, it's difficult to

imagine that that was the state of affairs. Huge transformation has happened and in fact the North East development model, the transformation model is now being cited in other parts of the country. Even if you take the state of Arunachal Pradesh, it gives you certain amount of satisfaction to me personally also that way. When we did not have rail which started of course when the Prime Minister was invited here. And he himself flagged off Arunachal Express. We didn't have airport here and I was telling the Chief Minister that I was everyday virtually going to the Aviation Ministry and I think about three or four secretaries' aviation change till we actually could finalise the plan over here. There were some land issues etc. but now the airport is ready and it was always a very amazing contradiction in my mind that the most peripheral state of North East does not have airport, and that too strategically so important located just on the China border. Third we also have been to an extent instrumental when I was on DONER of bringing up the new legislative building which is I think one of the best state of art office complexes, at least in this part of the country. So there has been lot of focus on North East. And of course, it was initiated by the Prime Minister. And then as Mr Srinivas was saying that why this conference in Arunachal of all the places. The reason being that even in the government circles, when you give an assignment for North East, they conveniently get away by coming up to Guwahati, maximum Imphal, with a better-connected area. So, they go back and report yes we have been to North East. So, I said, not North East, it is Arunachal. Because for the constraints of connectivity and other constraints even there is a subconscious tendency to avoid. "सो वहीं से खाता पूरा हो जाता है।" I am glad I think by the time we hold a conference like this, next time that will not be the constraint because the airport is going to become functional very soon. And therefor I was insisting that we have to have in North East and in Arunachal Pradesh and I think I myself here second time in two months. Because if you have to live up to the spirit of what the Prime Minister has actually laid down for us then we have to follow it in right earnest not to just touch of the edge of North East and go back saying that we have been to North East. Also because you know Mr. Srinivas is actually not staying back. He has some important assignments back in Delhi, so he has to go back in the evening. If he had stayed back, he would have also realise that he has reached a state which sees the sun for the first time in the morning compared to other states. So, one of the excellent award stories could also be related to that. How the sunrise happens, earlier in Arunachal Pradesh compared to other states and how better could it be used for generating sources of energy etc. So, there are lot many things which actually, lot to learn also from here. Luckily we have Chief Minister who is extremely proactive, very forthcoming very down to earth. We have shared a very warm relationship even in the years that was more than 7 years when I was in DONER. I Think once Mr. Gogoi said, "डोनर के पास पैसे कुछ नहीं होते हैं, लेकिन मिनिस्टर सब से बातचीत कर के काम चला रहा है।" And that actually happened

because even in COVID times though that was not directly linked to me the management of COVID or the Health Department but virtually every day I would make one phone call to each of the Chief Minister. Mr Prema Khandu ji actually mentioned that in a meeting with the Prime Minister also. So, it has been a very warm experience. Now as far as coming to the theme of the conference this morning, Mr Lok Ranjan from DONER was talking about online things. He is incidentally been in the Ministry of Personnel before he came to the DONER. We were actually first to go online. That was way back about COVID at that time but I realise that if you are actually trying to do justice to yourself, to your conscious, then you have to have an online arrangement as far as dealing od issues of North East concerned. More so our North East Council headquarter is located in Shillong and for months together we would get out of touch. When we came in the demand to have more helicopter service between Guwahati and Shillong as tourists were preferring air journey. Today the situation is just the reverse. The tourists are preferring to travel by road. It is such a picturesque journey of just two hours or so and they enjoy the travel. We realise that since we had one of the our very important offices which was setup way back in 1970s, even before the Ministry had come in. But we were not connecting each other. The result was that they were happy having forgotten by us and we too had forgotten them. Nobody knew whether they were attending also the office or not. So we went online and virtually every third day whenever we had a meeting in Delhi we would also make sure that all of them got connected. And the result was that during COVID times the work in that Ministry did not get affected even for a single day, So that is the virtue of the online working which is also one of the mandate of this Department. The Pri9me Minister has always been saying Maximum Governance, Minimum Government. Now the point is what does that mean? It sound very fanciful. I think the precise explanation of that is what the Hon'ble Deputy Chief Minister was saying, “उपर से हो जाता है नीचे से रुक जाता है। तो नीचे वाले के पास जाओ तो वह कहता है मेरा क्या?” Why I should be interested, how I will be benefitted. So to get over that, we now have this, that is called Maximum Governance, Minimum Government to reduce the human interface as far as possible. But not totally at the same time being indifferent. With this initiation today, we have engaged you in the mainstream. I am sure there are certain areas where you could benefit like CP Gram, the grievance cell. Most of states have a problem with the grievances. They are not able to manage it. They don't have the expertise to do so and the citizen also keep complaining. They keep trolling you on the social media. So, when we connect you with the central CP Gram, half of your responsibility gets shifted over and so timelines also get followed. With yu the earlier timeline was 60 days It was reduced to 45 days Two weeks back it was further reduced to 30 days Then we have also improvised it which I am sure from the point of north east would make a lot of significance Earlier on we used to achieve a disposal of more than 95% every week But the complainant would still complain because what

happens is that there is in English language no two words have the same meaning Disposal does not mean addressing the aspiration. So now we have set up a help desk kind of arrangement An individual literally calls up the complainant Tries to counsel him, tries to guide him also in future And the complainant still has the right to file an appeal to the higher officer. Until the appeal is in process, his complaint is not taken as disposed of.

**Address by Shri Pema Khandu,  
Hon'ble Chief Minister of Arunachal Pradesh**



Chief Minister Pema Khandu in the inaugural session said that administrative reforms are a must for bringing change in governance and bringing it closer to the people. He said the Arunachal Pradesh government is constantly adopting reforms for transparency, accountability and speedy disposal of files. He said that the conference holds much

significance as it aims to facilitate and equip government officers to bridge the gap between the government and the people to all possible extent.

Terming the e-office system one of the best technological interventions for efficient and transparent governance, Khandu informed that Arunachal is committedly on-boarding its offices on the digital platform. Government of Arunachal Pradesh have declared 2022-23 as the year of e-governance and has already implemented 100 percent e-office in the state civil secretariat, besides adopting e-assembly and e-cabinet modules. Till date the State has conducted 17 e-pragati review meetings, in which we have reviewed and fast-tracked more than 200 projects and schemes with deputy commissioners and line departments,” he informed.

He further informed that the government has identified 22 sectors for on-boarding on the e-office platform while the rest of the offices, including those in the districts, have been directed to get on board by October this year. Till date the State has electronically moved 8,10,350 files through e-offices and I must say file movement has become transparent as well as fast. It has also pushed in accountability as it is now easy to locate in which department or on whose table a particular file is pending,-..

Referring to the theme of the conference, he said that the state government has been striving to bring citizens closer to the government over the last five years through Sarkar Aapke Dwar (SAD) camps. He informed that more than 1,000 SAD camps have been held in the last five



years, benefitting more than 12 lakh people.

To ensure effective service delivery, he mentioned two crucial measures – merit-based selection, and capacity building. The CM said that the Arunachal Pradesh Staff Selection Board (APSSB) was created with the objective to achieve merit-based selection. He said that the times have change political appeasement policy should cease. That citizen should be empowered based on merit in a transparent manner. He was happy that recently APSSB got ISO 9001-2015 certification for fairness, transparency, promptness and merit in the recruitment, which is historic.

For capacity building of state civil servants, he informed that the state has entered into MoUs with multiple knowledge partners. As a first for any state in the country, the State recently partnered with Lal Bahadur Shastri National Academy of Administration, Mussoorie, and launched the course planner that will create a robust Arunachal Pradesh Civil Service, which is in sync with the best practices of the world and is equipped with top administrative skills to take the state to next level of growth and overall prosperity.

## **Session II – Public Grievance Redressal and e-Office in N.E. States**

### **Presentation on CPGRAMS –Redressal of Public Grievances**

Ms. Rachna Shrivastava, DDG, NIC in her presentation highlighted about usages of CPGRAMS and how reforms are brought in CPGRAMS with the passage of time. She said the ministry of Public Grievances, Government of India has been taking up various steps to reform CPGRAMS so as to make it easy accessible to every common citizens. Then she highlighted some enhancements made in the process of CPGRAMS, like developing enhanced CPGRAM 7.0 version.



She elaborated on important reforms recently made in CPGRAMS portal like Flagging SOS/urgent grievances, regional language interface, AI & ML techniques and two ways integration of forward and reverse integration provision available with state portals wherein grievances/complaints of common people are directly reached to the person who is going to address the grievances rather than chain of hierarchy without any delay. She gave status report of 89 ministries of Government of India, 36 states/ UTs who have CPGRAMS on- boarded wherein 23 lakh grievances are handled per year in 22 languages.



## Redressal of Public Grievances and E Office in Nagaland

Shri KD Vizo, Principal Secretary, IT&C, Govt. of Nagaland presented the Digital Initiatives taken up by the Government of Nagaland.

He explained that there are number of initiatives taking place in the state to improve the use of digital technology in government, education, and other sectors. to make it easier for citizens to access government services and information. Some of these initiatives include:



- **Nagaland's own website:** The state government has launched its own website, [www.nagaland.gov.in](http://www.nagaland.gov.in), to provide information and services to citizens online.
- **Nagaland's own social media platform:** The state government has also launched its own social media platform, [www.nagaland.org](http://www.nagaland.org), to connect with citizens and provide them with information about government programs and services.
- **e-Governance initiatives:** The state government is also implementing a number of e-Governance initiatives, such as online tax payment, online job applications, and online education, to improve the efficiency and transparency of government services.
- **Digital literacy programs:** The state government is also running digital literacy programs to train citizens on how to use digital technology.

Key benefits of the Digital Initiatives in Nagaland:

- **Improved access to government services:** Citizens can now access government services online, which makes it easier and more convenient for them to get the services they need.
- **Increased transparency and accountability:** The use of digital technology can help to improve transparency and accountability in government by making it easier for citizens to track government spending and to hold government officials accountable.
- **Enhanced economic development:** The use of digital technology can help to promote economic development by making it easier for businesses to operate and by providing access to new markets.

## Citizen Centric Planning in Arunachal Pradesh



In his presentation, Shri Prashant Lokhande, Commissioner (Planning), Government of Arunachal Pradesh said that Citizen centric planning is actually core of any welfare state in fact entire state machinery is meant for citizen. So the planning has to be citizen centric. But somehow as the volume increases; as the government becomes very complex; as we get somehow bogged down with wave of rules and regulations. As, we start drifting away from the citizens.

Hence conscious efforts are required to bring back the attention that our core existence is for the citizen

And that's why citizen centric planning is important. North Eastern states and particularly in Arunachal Pradesh things are little different and I must say they are more citizen friendly. Our population is less and the tribal ethos of equality provides us a good tool to be closer to the citizen.

He said that all the citizen centric planning can be divided into 4-5 pillars. One most important is consultations with the stake holders. Second is use of technology, appropriate delivery mechanism, robust monitoring and efficient feedback mechanism. Consultation is very basic for the citizen centric planning. So, before we onset for the budgeting exercise, we do regional meetings. We go into five basins, we go and meet the people, meet the panchayat members, meet the hon'ble MLAs and then we try to identify the pulse of the people that what do they expect from the planning process, budgeting process. Then we open a Janabhagidari portal through which we seek suggestions from common citizen. Any citizen can login to these portals and provide suggestions that what should be ingredient of the budget which is actually a policy document for that particular year.

And so, consultation is very core to Arunachal's governance system because we believe in talking to the people. Other mechanism, we do have all these structures. We have district planning unit which take feedback from the citizens. We have Gram Panchayats, the development plans. So, whatever the structures are required from citizen centric planning is in place. One important aspect in Arunachal Pradesh is involvement of women in decision making. We mobilized around 50,000 women in self the self-help group mechanism and we gave financial empowerment to these self-help groups. This was crucial because having a lady member an organized self-help

group definitely helps in the planning process. Next is technology. In Arunachal Pradesh it is very important because it is the technology which will help us to reach out to the last citizen and achieve what our hon'ble Prime Minister said that no citizen should be left behind. Our villages are sparsely populated and taking the services to each and every village and each and every person becomes difficult. So it the technology which will help us in bridging that gap, bridging that delivery gap. The e-Governance initiative in the state covers all gamut of governance – from government to government, from government to citizens are covered under the mechanism. There is an ease of doing business act and there is single window portal where businesses can apply all their licenses online. We have identified many archaic laws and the compliance burden of the citizen is being reduced significantly.

### **e-Office in Sikkim**

Shri Yogendra Sharma, Secretary (IT), Sikkim spoke on e-Office in Sikkim. The speaker said that the Government of Sikkim has implemented the eOffice system in all its departments and offices. The system is based on the National eOffice Framework (NeOF) developed by the National Informatics Centre (NIC). eOffice has a number of benefits, including:



- Increased efficiency and productivity
- Improved transparency and accountability
- Reduced paperwork and storage costs
- Enhanced collaboration and communication
- Improved accessibility to information

The implementation of eOffice in Sikkim has been a success. The system has been well-received by government officials and employees, and it has helped to improve the efficiency and transparency of government operations. Here are some specific examples of the benefits of eOffice in Sikkim:

- The Department of Revenue has been able to reduce the time it takes to process land records by 50%.
- The Department of Education has been able to improve the tracking of student records.
- The Department of Health has been able to improve the management of patient records.

The implementation of eOffice in Sikkim is a significant step forward in the state's journey towards eGovernance. The system has the potential to improve the efficiency and transparency of government operations, and it will help to make Sikkim a more livable and prosperous state.

## Redressal of Public Grievances in Tawang District

Shri Kesang N Damo, Deputy Commissioner, Tawang, Govt. of Arunachal Pradesh spoke on Redressal of Public Grievances in Tawang District, Arunachal Pradesh. The speaker said that the Tawang district administration has taken a number of steps to improve service delivery and redressal of public grievances. These include:



- **Revamping the public grievance redressal system.**

The district has implemented the CPGRAMS (Centralized Public Grievance Redress

and Monitoring System) portal, which allows citizens to file grievances online. The system also tracks the progress of grievances and ensures that they are resolved in a timely manner.

- **Introducing e-governance initiatives.** The district has implemented a number of e-governance initiatives, such as e-Office and e-Courts. These initiatives have helped to improve efficiency and transparency in government operations.
- **Strengthening the CSO (Civil Society Organization) engagement.** The district administration has strengthened its engagement with CSOs. CSOs play an important role in monitoring government performance and ensuring that the needs of the people are met.

As a result of these measures, the Tawang district has seen a significant improvement in service delivery and redressal of public grievances. In 2020, the district was awarded the Prime Minister's Award for Excellence in Public Administration for its work in this area.

The image you sent me is a screenshot of a website that shows the various mechanisms for redressal of public grievances in India. These mechanisms include:

- **CPGRAMS:** The Centralized Public Grievance Redress and Monitoring System is a web-based platform that allows citizens to file grievances online.
- **Rail Madad:** This is a helpline number that passengers can call to report grievances related to railway services.
- **e-Nivaran:** This is an online portal that allows citizens to file grievances related to various government departments.

These mechanisms have helped to improve the efficiency and transparency of the public grievance redressal system in India. However, there is still more work to be done. The government needs to continue to strengthen these mechanisms and make them more accessible to citizens.



Dr. Sharat Chauhan, Principal Secretary (Health / Finance/ EF&CC), Govt. of Arunachal Pradesh - in Chair spoke on Climate Change Mitigation Good Governance practices in Arunachal Pradesh. The following points were spoken by him:

Reducing the amount of greenhouse gas emissions from buildings and infrastructure. The government is promoting the use of sustainable building materials and practices, such as solar power and rainwater harvesting.

- Reducing the amount of carbon dioxide emissions from cars and trucks. The government is promoting the use of public transportation, electric vehicles, and carpooling.
- Protecting forests and promoting afforestation. Forests absorb carbon dioxide from the atmosphere, so the government is working to protect existing forests and plant new trees.
- Promoting sustainable agriculture. Sustainable agriculture practices, such as crop rotation and cover cropping, can help to reduce greenhouse gas emissions.
- Encouraging the use of renewable energy. Renewable energy sources, such as solar and wind power, do not produce greenhouse gas emissions.

These are just a few of the Climate Change Mitigation Good Governance practices that are being implemented in Arunachal Pradesh. The government is committed to taking action to address climate change, and these practices are helping to make a difference.

In addition to the practices mentioned in the image, the government of Arunachal Pradesh is also working on a number of other initiatives to mitigate climate change. These include:

- Developing a climate change action plan. The government is developing a comprehensive climate change action plan that will outline specific measures to reduce greenhouse gas emissions and adapt to the impacts of climate change.
- Strengthening disaster risk management. The government is working to strengthen disaster risk management systems in order to better prepare for and respond to climate-related disasters.

Promoting awareness of climate change. The government is working to raise awareness of climate change among the people of Arunachal Pradesh in order to encourage them to take action to reduce their carbon footprint. The government of Arunachal Pradesh is committed to taking action to address climate change. The practices and initiatives mentioned above are just a few of the ways in which the government is working to make a difference.



## Presentation on Ethical Governance through Climate Change Mitigation



Dr Damodhar A.T., IFS, Department of Environment, Forest & Climate Change, Government of Arunachal Pradesh on Ethical Governance through Climate Change Mitigation. Climate change is a major threat to the economy and society in the North Eastern States of India. The region is already experiencing the effects of climate change, such as rising temperatures, more frequent floods and droughts, and changes in rainfall patterns. These changes are having a negative impact on agriculture, water resources, and the environment.

Ethical governance is essential for effective climate change mitigation. This means that governments need to be transparent and accountable in their efforts to reduce greenhouse gas emissions. They also need to ensure that the benefits of climate change mitigation are shared equitably, and that the most vulnerable people are not disproportionately affected.

The government of Arunachal Pradesh has taken a number of steps to address climate change and Ethical Governance through Climate Change Mitigation. These include:

- **Implementing the Arunachal Pradesh Climate Change Mitigation Strategy:** This strategy includes a number of initiatives to reduce greenhouse gas emissions, promote sustainable agriculture, and promote renewable energy.
- **Establishing the State Climate Change Cell:** This cell is responsible for coordinating the government's climate change efforts and providing technical assistance to other government agencies.
- **Launching the Climate Change Adaptation and Mitigation Fund:** This fund provides financial support to projects that are designed to reduce greenhouse gas emissions and adapt to the impacts of climate change.
- **Providing training and awareness-raising on climate change:** The government has conducted a number of training and awareness-raising programs on climate change for government officials, community members, and other stakeholders.

The government of Arunachal Pradesh is committed to addressing climate change and Ethical Governance through Climate Change Mitigation. These actions are a step in the right direction, but more needs to be done to ensure that the state is prepared for the challenges of climate change.



Some additional details about the actions taken by the government of Arunachal Pradesh:

- The Arunachal Pradesh Climate Change Mitigation Strategy was launched in 2010. The strategy includes a number of targets, such as reducing greenhouse gas emissions by 20% by 2020 and increasing the share of renewable energy in the state's energy mix to 25% by 2030.
- The State Climate Change Cell was established in 2012. The cell is responsible for coordinating the government's climate change efforts, providing technical assistance to other government agencies, and monitoring and evaluating the state's climate change progress.
- The Climate Change Adaptation and Mitigation Fund was launched in 2014. The fund provides financial support to projects that are designed to reduce greenhouse gas emissions and adapt to the impacts of climate change. The fund has so far approved 18 projects, with a total budget of over ₹100 million.
- The government of Arunachal Pradesh has conducted a number of training and awareness-raising programs on climate change. These programs have been conducted for government officials, community members, and other stakeholders. The programs have helped to increase awareness of climate change and its impacts, and they have also helped to build capacity for climate change mitigation and adaptation.
- The Government of Arunachal Pradesh is going to host a regional summit on climate change and good governance. The State is also looking forward for hosting international level summits on Governance through Climate Change Mitigation. The State of Arunachal Pradesh is expected to participate in the ensuing World Summit on climate change.

## Presentation on Process Re-engineering in Government – Revamped CPGRAMS



Process Re-engineering in Government – Revamped CPGRAMS was presented by Shri Vivek HP, Secretary, Health, Arunachal Pradesh. The Speaker in his presentation highlighted the background and origin of CPGRAMS portal in India and said that with the emerging modern technologies, the existing systems have been replaced with robust information technology system like installation of pictorial representation, categorization of grievances, drop down menu

options

provided in the system so that the grievances portal become citizen friendly interface wherein person responsible would able to receive and redress the grievances directly to the concerned people to save time and manpower.

The Speaker while giving emphasis on revamped application of new information technologies in CPGRAMS portal cited the example of Pradhan Mantri Ujjwala Yojana as to how the ministry of oil & natural Gas helps consumers in filing grievances in CPGRAMS portal and got them redressed within no time with the help of pictographs for LPC connections in Arunachal Pradesh. In this context the Speaker informed that there are 4 separate user interfaces integrated with CPGRAMS databases at PMO PG portal, Rashtrapati Bhawan helpline, DPG portal of Cabinet Secretariat and Department of Pension. He further spoke about how effectively dedicated call centers, monitoring dashboards and CPGRAMS helpline has been helping Citizens in availing CPGRAMS in remote corners of the country wherein time taken to redress grievances has come down to 15-20%. In his concluding remarks, the Speaker put forth way forward for the ministries to define the services they offer by way of citizen charter in coming days.

## Presentation on Plastic Shredding Unit in Changlang Recycle Plastic Waste for Road Construction



Shri Sunny K. Singh, DC, Changlang, Arunachal Pradesh presented Plastic Shredding Unit in Changlang - Waste for Road Construction. Changlang is second eastern most districts in India and takes waste from 3 neighboring districts. In the year 2019, village panchayat volunteered in identifying a dumping ground in Kumung Pather

Village, door-to-town, wastes were accumulated in a dumping ground and Plastic Shredder Unit was constructed.

Plastic waste in road construction was conceptualized as per circular of 2015 by Ministry of Transport and Highways and Guidelines and National Rural Roads Development Agency. As per Indian Road Congress Guidelines 1km road should be replaced with 8% of plastic waste i.e 438kg/km wherein Rs 5700 is saved per Km. Road Quality Crushing Value reduces by 40%. Aggregate Impact Value reduced by 9%. Marshall Stability test for Plain Road is 8.8 vs 13.10 for Plastic Road. Waste Transportation and Labor Engagement coordinated by Recykal Ltd, under CSR procurement of Plastic Shredding Machines was done and civil works at the Plastic Shredder Site was managed from Panchayat Revenue Fund.

Total plastic waste collection and segregation per day at from Changlang, Tezu, Namsai and Tirap was 2550kg. Kumung Pather Gram-Panchayat shreds non-recyclable plastic and sells it to Road Contractors. NHIDCL Contractors buy shredded plastic at Rs 25/kg for road construction.

Recycling and reuse of plastic has incentivized waste segregation in District Urban Development Agencies of the four districts. SHGs have been mobilized for segregation and behaviour change communications. Kumung Pather Gram Panchayat earns revenue by selling shredded plastic, started village approach road repair using the revenue earned, intends to use the future revenues to address local development needs like school repair, solar lights, etc., SHGs & waste pickers have been linked with market and local youths have been employment for running the plastic shredding unit.

**OTHER USES:** Segregated plastic bottles being used to built a greenhouse unit in Changlang; operated by Horticulture Department to serve as nursery for various agri-horticultural crops; and cater to the requirements of the ongoing Agri-Cluster scheme and Nutritional Kitchen Garden in the district.

## Presentation on Tourism in Namsai

Shri R. K. Sharma, Additional Secretary, Power, Government of Arunachal Pradesh spoke on



Tourism in Namsai. Namsai is a district in the state of Arunachal Pradesh, India. It is a popular tourist destination because of its beautiful landscape and stunning scenery. Namsai is home to a number of Buddhist monasteries, including the Golden Pagoda (Kongmu Kham) and the World Peace Pagoda. The district is also home

to a number of natural attractions, such as the Glow Lake and the Pangsau Pass.

Some of the popular tourist activities in Namsai include:

- Hiking and trekking in the surrounding hills.
- Visiting the Buddhist monasteries.
- Camping in the forests.
- Fishing in the rivers.
- Bird watching.
- Shopping for local handicrafts.

Namsai is a great place to experience the natural beauty and rich culture of Arunachal Pradesh. If you are looking for a unique and off-the-beaten-path travel destination, then Namsai is definitely worth considering.

Here are some additional details about the tourist attractions mentioned above:

- The Golden Pagoda is a Buddhist temple located in Tengapani, Namsai. It is the most famous tourist attraction in the district.
- The World Peace Pagoda is a Buddhist temple located on a river island in Chongkham, Namsai. It was built in 1994 by the Nipponzan Myohoji order of Buddhism.
- The Glow Lake is a natural lake located in Namsai district. It is known for its bioluminescent algae, which give the lake a glowing appearance at night.
- The Pangsau Pass is a mountain pass located on the border between India and Myanmar. It is a popular trekking destination and offers stunning views of the surrounding mountains.

## Presentation on Covid Management in Kokrajhar District



Smt Vernali Deka, DC, Kokrajhar, Assam spoke on Covid Management in Kokrajhar. The district administration of Kokrajhar has taken a number of measures to manage the COVID-19 pandemic. These measures include:

**Lockdown:** The district was under a lockdown from March 25 to April 14, 2020. This was done to prevent the spread of the virus by restricting people's movement.

- **Contact tracing:** The district administration has been tracing the contacts of people who have tested positive for COVID-19. This is done to identify and isolate other people who may have been exposed to the virus.
- **Quarantine:** People who have been in contact with someone who has tested positive for COVID-19 are required to quarantine for 14 days. This is done to prevent them from spreading the virus to others.
- **Vaccination:** The district administration has been conducting vaccination drives to protect people from COVID-19. As of March 2023, over 969,931 people in the district have been vaccinated.
- **Awareness:** The district administration has been conducting awareness campaigns to educate people about COVID-19. These campaigns have been done through various means, such as public announcements, social media, and door-to-door visits.

These measures have helped to slow the spread of COVID-19 in Kokrajhar District. However, the pandemic is still ongoing, and the district administration is continuing to take steps to protect the people of the district.

**J&K District Good Governance Index and Development of District Good Governance Digital Dash Board- Process, Application and Experiences**

Shri Saurabh Bhagat, IAS Director General, Jammu & Kashmir IMPARD attended through Video Conference and shared District Good Governance Index (DGGI) and Development of District Good Governance Digital Dash Board, Process Application and Experiences in the State of Jammu and Kashmir. In his address he pointed out that the Jammu and Kashmir was first in the country to introduce the same. Shri Saurav Bhagaht explained the difference between the DGGI and DGGI Dashboard



and the importance of District Good Governance Index . It has been categorically stated that the District is the critical centre where all decisions are done and there is a need to measure the same for further improvement.

Shri Saurav Bhagat informed that all began on 2<sup>nd</sup> July 2021 and an MoU was signed under Kashmir Aelama,” BEHTAR NIZAM-E-HUKUMAT” **between the State Government and DARPG** and among various other projects including District Good Governance Index. The house was also informed the basic criteria adopted in Jammu and Kashmir for Good Governance, the parameters , the criteria for selection of parameters , the criteria for selection of Sectors, indicators and data sets . In Jammu and Kashmir initially 20 Sectors were discussed and 30 Departments were taken on board. The various recent initiatives of Jammu and Kashmir were also discussed in the interaction viz (i) back to village programme,(ii) My Town my pride,(iii) e-office programme & Jan Bhagdhari Programme.

It has also been highlighted that what parameters should not be included and explained the Selection principle viz:- It should be very simple and measurable ,(ii) it should be output and output oriented,(iii) it should applicable to all districts and (iv) it should be controlled by District Administration. He also explained the various obstacles faced by them while implementing the same .

During in presentation he also pointed out that the State of Arunachal Pradesh having similar geographical features can also adopt from the Jammu and Kashmir.



## Session V – Good Governance Practices in North East India

### Education Initiatives in N.E. States



A consolidated report in a Snapshot of Educational Initiatives in North East State presented by Smt. Padmini Singla, Commissioner (Education), Government of Arunachal Pradesh. She stated that North East being the most diverse region both ethnically and linguistically has a population of approx. 40 million according to 2011 census which is 3.1% of the total Indian population. North eastern states has performed well according to National

education indices with Manipur, Sikkim and Tripura scoring better than median score in Performance Grading Index and Sikkim performing better than national average score in Sustainable Development Goal on Quality Education. Many State Transformation Programmes and schemes has been introduced in North eastern states like project NECTAR, EQUIP, MSIP, NITI AAYOG and some of the selected initiatives like “Lairik” in Manipur which is a dedicated educational TV channel on Jio TV and “Vidyala Chalo Abhiyan in Tripura for dropout school students following COVID-19. For Arunachal Pradesh, numerous initiatives were introduced under the National Education Policy (NEP) 2020. 8 Tribal languages have been developed, launched and uploaded on DIKSHA portal. Local languages were introduced for upper primary schools and other development programmes were introduced in collaboration with Niti Aayog. Comprehensive training policy and training package are developed for teachers.

The education system is being upgraded by emphasising on digital learning by providing computer labs, internet facility and installation of smart classroom. Also many such initiatives like radio school and online class via Doordarshan has been taken up. Some of the key educational schemes to be noted are State Merit Scholarship for the meritorious students, stipend and meritorious awards. Science seminar and exhibitions is held at schools for selection of participants for National Level Science Seminar and Exhibition every academic year. The Arunachal Pradesh University (APU), Pasighat, will be empowered to run degree courses as specified by UGC. Considering the importance of multi-disciplinary institutions as suggested under NEP 2020, a plan has been made by the Task Group of Higher Education to open at least 4 (four) multi-disciplinary institutions and consider Jawahar Lal Nehru College, Pasighat, Dera Natung College, Itanagar, Govt. College Bomdila, and Indira Gandhi Govt College, Tezu for the same.

## Presentation on Technology in Administration

Technology in Administration was presented by Shri Ajit Kumar Verma, DC, Mon, Nagaland. The speaker said that technology in administration is a field of study that explores the use of technology to improve the efficiency and effectiveness of government organizations. The field of study covers a wide range of topics, including:



- **E-government:** The use of technology to deliver government services to citizens online.
- **Data analytics:** The use of data to improve decision-making.
- **Robotics:** The use of robots to automate tasks.
- **Artificial intelligence:** The use of AI to solve complex problems.

Technology in administration has the potential to revolutionize the way governments operate. By using technology, governments can become more efficient, effective, and responsive to the needs of citizens.

Some specific examples of how technology is being used in administration:

- **E-government:** Many governments now offer citizens the ability to access government services online. This can include things like paying taxes, applying for benefits, and filing complaints.
- **Data analytics:** Governments are increasingly using data analytics to improve decision-making. For example, data analytics can be used to identify trends, predict future outcomes, and allocate resources more efficiently.
- **Robotics:** Robots are being used in government to automate tasks such as sorting mail, processing paperwork, and providing customer service.
- **Artificial intelligence:** AI is being used in government to solve complex problems such as fraud detection, traffic management, and healthcare.

Technology in administration is a rapidly growing field. As technology continues to evolve, we can expect to see even more innovative ways to use technology to improve the way governments operate.

## Presentation on e-Office/planning in Meghalaya



**Dr. Joram Beda**, Secretary, Planning Department, Govt. of Meghalaya spoke on e-Office in Meghalaya. He said that Planning in Meghalaya is a complex process that requires a lot of knowledge, experience, time, and effort. The state has a number of planning bodies, including the State Planning Board, the District Planning and Development Councils, and the Town Planning Department. These bodies are responsible for developing plans for the state's economic, social, and physical development.

The planning process in Meghalaya is based on the following principles:

- The need for participation from all stakeholders
- The need for a holistic approach that takes into account all aspects of development
- The need for a sustainable approach that meets the needs of current and future generations

The planning process in Meghalaya has faced a number of challenges, including:

- The lack of resources
- The lack of coordination between different planning bodies
- The lack of public awareness of the planning process

Despite these challenges, the planning process in Meghalaya has made some progress. The state has developed a number of plans, including the Meghalaya State Plan, the Meghalaya District Plans, and the Meghalaya Town Plans. These plans have helped to guide the state's development and to improve the lives of its people.

Here are some of the key challenges and opportunities for planning in Meghalaya:

### **Challenges:**

- Lack of resources
- Lack of coordination between different planning bodies
- Lack of public awareness of the planning process
- Rapid population growth
- Climate change

### **Opportunities:**

- Strong commitment from the state government to planning
- Rich natural resources
- Diverse cultural heritage
- Strategic location

The future of planning in Meghalaya will depend on how well the state addresses these challenges and takes advantage of these opportunities. With careful planning, Meghalaya can achieve its full potential as a prosperous and sustainable state.

### **Presentation on Aspirational District Programme, Mamit District**

Shri Henry Malsawmtluanga, Nodal Officer, Aspirational District Programme, Mamit District spoke on Aspirational District Programme in Mamit District, Mizoram. The speaker said that Aspirational District Programme is a government initiative that aims to improve the quality of life in select districts across India. Mamit District in Mizoram is one of the districts that has been selected for this programme.



The programme includes a number of initiatives, such as:

- Improving infrastructure, such as roads, schools, and hospitals
- Providing access to basic services, such as water and sanitation
- Promoting economic development
- Empowering women and girls
- Reducing poverty

The programme is implemented by a team of government officials and experts. They work with the local community to identify the needs of the district and to develop plans to address those needs.

The Aspirational District Programme is a long-term initiative, but it has already made some progress in Mamit District. For example, the programme has helped to improve the quality of education in the district, and it has also helped to increase access to clean water.

The programme is still in its early stages, but it has the potential to make a significant difference in the lives of the people of Mamit District.

**“Mission Indradhanush in East Siang” – Shri Tayi Taggu, DC, East Siang, Government of Arunachal Pradesh**



Shri Tayi Taggu, Deputy Commissioner, East Siang District, Arunachal Pradesh in his Presentation explained the successful story of Mission Indradhanush a vaccination campaign done in East Siang District. In his presentation he described about the importance of vaccination and how it can help to protect children from diseases. The benefits of vaccination and how it can help to protect children from diseases were also explained by Shri Taggu.

Mission Indradhanush is a national immunization programme that aims to increase the full immunization coverage of children in India to 90%. The programme provides vaccination against 12 vaccine-preventable diseases, including diphtheria, whooping cough, tetanus, polio, tuberculosis, measles, hepatitis B, Japanese encephalitis, rotavirus, pneumococcal conjugate vaccine (PCV), and measles-rubella (MR).

He also stated that vaccination is safe and effective. It is the best way to protect children from preventable diseases. Vaccination can help to prevent serious illness, disability, and death.

The presentation concludes by encouraging parents and caregivers to take their children for vaccination. Vaccination is a simple and safe way to protect children from preventable diseases.

the key points emphasized by Shri Tayi Taggu are mentioned below:-

- Vaccination is important because it can help to protect children from diseases.
- Mission Indradhanush is a national immunization programme that aims to increase the full immunization coverage of children in India to 90%.
- The programme provides vaccination against 12 vaccine-preventable diseases.
- Vaccination is safe and effective.
- Vaccination can help to prevent serious illness, disability, and death.
- Parents and caregivers should take their children for vaccination.

Explaining the immunization programme, Shri Taggu said that it is one of the largest health programmes of its kind in the world, catering to a birth cohort of 2.7 crore (27 million) children



annually. The programme provides vaccination against seven life-threatening diseases – measles, polio, pertussis, tetanus, TB, diphtheria and hepatitis B.

In East Siang there are 28 health facilities and out of that one is Bakin Pertin General Hospital & Training Centre and the rest are community health centers, urban primary health centers and Health and Wellness centers. Under the intensified Mission Indradhanush, 12 rounds have been conducted in between 1 April 2017 and 31 December 2018. A total of 313 children were vaccinated against the target of 181 in four phases.

I would like to say that the measurement taken to maximize the coverage of children. The aim was to make a capacity building of the workforce at all levels was conducted prior to launch of the mission. Our mission is also to conduct a survey to find out the number of children aged between 0 to 2 years and then pregnant women and the mapping of all high risk areas. IEC and IPC activities were carried out by the ASHAs, Aanganwadi workers, PRI leaders and the CBOs (Community based organizations) for mobilizations of beneficiaries. A dedicated team at the district was formed to tackle the fear of adverse events following immunization.

Monthly District Task Force for immunization meetings were conducted to strengthen the accountability framework for the programme. Trained monitoring team was formed at district/block/facility level to monitor and supervise the activities undertaken. The monitoring team validated the head county survey by interacting with the sample of households from the survey list. All stakeholders instructed their functionaries for mobilization of beneficiaries by creating awareness about the importance of immunization among masses. Feedback from monitoring formats was used to make mid-course corrections.

**Presentation by Shri Sriram Taranikanti,  
Addl Secretary, Interstate Council MHA**

Summing up the ideas put forward by the panelist, Shri Sriram Taranikanti said Sh Tayi Taggu has made a very interesting point that for any successful programme the mobilization of the local leaders is very important and more important so in the tribal societies and north east. At one stage their target was 181 but they achieved 313. So basically what he was trying to make out is that we should go for saturation approach rather than for targets. I have also seen with experience that once you take the local people along, you can do wonders.

I thank all the panelists and also in particular secretary, DARPG for giving me this opportunity of chairing the session. It was a wonderful experience of having presentations from different states of the north east and covering a wide range of subjects – education, planning, e-office. When we

look at the good governance practices we normally think about e Office, the various initiatives that have been taken. The Meghalaya Planning secretary has mentioned how they have been able to integrate e Office and e Services. Lot of portals are also being generated. So these are some of the things that are there. Then there are also issues at the time of COVID, not only COVID but for the older people that you are allowing the delivering rations at their doorsteps. So the government is also reaching the doorsteps in multiple way. Then there are also special local initiatives which have been presented here. How many of them have to be replicated? These are some of the issues. But when we look at the society which is like north east or something like that...for long we have been actually the government had been a provider and when we actually go to the people sometimes as district magistrate or SDMs, we think what can I offer them? This is the manner of thinking that many of our administrators have so the challenges in meeting their expectations. many of times we don't even go there because we don't have anything fresh to offer. But if you look at a slightly different perspective you will realize that the situation has now changed. Fortunately, in the north east and some of the smaller states we have a large proportion of government officials. We have government officials even at the villages, panchayat at various places and various departments of the government officials. We need to ensure that these government officials need to take ownership of the various issues related to the welfare measures and other development initiatives. Most of us see the government as form of employment. The may not be the case for those who have might have come through the civil services or the PCS system, put to a large extent for them also, for many of others also. Because we have been even if we have taken it as form of employment to get into the civil services or otherwise also. Over a period of time the kind of training that we have undergone over the two years and the kind of exposure that we have, we also have conditioned our mind in such a manner to be service oriented. But if you look at the people like the cutting edge level, the village level worker or an extension officer. These officials have more or less come there as taking it as a form of employment and very rarely would somebody enter that service saying that I want to do some agricultural extension activity. That's why I would come as an agriculture extension officer. That's why I think that's somewhere we have to get the sense of ownership imbibed at every level of the government, particularly at cutting edge level. Unless you do that you will not be ensure able to ensure benefits to the citizens at a saturation level.

## **Valedictory Session**

**Address by Shri V. Srinivas, Secretary, DARPG (Through VC)**

It has been a humongous effort to put together the regional conference at Itanagar. The objective was with the theme bringing citizen and government closer through digital platforms. And we have tried to showcase the major digital platforms of e Office, CPGRAMS and also present forum for exchanging information and best practices for replication through the Prime Minister's award winning nominations. And we had as many as 23 speakers in the two days conference and I have received as huge number of messages as to how important this platform has been. The Regional Conference has been for exchange of best practices as also to understand the futuristic governance models that India has produced. We also had a session which covered a futuristic model with regard to Vision India 2047 on governance which was chaired by the Director SN Tripathi ji along with Mission Karmayogi and the reforms in personal administration. I'd like to thank the Chief Secretary, Government of Arunachal Pradesh and Shri Ajay Chakti ji, Secretary, Administrative Reforms, all participants, Smt Anuradha Chakti ji and we have the entire e Office team Smt Rachna Srivastava, the additional secretary, Inter State Council, MHA Shri Ram Tarankanti ji who chaired the last session, my own DARPG office team which has Partha Bhaskar, Santosh Kumar, Renu Arora, Dharam Pal Arora along with Sahil Soni led by Shri NBS Rajput who have strived tirelessly to make this conference a success. Yesterday I was talking to Dr Jitender Singh ji on how he views governance and he said please share some thoughts on ethics and accountability in the valedictory session while we did discuss the policy of maximum governance, minimum government. We have discussed the Prime Ministers awards for excellence in public administration. We have discussed several nominations from the national e Governance awards like we saw with the Nagaland project. We have discussed benchmarking of governance which the district good governance index was discussed in context of the National Good Governance Index. A broad overview of the e-services delivery assessment perhaps we will take up in the next conference. E-Office has been presented by rachna ji and also with rtgard to the benefits of focus on young civil servants. What this conference did not cover is with regard to ethics and accountability in governance. Let me share with you some thoughts on ethics and accountability. There is book written by former cabinet secretary Sh Prabhat Kumar tiled "Public Service Ethics – A Quest on Naitik Bharat". In the book, Sh Prabhat Kumar ji says that it is recognized that India has an incorruptible system of recruiting higher civil services. It is based entirely on merit. They undergo rigorous in their disciplines and are given enormous responsibilities from first day of their postings. While civil servants have done reasonably well in maintaining stability of the



nation and system of governance, they have suffered from a bias to status quo, inability to learn, working in compartments rather than trying to cross cutting initiatives and failing to be seen as people. The individual alone however competent and charismatic does not alone possess endowment to overcome the inertia of the system. Team building is essentially based on shared perspective and shared goals. A forceful boss can start an initiative but can't bring behavioral change in a subordinate. After the departure of the boss, the initiatives are forgotten. Shri Prabhat Kumar further says that the importance of civil services tenure is very-very vital. He that is not secure is not safe. The bureaucrat needs stability of tenure. Public service can pay a strong foundation of governance in the third decade of the 21<sup>st</sup> century. The ethics is to be built with lot of efforts and it can be demolished with a single act of selfish or greed. There is tremendous gratification that have be drawn from doing good for the society. In becoming role models for others, particularly for the younger generation that once life has touched other people life is quite immense, the fragility of ethics is particularly visible in some organizations which over time have become unproductive and toxic, where employees have fragmented, the purpose of serving people is brought to the goal of serving themselves. By introducing institutional corrections and strengthen ethical movement in government. The Tawang experience that was presented. These are quite the reformist measures that officers have undertaken to bring transparency and accountability into governance. In fact, I have come to recognize that district collectors can bring transformational changes in the governance by putting themselves in the service of the nation well ahead of their seniorities and I greatly look forward to this conference. It is extremely successful one and Ajay ji has starved tirelessly to make it possible and we have as Dr Jitendra Singh ji said we have tried to bring every institution under the Ministry of Personnel to Itanagar. We had the capacity building commission, the Indian Institute of Public Administration, The Lal Bahadur Shastri National Academy of Administration, the National Centre for Goof Governance, the



Department of Administrative Reforms and Public Grievances and also the Inter State Council, the North Eastern Council, the departments of north eastern region and the National Informatics Centre- everybody has come to participate in this effort and Arunachal Pradesh remains a very high priority state to government of India and we look forward to continued engagement, I was particularly enthused by the Chief Minister announcement to have a year of e-Governance. It is quite unique. No government has come forward to conduct a full year of e Governance. We wish to work with the government of Arunachal Pradesh on this subject to ensure the expertise that is available with the department of administrative reforms under e-Governance, particularly, to share collation of best practices under the national e Governance awards scheme which come about 750 odd nominations every year can be shared and best practices in e Governance across various forum be it citizen to citizen engagement, be it in terms of use of artificial intelligence, in machine



learning, use of fintech, use of office automation, these can brought into the governance models of Arunachal Pradesh. As I said it is huge administrative reforms and not a small jib and bringing sweeping reforms into governance models has been a tremendous effort that has been undertaken by this government and in the Amritkal period as the hon'ble Prime Minister has said better, let me reiterate the words he has said that guided by the citizens. First approach we remain untiring in our efforts to further deepen the outreach of our service delivery mechanisms and to make them more effective.

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