

National Seminar on e-Governance

‘*e*.Governance for better Governance’

Day1 -August 26, 2019

Inaugural Session

INTRODUCTION

'e.Governance for Better Governance' a National seminar on e-Governance organized by Administrative Reforms Commission and co-hosted by the Department of Administrative Reforms and Public grievances (DARPG), Government of India and the Institute of Management in Government (IMG), Kerala was held at Thiruvananthapuram on 26th and 27th of August. The seminar served as a forum for sharing e-governance initiatives across the country for ensuring better delivery of services by Government.

Speakers and participants from Government of India and from different states and union territories of the country shared their opinions, views and ideas in the seminar. Apart from the officials from ARC and IMG, Shri. K.V. Eapen, IAS, Secretary, DARPG, Shri. V. Srinivas IAS, Additional Secretary, DARPG, Shri.V. Shashank Shekhar, IAS, Joint Secretary, DARPG, Ms. Kiran Puri, Joint Secretary, DARPG and Shri. Satish Jadhav, Director, DARPG were also participated in the seminar. The perspective of e-governance -"the use of technologies that both help to govern and to be governed" was portrayed through the presentations and discussions that followed.

Shri K Jayakumar IAS (Retd), Director IMG welcomed Shri Justice (Retd) P. Sathashivam, Hon. Governor of Kerala , Shri V.S. Achuthanandan, Chairman of the Administrative Reforms Commission, and speakers and invitees to the seminar. While delivering the welcome address he commented on the systematic approach followed by ARC in preparing and submitting reports on administrative reforms to the Government and of the importance of e- Governance as an effective tool for better governance and improved service delivery.

Presidential Address by Shri. V S Achuthanandan MLA, Chairman, ARC

Addressing the members former Chief Minister of Kerala, Shri V.S. Achuthanandan spoke from his heart. He mentioned about the changes that Information Technology could bring to the daily lives of the people as well as the government. He recalled the days when he was the CM of Kerala, and decided to initiate steps to change the file system in Government offices. He spoke about the e-governance initiatives which worked as a bridge between people and the government. Through this the citizens enjoyed the advantage of getting information about the issues related to them and the government. He wished the collaborated work of DARPG, ARC and IMG in

conducting the seminar success and to bring positive changes for the betterment of the society through all the technological and technical advancements.

**Inaugural Address by Shri. Justice (Retd) P. Sathasivam, Hon.
Governor of Kerala**

The honorable Governor expressed his happiness to inaugurate the national seminar. He complimented Administrative Reforms Commission led by Shri V.S.Achuthanandan for collaborating with Department of Administrative Reforms and Public Grievances along with the Institute of Management in Government (IMG) for organizing the seminar which provided a formal platform for discussing reform related ideas and successful practices. ARC studies about people centric service aims to recommend steps for an effective administrative system that on thirteen core areas of governance. Hon'ble Governor said that good governance initiatives dates back to centuries. The concept of good governance and reforms in the administration are as old as history.

It is true that the evolution of the mankind was in a way a trial and error method that involved various reforms, changes and which underwent various governance styles in one or the other. He pointed out the fact that the ministry that handles administrative reforms is placed under the Prime Minister and is assisted by a minister of state and this reveals the strategic importance of the function. The idea of good governance becomes the part and parcel of the development of our society. He stated how welfare of the people were given much importance in the epic and mythic times where it was the reason behind the happiness of the ruler. Even at the time of Independence, Pandit Jawaharlal Nehru stated that the primary goal of democracy is the welfare of the people. He mentioned that political ideologies may be different but the ultimate goal is the welfare of the people.

At this time where there is a drastic change in the technologies and scientists plan a space tour, down in the earth people go to the extremes to know about their right to services. It is to eliminate this indifference that the e-governance efforts aimed to make their daily lives easier. Administrative reforms exist to translate the policies of the government and to ensure that the benefits reach the lower strata but often service delivery gets delayed. The belief that e-governance provide transparency and speeding up of service delivery attracts us. He quoted examples on how delayed service affects several cases that and this has attracted worldwide attention.

His words validated the views on information technology on sub policies that include digital inclusion, digital procurement, cyber security, Aadhar

enrolment, Akshaya centres and the like. Kerala with 100% connectivity and as a digitally literate state has a well-set framework. But the limitation is absence of fully automated processes for fast online delivery. Revenue, land records and the other subjects covered by e-governance along with the studies of ARC on sustainable development, secretariat development, grievance redressal and so on raises a question on the security. Hon. Governor stressed on need for ensuring cyber security to overcome fraudulent activities done by cyber criminals as too much information goes online. He raised the possibility of a virus war in the future that may be a threat to mankind. He expressed his fear and the need to ensure sustainability, credibility and accountability of the system. He wished Kerala to enjoy the fruit of this change in the fullest in the years to come and stated that he believed that this would enhance administration and governance to a completely revitalized one.

Address by Shri. K. V. Eapen, Secretary, DARPG, Govt. of India

Shri. K.V. Eapen mentioned the role of DARPG in e- Governance and mentioned about the national conferences that were successfully completed. The recent conference at Shillong had decided to consolidate the efforts that happened across the country. According to him, there is huge amount of repetitiveness in e-Governance in the country. In his words, “It is our job to replicate initiatives and to spread awareness across the country”. He also pointed out the change in citizen’s interaction with the government and their interference in the processes of service delivery. He mentioned about two ideas of central government, Central Bureau of Direct Taxes (CBDT) in Income Tax, and issue and renewal of passports that has become less cumbersome. He also mentioned about the Maharashtra government lead in setting up a Commission for Right to Service. The technological revaluation and implementation of systems like block chain, AI, cloud services, IOT, Automation, 3D Printing, along with Govt. of India services like Digital India, Skill India, other emerging technologies helps us to reach across the population at lower costs.

In his address, he noted that many states have come to the forefront and channelised their resources and Kerala is a leader. States like Maharashtra, Madhya Pradesh, Tamil Nadu, Andhra Pradesh, Telangana, Karnataka and Gujarat spread their initiatives across the districts. Eco systems of start-ups work to solve unique problems. He concluded that we foresee digital initiatives in a larger scale with the support of state and central governments for fostering changes.

Address by Dr. Ajay Kumar, Secretary, Dept. of Defence , Govt. of India

Dr Ajay Kumar expressed happiness to be in Kerala where he learned the initial lessons of administration. He shared his view that Kerala is always a step ahead in the implementation of innovative reforms and recalled various achievements of Kerala dating back to several years including ‘Ahmednagar reform’ experiment by Shri Gopal Pillai in Kollam district as District Collector, affordable house building construction scheme introduced by Shri. C.V. Ananda Bose in the same district which later transformed into state wide low cost housing innovation named ‘Nirmithi’, Cochin Airport (CIAL), the first airport in the country with private participation, the first state to start Common Service Centre, now known as Akshaya Programme, the first IT park in the country, ‘Technopark’ etc. He also mentioned the achievements of Kerala when he was the IT Secretary, Government of Kerala when Kerala became the only state in India with 100% connectivity. He said that Kerala has unlimited potential in technology for improving service delivery to the public.

In his view, administrative reforms need to assess how technology changed the profile of administration. From being merely transactional, government can become a part of the knowledge eco-system where e-Governance initiatives lead to improvements in overall policy formulation. He expressed the view that when lakhs of grievances are obtained from people, artificial intelligence should help government to sense what concerns the people most. He also mentioned that the Digital India Programme serves as the basic building block for implementing wide scale roll out of IT applications and said he foresees Kerala emerging at the top of these advancements.

**Address by Shri. M Shivashankar
Secretary, IT Department, Govt.Of Kerala**

Shri.Shivashankar reminisced about the time when he worked with the 3rd Administrative Reforms Committee and recalled the survey undertaken involving all government departments on technological developments. The survey threw up shocking results which showed that the huge expenditure in technology did not lead to any benefit to the public as it did not result in any improvement in service delivery.

IT Department was in its infancy at that time and took two-three years to get into a full-fledged version. During this time, ARC recommended creation of an independent IT department and take up immediately projects that benefit people. ‘FRIENDS’ that changed the way bills for government services could be paid was one among the such projects. Another recommendation was to

transform the whole program of e-governance. He also pinpointed the changes visible today such as online delivery of certificates to the citizens, payment interface and customer interface reduction at the grass root level.

Vote of Thanks

Vote of thanks was delivered by Smt. Sheela Thomas, Member Secretary, Administrative Reforms Commission.

SESSION 1 : INTEGRATED E-SERVICE DELIVERY

Presentation on Governance by Shri. Santhosh Babu, Principal Secretary, Department of IT, Tamil Nadu.

Shri. Santhosh Babu, first speaker of the first session of the national seminar talked about Governance as the portfolio that indulges in making policy, pushing files (e-Office), its implementation (End to End AS) and providing services to Citizens (CSCs). He spoke about improving governance through COE in ET (CEET), Startups, SFDB (State Family Database), State Blockchain backbone, Zero ID Proof Based Government Service Delivery, BharatNet, TamilNet and CSA-TNetc. He suggested Single Citizen Portal, Single Citizen App, Single SMS Gateway and a Single Payment Gateway for better service delivery.

Presentation on Unified Mobile App for New-Age Governance (UMANG) by Shri Anil Agarwal, Head, UMANG NeGD, Meity, Government of India.

Shri Anil Agarwal, Head, UMANG NeGD, Meity, Government of India, discussed about Government's key objective of Goal- Oriented Decision Making with Citizen-Centric approach. He said that, many initiatives have been undertaken by the Government of India and projects like IRCTC Rail connect app and UMANG app of Ministry of Electronics and Information Technology (MeitY) have been rolled out. He explained features of UMANG app which is a platform designed for Indians with an aim to offer them access to the pan India e-Governance services. It includes the central, state, local bodies, and agencies of government on app, web, SMS, as well as IVR channels. The acceptance of the app by common people is due to its user-friendly UI/UX/navigation with multiple government services consisting only approximately 20MB and its support of multiple languages (13 languages including Hindi & English). The app has a dedicated consumer support and 12x7 Customer Care.

Presentation on People Centric Services for Disaster Recovery- Case Study of CRTF by Dr.Saji Gopinath, Chief Executive Officer, Startup Mission, Kerala.

Dr Saji Gopinath, Chief Executive Officer of the Kerala Startup Mission explained implementation of Integrated Service Delivery through his Case Study on Service Delivery during Disaster Recovery. He pointed out the difficulty in integrating the databases and also explained the need of a Unified Architecture to optimize the process and make government decision fast and robust.

**Presentation on Technology Innovation in Project Monitoring by
Prof R. Ajith Kumar, Assistant Professor IIITMK, Kerala.**

Prof. R Ajith Kumar explained about the Web-Mobile based integrated information system (PLANSPLACE) which enabled effective monitoring and evaluation of plan schemes and its implementation progress across all departments in the state. This effective G2G and G2C e-Governance project initiated by Kerala State Planning Board has been implemented across 220 Implementing Agencies and Departments providing real time dynamic and customized reports for various stakeholders.

With transparency and efficiency being the key points 'PLANSPLACE' also ensures real time monitoring of plan projects of the state

**Session 2: SOCIAL ACCOUNTABILITY, GRIEVANCE
REDRESSAL, AND E-
GOVERNANCE.**

**Presentation on Public Grievances by Shri K. V. Eapen,
Secretary, DARPG, Government of India**

Shri K.V. Eapen began his presentation with the 'Allocation of Business Rules, 1961', which allocates to DARPG, the responsibility for policy, coordination and monitoring of issues relating to:(a) Redress of public grievances in general (b) Grievances pertaining to central government agencies, in particular. (c) Citizen Centric Initiatives which includes Citizens' Charter and (d) Enhancement of Public Service Delivery Capability involving systemic changes to ensure better service delivery.

For the redressal of public grievances, an online system facilitating lodging of grievances from anywhere and is accessible anytime was opened. This interlinked 87 Central Ministries/Departments and 36 States/UTs. More than 46,000 Sub-ordinate users were created on CPGRAMS. Centralized Public Grievance Redress and Monitoring System (CPGRAMS) is an online web-enabled system over NICNET developed by NIC, in association with Directorate of Public Grievances (DPG) and Department of Administrative Reforms and Public Grievances (DARPG). CPGRAMS is the platform based on web technology which primarily aims to enable submission of grievances by the aggrieved citizens from anywhere, anytime (24x7) to Ministries/Departments/Organisations who scrutinize and take action for speedy redress of these grievances. Tracking of grievances is facilitated on this portal through system generated unique registration number. The PMO, President Sectt., DPG of Cabinet Secretariat, DARPG & the Pensioner's Portal are also integrated through CPGRAMS.

He also spoke about CPGRAMS Reforms. CPGRAMS reforms proposed three divisions; 'Inception', is proposed to streamline grievance redress process by mapping various grievances up to field level. Second is 'Concept' to improve the time taken for grievance redress and lodging of grievance through drop down menus. The final one is the 'Plan of Action' to revamp CPGRAMS in a phased manner with priority to maximum impact.

Methodology proposed for reforms in Grievance Redress process / mechanism, in the words of Shri Eapen, are Mapping of line end offices/officers, Identification of categories and subcategories, Development of a holistic questionnaire for easy and robust registration, Enlisting an exhaustive list of type of grievances and Identification of field offices/officers responsible for resolution of a grievance.

SESSION 3: MODERNISATION OF STATE **SECRETARIAT**

Presentation on Modernisation of Kerala Government Secretariat by Dr. K.M. Abraham

Dr. Abraham started his presentation with the comment that Secretariat is a much-maligned institution. In his concept Modernisation is an approach concerning two levels. He defined Modernisation as "the process of starting to use the most recent methods, ideas, equipment, etc. so that something becomes or seems more modern" (*Cambridge Dictionary*). The two levels he described are LEVEL 1-Modernisation with only automation. Automation is using technological tools to perform old processes in a new way. LEVEL 2-Modernisation with Government process Reengineering (GPR) and automation.

He went on to speak about E-File processing efficiency. He classified this into individual, team and department efficiencies. The employee/ individual efficiency is the officer's efficiency and is the sum of 50% of individual efficiency and 50% of Average efficiency of members in the hierarchy (i.e. $\text{Individual Efficiency}/2 + (\text{Average of individual efficiency of all employees in hierarchy})/2$). Team efficiency is the average of individual efficiency of all employees in hierarchy and department efficiency is the average of individual efficiency index of all employees in the department.

Automation, when it moves forward, will need more computerization of the existing processes, strengthening of information databases for retrieval, and integration of new technologies like Artificial Intelligence – machine learning – data/text analytics, Block Chain technology, where consensus between different departments/agencies is a key element to the service, Internet of

Things (IoT) and techniques like Virtual Reality/Augmented Reality/Online tools for training and so on.

Level two of modernisation, GPR (Government Process Re-engineering) or (Business Process Reengineering) approach is “the analysis and redesign of workflow and processes within and between organisations” (*Michael Hammer and James Champy 1993*). It is the fundamental rethinking and radical redesign of processes to achieve dramatic improvements in critical measures of performance such as cost, quality, service and speed.

Dr K.M. Abraham expressed the view that principles of GPR should (1) organize around outcomes and not tasks. Citizens, institutions, employees, governments are the stakeholders and G2B, G2C, G2E, G2G are the services. (2) identify all processes in an organization and prioritize them for redesigning (3) integrate information processing work into the real work that produces the information and (4) analyse the scope of parallel activities in the workflow – beyond serial or sequence integration.

**Presentation on E- Office, Secretariat Reforms by Ms. Kiran Puri,
Joint Secretary, DARPG, of India**

Ms. Kiran Puri spoke about e-Office and informed that its one of the Mission Mode Projects under the National e-Governance Plan and is implemented by the Department of Administrative Reforms and Public Grievances (DARPG) to improve efficiency in government processes and service delivery mechanisms. It is implemented in Central Government ministries and departments through improvement in the workflow mechanism and associated office procedure manuals. NIC (National Informatics Centre) is the technical partner of DARPG in this project

She mentioned about the new initiatives under Secretariat reforms that is the extension of use of e-office to state secretariat and sub-ordinate and attached offices. Presently e-office is a Central Mission Mode project and the plan is to make it a mixed Mission Mode Project. In order to implement in a mixed Mission Mode Project, Ms. Puri said, EFC/SFC (Expenditure Finance Committee/Standing Finance Committee) note is required to be prepared by DARPG and for which some information is required from States/UTs. States/UTs to specify which part of funding will be incurred by them and in which components they require funding from DARPG/Central Government.

She recalled that the e-office Mission Mode Project was launched in 2011-12 in a phased manner. Several Expenditure at several levels is requirements of expenditure to be incurred for extension of e-office such as requirement at client side, setting up of Units, procurement cost of e-Office and SPARROW procurement cost, expenditure for deployment of infrastructure and Cost of Project Management Unit etc.

She informed that there will be four phases in the implementation of e-Office: -

Pre-project/Initial phase. This precede phase I and involves assessment of existing infrastructure and preparation of Gap Analysis Report.

Phase I is the preparation stage where formation of governance structures is made possible. In this stage procurement/upgradation of infrastructure and orientation workshops are carried out. Process for change management and transition management and creation of knowledge repository and bulk e-mails is also done in this stage.

Phase 2 is the implementation stage where configuration and delivery of services is done. This is configured by gathering E-Office data, DSC enrolment and a Training Plan. And delivery is done by setting up an e-office environment, and by training and handholding.

Phase 3 is the support stage where handholding and support is done and report of issues and bugs. This is also the phase where transfer of technical know-how on e-Office application and maintenance and implementation support takes place.

Presentation on Modernization of State Secretariat by Ms. Rachana Srivastava,

DDG& HOD (e-Office), NIC, MeitY, Government of India

Ms. Rachana Srivastava expressed the view that adoption of pre-existing legacy practices by State Secretariats lead to lack of transparency and accountability and delay in decision-making which in turn results in slowness in public service delivery. Government transactions, be they with citizens, other governments, businesses or internal, have one core element i.e. Decision Making, which is delayed in the absence of e-Governance. She proceeded further by stating that the e-Office project under Digital India Initiative, takes an important step towards strengthening the governmental decision-making machinery by extending the use of modern information and communication technology to the government processes.

The importance of e-office and the change it could bring about on its successful expansion were discussed by her. A single window system for the easy access of knowledge and information is its vision, according to her, while she mentioned its mission as the single reusable system with high efficiency and transparency and which could change the outlook of government offices as stack rooms of files to a paperless office.

Before concluding she discussed about various implementation and technical challenges like resistance for GPR, lack of higher-level commitment, change in office procedure and so on and put forth strategies to overcome it.

**Presentation on Integrated Office Automation Solution by Shri Suneel Chhabra,
Technical Director, Department of IT, Rajasthan.**

He began with a rhetoric question 'what is office?' The definition could vary from person to person and a mere thought of it could sprout different answers. The vision he propounded through the presentation is to have integrated office automation across the State, to create a smart / intelligent system for enhanced productivity, to have one-stop-place for all employees, for all common functions & roles, to have a decision support system and workflow, but it should not be mere post-facto data entry and reporting systems. The idea was also to focus on simplicity & usability across devices. Basically, Office on-the-move, and to create a platform and not merely a solution.

Key features of this integrated office automation are Defining Groups that is a provision to create groups' functionality wise. Secondly, Workflow Management (Routing/Approval Hierarchy) which opens a provision to define N-Level workflow as per requirement. A provision to add multiple verifiers / verifier groups module wise. Thirdly, assigning the rights. It is a provision to assign rights to PA/PS for taking action on behalf of an officer - module wise and can be withdrawn anytime. Fourthly, template generation that is a provision to map and customize templates at office level for creation of order/letter/circular etc. Fifthly, calendar customization, which is a provision to customize working calendar-district/department/office level and duty roster of individual.

Sixthly, the Communique, which is a two-way communication with a feature for monitoring response.

He envisages roll out of integrated automation across the state, in all government departments and PSU's up to the last mile office at the village level and the processes will include file and dak management, knowledge management, messaging and collaboration, resource management, smart office assistant etc.

He discussed about Raj-Samvaad, an official messaging application for collaboration and communication for Rajasthan government officials. It is a centralized and web-based address book that provides secured messaging and encryption of messages. It takes care of real time updating of group members on change in service status, and message broadcasting which broadcasts messages to users and groups.

No storage of contact details on phone, send message without being a member of the group and maintaining data at Rajasthan State Data Centre (RSDC) are unique features that makes it a very useful tool for official use.

He informed that about 28 + departments have implemented one or more modules of Raj-Kaj based on their priorities. These include Information Technology and Communication, Raj COMP Info Services Ltd., Economics and Statistics, Police (Vigilance, CIB, SCRB etc.) and so on. He also informed the areas where they were implemented and the areas that are ready for implementation.

Day 2 AUGUST 27, 2019

Session 1: DIGITAL LAND PRACTICES

Presentation on BhuSeva by Dr. Manmohan Singh,

Chief Commissioner of Land Administration, Andhra Pradesh.

On the second day of the seminar Dr. Manmohan Singh presented on BhuSeva with an interesting subtitle 'Aadhaar to us...Bhudhaar to land'. Lives of millions of farmers depend on land. But as a curse to the farmers millions of cases are pending in courts about land. He substantiated the need for reforms in land administration further. Land is the back-bone of the economy but land records are not conclusive even in the modern times. Survey and sub-divisions are not done at the time of registration. There are lakhs of notional khataas – without field sub-division, fraudulent transactions of government lands and properties, mis-information and misleading information about land transactions and the list goes on endlessly. He expressed the view that Land parcels are not marketable commodity as on today.

The vision of BhuSeva is “to be the Single Source of Truth of information on land and property, identified uniquely by Bhudhaar, and to provide integrated land services to the citizens.”

BhuSeva dealt with the Integration of 8 land related departments namely Survey & Settlements, Registration, Revenue, Panchayat Raj, Municipal Administration, Endowments, Wakf, Forest. BhuSeva is a web portal developed to integrate the land related data of all land related departments

By the implementation of BhuSeva, land related data of all the departments can be integrated. It functions as a clearing house for any transaction initiated relating to land/property and fetch required information from the clearing house. Underneath this functions Bhu Samaacharam that provide history of transactions on land for 15 years or more.

The idea of Unique ID of Bhudhaar, which is a 11- digit unique id (99.778.539.905) that is assigned to each agriculture land holding, urban property and rural property. The basis for Bhudhaar is a Confirmed Record (Golden Record)- both Textual and Spatial that have to be in confirmity.

He discussed the process of assignment of temporary Bhudhar and also specified how to take land records to the citizens. He discussed about the two models linked to geo referencing and spoke about Continuous Operating Reference Station (CORS), a network of 80 reference stations that gave accuracy to land measured through satellite data. He concluded by mentioning the benefits of Bhu Seva and the contributions done by the Andhra Pradesh government.

**Presentation on Samrakshane by Shri Shakeel Ahmed,
Project Director, HRMS, Karnataka.**

Shri Shakeel Ahmed spoke that Crop Insurance is provided based on the yield, yield compared with thresh hold yield, yield of previous seven years and indemnity level and crop cutting experiments to assess yield based on weather parameters. Adverse weather parameters are the main reason for loss of yield.

He discussed issues of the manual system. “*Samrakshane*” is end to end workflow-based e-Governance solution for management of Crop Insurance scheme. Technical Architecture and Electronic integrations add luster to it. The Enrolment Process includes 9000+ Bankers, 4000+ PACS, 5000+ CSCs, 700+ Raita Samparka Kendras (RSK) and farmers – using Aadhaar registered mobile number as user ID.

Premium calculator, status checking without login, are additional features of Samrakshane. What “*Samrakshane*” could not achieve - Bhoomi (RTC) had details of crop data of previous season (year) - but in ‘*Samrakshane*’ sometimes no crop information was available and even if crop data is available subsequently, for the current season, there is no assurance that the data has been recorded by Village Accountant by visiting the farmers field. This means people can still enroll under crop insurance without growing any crop or by growing some other crop and for area in excess of crop grown area. “*Samrakshane*” has to still depend on DES for sown area data. This would potentially mean application of Area Correction Factor where genuine farmers continue to suffer.

Efforts to handle the limitations were also discussed. These include development of “Insured Crop Verification” ‘App’ which facilitate Insurance Company (IC) to inspect crop of the insured farmers. Data of insured farmers is available in real time in the mobile app. This can be integrated with Crop Survey, a unique exercise of collecting crop details with GPS photos, through web interface.

Session 2: PUBLIC SERVICE DELIVERY

**Presentation on Right to Public Service Act by Shri Swadheen
Kshatriya,
Chief Commissioner, Commission for Right to Public Services
and Former Chief Secretary, Maharashtra.**

The Maharashtra State Commission for Right to Public Service Act was a revolutionary act enacted in 2015 and is headed by Shri. Swadheen Kshatriya. Its agenda is to provide efficient and timely delivery of public services with transparency to eligible persons in the State of Maharashtra. It brought transparency and accountability to the Departments and agencies of the Government and other Public Authorities that provide public services to eligible persons.

RTS act, in his words, highlights 'Transparency, Accountability, Timeliness, Efficiency and Emphasis on use of Information Technology'. "Right to service" means right of an eligible person to obtain the public services within the stipulated time limit as notified by the Government, from time to time.

Its salient features include, creation of a right to an eligible person to obtain public services, provision for delivery of public services by the Designated Officers to the eligible person, mandating Public Authorities to notify the public services, Designated Officers, Appellate Authorities. It provides for giving unique application number for monitoring online status and provides for appeals to the First Appellate Authority, Second Appellate Authority and the Commission. It also has provision to constitute the Maharashtra State Commission for Right to Service for effective implementation of the law and for penalties and disciplinary action in respect of officials who have failed to deliver public services within stipulated time limit. It also provides for cash incentives to officials delivering public services before the stipulated time limit and appropriate awards to felicitate authorities that perform best in achieving purposes of the law. The Act contains provision for taking action against eligible persons who obtain public services by deliberately giving false or frivolous information or false documents.

He pointed out that for every notified service under the RTS Act, Government has notified the following Authorities: Designated Officer, First Appellate Authority, Second Appellate Authority, Third & Final Authority is RTS Commission. He also mentioned the role and action of the designated officer and the procedure for appeal.

The power and function of this commission are, *taking suo motu* notice of failure to deliver public services, carry out inspections of offices entrusted

with the delivery of public services, recommend departmental inquiry against any designated officer or appellate authorities who have failed in due discharge of functions ,to recommend changes in procedures for delivery of public services in addition to taking steps by the Public Authorities for efficient delivery of public services ,monitor delivery of the public services by public authorities and to hear and decide the appeals. He also spoke about penalty and rewards.

Presentation on Public Spheres by Shri Ashwini Bhagat,

Director, HCMRIPA, Jaipur.

Shri. Ashwini Bhagat started his presentation by pointing out that improved public service delivery system that is accountable, and transparent administrative machinery is the bedrock of good governance. It has greater impact on improving quality of life of the people. Moving on to the existing public service delivery system in Rajasthan he presented that besides adopting service delivery systems directed by ADR, Government of Rajasthan has envisaged in house delivery systems through legislation or otherwise.

Rajasthan Sampark Portal which is an *Integrated Grievance Management System undertaken by* Government of Rajasthan intends to achieve all important aspects of good governance viz. Robust Delivery System, Transparency, Communication, Grievance Redressal and Sensitivity towards citizens. Sampark Portal is a Single Point of Contact for Grievances Redressal.

He also discussed about e-mitra, unification of various departmental public services under one single umbrella that give citizens of the state “multi-service”“single- window” public service delivery. Providing a hassle free one stop solution to citizens, its increased access to government services, payment of utility bills, government taxes, e- selling of RPSC exam forms etc. Along with this he discussed on e-dhara and e- dharati(old-Apana Khata) by computerization of land records, people can get copy of their land records or may get the mutation done through the system. He also talked about how e-registration changed public perception

Additionally, he mentioned about the CMIS e-Samadhan to monitor the progress of centrally sponsored schemes and state schemes and to monitor the progress of district level programs and effective monitoring of various departmental works at Chief Minister level.

Besides the central legislation of the Right to Information Act 2005, Government of Rajasthan has enacted two more important Acts for time bound service delivery and time bound hearing. Rajasthan Guaranteed Delivery of Public Services Act (RGDP) 2011 and the Rajasthan Hearing Act. RGDP came into force from 14 November, 2011. It was enacted to ensure the delivery of Public Services to the citizens in a transparent, timely, efficient

and accountable manner. Currently 221 important services of 25 departments are incorporated in the Act. It promoted delivery of certain services to the people of the state by public authority and within stipulated time limits.

Rajasthan is the first and only state in country to enact the Right to Hearing Act. It gives an opportunity of being heard to the citizens within the stipulated time limit and right to get information about the decision made in the complaint.

Apart from the measures adopted in the state for service delivery to the people, Government of Rajasthan has also adopted 'Sevottam'- a project undertaken by the Department of Administrative Reforms and Public Grievances Government of India. Sevottam is a project on 'Capacity Building for Good Governance' and to develop a standardized methodology for bringing about improvements in citizen service delivery and public grievance redress.

It has three aspects. Preparation and implementation of citizen's charter, Public grievance redress system and quality of the process of the department, and improving the capacity of the department to deliver public services. While implementing the project, 21 major departments and 617 officers of the state have been sensitised/ acquainted about the module through workshops and training courses. All the Government Departments in Rajasthan have Citizens' Charter. He concluded the presentation by talking about the challenges and improvements.

Session 3: DIGITAL E-SERVICE DELIVERY AND ADOPTION OF EMERGING TECHNOLOGIES FOR DIGITAL TRANSFORMATION

**Presentation on National Governance Services Delivery
Assessment Framework by Shri V. Shashank Shekhar,
Joint Secretary, DARPG, Government of India**

UN e-Government Assessment framework is the measurement framework to determine e- Government readiness of the member countries. The (E Government Development Index) EGDI is based on a comprehensive survey of the online presence of all 193 United Nations Member States, which assesses national websites and how e-government policies and strategies are applied in general and in specific sectors for delivery of essential services. The assessment rates the e-government performance of countries relative to one another as opposed to being an absolute measurement. Assessment measures the use of ICT to transform and reform the public sector by enhancing efficiency, effectiveness, transparency, accountability, access to

public services and citizen participation in the member countries.

Shri.Shekhar said India breaks into top 100 in UN's E-Government index 2018 and displayed a commendable growth in the Online Service Component of the EGDI score in 2018. However, improvement in Human Capital Index and Telecom Infrastructure Index were marginal. India was among the top 15 nations in the e-participation sub-index with a score of 0.955. The objective of the study is to assess States, Union Territories and Central Ministries in their efficiency in e-Governance service delivery.

Focus sectors of the assessment that he discussed are: Finance, labour and employment, education, social welfare, local governance and utility services, environment and fire. Assessment parameters were as follows: A Citizen Survey was conducted to determine the satisfaction levels of respondents based on their experience in availing e-services from their respective States and UTs. The prime objective of conducting the survey was to understand first-hand experience of respondents to improve the quality of e-service delivery. Insights obtained through the perspective of the respondents will help the departments plug the gaps in the system and streamline the e-service process efficiency. The end goal is to sensitize and promote the adoption of e-governance framework across all departments and ministries in the country.

**Presentation on Public Procurement and
Startups – Kerala by Shri Sivashankar, Secretary, IT
Department, Kerala**

Kerala Startup Mission is the apex body of Government for promotion of Technology Startup Ecosystem. It is an autonomous society headed by Hon'ble Chief Minister, Dept of Electronics & IT. Mandated to implement State Startup Policy (under IT Policy), it provides end to end support for developing startup innovation ecosystem with Evangelization, Facilities, Incubators & Accelerators, Funding & Business Development. It also facilitated development and implementation of policies for supporting startup growth Technology, Innovation and Entrepreneurship Policy (2017). Considering government as a market place the early adoption of startup products in government departments made possible the models of procurement, exemption, direct procurement, demand days, Startup Linkage, co-development model, highly innovative products with innovation zones and exemption models with competitive tendering, exemptions for startups and MSMEs, EMD, prior experience, turnover, security deposit, price preference and purchase preference direct purchase, mechanism of procurement, eligibility to participate were also discussed.

He summarized that Government is a large market place. Adoption of Innovative products from startups can lead to a win-win situation. For this

there is a need of focused effort for enabling and enhancing the startup procurement within the Government to push the envelope.

**Presentation on Permanent Account Number (PAN) Tax Payer Services:
a changingscape by Shri Madhukar Kumar Bhagat, ADG(systems),
Central Board Of Direct Taxes, Ministry of Finance**

The presentation began with the discussion about PAN. Permanent Account Number (PAN) is a unique 10 digit alphanumeric number issued by the Income Tax Department (ITD). He talked about PAN Application forms, Form 49A - Indian Citizens / Indian Companies / entities incorporated in India / unincorporated entities formed in India; Form 49AA - Individuals not being a Citizen of India / entities incorporated outside India / unincorporated entities formed outside India; Change Request Form and CAF (Common Application Form) for corporates for PAN & TAN. PAN allotment was made possible by ITD since 1995 to 2003, UTIITSL since 2003 till date, NSDL eGov since 2004 till date, PAN Format, Physical PAN Card, Digitally signed E-PANPDF

PAN is required by Indian Citizens / Indian Companies / entities incorporated in India / unincorporated entities formed in India or Individuals not being a Citizen of India / entities incorporated outside India / unincorporated entities formed outside India.

Recent PAN initiatives include issue of e-PAN for corporates within TAT of 12 minutes and average time of 2-3 minutes as compared to earlier TAT of 4 hours. Issue e-PAN to individuals through Aadhaar based e-KYC within TAT of 4 hours (in business hours) and average time of 2-3 hours as compared to 2-3 days previously, Issue enhanced QR code capturing biometric as well as demographic information in PDF as well as XML format along with open schema, Facilitate e-PAN to all existing PAN holders (over 37 cr.) through Aadhaar based e-KYC route rather than through Change Request, Provide free of cost address change functionality through Aadhaar based e-KYC mode (under development) Enhance data security by strict compliance to ISO 27000 norms and NIST framework.

He spoke about amended provision for PAN allotment based on Aadhaar. As per the proposed Finance Bill 2019, amendment has been made which states, 'every person who is required to furnish or intimate or quote his permanent account number under this Act, and who, —

- (a) has not been allotted a permanent account number but possesses the Aadhaar number, may furnish or intimate or quote his Aadhaar number in lieu of the permanent account number, and such person shall be allotted a permanent account number in such manner as may be prescribed;

(b) has been allotted a permanent account number, and who has intimated his Aadhaar number in accordance with provisions of sub-section (2) of section 139AA, may furnish or intimate or quote his Aadhaar number in lieu of the permanent account number.”;

New PAN project which is a changing landscape that included PAN issuance and change requests, RTPC Mobile application for PAN and TAN Holders, update of address via aadhaar portal (free of cost), centralized grievance handling using various channels and multi-lingual taxpayer support were his other realms of discussion.

Presentation on Adoption of Emerging Technologies for Digital Transformation by Shri T.Mohana Dhas, Deputy Director General & State Informatics Officer, Kerala

Shri T. Mohana Dhas began with the agenda Digital Transformation (DT), Digital Government Technology Platform (DGTP), Emerging Technologies (ET) for DT, Adoption of Technologies for DT, Interoperable Systems and Platforms, Case Studies – IFMS Kerala in Agriculture Portal and Engineering Departments.

He presented that Digital Transformation enables moving from Physical to Digital with use of digital technology platforms and adopts emerging technologies to transform the functioning of government and delivery of services with personalised services to citizen / society.

Digital Technology Platform includes ICT Infrastructure, National Cloud Data Centres, SW Defined Networks, State Data Centres – Near DR and Far DR, BC , Mini Cloud Data Centre (TVM) with Open Stack ,Cyber Security Systems, CERT-IN, CERT-K etc, User Experience and Design Thinking, IT Systems (e-Gov Applications), SMS gateway, Email integration, LDAP, eSign, Digi Locker, Jeevan Pramaan, e-Regha (Mustering), GeM integration, CPP Integration (in progress), NIC DSC signer – browser Independent Plug-in - Available for any State and any e-Gov Provider (Free) , IoT and Data Acquisition Systems, Data Exchange Platform & API Gateway , OGD, API, Enabling technologies (SMS, DSC, e Sign etc.), PKI and Encryption Technologies

Technologies for e governance, emerging technologies adoption, multidisciplinary connections of e governance which include artificial intelligence, deep learning and all were the other topics presented.

Resilience that is the ability to prepare for and adapt to changing conditions and withstand and recover rapidly from disruptions include the ability to withstand and recover from deliberate attacks, accidents, or naturally occurring threats or incidents. It is developing a business continuity plan,

having a generator for back-up power using building materials that are more durable. Cyber Resilience= cyber security + business resilience is an entity's ability to continuously deliver the intended outcome despite adverse cyber events. Cyber resilience is about managing security with a multi-layered approach that encompasses people, processes, and technology

The presentation concluded with the question of Why Open Government Data? It provided the fuel for innovation – innovative ideas, solutions, systems. It was evidence- based planning of socio-economic development processes that rely on quality data, is structured data, machine-readable data, raw data and linked data. Enterprise Architecture is a description of the structure and behavior of an organization's processes, information flow, personnel, and organizational subunits, aligned with the organization's core vision, objectives, goals and strategic direction. Integrated e-service platform, 8 different models of IndEA, asset management system, e-treasury, e-kuber, budget expenditure management, work managements in engineering depts., agricultural portal were also discussed.

Concluding Session

The concluding Session was chaired by Smt. Neela Gangadharan, Member, ARC and Dr. S. Chithra, Director, IT Mission presented the summation of the national seminar which ended with promising allusions to e-governance.

- Transforming Kerala from fully Digitally literate State to fully Digitally empowered State using ICT.
- The most disadvantaged should benefit by e governance through use of technology.
- Leverage the data that various e-governance applications have generated, subjecting them to data analytics, for better policymaking.
- Creation of faceless, paperless and cashless system of governance.
- Portability of all public service deliverables across service delivery channels is necessary to avoid duplication.
- Improving the public service delivery, with high levels of personalisation and speedy grievance redressal by using Data Analytics and Artificial Intelligence.
- Leveraging start-ups for introducing innovation and disruptive technologies in e-governance and citizen service delivery.
- Improving land governance using digital land practices for improving justice delivery systems in revenue courts and adopting best practices from success stories like “Bhudhaar” of Andhra Pradesh, and “Samrakshane” of Karnataka.
- Implementation of public services delivery act brought about

significant improvements in grievance redressal, enhancing the state's role in ensuring citizen satisfaction.

- Timely publication of e-service delivery assessment will enhance the quality of e-services being delivered.
 - Implementation of E-office in a time bound manner to help improve secretariat efficiency and other important institutions.
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List of Speakers

1. Shri. C.P. Nair, Member, Administrative Reforms Commission.
2. Smt Neela Gangadharan, Member, Administrative Reforms Commission
3. Smt Sheela Thomas, Member Secretary, Administrative Reforms Commission
4. Shri. K. Jayakumar, Director, IMG
5. Shri. S.M. Vijayanand, Chairman, CMD & Former Chief Secretary, Kerala
6. Dr. K.M. Abraham, CEO, KIIFB & Former Chief Secretary, Kerala
7. Shri. K.V. Eapen, IAS, Secretary, DARPG, Government of India.
8. Dr. Ajay Kumar, Defence Secretary, Government of India
9. Shri. V. Srinivas, IAS, Additional Secretary, DARPG, Government of India
10. Shri. V. Shashank Shekhar, IAS, Joint Secretary, DARPG, Government of India.
11. Smt Kiran Puri, Joint Secretary, DARPG, Government of India.
12. Dr. Rajan Khobragade, Principal Secretary, Health & Family Welfare Department.
13. Shri. M. Sivasankar, Secretary, IT Department, Kerala
14. Shri. Hari Kishore, Executive Director, Kudumbasree, Kerala
15. Shri. Satish Jadhav, Director, DARPG, GoI
16. Dr. Saji Gopinath, Chief Executive Officer, Start up Mission, Kerala
17. Prof. R. Ajith Kumar, Assistant Professor, IIITM-K
18. Dr. Abey George, Social Audit, Kerala
19. Dr. S. Chithra, Director, Kerala State IT Mission
20. Shri. T. Mohana Dhas, Deputy Director General & State Informatics Officer Kerala
21. Shri. Swadheen Kshatriya, Chief Commissioner (Former Chief Secretary) Maharashtra State Commission for Rights to Public Services.
22. Smt Ashwini Bhagat IAS, Principal Secretary (Training) & Director, HCM RIPA, Jaipur.
23. Shri. Madhukar Kumar Bhagat, Additional Director, General Income Tax (Systems) CBDT, Ministry of Finance.
24. Shri. Santhosh Babu, Principal Secretary, Department of IT, Government of Tamil Nadu
25. Smt. Reetika Khara, Associate Professor, Humanities & Social Sciences, IIT Delhi.
26. Smt. Rachana Srivastava, DDG & HoD (e-Office), NIC, Government of India.
27. Shri. Shakeel Ahmed, Project Director, HRMS, Karnatak
28. Dr. Manmohan Singh, Special Chief Secretary, Revenue (Land) Department of Andhra Pradesh.
29. Shri. Challa Vijaya Mohan IAS (Retd.) Mission Director, BhuSeva Project, Government of Andrapradesh.
30. Shri. Anil Agarwal, Head, UMANG
31. Shri. Suneel Chabra, Technical Director, DoIT & C, Government of Rajasthan.

32.Dr. N. Prabhakar Reddy IAS, Director, Survey Settlements & Land Records Vijayawada.

33.Shri. V.V. D. Rao, Sr. Technical Director, NIC (A.P), Vijayawada

List of Participants

1. Smt K.B. Valsala Kumari, Principal Secretary (Retd.)
2. Shri. S. Subbiah, Principal Secretary (Retd.)
3. Shri. Premkumar. V.R,IAS, Director, Survey and Land Records.
4. Dr. Bhag Chand Badhal, Additional Director,(Administration) HCM RIPA (ATI).
5. Shri. Kapil Kumar Sharma, Technical Director, e- Office Division, NIC.
6. Shri Adi Seshu K, Consultant –PM, E-Governance Team
7. Shri Ajex Thomas Varghese, Consultant –PM, E-Governance Team
8. Dr. Ajitha, Asst. Professor, Department of Public Administration, University of Kerala.
9. Shri Ajith Bramanandan, Senior Technical Director,NIC
10. Dr.Anil.S.K, Nodal Officer IT,Homoeopathy Department
11. Smt Anju S.S,Junior Superintendent, IT Section,Social Justice Department
12. Shri Anoop.M.R,Section Officer,IT Cell Department,Govt.Secretariat.
13. Shri. Anu S Nair,Nodal Officer IT Section,Office of the Land Revenue Commissioner.
14. Shri Arun. M, Consultant, KSDI.
15. Dr.Balachandran. J, IT Officer, Directorate of Animal Husbandry.
16. Smt Beena. S, Computer Programmer,Model Finishing School.
17. Shri Bejy Appraim,Additional Director,Scheduled Caste Development Department.
18. Shri Bhadran. V.K, Scientist G, Group Head (ETG), C-DAC
19. Shri Biju. S, Nodal Officer IT, Scheduled Tribes Development Department
20. Smt Bindu Sunil Kumar, Senior Technical Director,NIC
21. Shri Binu Kumar. N.S, Assistant Section Officer, IT Cell Department
22. Shri Binu Kumar. A.L, Senior Clerk (HG) & Nodal Officer for e-office, Directorate of Agriculture.
23. Smt Divya. G, Deputy Director (P&M),Land Revenue Commissionerate
24. Smt Gayathri Chandrachoodan, Consultant -PME-Governance Team
25. Shri Harold Wilson, Junior Superintendent & Nodal Officer(IT), Commissionerate of Food Safety.
26. Shri Jayachandran. M.B, Chief Technology Officer,IIITM-K
27. Shri Jayakumar. G, ASIO & Senior Technical Director,NIC.

28. Shri Jayan. M, Senior Administrative Officer, Scheduled Tribes Development Department
29. Shri Joseph C Mathew, Former IT Advisor, Government of Kerala
30. Shri Krishnakumar. K.K, Senior Fellow, CSES.
31. Shri.Lathesh Kumar, C.P, Junior Superintendent & IT Nodal Officer, Indian System of Medicine.
32. Shri. Manoj, P.A, Senior Technical Director, NIC
33. Shri Manu S Kumar, Senior Clerk, Registration Department.
34. Shri. Mathew. A.J, Senior Superintendent IT Cell, Commissionerate of Civil Supplies.
35. Shri Mukesh Venugopalan, Consultant –TM, E-Governance Team.
36. Shri Nizam.S.A, Assistant Director of Agriculture, Department of Agriculture.
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38. Shri Pradeep. S, MVI & Nodal Officer, SSG, Motor Vehicles Department.
39. Shri Prakash. V, Assistant Director, Resurvey & IT, Nodal Officer, Directorate of Survey & Land Records.
40. Shri Pramod. V.R, Administrative Officer, Legal Metrology Department.
41. Shri Rakesh. A.P, Consultant -TM (Security), E-Governance Team.
42. Shri Santhosh Kumar Soman, Senior Consultant-TM (Infra), e- governance.
43. Shri Santhosh Talaghatti, Consultant CM/CB, E-Governance Team.
44. Shri Sudheer.M, Asst. Ex. Engineer, IT, Kerala Water Authority.
45. Shri Sunil Kumar.A.U, DYSP, Police Training College, Police Department.
46. Shri Sunil Kumar.T.R, Assistant Director of Fisheries, Directorate of Fisheries.
47. Shri Sunil.G.K, System Manager, IT/e Governance, Directorate of Panchayath.
48. Shri Thomas Isaac. N, Secretary, Kerala Water Authority.
49. Shri Vaneeprasad.V.K, Deputy Director, IHRD.
50. Shri Vijayakumaran.K, Rtd. Additional Secretary.
51. Shri Vipin. S.S, Manager, Software Group, Keltron.
52. Smt. Divya.K, Centre for Management Development
53. Smt. Chandralekha. C.S, Research Scholar, Department of Sociology, University of Kerala.
54. Shri. Jithendriyan, DBA, Kerala Water Authority.
55. Shri. Subin Kairal. S, Deputy Secretary, GA (SC) Department.
56. Shri. Arun Zachariah Phd, Independent Researcher, Trivandrum.
57. Shri. P.B. Vijaya Kumar
58. Shri. Sugath Sugathan. L, Environment & Human Rights, Thiruvananthapuram.

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60. Smt Pushpa. P.R, Deputy Director of Survey & Land Records.
61. Shri. Vinod Raj, e-Health Technical Manager.
62. Shri.Bineesh P Chacko, Research Scholar.
63. Shri. Nishanth.S.R, SeMT,KSITM.
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65. Dr. Sabarish. K,Head e-Governance, KSITM.
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68. Shri.Krishnan B Nair, Domain Expert, Kerala State IT Mission.
69. Shri. V. Kuttappan, PRAT Zonels.
70. Shri. Sam Mohan, Manager, ITES.
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74. Shri. Abilash.CS, IT Mission.
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88. Shri. Minimal.V.G, Additional Secretary, Administrative Reforms Commission.
89. Shri. Jayasankar. K.G, Finance Officer, Administrative Reforms Commission.
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91. Smt. Titty Annie George, Deputy Collector, Administrative Reforms Commission.

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121. Shri. Sijimon George, Security Officer, IMG

122. Shri. Chandramohan Nair, Reception Officer, IMG
123. Shri. Amarjit, Electrician, IMG
124. Shri. Ajesh, Electrician, IMG
125. Shri. Ratheesh, Computer Support, IMG
126. Shri. Vivekanandan Nair .M.K, PR Consultant, IMG
127. Shri. Sachidanandan, Store Keeper, IMG.