



प्रशासनिक सुधार और लोक शिकायत विभाग  
DEPARTMENT OF  
**ADMINISTRATIVE REFORMS &  
PUBLIC GRIEVANCES**

NATIONAL GOOD GOVERNANCE WEBINAR SERIES 2024-25

# INNOVATION (GENERAL) DISTRICT

SHORTLISTED INITIATIVES UPTO THE LEVEL OF EXPERT COMMITTEE

## PROCEEDING REPORT

25th October 2024, Friday

### Session - I

Niraksharta se Aazadi Campaign, Mandla,  
Madhya Pradesh

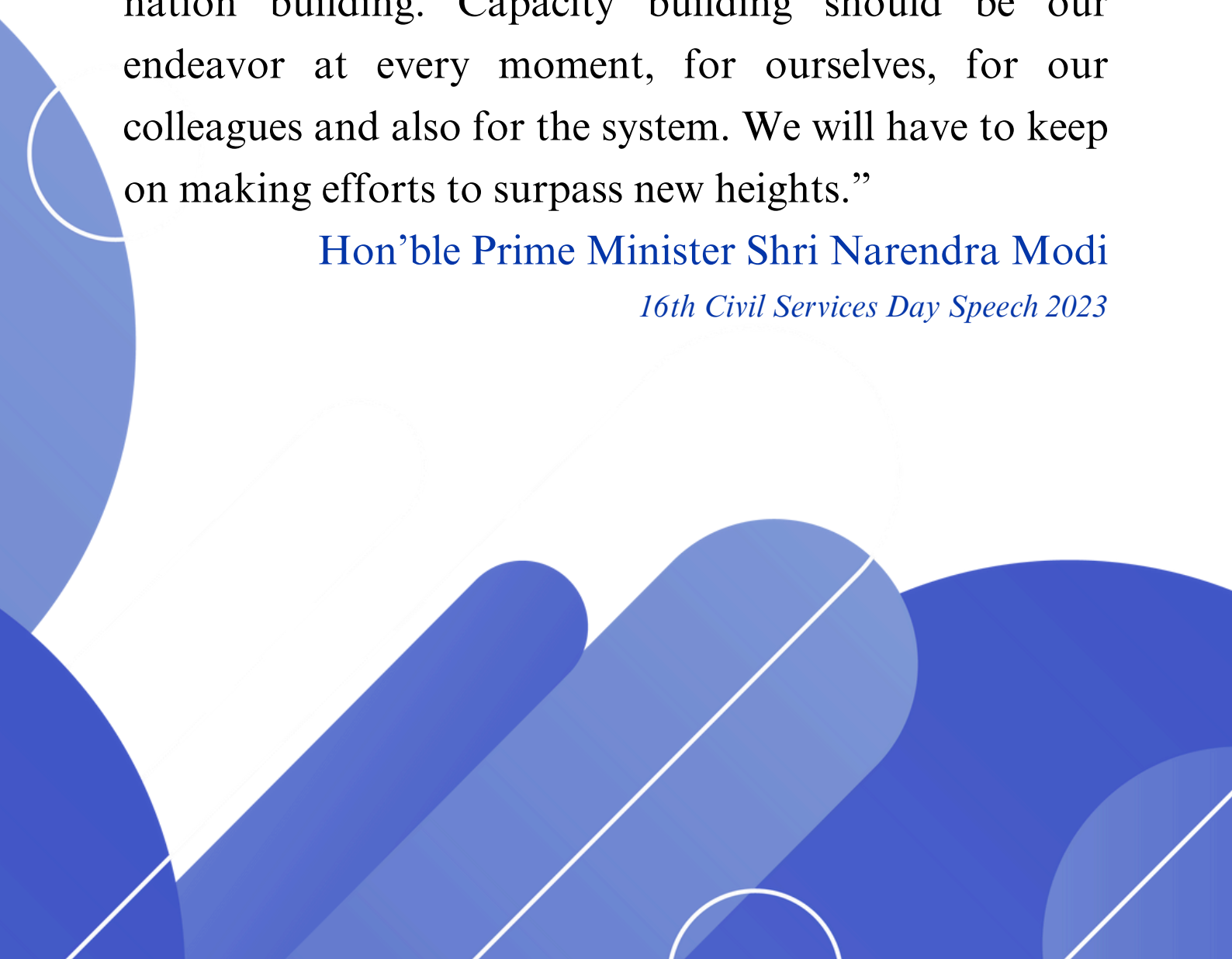
### Session - II

Akshaya Big Campaign - For Document  
Digitalization, Wayanad, Kerala

#### ORGANIZED BY:

**National Centre for Good Governance**

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



“When history will make an assessment after 100 years of independence, you have the opportunity that your name should figure prominently in it. You can say with pride that you have played a role in creating new systems for the country and improving the systems. I am sure all of you will continue to expand your role in nation building. Capacity building should be our endeavor at every moment, for ourselves, for our colleagues and also for the system. We will have to keep on making efforts to surpass new heights.”

**Hon’ble Prime Minister Shri Narendra Modi**

*16th Civil Services Day Speech 2023*

# Table of Contents

|                   |           |
|-------------------|-----------|
| <b>Background</b> | <b>01</b> |
|-------------------|-----------|

|  |           |
|--|-----------|
| <b>Welcome address by:</b><br><b>Shri Puneet Yadav</b><br><i>Additional Secretary, Department of Administrative Reforms &amp; Public Grievances, Government of India</i> | <b>02</b> |
|--|-----------|

|  |           |
|--|-----------|
| <b>Session 1: Niraksharta se Aazadi Campaign, Mandla – by Smt. Harshika Singh, Director, Directorate of Skill Development, Madhya Pradesh.</b> | <b>04</b> |
| <ul style="list-style-type: none"><li>• <i>Brief</i></li><li>• <i>Proceedings</i></li><li>• <i>Presentation</i></li></ul>                      |           |

|  |           |
|--|-----------|
| <b>Session 2: Akshaya Big Campaign - For Document Digitalization, Wayanad – by Shri S. Gautham Raj, Assistant Collector, Wayanad, Kerala</b> | <b>13</b> |
| <ul style="list-style-type: none"><li>• <i>Brief</i></li><li>• <i>Proceedings</i></li><li>• <i>Presentation</i></li></ul>                    |           |

|   |           |
|---|-----------|
| <b>Vote of Thanks by:</b><br><b>Shri Puneet Yadav</b><br><i>Additional Secretary, Department of Administrative Reforms &amp; Public Grievances, Government of India</i> | <b>24</b> |
|---|-----------|

|                 |           |
|-----------------|-----------|
| <b>Glimpses</b> | <b>25</b> |
|-----------------|-----------|

|                          |           |
|--------------------------|-----------|
| <b>List of Attendees</b> | <b>26</b> |
|--------------------------|-----------|

# BACKGROUND

The Hon'ble Prime Minister had mandated the Department of Administrative Reforms & Public Grievances (DARPG) to hold virtual conferences/webinars with District Collectors and other officers. A specific theme/sector may be taken up in each month, in which past award winners since the inception of the scheme under that sector are invited to present their experiences.

In his address on the occasion of Civil Services Day, 2022, the Hon'ble Prime Minister suggested that training institutes should conduct virtual sessions of 1 - 1.5 Hours with the award winners as the Lead Speakers, to disseminate the best practices.

Accordingly, DARPG and NCGG jointly conducts National Good Governance Webinars, one webinar a month on different themes, on the last Friday of every month, over the year 2022 - 2024, to highlight and disseminate the best practices and sharing of experiences of the award-winning institution to facilitate replication by other States/Districts.

These Webinars covered the PM award winning initiatives on the themes 'Improving Public Service Delivery'; 'Health'; 'Aspirational District programme'; 'Public Grievance Redressal', 'Environment', 'Public Participation (Jan Bhagidari) through Swachh Bharat Mission', Innovations at District, State and Centre levels, 'Jal/Water Management' and 'Namami Gange'.

These webinars were attended by about 1000 officials from Ministries/ Departments, State Governments and District Collectors. Given the encouraging response, it was decided to continue the initiative of organizing the National Good Governance Webinar Series in the year 2024 - 2025.

In the above backdrop, DARPG in collaboration with NCGG, has convened the 24th Webinar on shortlisted initiatives up to the level of expert committee under the category "Innovation (General) District" on October 25th, 2024.



# WELCOME ADDRESS

**by: Shri Puneet Yadav**

*Additional Secretary, Department of Administrative Reforms & Public Grievances, Government of India*

The Additional Secretary, Shri Puneet Yadav, extended a warm welcome to all participants at the 24th edition of the National Good Governance Webinar Series. He emphasized the series' continued success, highlighting how previous sessions had inspired the replication of multiple initiatives across districts through rich discussions among District Magistrates and senior officers. He acknowledged the commitment of all participants to learn from each other and to apply innovative governance practices in their respective regions.

The Additional Secretary noted that today's webinar would spotlight two impactful district-level projects that had reached the Expert Committee stage during the selection process for the Prime Minister's Awards. He mentioned that these initiatives were among the top four shortlisted projects, underscoring their significant potential and success. These discussions, he remarked, provide valuable insights for officials looking to adopt transformative governance models in their own districts.

He then provided an overview of the projects to be presented. The first project, "Niraksharta se Aazadi Campaign," comes from Mandla, Madhya Pradesh. The second project, "Akshaya Big Campaign for Document Digitalization," was implemented in Wayanad, Kerala. He explained that these projects exemplified innovation in district governance, emphasizing the importance of exchanging best practices across regions to drive enhancements in governance.

Introducing the first speaker, Smt. Harshika Singh, Director, Directorate of Skill Development, Madhya Pradesh, the Additional Secretary shared a brief background on the 2012 batch IAS officer of the Madhya Pradesh cadre. Smt. Singh, with her extensive experience in district administration, has been instrumental in initiatives focused on skill development and literacy. She was invited to present "Niraksharta se Aazadi Campaign."





The Additional Secretary also introduced the second speaker, Shri S. Gautham Raj, Assistant Collector, Wayanad, Kerala. His experience spans hands-on work in disaster management, revenue administration and public policy during his training phase. Shri Raj was welcomed to share insights into the innovative document digitalization initiative that has significantly benefitted Wayanad's tribal population.

The Additional Secretary reiterated the importance of sharing successful district-level innovations and learning collaboratively to enhance governance across the country. He then invited the speakers to begin their presentations.

# SESSION - I

## BRIEF ON THE INITIATIVE NIRAKSHARTA SE AAZADI CAMPAIGN, MANDLA, MADHYA PRADESH

1. Mandla being a tribal district, the district administration was receiving a lot of complaints about issues in banking transactions. On close perusal, it became apparent that the lack of awareness and lack of basic and functional literacy made the administration realise the need to work for literacy as well as in the realm of health, livelihood etc.
2. There was another set of people who were literate and this triggered the conceptualization of the 'Niraksharta se Aazadi' Campaign. The next big challenge was to work for the mobilization of physical resources in the form of stationary. In the absence of financial resources needed for the remuneration of human resources, the administration reached out to every 'sakshar' in the district and requested them to join the campaign as 'Akshar Sathi'. As of today, more than 25,000 Akshar Sathis are actively involved in the campaign.
3. Thereafter, 490 'Mahila Gyanalay' (a unique initiative of the district) were established, where literate women did the handholding of illiterate women of the Grampanchayat. As a result of the Saksharta Abhiyan, tribal people can now boldly face the world and take up day-to-day activities confidently.
4. As a result, there are more than 615 Samajik Chetna Kendras or Adult Literacy Schools in the district. The number of 'nirakshars', as per a surveys reduced from 2,11,850 in July 2020 to 35048 in July 2022. More than 50,000 Bal Akshar Sathis and Yuva Akshar Sathis were also motivated for the cause, who took up the responsibility of handholding the unlettered adults of their household.



# PROCEEDINGS

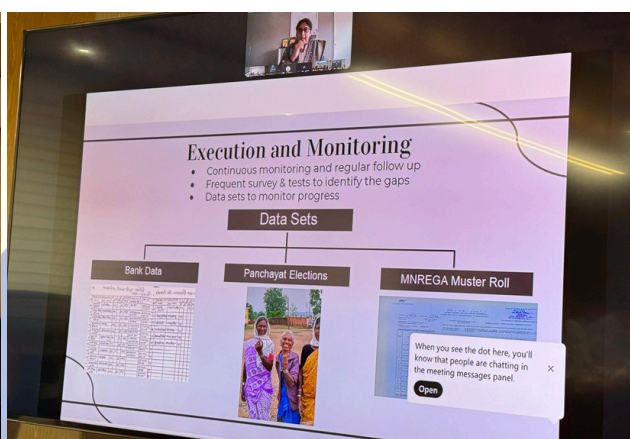
**Smt. Harshika Singh, Director, Directorate of Skill Development, Madhya Pradesh**

*Initiative in Mandla District, Madhya Pradesh*

Smt. Harshika Singh presented the "Niraksharta Se Aazadi Campaign," an initiative to tackle functional illiteracy in Mandla, a tribal district in Madhya Pradesh. Known for its dense forests and social challenges, Mandla faced critical issues, especially in residents' ability to access and comprehend essential services like banking, social schemes and government communication. High illiteracy rates posed a significant barrier, inspiring this large-scale campaign to empower residents through basic literacy.

Mandla's literacy challenges included reports of banking frauds and a lack of understanding about government services. The need for functional literacy was evident, as only 68% of the population was literate, leaving many unable to complete simple daily tasks. Smt. Singh's team, inspired by the Prime Minister's "Azaadi Ka Amrit Mahotsav" vision, sought to close this gap by equipping people with basic reading and writing skills, thereby enabling them to participate fully in their communities and access essential information confidently.

The campaign was designed to be community-driven, relying on both material and human resources from within the district. To mobilize the community, "Gyan Daan" (knowledge sharing) initiatives encouraged literate family members to volunteer as literacy mentors for unlettered relatives. In addition, donated supplies such as pens, pencils and other stationery supported the campaign's resource needs. Volunteers, termed "Sakshar Sathis" (literacy companions), were identified and oriented through local government departments, particularly the Women and Child Development (WCD) and Education Department, which lent extensive support.



The "Niraksharta Se Aazadi Campaign" was officially launched on August 15, 2020, using a multi-faceted approach. An initial survey identified over 211,000 illiterate individuals who required basic literacy training. The campaign established 490 Mahila Gyanalayas (Women Learning Centers) and 615 Jan Chetna Kendras (Community Awareness Centers) across Mandla, providing convenient access points for learners. Classes took place in diverse settings, such as fields and riverbanks, ensuring even remote areas could participate. Special provisions were made to include the elderly and disabled, ensuring the campaign was truly inclusive. Progress was closely monitored through regular evaluations and community surveys.

The campaign encountered several challenges. Geographical barriers posed significant difficulties, as volunteers had to cross dense forests, rivers and fields to reach participants. To address this, classes were conducted in convenient, accessible locations. Resource mobilization was also a challenge, but community donations and support from local government bodies filled these needs. Engaging the community was crucial, so folk songs, slogans and public events helped raise awareness and motivate participation. Civil society groups, political representatives and self-help groups (SHGs) played essential roles in mobilizing support.

By 2022, Mandla had achieved close to 100% functional literacy, with over 85% of the initially identified illiterate population gaining basic reading and writing skills. This newly acquired literacy empowered individuals to manage their daily tasks independently, fostering social cohesion and community pride. The campaign's success demonstrated a sustainable, community-driven model that could be scaled to other regions, with the potential to include digital and financial literacy components.



Smt. Singh highlighted future plans for expanding the initiative. These plans include digital and financial literacy training for participants to ensure they stay connected and informed in an increasingly digital world. Collaborations with the Navbharat Saksharta Abhiyan are also in progress to help replicate this model in other regions facing similar challenges.

The campaign has been transformative on an individual level, too. One remarkable example is Manglo Bai, an octogenarian who learned to read her name for the first time in her life. Similarly, Raju Baiga, a tribal youth, gained the confidence to engage with government officials and utilize public services, bridging the gap between his community and government resources. Such stories exemplify how literacy can uplift individuals and communities.

In her concluding remarks, Smt. Singh emphasized the power of community-led initiatives and the importance of literacy as a foundational tool for empowerment. The "Niraksharta Se Aazadi Campaign" stands as a testament to Mandla's commitment to achieving functional literacy through a self-sustaining model, driven by local community involvement and a vision for nationwide replication.



# PRESENTATION

## Niraksharta Se Aazadi Campaign

Harshika Singh  
IAS 2012 Batch



## TRIGGER & CONCEPTUALISATION

*Why can't 68% literate population do the handholding for another 32% unlettered populace ???*

- Issues of Banking / Bank forgery & Social Issues
- Hon.PM vision on the eve of "Azaadi Ka Amrit Mahotsav"
- Felt need for FUNCTIONAL LITERACY in carrying out day to day activities
- Educated daughter in law, educated son, school and college children to do handholding of their unlettered mother, mother in law, father etc.



## How it started?

- Physical resource mobilization – GYAN DAN
- Human resource mobilization – SAKSHAR SATHIS
- Initial survey and identification of NIRAKSHARS (211850)
- Planning of Basic first level course module
- Orientation of sakshar sathis (25152)
- Man to man mapping
- Establishment of 490 Mahila Gyanalaya & subsequently 615 Jan Chetna Kendra's



**सामाजिक चेतना केन्द्र**  
एकीकृत शाल. माध्य.शाला विपरीत  
ग्राम-पंचाय. बगनाय-पिपरीमाल  
संचालन का समय-अक्टूबर 4-0  
बजे से सायंकल 6-0 बजे तक



## Challenges and Solutions



**01**

### Geography

Spl. Training sessions are MNREGA job sites, paddy fields, grazing lands, river shores, etc

**02**

### Inclusivity

Spl. Training for Divyang, Dokra-Dokri



**03**

### Beneficiary Mobilisation

Awareness Campaign through folk songs, slogans



**04**

### Resource Mobilisation

Gyaan Daan, Sakshar Sathis





## Execution and Monitoring

- Continuous monitoring and regular follow up
- Frequent survey & tests to identify the gaps
- Data sets to monitor progress

### Data Sets

#### Bank Data

#### Panchayat Elections

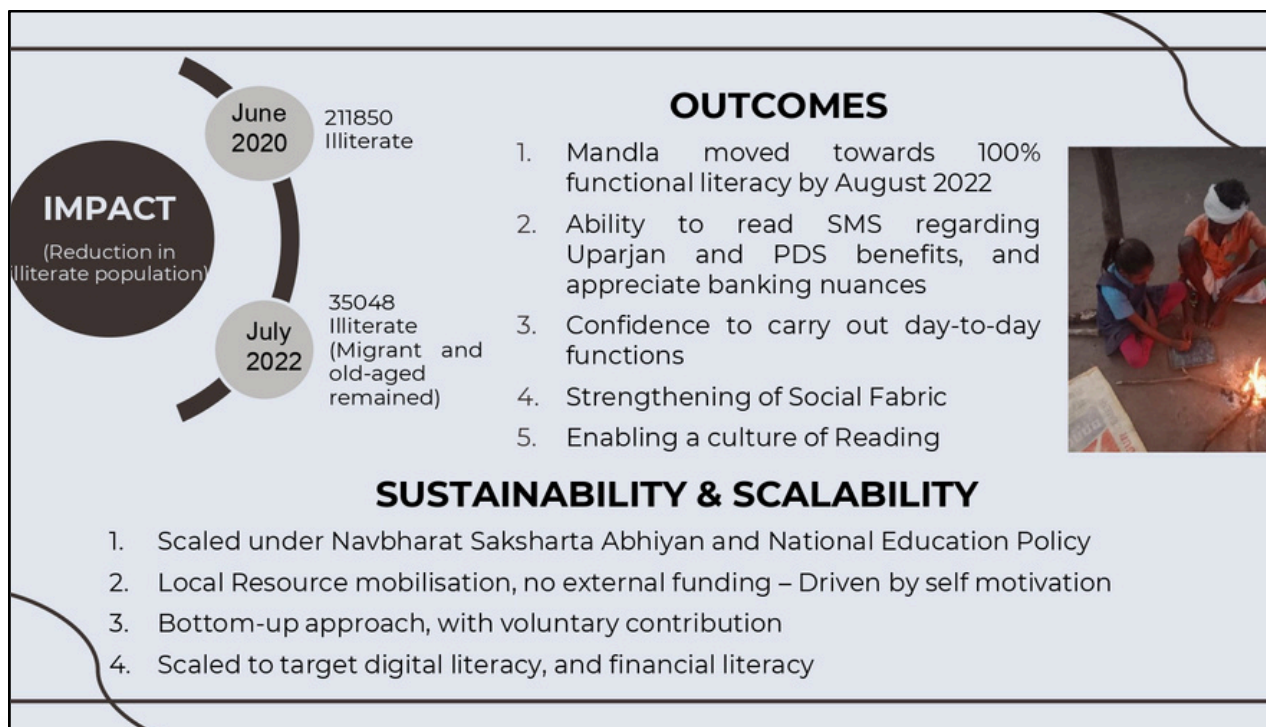


#### MNREGA Muster Roll

## Stakeholder Engagement Strategy

- **Sakshar sathis** – social recognition (26<sup>th</sup> Jan/15<sup>th</sup> august flag hoisting, Gram panchayat chief guest for important functions )
- **Mobilization of youth** especially high school children
- **Mass social mobilisation**  
Role of **WCD** department + **Education** department  
**BY** the people ,**FOR** the people silent revolution for functional literacy






### Community Impact – Success Stories

***When an octogenarian Manglo Bai senses her name ,feels it and knows how it write it after more than 8 decades of just hearing it!!!***

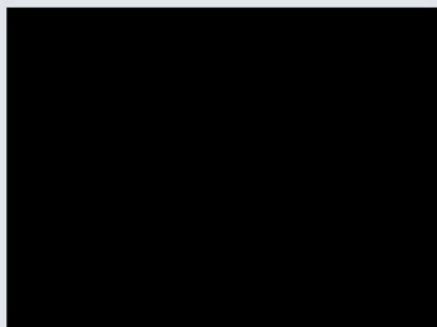


***Change in the life of Raju Baiga and several such PVTGs residing with us!!!***



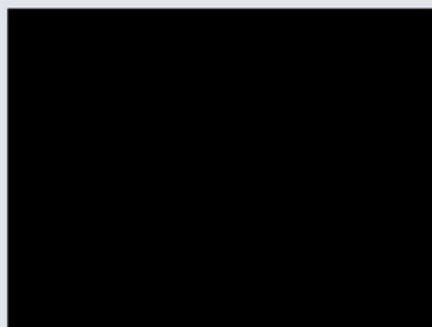
### YouTube Channel Links

#### Song



<https://www.youtube.com/watch?v=TGAtdymUt88>

#### Video



<https://www.youtube.com/watch?v=SSAiLfx3Xpc>

THANK YOU



## **SESSION - II**

### **BRIEF ON THE INITIATIVE AKSHAYA BIG CAMPAIGN - FOR DOCUMENT DIGITALIZATION, WAYANAD, KERALA**

1. Wayanad has the largest tribal population in the State (19%). The massive floods during 2018 and 2019, caused huge damage to life and property and basic documents of people were lost.
2. Wayanad District Administration along with Kerala State IT Mission, Local Self-Governing Department and Scheduled Tribe Development Department initiated Akshaya Big Campaign for Document Digitalization (ABCD), an initiative to provide basic documents to all the tribal communities through convergence of different Government Departments and with the support of civil society organizations.
3. An initial need assessment survey was conducted to assess exact number and extent of service requirements, followed by special camps organized under Local Self-Governing Institutions (LSGIs).
4. DiGiLocker, a secure cloud-based platform is used for storage, sharing and verification of documents & certificates. ABCD programme is monitored by District Collector with Sub Collector as the nodal officer. As a result, Wayanad was declared the first District in India to provide and digitalize all basic documents to all the ST communities.



# PROCEEDINGS

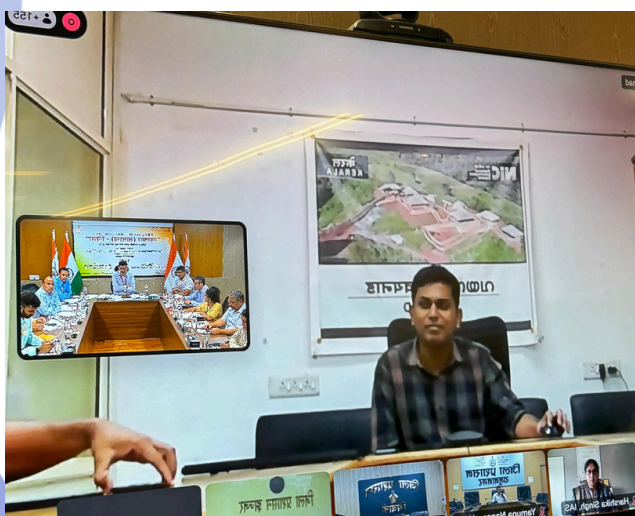
**Shri S. Gautham Raj, Assistant Collector, Wayanad, Kerala.**

*Initiative in Wayanad District, Kerala*

Shri S. Gautham Raj presented the "Akshaya Big Campaign for Document Digitalization" (ABCD), an initiative aimed at providing essential documents to tribal communities in Wayanad, Kerala. Wayanad, the only aspirational district in Kerala, faces unique challenges due to its hilly terrain, frequent natural disasters and man-animal conflicts. With a significant tribal population (around 19%), the region requires innovative solutions to address the issues of accessibility, connectivity and document security. The ABCD program was designed to address these challenges, facilitating easier access to government services through streamlined documentation efforts.

The ABCD program emerged from the need to provide critical documents to tribal communities in Wayanad, where many residents lacked essential identification due to the difficulty in accessing government offices. A survey revealed that tribal families frequently lost documents during natural disasters and lacked facilities to safeguard them. This lack of documentation made it challenging for them to access government schemes and services. The primary objective of the ABCD program was to consolidate government services, enabling individuals to receive necessary documents efficiently and securely.

The campaign relied on collaboration among multiple stakeholders, including government departments, civil society organizations and banks. Local government representatives and district administration worked closely with tribal leaders to ensure that each community's needs were met.



Notably, Akshaya Centers, which are Common Service Centers (CSCs), played a crucial role by setting up "Gotra Souhrida Counters" (Tribe-Friendly Counters) to provide priority services to tribal beneficiaries before, during and after camps. The involvement of civil society groups and volunteers was also integral to the program's success.

The ABCD program was structured into three phases: pre-camp, camp and post-camp.

- **Pre-Camp:** Surveys conducted by tribal promoters collected data on required documents, such as Aadhaar cards, ration cards, voter IDs and birth certificates. Pre-requisites like income certificates were processed beforehand at Tribe-Friendly Counters to streamline camp day services.
- **Camp Day:** Camps were held across each Local Self-Government Institution (LSGI) in Wayanad, with multiple government departments providing services under one roof. Each camp lasted 3-4 days, depending on the community size and offered on-the-spot processing and document delivery. The camps featured dedicated counters, including priority counters for pregnant women, the elderly and differently abled individuals. All documents were digitized and saved in DigiLockers, ensuring long-term accessibility and security.
- **Post-Camp:** For individuals unable to attend the camps, requests continued to be processed through the Gotra Souhrida Counters. Camps were declared successful once the entire panchayat achieved 100% documentation coverage for the tribal population.



Significant manpower was mobilized for the camps, with each camp staffed by officials from various departments. Support included over 80 volunteers, 15 ASHA workers and officials from sectors like banking, health and civil supplies. Akshaya Centers provided additional support for online services, with the District Administration ensuring efficient coordination and time-bound service delivery. Community members were provided with transportation to the camps and refreshments were available, making the process accessible and inclusive.

The campaign organized a total of 26 camps over 95 days, engaging 11,180 officials and serving 64,670 beneficiaries. Essential documents provided included 22,488 election ID cards, 15,796 ration cards, 11,300 birth certificates, 31,252 Aadhaar cards and 7,258 new bank accounts. The program also facilitated other services, such as health insurance registration and pension access, achieving over 142,000 document-related services overall. Testimonials from beneficiaries highlighted the program's impact, with individuals expressing relief and satisfaction at finally receiving their essential documents in a timely and organized manner.

The ABCD program aims for sustainability by continuing services through Gotra Souhrida Counters at Akshaya Centers, making document services continuously accessible to tribal residents. The success of the program has also encouraged discussions about replicating the model in other districts and expanding it statewide and nationwide. The program's structure also holds potential for adaptation in serving other underprivileged communities, including differently-abled and backward groups.

Beneficiaries expressed profound gratitude for the program's impact. For example, Arun, a young resident who is bedridden, received his Aadhaar card after a personal visit from the Sub Collector. Rajesh from Vengapally shared that he was able to replace his Aadhaar and election ID cards lost in the 2018 floods. Another resident, Balan Vengara, appreciated the camp's efficient organization, noting that documents were processed authentically within minutes.

The ABCD program demonstrated the power of collaborative, community-focused governance in addressing long-standing issues of accessibility and documentation among tribal communities. Shri Gautham Raj emphasized that the initiative's success lay in its community-driven approach, supported by efficient multi-departmental coordination and a strong commitment to serving the region's most vulnerable populations. This program not only provided essential documents but also ensured these communities are better integrated and empowered to access government resources securely and confidently.



# PRESENTATION

## Akshaya Big Campaign for Document Digitalization (ABCD)

S Gautham Raj IAS

Assistant Collector- Wayanad District

Kerala



## About Wayanad



Nestled amidst the lush green landscapes of the Western Ghats



Only Aspirational District in Kerala



Around 19% belongs To Tribal Community



Other Challenges like natural disasters, Connectivity Issues & frequent Man-Animal Conflicts



## ABCD Program

A Wayanad District Initiative to provide basic documents to all the tribal communities through the convergence of different Govt. departments and with the support of Civil Society Organizations



## Background of ABCD Programme



19%

Of Total Population are tribal communities including PVTGs

3156

ST colonies spread across 3 Municipalities and 23 Gram Panchayaths



Findings of the survey among tribal families on Lack of basic documents/ Loss of documents among tribes



Time effort & Loss of wages for getting documents



Terrain is Hilly with remote interior hamlets & Prone to natural disasters



Lack of facilities to safeguard the documents

Basic documents are necessary to avail of various Government Schemes



## Program Partners



## What is ABCD Programme

A massive drive to bring all Govt Services under single roof for ST communities in the District



Camps

- Organized under each LSGIs coordinating different departments
- Lasts for 3 to 4 days depending on the population
- Documents are processed and provided on the spot
- All documents are saved in a DiGi Locker



Services Provided



Gotra Souhrida Counters (Tribe Friendly Counters) at Akshaya Centers (CSCs)

- Services to ST beneficiaries on priority basis
- Functions before and after the camp
- Requests through these counters are processed within 2 weeks

Effective coordination by District Administration

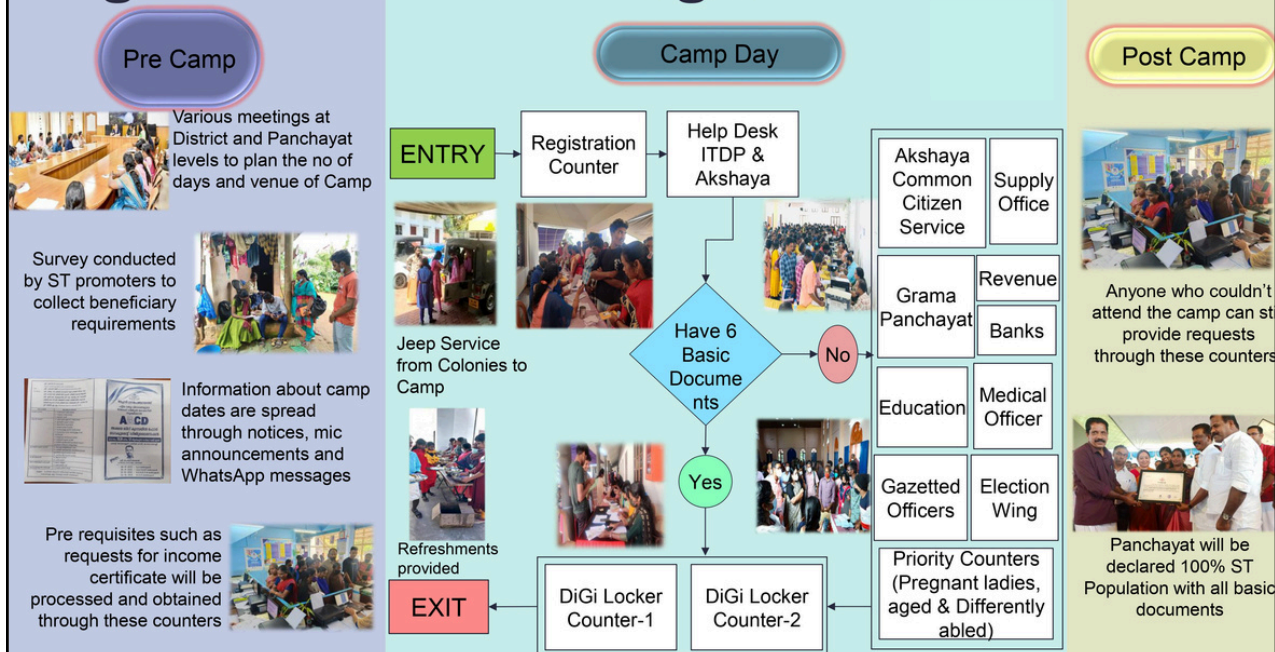
At least one A class officer will be present at the camp

Awareness on drug abuse, TB, financial literacy etc is given through camps

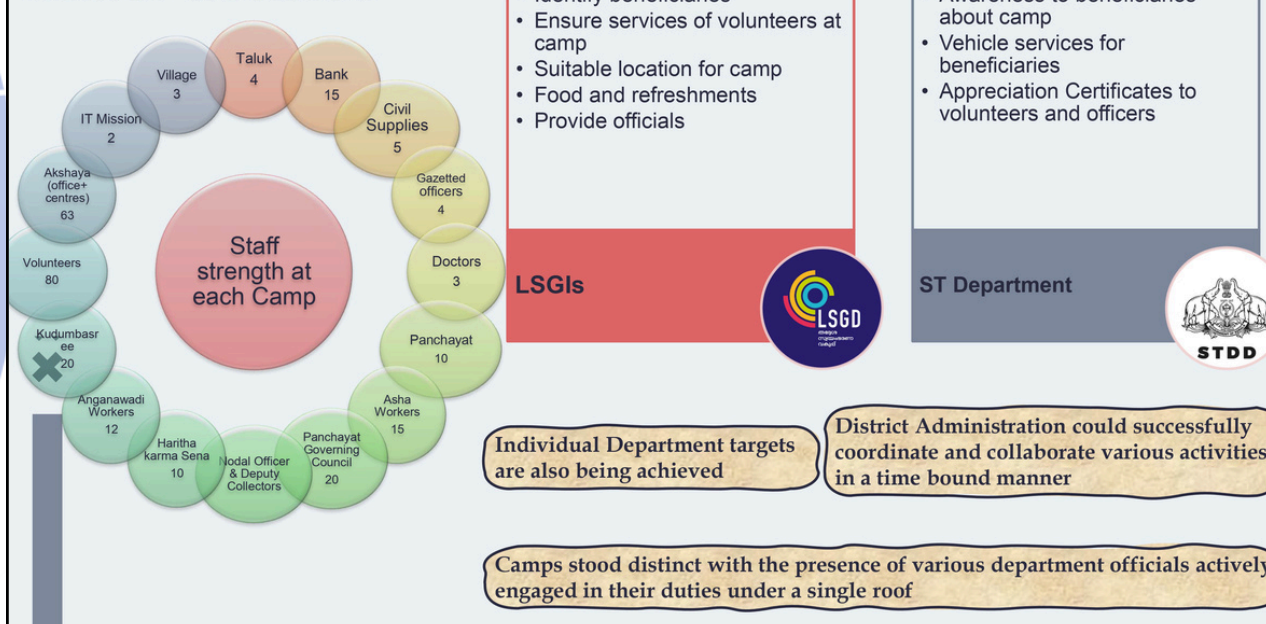
Field Level activities carried out by ST promoters and Ward Members



# Programme Execution Stages



## Stake holders



## Stake holders

- Coordinating Akshaya entrepreneurs
- Liaisons with stake holders
- Network support by Handhold support Engineers
- Service counters for Aadhaar, Ration card, Birth certificate, voter ID & other online services

IT Mission & Akshaya District Project Office



- Ensure service of a doctor with signature authority at camps

Health Department



- Deploy sufficient employees to provide bank account opening and related services

Lead Bank



## Stake holders

- Provide ration card
- Ensure presence of officers from other taluhs

Civil Supplies Department



- Ensure service of officials for issuing voter ID card

Election Department



- Provide and ensure uninterrupted Power Supply at camps

KSEB



- Provide and ensure uninterrupted internet connectivity throughout the camp

BSNL



- Team including Tahsildars, Deputy Tahsildars & Village Officers are present at counters for processing services
- Involved in issuing Income certificates & Status checking of Election ID cards

Revenue Department



- Involved in capturing the important moments of the Programme as Photographs and Video graphs

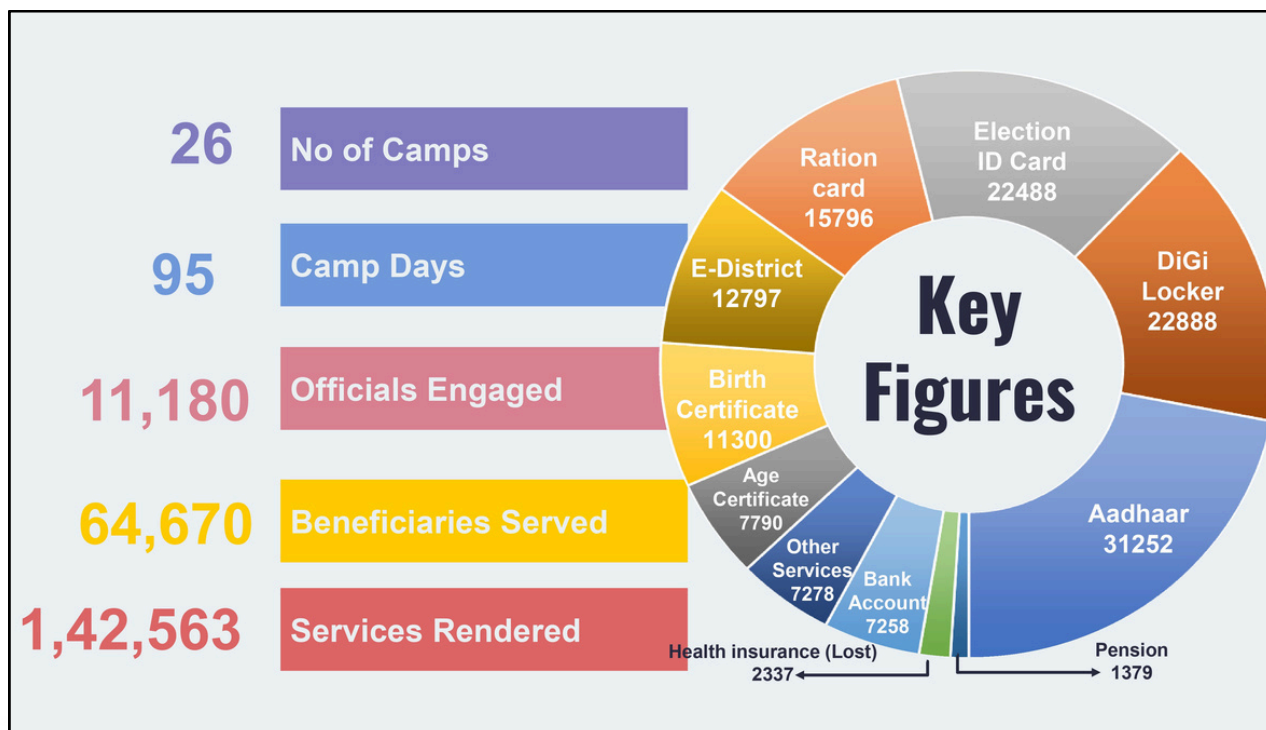
Information & Public Relations Department



- Mentor teachers, ST Promoters, panchayat & ward members were present throughout the camp
- NCC, NSS & SPC volunteers were also available

Other services





## Testimonials & Media Coverage



*"Following all rules, papers passed from one desk to another is made into an authentic document within minutes"*  
**-Balan Vengara, Village Assistant, Kaniyambetta**  
*(He attended the camps at Kaniyambetta & Kalpetta)*

*"I could get new Aadhaar card and Election ID card which was lost during 2018 Floods through ABCD Camp."*  
**-Rajesh, Vengapally**



*"Sub Collector visited my home one evening and next day morning I was holding my Aadhaar Card."*  
**-Arun, 20 Years**  
*(he is bed-ridden after falling from a tree)*

### Wayanad becomes country's first district to provide basic documents to all tribal people

**F.M. Manoj**  
KALPETTA

Wayanad becomes the first district in the country to provide basic documents and facilities such as Aadhaar card, ration card, birth/death certificates, election ID card, bank account and health insurance to all tribespeople. The district administration has attained the achievement by providing 1,42,563 services to 64,670 tribal beneficiaries as part of the Akshaya Big Campaign for Document Digitisation (ABCD) campaign. These include ration card to 15,796 families, Aadhaar card to 31,252, birth certificate to 11,300, voters' identity card to 22,488 and digital locker facilities to 22,888 persons. The drive



Wayanad Sub-Collector R. Sreelakshmi collecting details of tribal persons at the campaign in Pothuthana. SPECIAL ARRANGEMENT

was launched in November 2021 at Thondarnadu gramapanchayat.

#### Wide coverage

Since all the relevant departments are brought under one roof in a camp, each beneficiary gets all the needed services at the camp itself, saving them the time and effort of visiting several offices, according to R. Sreelakshmi, Wayanad Sub-Collector. Apart from these, other services such as income certificate, ownership certificate, age certificate, and applications for new pensions are also provided, said Ms. Sreelakshmi, also the nodal officer of the programme.





## Sustainability, Scope for replication & Scale up

### Sustainability

Currently, the program is continuing through Gotra Souhrida Counters (Tribe Friendly Counters) at Akshaya Centers (CSCs)

### Scope for Replication

The program is being implemented in other districts in the state

### Scale Up

1. State-wide & Nationwide
2. Other selected Communities like:
  - a. Backward communities
  - b. Differently Abled
  - c. Children



<https://drive.google.com/file/d/1QBqSJpNgkBdGXCEWPbludLRq5FEn77PN/view?usp=drivesdk>

# VOTE OF THANKS

**by: Shri Puneet Yadav**

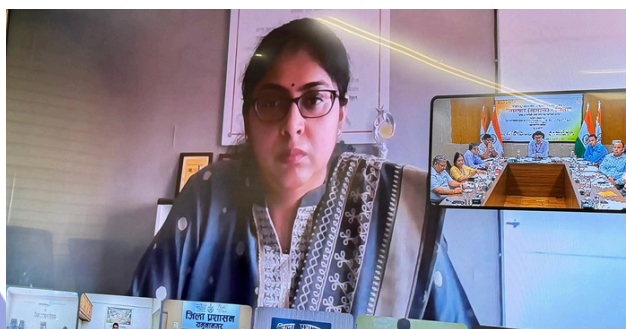
*Additional Secretary, Department of Administrative Reforms & Public Grievances, Government of India*

Shri Puneet Yadav, Additional Secretary, Department of Administrative Reforms & Public Grievances, expressed his heartfelt thanks to all the esteemed 254 participants, including senior officials from the Central and State Governments, District Collectors, District Magistrates and distinguished speakers, for their valuable presence at the 24th webinar of the National Good Governance Webinar Series on the theme of Innovation in District Governance.

The Additional Secretary conveyed his heartfelt thanks to Smt. Harshika Singh, Director, Directorate of Skill Development, Madhya Pradesh, for her insightful presentation on the "Niraksharta se Aazadi Campaign" in Mandla. He commended the initiative's impact on literacy improvement and community empowerment, which has brought about significant positive change in the lives of tribal residents.

He also expressed his sincere gratitude to Shri S. Gautham Raj, Assistant Collector, Wayanad, Kerala, for his engaging presentation on the "Akshaya Big Campaign for Document Digitalization." He praised the campaign's role in restoring critical documents lost during the floods and enhancing accessibility through digitalization, which has greatly benefitted Wayanad's tribal communities.

In his concluding remarks, the additional Secretary thanked all the participants for taking time out of their busy schedules to attend the webinar. He also acknowledged the dedicated efforts of his colleagues at DARPG, including Shri Rohit Anand, Director; Shri K. Khatminthang, Under Secretary; Dr. Himanshi Rastogi, Associate Professor; and Shri Rajat Bhatnagar, Young Professional at NCGG, for their invaluable contributions in organizing the event.





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