



IMPACT ASSESSMENT OF CAPACITY BUILDING PROGRAMME (CBP)

CONDUCTED BY ISTM FOR SOs/ASOs OF VARIOUS MDOS

PROJECT HEAD

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Final Report On

**“Impact Assessment of Capacity Building Programme (CBP)
conducted by ISTM for SOs/ASOs of various MDOs”**

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Shri. S N Tripathi IAS (Retd.)

Director General, IIPA

INTRODUCTION

- Background
- Objectives of the Study
- Features of Impact Assessment of Training
- Methodology

LIST OF ABBREVIATIONS

ASOs	Additional Section Officer
GeM	Government E Marketplace
CBC	Capacity Building Commission
ISTM	Institute of Secretariat Training and Management
SOs	Section Officer
MDO	Ministries/Department/Organizations
MOFPI	Ministry of Food Processing Industries
CBP	Capacity Building Programme
PMO	Prime Ministers Office
KPI	Key Performance Indicators

1. INTRODUCTION

1.1 BACKGROUND

With changing time, the modernization and technological advancements have dual impacts on work and employees. On one hand, it improves the quality and efficiency of work in a very short span of time, on the other, the upgradation of technology and management requires training and capacity building programmes from time to time to meet the new emerging challenges. The training and capacity development produce an indirect but effective impact on the efficiency of an individual as well as an organization. However, a lot depends on the quality of training. Therefore, assessment of the impact of training is essential for bringing improvement in training input, process, and output.

Impact assessment of training is a tool that gathers and organizes information so that firm inferences can be drawn and decisions can be made about what needs to be done in the workplace to enhance the impact of the training on day-to-day work behavior and attitudes of the employees. The assessment process uses personal interviews and questionnaires to determine whether training has produced a desired effect.

1.2 OBJECTIVES OF THE STUDY

ISTM has imparted training to approximately 371 Group B officers (SOs, ASOs) in certain MDOs namely MOFPI, Defence, Expenditure, Civil Aviation and Social justice. At the instance of Capacity Building Commission (CBC), IIPA proposes to assess whether the performance of trained SOs, ASOs has improved with respect to the following:

- Office Procedure-Filing, Processing, Aids to Processing, Monitoring Pendency
- Noting
- Drafting
- Parliament Procedure
- Noting Exercises
- Drafting Exercises
- Parliament Procedure
- GFR & GeM
- Records Management

- Cabinet Note Preparation
- Right to Information Act,2005
- Soft Skills
- Decision Making

Impact assessment (IA) provides vital information that can be used to identify positive outcomes of training in the workplace. It has several benefits such as providing indicators of knowledge, attitude and skill transfer.

Training evaluation is the systematic process of collecting information and using that information to improve your training. Evaluation provides feedback to help you identify if your training achieved your intended outcomes, and helps you make decisions about future trainings.

1.3 THE TRAINING EVALUATIONS PROCESS/ PLAN

- The evaluation purpose,
- The evaluation questions,
- And the data collection methods.

1.4 DETERMINE THE EVALUATION PURPOSE.

An evaluation purpose explains why you are conducting an evaluation. To help shape your evaluation purpose, consider who will use the findings, how they will use them, and what they need to know.

You might use training evaluation findings to:

- Develop a new training
- Improve an existing training
- Provide instructor feedback
- Determine if your training met the desired outcomes
- Make decisions about resource allocation

1.5 DEVELOP THE EVALUATION QUESTIONS.

- Create evaluation questions that match your purpose. Evaluation questions are broad, overarching questions that support your evaluation purpose—they are not specific test or survey questions for learners to answer. Evaluation questions are often focused in one of two categories: process or outcome.
- Process evaluation questions focus on the training itself—things like the content, format, and delivery of the training.
- Outcome evaluation questions focus on changes in the training participants – things like learning and the transfer of learning.
- Learning Outcome evaluation question focus on -
 - How much did learners’ knowledge increase?
 - To what extent were learning objectives met?
 - To what extent did learners apply what they learned when they returned to work after the training?

1.6 CHOOSE THE DATA COLLECTION METHODS.

Data collection methods will help you answer your evaluation questions. Common methods include tests or quizzes, surveys or questionnaires, observation, expert or peer review, and interviews and focus groups.

1.7 FEATURES OF IMPACT ASSESSMENT OF TRAININGS:

Some of the features of impact assessment are given below.

- Impact assessment usually takes a long time and it focuses on assessing whether or not the objectives are achieved.
- Impacts occur through an accumulation of outcomes.
- Impact assessment is meant to answer the question, “How did the training help to handle the issue, or affect the problem, as a result of the learning process?”
- Impact assessment tries to measure whether or not training has affected the initial problem identified.

1.8 CAPACITY BUILDING PROGRAMME (CBP) CONDUCTED BY ISTM FOR SOS, ASOS

DOPT has developed a list of functional, behavioural, and domain competencies. To bridge the gap in functional and behavioural competencies, the Institute of Secretariat Training and Management (ISTM) held intensive Refresher Capacity Building Programmes of CBP called as DAKSHTA. The program was conducted both offline and online at ISTM for the ASOs, SOs of various ministries like PMO, MoSDE, MoFPI, MoD, MoHFW, MoF, MoCA, MoPSW, MoL&E, and MoEFCC.

The intensive training programme was held to provide sufficient flexibility to participants to attend training as well as to attend to their office work. The broad category of functional topics included Noting and Drafting, Parliament Procedure, Preventive Vigilance, Purchase Procedure, GFR, Establishment Rules and Contract Management. In the area of Behavioural Competencies, input was provided in decision making, soft skills, Ethics and Value, Interpersonal Relationship. Special emphasis was laid on computer training with hands on session. After the completion of the programme, participants were asked to fill in the Immediate Reaction Questionnaire (IRQ) i.e. feedback form.

1.9 COVERAGE OF TRAINING IMPARTED:

- i. Develop the skills of Noting and Drafting and use various forms of written communication in a given situation.
- ii. Describe various Parliamentary terms;
- iii. Differentiate between various types of questions.
- iv. Explain the process of drafting reply to a question.
- v. Describe functioning of various Parliamentary Committees including departmentally related Standing Committee.
- vi. Work with MS Power point.
- vii. Work with MS-Word.
- viii. Explain the concept of interpersonal skills Draw out various aspect of interpersonal skills generated through a group activity.
- ix. Define various terms of the contract like price variation clause, force majeure clause,
- x. liquidated damages clause etc.

- xi. Explain the concept of Data Analytics and its applications in Government.
- xii. List the salient features of the Right to Information Act 2005.
- xiii. Describe guidelines on establishment matters like framing of recruitment rules, pre and post appointment formalities, probation, seniority principles, etc.
- xiv. Explain Stress Management techniques & identify the ways of managing the Stress.
- xv. Describe the importance of ethics and values for a public servant.

2. METHODOLOGY

The study has been designed with an approach to assess the impact of the Dakshta Training program conducted to enhance the functional and behavioral competencies of the trainees. A mixed method design is used in which both qualitative and quantitative data are collected. A mixed methods research design is a way for gathering, analyzing and mixing quantitative and qualitative approaches in one or more studies to better understand a research subject (Creswell & Plano, 2011).

The main premise is that combination of both quantitative and qualitative methodologies yields a better knowledge of the study problem and subject than using either method alone. The researcher must be familiar with both quantitative and qualitative research to use this approach. As a result, this form of design is classified as an advanced technique procedure. Furthermore, mixed methods research does not merely collect two independent "strands" of qualitative and quantitative research. Merging, integrating, joining, or embedding the two "strands" is what it entails. In short, the data are "mixed" in a mixed-methods study. Quantitative and qualitative data are collected simultaneously in the mixed methods approach. Quantitative data and its outcomes provide an overall image of the study for further analysis whereas qualitative data is particularly collected in improving and explaining the broader picture for future prospects. To evaluate how the training has influenced the learner's performance and delivery at work by using a combination of these methods:

- Self-assessment questionnaires

- Informal feedback from peers and managers

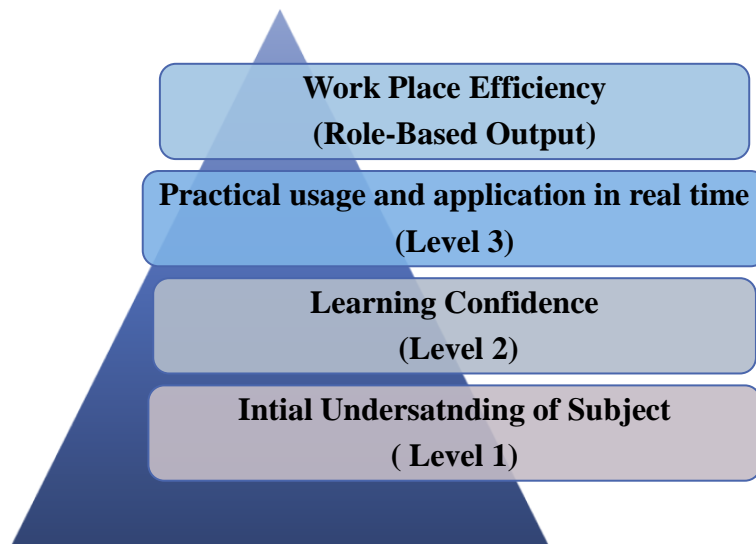
- Focus groups

- Work place performance /key performance indicators (KPIs)

- On-the-job observations

The training is generally designed as per need of particular job role. The basic foundation level of Capacity Building provides first level knowledge on subject and followed by advance level training. Any training should start with pre-training expectations sharing or

training needs assessment (TNA) followed by training process and learner's capacity enhancement feedback.



2.1 'OUTPUT' OF THE FINDINGS OF THE STUDY (IMPACT ASSESSMENT) BE OUTLINED:

There are various methods to Impact Assessment of Training evaluate training impact assessment as per set target goals. The capacity building hinges on 3 simple questions:

- i. Did learners learn anything of value?**
- ii. Did the training increase their performance on-the-job?**
- iii. Did it contribute toward generating the desired role-based results?**

2.2 RESEARCH OBJECTIVES

- i. To ascertain the actual competency gap and skill set requirements of workplace so as to develop competency driven capacity building approach.
- ii. Gap Analysis and Re-engineering training process from 'As isTo be mapping'. Ascertain gap in terms of actual training imparted with workplace requirements. Role based capacity building of workforce is the need of the hour to enhance the work place efficiency and ready with future capabilities.
- iii. Devise method of Training Re-engineering process (TRA) to ascertain both the functional and behavioural competency gap and align future training needs
- iv. Suggest measure to identify measurable metrics for both training process and learner's outcomes

- v. Training is an investment on workforce it should be in the benefit of department and prepare workforce for future workplace demands.
- vi. The ultimate aim of Capacity Building of employees is to gain improved skills, work place efficiency and also to measure the learner's capabilities to apply what they have learned to improve their performance/ productivity at work
- vii. To track the evaluation metrics of training program, evaluation metrics can tell a lot about how well the training is working, and they can help in identifying changes and improvements as needed. The metrics can be divided into two categories;
 - a) Learner outcomes
 - b) Process measures
- viii. Learner's outcomes can be measured in terms of increased work place productivity and skill enhancement whereas process can be measured on things like hours of training completed, course content, delivery methods, trainer satisfaction, and participant engagement and participation
- ix. The evaluation metrics use will depend on specific training goals and the type of training you are delivering. However, it's important to use a mix of both types of metrics to get a well-rounded view of training's effectiveness.
- x. Since DAKSHTA programme is foundation course for ASOs, SOs of MDOs so basic level of learning confidence can be captured and help us to assess functional and behavioural competency requirements of learners. Therefore, a base line discussion with focused group will be organized followed by canvassing of two sets of questionnaires (attachments) with a view to identify the gaps and assess the metrics to enhance learners' capabilities and training process.

2.3 DATA COLLECTION PROCEDURE

In substantiating the analysis, both primary and secondary data are used for providing laborious quantitative results which can explain the qualitative research findings. For quantitative analysis, a primary survey questionnaire is used to collect information among all 371 trainees and their respective reporting officers from MODs such as PMO, MoEF&Cc, MoPSW, MoCA, MoF, MoL&E, MoSDE, MoH&FW, MoFPI and MoD. The primary data is also collected from non-trainee officers from the concerned ministries. Semi-structured

interview is also used for qualitative analysis of the study. The present research study uses following study tool such as excel and tableau for the data analysis.

Three sets of survey questionnaire were used in the primary data collection for making comparable understanding between trainees and non-trainees in the domain of functional and behavioral competencies. First category involves participant who have undergone DAKSHTA Training program from concerned MDO's. Second category involves those participants who are current supervisors/reporting officers of the trainees. Third category involves participant who have not undergone DAKSHTA Training program from the same concerned MDO's.

The participant of the research study belongs to 10 MDO's namely PMO, MoEF&Cc, MoPSW, MoCA, MoF, MoL&E, MoSDE, MoH&FW, MoFPI and MoD. A total of 442 government officers have completed the survey among which 259 are trained officers, 58 are supervisors/reporting officers of the respective trained officers and 125 officers are those who have not undergone the Dakshata Training Program.

2.4 THREE SET OF QUESTIONNAIRES WERE DESIGNED TO ASSESS THE IMPACT OF TRAINING:

Questionnaire-I: It has been canvassed to all ASOs and SOs from MoFPI, MoD, MoSJW, MoF, MoCA, MoPSW, MoEFCC who have been imparted training 'DAKSHTA' by ISTM. This Questionnaire has been designed in such a manner as to include both A-T (i.e. before training) and A+T (i.e. after training) level of learnings.

Action: IIPA has accordingly designed the Questionnaire-I (Annexure-1)

Questionnaire-II: It has been canvassed to immediate superior officers i.e. Reporting officers of officers who had been imparted DAKSHTA training.

Action: IIPA has accordingly designed the Questionnaire-II (Annexure-2)

Questionnaire-III: It has been canvassed to all the non-trained officers who have not imparted DAKSHTA Training Program.

2.5 COMPETENCIES

Questions be focused on domain and functional competencies, besides 'communication' component of 'Behavioural' competencies.

2.6 QUALITATIVE AND QUANTITATIVE APPROACH

Both qualitative and quantitative methodologies will be adopted to collect primary and secondary data for assessing impact of training. The mix of the two approaches is sought to be adopted to find out competency gaps, actual skill set requirements besides suggesting measures to align future trainings as per the objectives of Mission Karmayogi.

The training is generally designed as per need of particular job role. The basic foundation level CB provides first level knowledge on subject and followed by advance level training. Any training should start with pre-training expectations sharing or training needs assessment (TNA) followed by training process and learner's capacity enhancement feedback.

**SUGGESTIONS/RECOMMENDATIONS
BY MINISTRIES AND DEPARTMENTS**

3. SUGGESTIONS BY MINISTRIES AND DEPARTMENTS OFFICIALS TRAINED UNDER DAKSHTA PROGRAMME

During the study on impact assessment of DAKSHTA Training program held at ISTM, the experiences and suggestions made by trainees and their respective supervisors to improve the effectiveness of training have been delineated in this chapter.

3.1 SUGGESTIONS/RECOMMENDATIONS

Ministry of Labor and Employment

- I. Time framework of the training program needs to be planned in a constructive way so that trainees could able to engage and focus solely on the learning process especially barring from the normal office work.
- II. The subject and content of the training program were basic which many trainees already knew about it.
- III. Training needs to incorporate an advanced level of materials in terms of data analysis which will effectively enhance the functional capacity of trainees.
- IV. DAKSHTA training program has surely been helpful but to a mere level as it mainly involved what the trainees already know from their work experience. For many, it was simply like a revision of what one already knows.
- V. The past training was arranged in between the office time which ultimately burdens the trainees in terms of both office work and training process.
- VI. Training needs to be incorporated as prerequisite condition for joining the job which will safeguard the subordinates from being non efficient in terms of skills in their respective work place.
- VII. The training program needs to be more practical and lab oriented in order to amplify the effectiveness level of the training for capacity building like DAKSHTA Training Program.
- VIII. Training program also needs to incorporate the domain of PFMS.

Ministry of Port, Shipping and Waterways

- I. Training was very useful and must be provided to all in phased manner specific wise.
- II. One of the trainees from MoPS&W remarked office procedure training as very useful for the employees.
- III. Decision making module training was also very useful. However, that needs some case study based
- IV. Most of the trainees stated that Cabinet note preparation module was useful but most of them were not prepared the same earlier.
- V. Overall training was good experience.
- VI. Trainees stated that most of the modules were not directly pertains to them. However, Cabinet note preparation, EFC note were very useful.
- VII. They also stated that training related to GeM Portal needs to be given in practical way.
- VIII. There is a need of more specialized training for the employees working in different department depending upon the requirement of their respective departments.
- IX. Training on the Excel etc. are the part of foundation training of SSC-CGL Examination. Therefore, advance level of data analysis methods needs to be incorporated in the training program.

Ministry of Civil Aviation

- I. Overall training was very good.
- II. Office procedure training was very useful
- III. Training on Government procedure/Rules was very useful.
- IV. Training on Excel, PowerPoint was very effective.
- V. Training related to GeM Portal may be given in Practical way instead of theory based only.
- VI. Case Study based training may be provided.
- VII. More specialized training may be given.

Ministry of Environment, Forest and Climate Change

- I. Supervisor of the trained officer remarked that these kinds of training program always help in increasing the efficiency of employees and DAKSHTA Training has certainly helped trainees in enhancing work efficiency.
- II. Environmental specific training needs to be incorporated like emerging issues of biomedical waste, e-waste, solid waste management, plastic management and emerging climate issues across the world.
- III. These kinds of training should be mandatorily given to all the government employees for enhancing the overall productivity of the work place.
- IV. Environment impact assessment study along with forest clearance laws should also be included in the DAKSHTA training program.

PMO

- I. As per Supervisor of the trained officers stated that their subordinates learnt a lot from the training and they also training quite useful in their day to day operational work.
- II. Another supervisor stated that his subordinates deal with the grievance mechanism and the letters to be sent to PM. Thus, his subordinate has learnt a lot from the training and now work with greater efficiency.
- III. Performance of his subordinates is better after they receive the training. Areas are clear now like noting, drafting, GFR, RTI etc. Supervisor further added that training should be conducted for a longer period so that trainees learn more things as 5 days are not enough to cover all the topics.
- IV. Trained officers are quite happy with the training and they learnt a lot new things from the training. They learnt data analytics in a great way as they shifted to excel from word.
- V. Supervisor noticed positive changes in his subordinates after the training. Working style is changed and work become easier after the training.
- VI. Overall, supervisors noted the positive feedback in their subordinates. Their working style has changed in a positive way. They are quite satisfied with the training.

DATA ANALYSIS

- Data Received from Online Forms
- Data Analysis and Findings
- Salient Findings

4. DATA ANALYSIS

Capacity building is essential for achieving sustainable development and improving the overall well-being of a society. The Capacity Building Commission is a government organization in India that aims to improve the capacity and skills of individuals and organizations through various training and development programs. Under the Dakshta Training Program a total of 258 government officers have completed the survey among which 210 are trained officers, 36 are supervisors/reporting officers of the respective trained officers and 12 officers are those who have not undergone the Dakshta Training Program. This chapter will provide a comprehensive analysis of the impact of the Dakshta Training Program on the capacity of government officers in delivering good governance in the society. The findings of this study will also be crucial for developing evidence-based policies and programs that effectively address the challenges of good governance in India.

The data was analyzed using descriptive statistics, including means, standard deviations, and frequency distributions. The findings are presented below. The study's findings will be useful for the Capacity Building Commission and other stakeholders involved in good governance, including policymakers, and civil society organizations, to assess the effectiveness of the Dakshta Training Program and identify areas for improvement.

Table: Distribution of Respondents (Ministry wise)

Sl. No.	Name of Ministries	Response Received			Total
		Number of Trained Officers	Number of Supervisors	Number of Non-Trained Officers	
1	Ministry of Civil Aviation	8	0	0	8
2	Ministry of Defence	25	7	3	35
3	Ministry of Environment, Forest and Climate Change,	25	18	89	132
4	Ministry of Finance.	34	3	0	37
5	Ministry of Food Processing Industries.	29	4	2	35
6	Ministry of Health and Family Welfare.	15	4	13	32

7	Ministry of Labour and Employment,	26	8	2	36
8	Ministry of Ports, Shipping and Waterways.	14	3	6	23
9	Ministry of Skill Development and Entrepreneurship.	67	5	0	72
10	PMO	16	6	10	32
Total		259	58	125	442

A total of 442 government officers have completed the survey among which 259 are trained officers, 58 are supervisors/reporting officers of the respective trained officers and 125 officers are those who have not undergone the Dakshta Training Program (Table 4.1). In conclusion, this chapter will provide a comprehensive analysis of the impact of the Dakshta Training Program on the capacity of government officers in delivering good governance in the society. The findings of this study will also be crucial for developing evidence-based policies and programs that effectively address the challenges of good governance in India.

The data was analyzed using descriptive statistics, including means, standard deviations, and frequency distributions. The findings are presented below. The study's findings will be useful for the Capacity Building Commission and other stakeholders involved in good governance, including policymakers, and civil society organizations, to assess the effectiveness of the Dakshta Training Program and identify areas for improvement.

The primary data on Impact assessment of the study of Dakshta Training Programme highlighted that 53.33 percent trainees strongly agrees and 38.57 percent of trainees agrees that Records Management is a critical activity for government (Table 4.2). The primary data of trainees also reflects that 52.86 percent trainees are good in their excel skills regarding the efficiency to clean, analyze, visualize the dataset in the specified time for govt. departments as part of daily routine while 11.9 percent of trainees are excellent in same (Table 4.2).

Table 4.2: Assessment on Record Management and Data Analytics

Assessment on Record Management and Data Analytics			
Variables	Record Management	Variables	Data Analytics
Strongly disagree	0.48	Poor	0.95
Disagree	3.33	Average	19.52
Neither agree nor disagree	4.29	Above average	14.76
Agree	38.57	Good	52.86
Strongly agree	53.33	Excellent	11.90

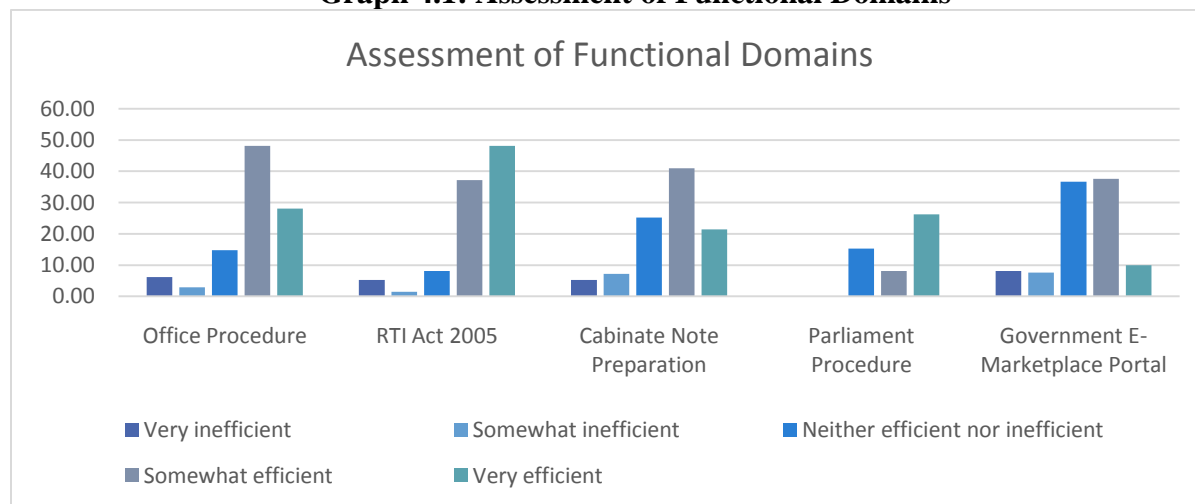
While asking about the Office Procedure, the primary data of trainees shows that 48.10 percent trainees have rated their office procedure skills as somewhat efficient such as single filing systems, Timely disposal of VIP/MP references whereas 28.10 percent trainees have expressed that they are very efficient in office. At the same time 2.86 percent of trainees have also expressed that they are somewhat inefficient for the same (Table 4.3).

Table 4.3: Assessment of Functional Domains

Assessment of Functional Domains					
Variables	Office Procedure	RTI Act 2005	Cabinete Note Preparation	Parliament Procedure	Government E-Marketplace Portal
Very inefficient	6.19	5.24	5.24	0.00	8.10
Somewhat inefficient	2.86	1.43	7.14	0.00	7.62
Neither efficient nor inefficient	14.76	8.10	25.24	15.24	36.67
Somewhat efficient	48.10	37.14	40.95	8.10	37.62
Very efficient	28.10	48.10	21.43	26.19	10.00

As far as the assessment on Right to Information Act, 2005 are concerned the primary data of trainees shows that 48.10 percent are very efficient in receiving, acknowledging, and forwarding the RTI applications/grievances/form, etc. to the concerned authority and providing information on their status, while 37.14 percent trainees are somewhat efficient and 1.43 percent of trainees are somewhat inefficient in the RTI disposal (Table 4.3).

Graph 4.1: Assessment of Functional Domains



When the trainees were asked about their skills in drafting Cabinet Note, the primary data reflects that 40.95 percent of trainees are somewhat efficient, 25.24 percent trainees are neither efficient nor inefficient in dealing with cabinet note preparation and 5.24 percent expressed that they are very inefficient in dealing with the cabinet Note Preparation (Table 4.3).

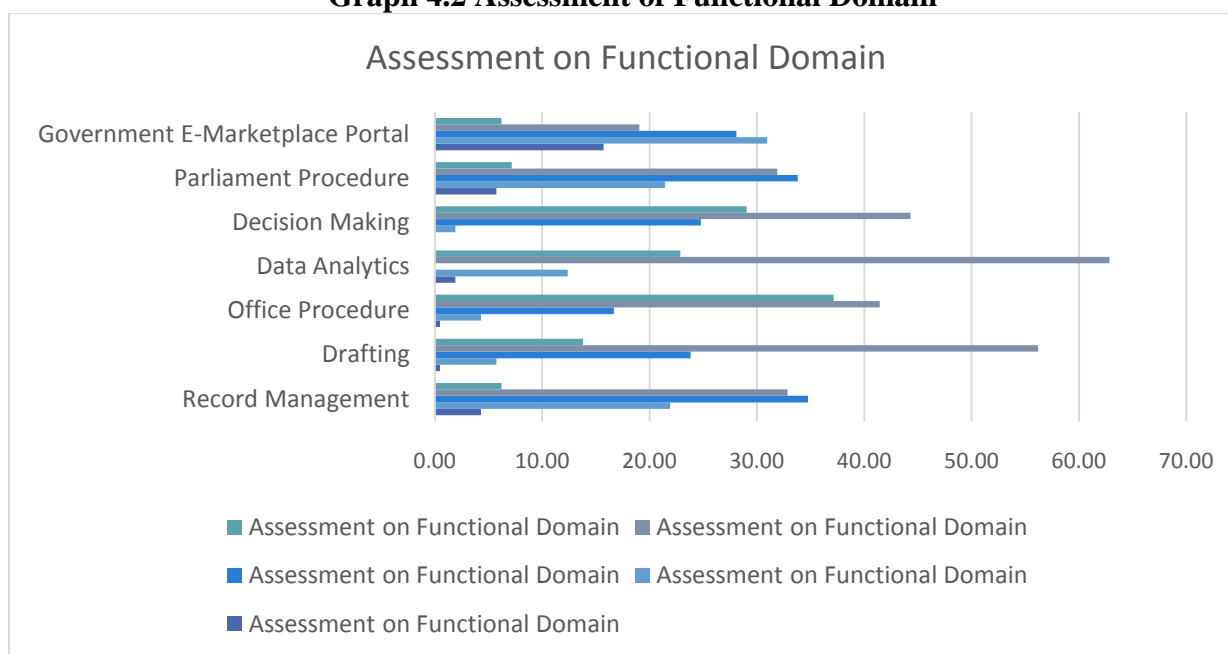
The primary data on Impact Assessment Study of the Dakshita Training program also reflects that 26.19 percent of the trainees are very efficient in parliament procedure like in compilation, coordination and submitting the replies to MoDs whereas, 15.24 percent were neither efficient nor inefficient and 8.10 percent were somewhat efficient (Table 4.3). The primary data also reflects that 37.67 percent trainees are neither efficient nor inefficient in dealing with **Government E-Market Portal while 37.62 percent trainee are somewhat efficient and 10 percent are very efficient (Table 4.3).**

Table 4.4: Assessment of Functional Domains

Assessment on Functional Domain					
Variables	Poor	Average	Good	Very good	Excellent
Record Management	4.29	21.90	34.76	32.86	6.19
Drafting	0.48	5.71	23.81	56.19	13.81
Office Procedure	0.48	4.29	16.67	41.43	37.14
Data Analytics	1.90	12.38	0.00	62.86	22.86
Decision Making	0.00	1.90	24.76	44.29	29.05
Parliament Procedure	5.71	21.43	33.81	31.90	7.14
Government E-Marketplace Portal	15.71	30.95	28.10	19.05	6.19

While asking about the Data analytics skill of trainees, the primary data reflects that 62.86 percent of the trainees are very good in Data Analytics by using numeric, statistical, and text data to get insights from data and 22.86 percent rated Excellent for the same while 1.90 percent rated as an Average skill in the Data Analytics (Table 4.4). At the same time, 96.19 percent trainees are aware about the record maintenance of government documents for premature disposal or retention of records (Table 4.5). The primary data reflects that 32.86 percent of the trainees are very good in record management when asking for record retention schedules like premature disposal or keeping of Govt document for long periods while 34.76 percent are good and 6.19 percent are excellent for the same (Table 4.4). 56.19 percent of the trainees are very good in Drafting Skills while 13.81 percent rated Excellent and only 5.71 percent rated average for the same (Table 4.4).

Graph 4.2 Assessment of Functional Domain



During Impact Assessment Study of the Dakshta Training program, it is also evident that 44.29 percent of the trainees are very good in decision-making process with colleagues while 29.05 percent are excellent and only 1.90 percent are average for the same (Table 4.4). While asking about the Parliamentary Procedure for Impact Assessment Study of the Dakshta Training program, primary data reflects that 31.90 percent of the trainees are very good in parliamentary procedures skills like preparing a pad for supplementary notes, 7.14 percent are excellent and only 1.90 percent are average for the same (Table 4.4). While evaluation of GeM Portal Skill, the primary data reflects that 19.05 percent of the trainees are very good in using Government e-Marketplace Portal whereas, 6.19 percent are excellent, 30.95 percent are having average skill (Table 4.4).

Table 4.5: Terms of Awareness on Multiple Functional Domain (YES/NO)

Terms of Awareness on Multiple Functional Domain (YES/NO)		
Variables	No	Yes
Awareness in Record Retention Schedule	3.81	96.19
Noting	8.57	91.43
General Instruction in Drafting Document	0.00	100.00
Clarity in EFC/DIB Notes	83.81	16.19
Awareness in Operational Analysis and Method study	7.14	92.86
Provision of Appeal under RTI Act 2005	0.95	99.05
Time Frame in Providing Information under RTI Act 2005	0.95	99.05
Data Analytics	3.81	96.19
Decision Making	5.24	94.76
Clarity in understanding suitable Cabinet Note Preparation	21.90	78.10
Prepared Cabinet Note During Training	96.67	3.33
Parliament Procedure	2.86	97.14
Government Financial Rule (GFR)	29.52	70.48

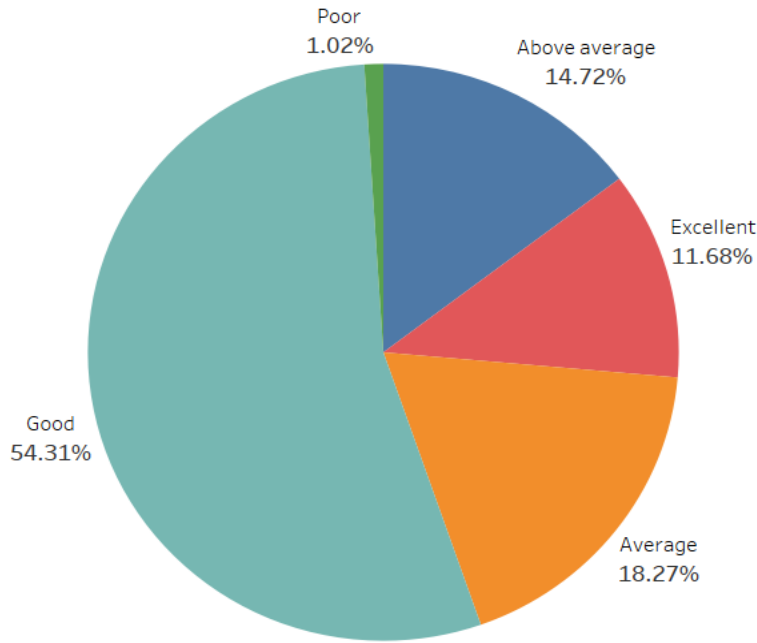
Data Analysis of Satisfaction level and Competency Gap analysis

Table: Gap Analysis of Functional, Domain and Behavioral Competencies

Functional Competency	Desired Outcome in percentage	Actual Outcome in Percentage
Record Management	50-75	75.57
Drafting	50-75	75.43
RTI Act 2005	50-75	84.29
Data Analytics	50-75	74.76
Domain Competency		
Government Financial	50-75	60.29
Cabinet Note Preparation	50-75	73.24
Behavioral competency		
Office Procedure	50-75	79.95
Decision Making	50-75	80.1
Parliament Procedure	50-75	52.24

OBSERVATIONS: The primary data analysis of the domain, functional and behavioral competencies of the trained officers suggest that in record management, drafting and RTI Act 2005 the trainees have achieved the desired outcome from the training. As the primary data suggest that actual outcome in record management, drafting, and RTI Act 2005 are 75.57, 75.43 and 84.29 respectively which are above desired outcome of 50-75 percent. Although, Data analytics remain a substantial gap for improvement when actual outcome is compared with the desired outcome. As far as domain competencies are concerned, training related to government financial and Cabinet note preparation shows a gap in terms of desired and actual outcome. Although training had a significant positive result in behavioral competencies, the parliamentary procedure lacks an edge in terms of gaining desired outcomes. Overall, the training needs to focused more on domain competencies which are more specific to the concerned department/ministry.

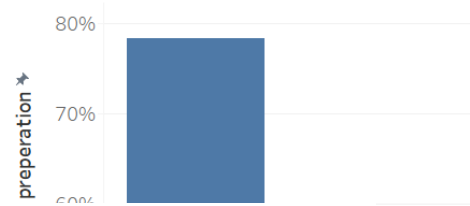
Excel skills of trained officers used on daily basis



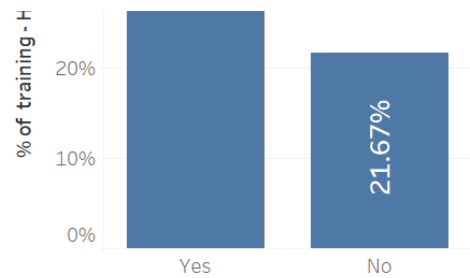
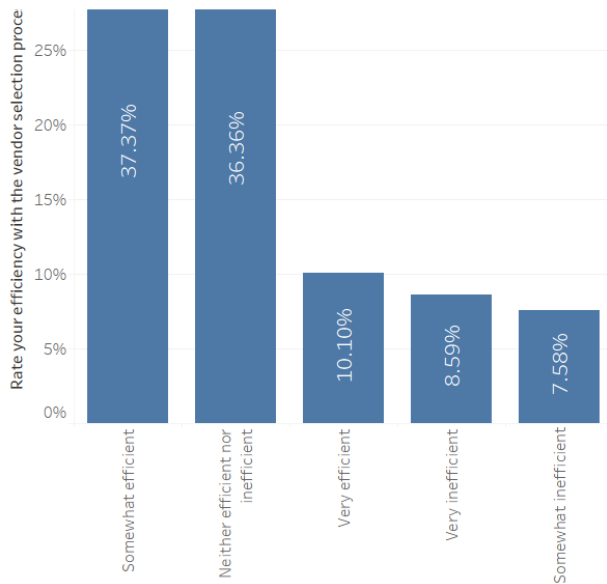
The graph shows that, 54.31% of those with Excel trained officers' use it effectively. Around 18% percent shows the officers have understanding in average and rest is vis-a-versa.

Percentage of efficiency- Vendor selection process over the GeM Portal

According to the graph, the vast majority of respondents 78.33% agree that it helps officers to understand cabinet note preparation. The rest 21% believe that there needs to be more training of understanding Cabinet Note Preparation.



The graph demonstrates that the vendor selection procedure using the GeM Portal is only somewhat efficient, with 37.37% and neither efficient nor inefficient with 36.36%.



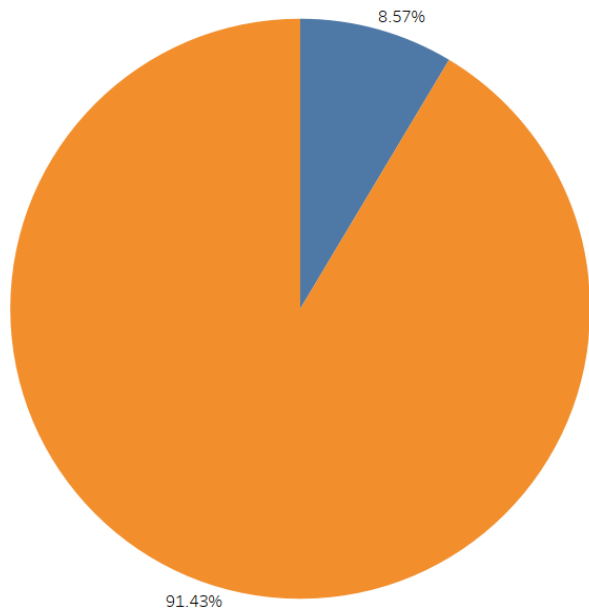
Percentage of understanding while preparing drafts

Count of Do you keep t

21

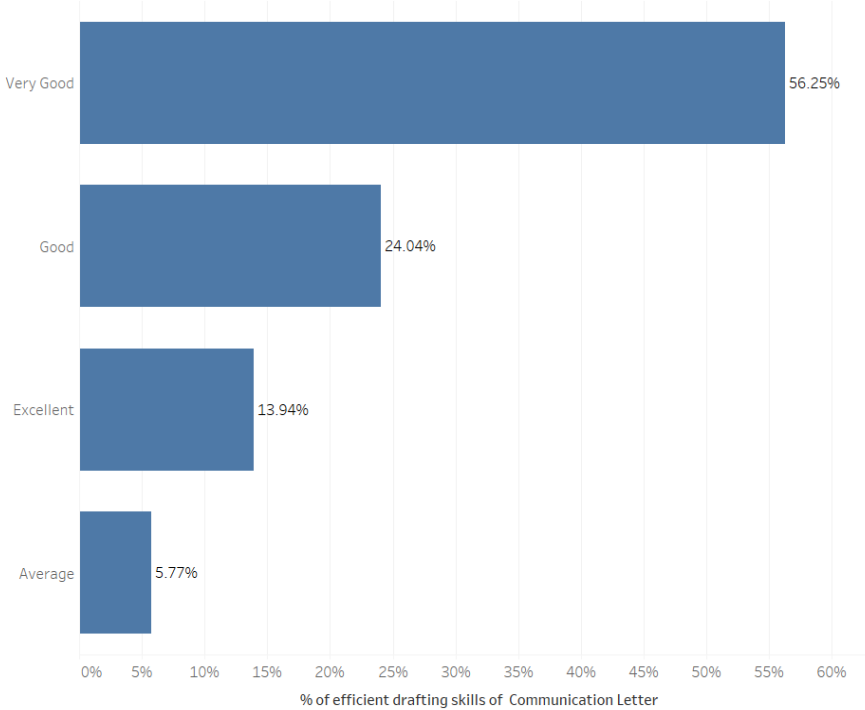
Do you keep things in

- No
- Yes



According to the data, the majority of officers; 91.43% prepare draft and keep the basics.

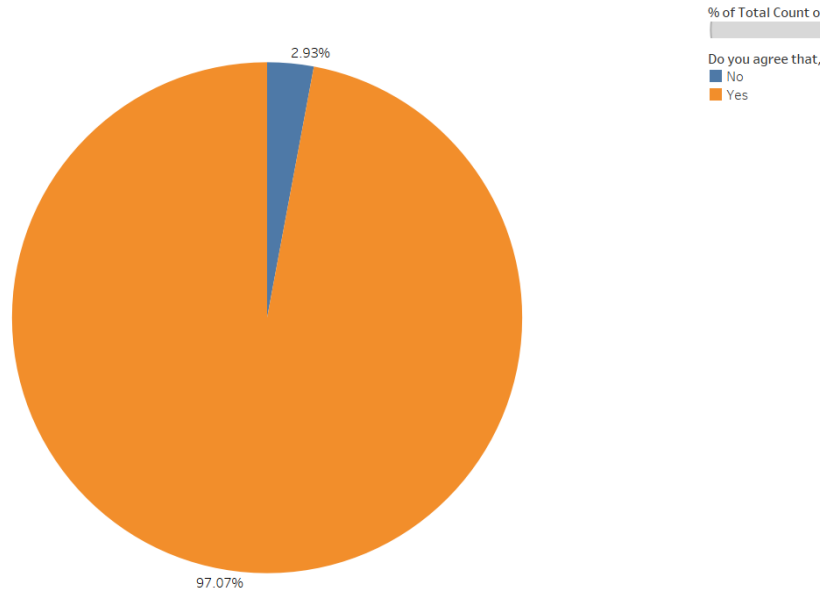
Percentage of efficient drafting skills of communication letter



According to the graph, about 56.25 percent of officers are proficient in drafting skills of communication letters. 24% agree their skills are good and rest vis – a -versa.

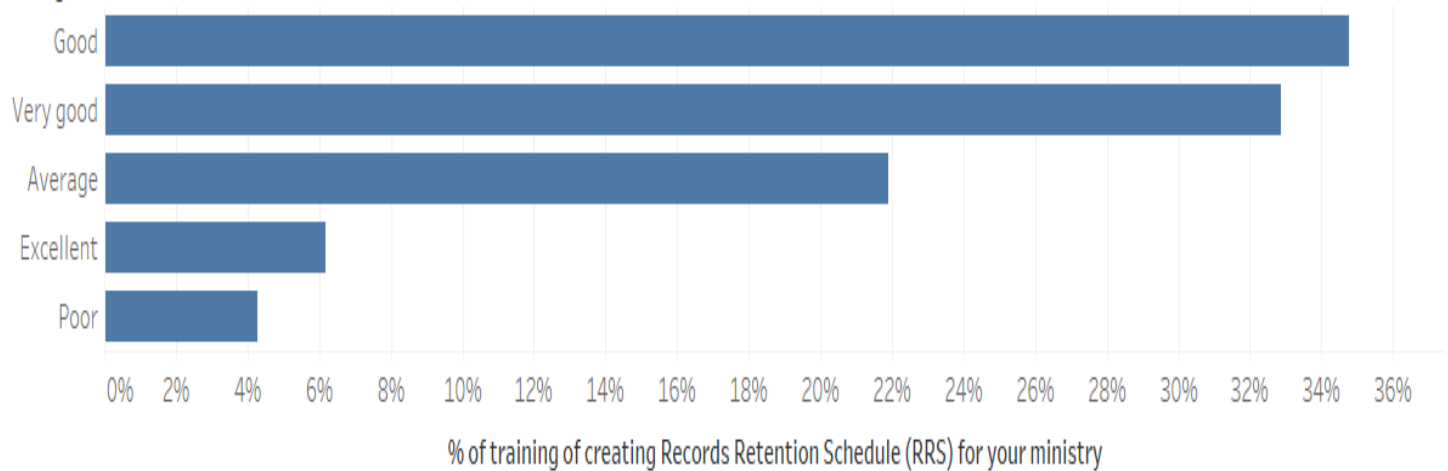
To handle the enormous parliament work, the Govt. officials must have a clear understanding

In the aforementioned graph, it is obvious that 97.07% of officers feel that the government officials need to understand how to manage the enormous amount of work that the parliament entails.



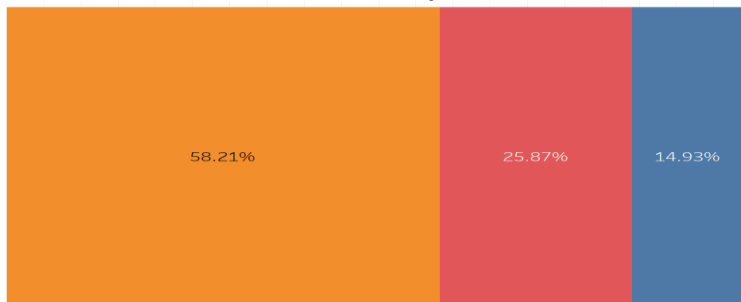
RRS Training for Ministry

During th..



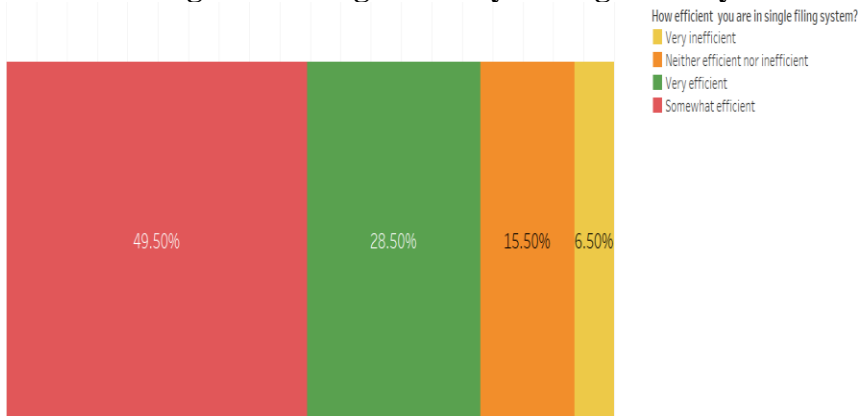
According to the graph above, 34% - 36% of respondents think that the ministry should get training on the Records Retention Schedule (RRS).

MDO coordination efficiency



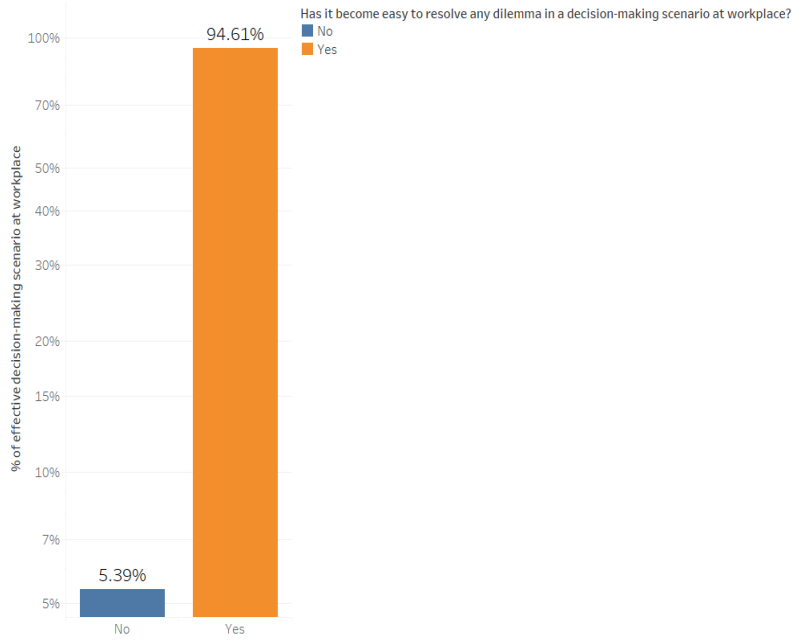
In terms of coordinating, compiling, and providing information or responses relevant to MDOs, about 58.21% are effective.

Percentage of training efficiency of Single File System



In terms of coordinating, compiling, and providing information or responses relevant to MDOs, about 58.21% are effective. About 49.50% are somewhat efficient in Single File System.

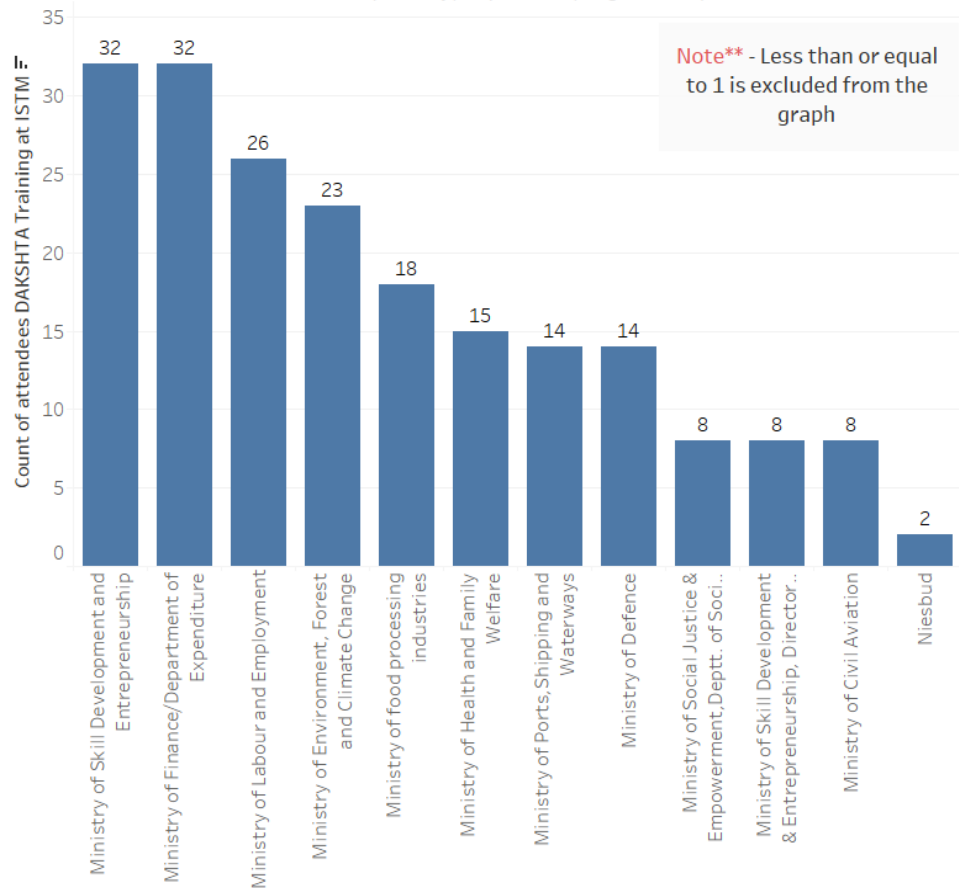
Percentage of effective decision-making scenario at workplace



The graph shows that 94.61% of respondents believe that it is now simple to find a solution to any dilemma in a workplace decision-making scenario.

Number of people who attended Dakshata Training from different Ministry

MDO (Ministry/Department/Organisation):



The majority of the training for about 32 people has attended individually from the "Ministry of Skill Development and Entrepreneurship" and the "Ministry of Finance/Department of Expenditure."

TRAINED OFFICERS DASHBOARD

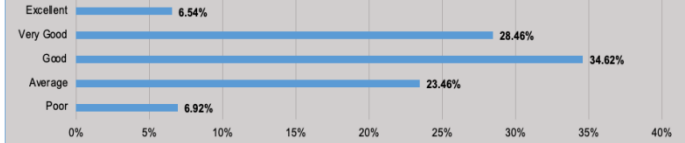
MDO (Ministry / Department / Organisation):

MoCA	MoD
MoEFCC	MoF
MoFPI	MoHFW
MoLE	MoPSW
MoSDE	PMO

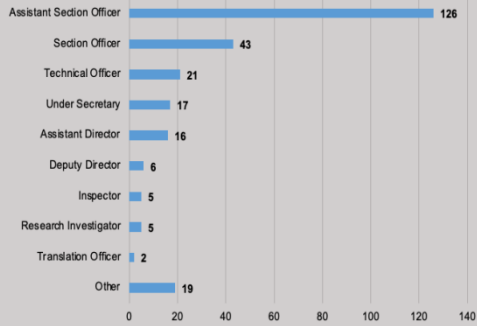
Designation:

Assistant Director	Assistant Section Officer
Deputy Director	Inspector
Other	Research Investigator
Section Officer	Technical Officer
Translation Officer	Under Secretary

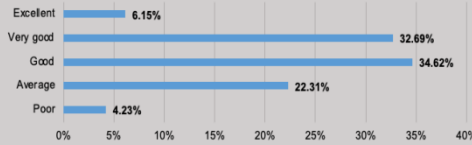
Supplementary Notes



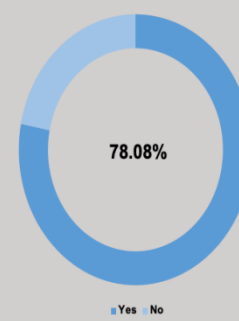
No. of Respondents



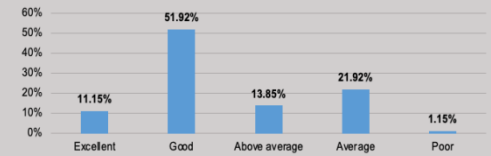
Creating Records Retention Schedule (RRS)



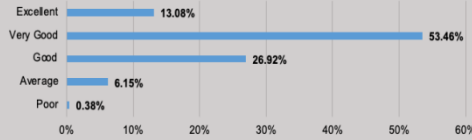
Helped understand Cabinet Note Filing



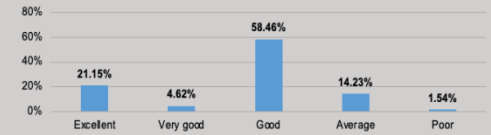
Self-Rating of Microsoft Excel Skills



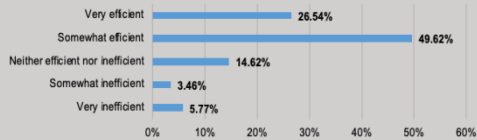
Drafting Communication Letters



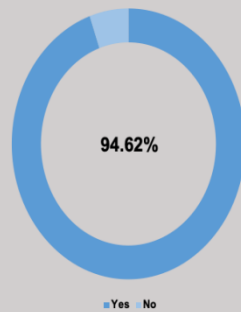
Efficiency of cleaning, analysing, and visualising datasets



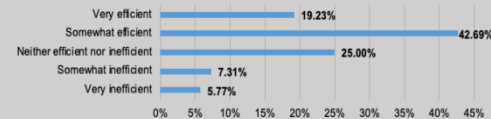
Efficiency at Using the Single Filing System



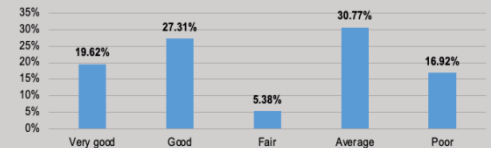
Resolving Decision-making Dilemmas at the Workplace



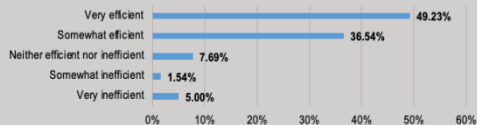
Seeking Comments on Draft Cabinet Notes from other MDOs



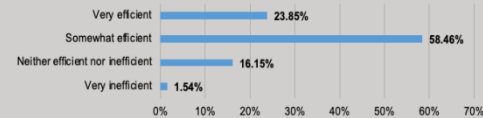
Being Well-versed with the Gem Portal



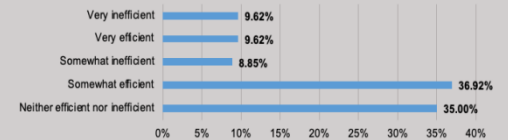
Efficiency of receiving, acknowledging & forwarding RTI applications, grievances, forms, etc.



Compilation and Furnishing of Information Pertaining to MDOs



Efficiency at Vendor Selection on the GeM Portal

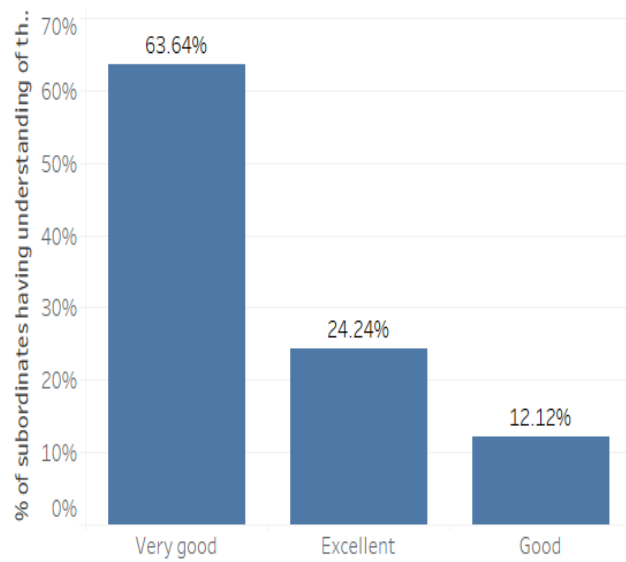


Skills rating of all Categories of Training



Percentage of Subordinates having understanding of the GFR

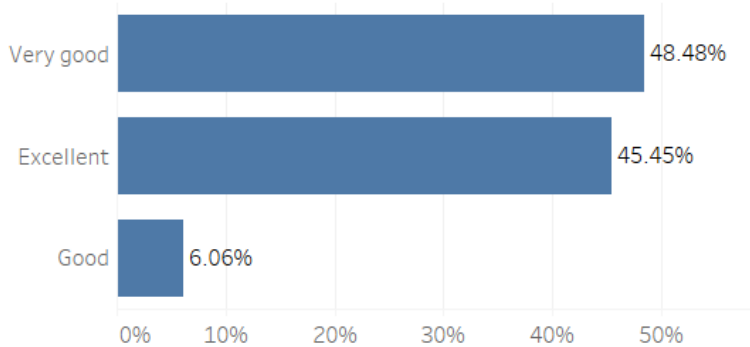
% of subordinates having understanding of the GFR



As shown in the graph, nearly 63.64% of the subordinates have a good understanding of General Financial Rules.

Understanding of Visualizing and preparing Charts

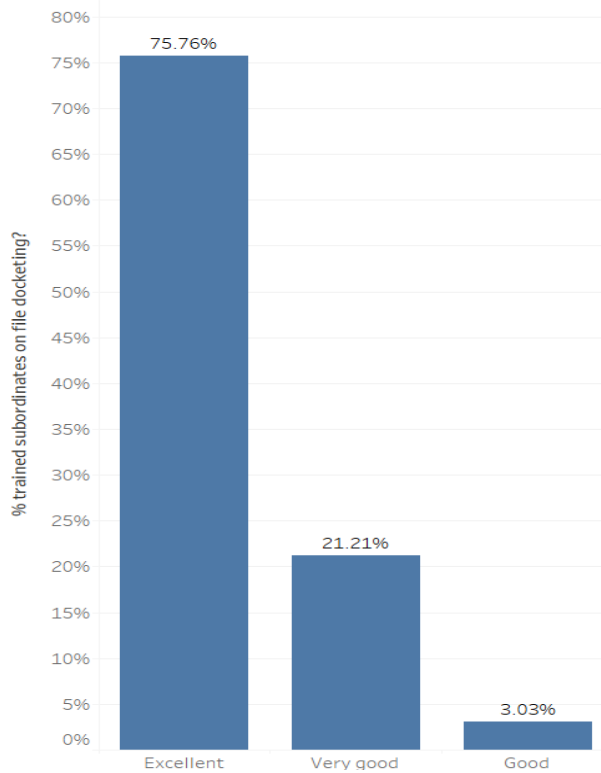
Understanding of Visualizing and preparing Charts



Nearly, 48.48% of the subordinates have a good understanding of Visualizing and Preparing Charts and around 45 people have excellent level of understanding.

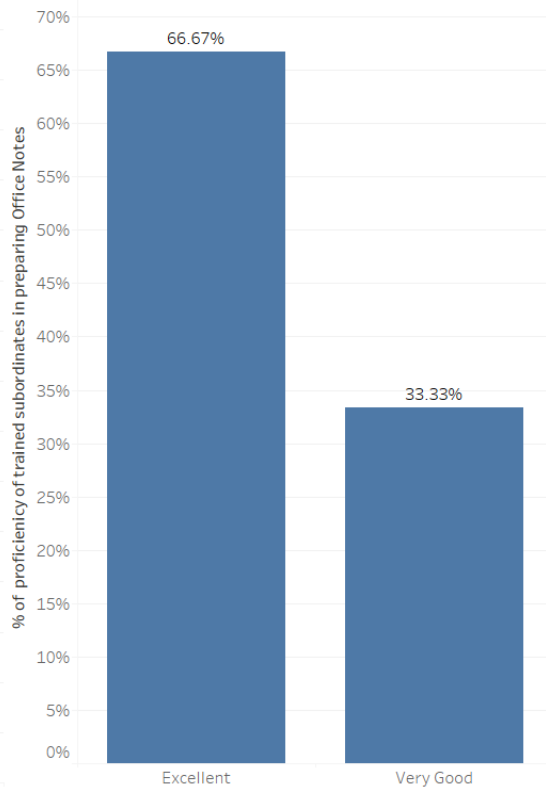
Training of Subordinates on Docketing

Training of subordinates on docketing



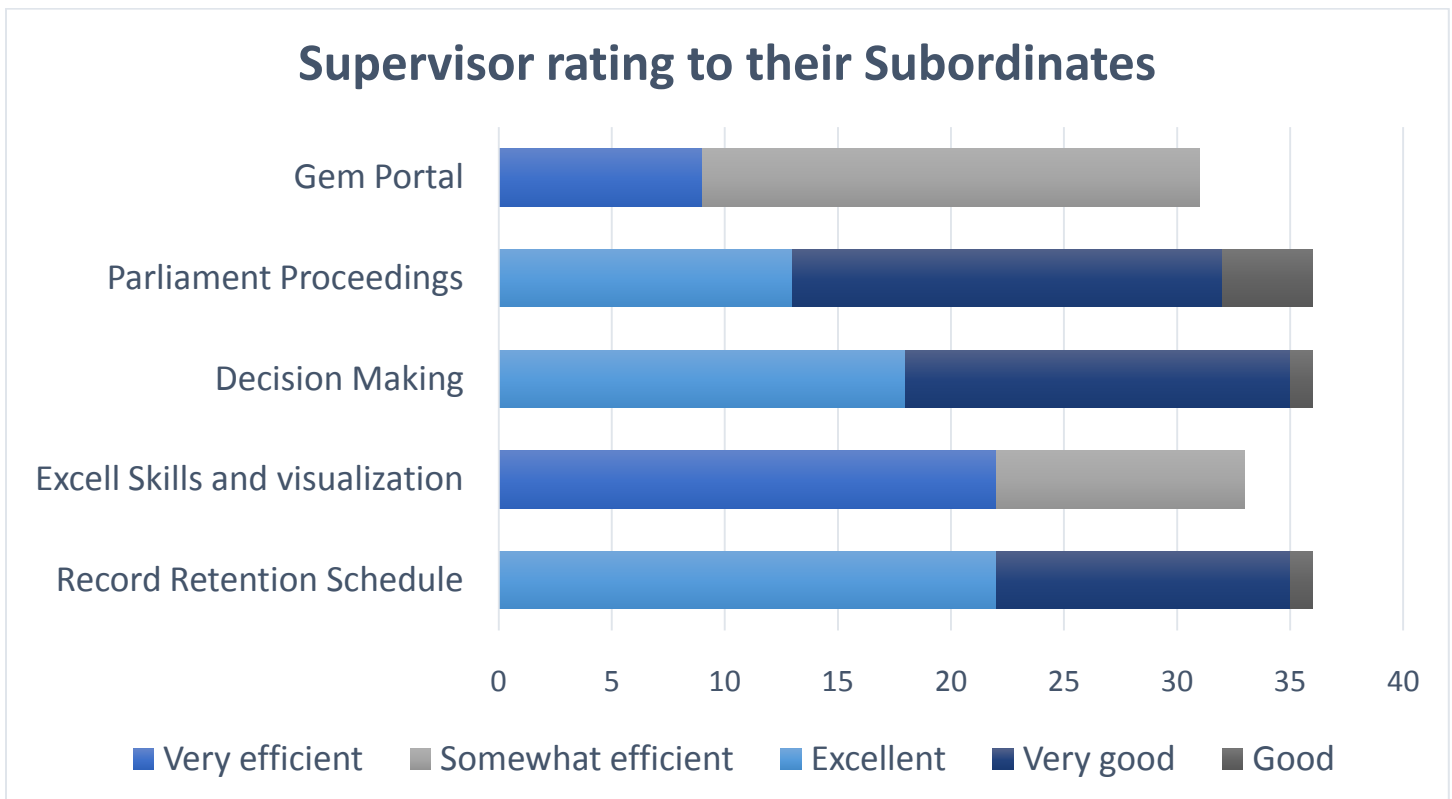
According to the Graph, nearly 75.76% of the subordinates are trained in docketing. Around 21% people are very good in docketing.

Proficiency of trained subordinates in preparing Office Notes



As per the above graph, approximately 66.6% of the subordinates are proficient in preparing Notes. Rest 33% agree with very good understanding of Office Notes.

Supervisor rating to their Subordinates



Top Skills of Trained Officers as rated by themselves:

RANK	SKILL	RATING
1	Receiving, acknowledging, and forwarding RTI applications	4.24
2	Timely disposal of MP/VIP receipts	4.11
3	Collaborating with colleagues for decision-making	4.02
4	Coordination, compilation and furnishing information to reply to MDOs	4.02
5	Single filing system	3.89
6	Drafting communication letters	3.73
7	Seeking comments of other MDOs	3.62
8	Excel Skills	3.50
9	Efficiency to clean, analyse, and visualise data	3.32
10	Vendor selection on GeM	3.30
11	Creating Records Retention Schedule (RRS)	3.16
12	Preparing supplementary notes	3.04
13	Procurement via GeM Portal	3.03

It can be seen from the table that the top skills of DAKSHTA-trained officers as perceived by themselves are: **Receiving, acknowledging, and forwarding RTI applications; Timely disposal of MP/VIP receipts; Collaboration with colleagues for decision-making; Coordination, compilation, and furnishing of information to reply to MDOs; Efficiency of Single filing system;** etc.

The bottom-most rated skills are: **Procurement via the GeM portal; Preparing supplementary notes; Creating Records Retention Schedule (RRS); Vendor selection on GeM; Efficiency of cleaning, analysing, and visualising data;** etc.

Top Skills as per Supervisors of Trained Officers:

RANK	SKILL	RATING
1	Receiving, acknowledging, and forwarding RTI applications	4.66
2	File Docketing	4.52
3	Ability to handle official communication (letters, telephones, etc)	4.47
4	Preparing office notes	4.42
5	Arranging papers in a case	4.41
6	Creating Records Retention Schedule (RRS)	4.41
7	Seeking comments of other Ministries/Departments/Organisations	4.39
8	Drafting RTI responses	4.37
9	Manual of Office Procedure	4.36
10	Management of records	4.36
11	Excel skills for data management, analysis, etc	4.33
12	Resolving workplace dilemmas	4.33
13	File numbering and DAK receipts	4.16
14	Parliamentary proceedings	4.11
15	Preparing reports & charts	4.10
16	Furnishing parliamentary rules of procedure	4.08
17	Using GeM portal to make purchases	4.00
18	Increase in knowledge	3.99
19	General financial rules and applications in official work	3.96
20	Approaching juniors for making & implementing decisions	3.94
21	Cabinet note preparation	3.89
22	Data cleaning and processing	3.82
23	Choosing vendors on GeM	3.78

It can be seen from the table that the top skills of DAKSHTA-trained officers as perceived by their supervisors are: **Receiving, acknowledging, and forwarding RTI applications; File docketing; Ability to handle official communication (letters, telephones, etc.); preparing office notes; arranging papers in a case;** etc.

The bottom-most rated skills are: **Choosing vendors on GeM; Data cleaning and processing; Seeking comments from other MDOs; Cabinet note preparation; Approaching juniors for making and implementing decisions;** etc.

Comparing top-most and bottom-most ranked skills by both Trained Officers and their Supervisors, we have:

RANK	SKILL (Trained Officer)	RATING (Trained Officer)	SKILL (Supervisor)	RATING (Supervisor)
1	Receiving, acknowledging, and forwarding RTI applications	4.66	Receiving, acknowledging, and forwarding RTI applications	4.24
2	File Docketing	4.52	Timely disposal of MP/VIP receipts	4.11
3	Ability to handle official communication (letters, telephones, etc)	4.47	Collaborating with colleagues for decision-making	4.02
4	Preparing office notes	4.42	Coordination, compilation and furnishing information to reply to MDOs	4.02
5	Arranging papers in a case	4.41	Single filing system	3.89

From the above table, it is apparent that **Receiving, acknowledging, and forwarding RTI applications** has been rated highest by both the trained officers and their supervisors. There is no overlap for any other skills. Additionally, another skill that has been highly rated by both is the **Ability to handle official communication (letters, telephones, etc.)**.

Thus, it may be concluded from the table that the trained officers' ability to handle RTI applications and official communication (letters, telephones, etc) with other MDOs has benefitted the most from the DAKSHTA Training Programme.

RANK	SKILL (Trained Officer)	RATING (Trained Officer)	SKILL (Supervisor)	RATING (Supervisor)
Last	Procurement via GeM Portal	3.03	Choosing vendors on GeM	3.78
2 nd Last	Preparing supplementary notes	3.04	Data cleaning and processing	3.82
3 rd Last	Creating Records Retention Schedule (RRS)	3.16	Cabinet note preparation	3.89
4 th Last	Vendor selection on GeM	3.30	Approaching juniors for making & implementing decisions	3.94
5 th Last	Efficiency to clean, analyse, and visualise data	3.32	General financial rules and applications in official work	3.96

Similarly, for the least-rated skills, there is overlap in **Procurement via GeM Portal, Preparing notes, and Ability to clean, analyse, and visualise data**. These are areas in which the DAKSHTA Training Programme has scope to be improved and strengthened.

5. DATA ANALYSIS AND KEY FINDINGS

- After the analysis it was observed that 54.31% of those with Excel trained officers' are able to use it effectively.
- The graph on cabinet note preparation represents that the vast majority of respondents around 78.33% agree that it helps officers to understand cabinet note preparation.
- It analysis demonstrates that the vendor selection procedure using the GeM Portal is only somewhat efficient, with 37.37% and neither efficient nor inefficient with 36.36%.
- According to the data, the majority of officers approximately 91.43% prepare draft and keep the basics.
- According to the analysis, about 56.25 percent of officers are proficient in drafting skills of communication letters.
- In the aforementioned data analytics, it is obvious that 97.07% of officers feel that the government officials needs to understand how to manage the enormous amount of work that the parliament entails.
- According to the graph on RRS around 34% - 36% of respondents think that the ministry should get training on the Records Retention Schedule (RRS).
- In terms of coordinating, compiling, and providing information or responses relevant to MDOs, about 58.21% are effective.
- About 49.50% are somewhat efficient in Single File System.
- The graph on decision making scenario shows that 94.61% of respondents believe that it is now simple to find a solution to any dilemma in a workplace decision-making scenario.
- The majority of the training around 32 people has attended individually from the "Ministry of Skill Development and Entrepreneurship" and the "Ministry of Finance/Department of Expenditure."
- As shown in the graph on GFR, nearly 63.64% of the subordinates have a good understanding of General Financial Rules.
- Nearly, 48.48% of the subordinates have a good understanding of Visualizing and Preparing Charts
- According to the Graph on docketing, nearly 75.76% of the subordinates are trained in docketing.
- After the analysis it was observed that approximately 66.6% of the subordinates are proficient in preparing Notes.
- The Programme is most successful in training officers for **Handling RTI Applications** and **Ability to handle formal communication (letters, telephones, etc.)**
- The Programme may be improved to improve an officer's skills in **Procurement via the GeM Portal, Preparing Notes, and Data Cleaning & Processing.**

**SUGGESTIONS/ RECOMMENDATIONS
BY IIPA**

IIPA Recommendations:

Capacity Building Programme mould the employee's attitude and helps them to achieve an increase overall productivity and performance. The main aim of DAKSHTA training programme is to improve the individual level of awareness and enhance individual skills in one or more areas of expertise and also to increase an individual's motivation to perform their task well.

Indian Institute of Public Administration is thankful to The Capacity Building Commission for providing opportunity to conduct Impact Assessment of Capacity Building Programme (CBP) conducted by ISTM for SOs/ASOs of various MDOs. IIPA believes that the 5-day DAKSHTA Training has created the intended impact; however, more such trainings should be conducted to reach the desired goal of Mission Karmayogi that is to augment the capacity of Government employees.

The intensive training programme was held to provide sufficient flexibility to participants to attend training as well as to attend to their office work. The broad category of functional topics included Noting and Drafting, Parliament Procedure, Preventive Vigilance, Purchase Procedure, GFR, Establishment Rules and Contract Management. In the area of Behavioural Competencies, input was provided in decision making, soft skills, Ethics and Value, Inter-personal Relationship. Special emphasis was laid on computer training with hands on session, the Institute of Secretariat Training and Management (ISTM) held intensive Refresher Capacity Building Programmes of CBP called as DAKSHATA.

Team IIPA has following recommendations based on feedback and valuable insights received from the trained officers and reporting officers, on-site observations, and personnel interactions.

Impact of Dakshta Programme:

- Dakshta programme is a great initiative which focuses on the idea of “Rule based Training to Role based Training” The core goal of this mission is to promote the construction of a citizen centric civil service and developing and providing services that are supportive of economic growth and the general welfare. The Dakshta training programme aims at creating an ecosystem to continuously build and strengthen behavioural, functional and Domain Competencies for self-driven and mandated learning paths of the government officials. Through research and data analysis, IIPA observed that Dakshta programme enhanced the functional competency of the officers and also behavioural competency at a great extent and the trainees were found to be efficient at various office jobs like noting, drafting, record management and RTI Act 2005. However, the training program requires adequate attention on behavioural competency in enhancing the government-citizen interaction, with officials becoming enablers for citizens. It enables government official to adopt a citizen-centric approach in the concerned department/ministry. Batch wise training should be implemented in future with desired learning outcomes.

Enhance the Functional Domain Competency:

- Training should impact the learning confidence of the trained officers and overall enhancement on the basic level of skill sets in both functional and behavioural competencies. IIPA has conducted gap analysis of both the functional and behavioural competency as per desired and actual outcome of the learning process and identified that domain and behavioural competencies needs more attention in comparison to functional competencies. TNA should be organised well in advance to gather actual requirement of particular department. Batch wise training should be implemented in future with desired learning outcomes.

Create Key Learning Outcomes and Communicate to trainees beforehand:

- To enhance the effectiveness of any foundation training programme, it's important to communicate clearly to the trainee officers about the minimum training expectations beforehand to be accomplished from the training. For effective training, you first need to identify gaps in your employees' knowledge and areas that need improvement in your service delivery and organizational processes. Surveying your staff will give you a complete picture of Ministry requirements and where improvements can be made.

Enhancement Training process and Plan Customization

- The Training program needs to be more target oriented in terms of both workers as well as work nature which will directly impact the work efficiency of the concerned department/ministry.
- IIPA recommends that the training needs to be a part of the continuous process of learning as to grapple new changes in terms of technological advancement. This will effectively enhance the productivity of work space through a holistic sense.
- A constructive approach should be used while designing the time framework of the training programme so that trainees can engage and focus solely on the learning process especially barring from the normal office work.
- Additionally, The Course Instructors shall have a pedagogy that focuses on a planned and systematic approach to modify and develop knowledge skills and subject specialisation with practical exposure shall play greater role to achieve the learning outcomes of any training.
- Special emphasis shall be laid on the Ministry specific training where the all the relevant training material and a case study approach should be used while imparting practical skills to the trainees that will help them with their respective jobs.
- A huge preference should be given to the feedback mechanism during the training and subsequent feedback should be conducted after the training.

Performance Review

- Continuous Impact Assessments should be conducted to review the performance of the trainees. IIPA recommends that the performance of the trainees should be regularly tracked through Impact Assessment so that necessary amendments that can be made in the training process and the stakeholders are able to make an effective ecosystem of capacity building.

Annexure 1: Questionnaire for Trainees of Dakshta Training Program

Annexure 2: Questionnaire for Supervisors of trained Officers

Annexure 3: Questionnaire for Non-trainees of Dakshta Training Program

Annexure 4: List of Trainees of Dakshta Training Program.

Annexure 5: List of supervisor/reporting officers who have responded during the study

Annexure 6: List of trained officers from different ministries who have responded during the study

Annexure 7: List of non-trained officers from different ministries who have responded during the study.

ANNEXURE 1

Questionnaire for Trained Officers of Dakshta Training Program

ASSESSMENT of Trained Officers

1. Name of the Officer/Official:
2. Designation:
3. Age (in Years):
4. MDO (Ministry / Department / Organisation):
5. Years of Service:
6. Name & Designation of Officer to who you report to (Reporting Officer):
7. Email of your Reporting Officer:
8. Have you attended DAKSHTA Training at ISTM?
Yes
No

MODULE 1 - RECORD MANAGEMENT

9. After receiving the training, do you agree that Records Management is a critical activity for govt. departments?

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

10. Are you aware that under Records Retention Schedule (RRS), it is essential for the govt. departments to ensure that the records are not prematurely destroyed nor kept for longer period than required?

Yes

No

11. During the course of your training, were you trained on how to create a Records Retention Schedule (RRS) for your ministry? if yes, then rate the hands on learning you got from the training.

Poor

Average

Good

Very good

Excellent

MODULE 2 - NOTING

12. Do you keep things in mind while preparing drafts such as drafts should be written or typed in half margin or in separate sheets, the margin should not be used for writing explanatory notes etc.

Yes

No

13. Do you agree that the officer approving the issue of a draft of letter will append his initials with the date on the draft?

True

False

MODULE 3 - DRAFTING

14. How well can you draft any communication Letter (OM/Letters/DO/ID Notes) in the last 3 months?

Poor

Average
Good
Very Good
Excellent

15. Are you aware of the general instructions while drafting a document?

Yes
No

16 Have you dealt with any draft note of EFC (Expenditure Finance Committee)/DIB (Delegated Investment Board) in the last 3 months? Do you possess any clarity about incorporating comments of other MDOs in draft EFC/DIB Notes?

Yes
No

MODULE 4 - OFFICE PROCEDURE

17. How efficient you are in single filing system?

Very inefficient
Somewhat inefficient
Neither efficient nor inefficient
Somewhat efficient
Very efficient

18. How would you rate your awareness of Timely Disposal of MP/VIP Receipts?

Poor
Average
Good
Very good
Excellent

19. As per the office Procedure, does Operational Analysis and Method study contain basic O&M (Operation and Maintenance) techniques?

Yes
No

MODULE 5 - RTI ACT 2005

20. Is there any provision of Appeal under the RTI ACT?

Yes
No

21. Are you aware of the prescribed time frame for providing information (s) by Public Information Officers (PIOs)?

Yes
No

22. How efficient are you in receiving, acknowledging, and forwarding the RTI applications/grievances/form, etc. to the concerned authority and providing information on their status?

Very inefficient
Somewhat inefficient
Neither efficient nor inefficient
Somewhat efficient
Very efficient

MODULE 6 - DATA ANALYTICS

23. In a given dataset with different fields and columns. Rate your efficiency to clean, analyze, visualize the dataset in the given time?

Poor
Average

Good
Very good
Excellent

24. In a given dataset with different fields and columns. Rate your efficiency to clean, analyze, visualize the dataset in the given time?

Poor
Average
Good
Very good
Excellent

25. Does Data Analytics uses numeric, statistical, and text data to get insights from data?

Yes
No

26. Rate your Excel skills if you are using it on daily work routine

Poor
Average
Good
Very good
Excellent

MODULE 7 - DECISION MAKING

27. Has it become easy to resolve any dilemma in a decision-making scenario at workplace?

Yes
No

28. To what extent are you comfortable in collaborating with your colleagues to make decisions?

Poor
Average
Good
Very good
Excellent

MODULE 8 - CABINET NOTE PREPARATION

29. How efficient are you in seeking comments (on draft Cabinet Notes) of other MDOs (Ministries/ Departments/ Organisations)?

Very inefficient
Somewhat inefficient
Neither efficient nor inefficient
Somewhat efficient
Very efficient

30. Did the training help you understand a suitable format for a Cabinet Note Preparation?

Yes
No

31. Have you prepared a sample cabinet note in your training programme? If yes, Kindly mail it to : iipacbc3@gmail.com

Yes
No

MODULE 9 - PARLIAMENT PROCEDURE

32. Do you agree that, in order to efficiently handle the enormous parliament work, the Govt. officials must have a clear understanding of the Parliamentary proceeding?

Yes

No

33. How well-versed are you in preparing a pad for supplementary notes?

Poor

Average

Good

Very good

Excellent

34. How efficient are you in coordination/ compilation and furnishing of information/ replies pertaining to MDOs?

Very inefficient

Somewhat inefficient

Neither efficient nor inefficient

Somewhat efficient

Very efficient

MODULE 10 - GOVERNMENT FINANCIAL RULES (GFR)

35. Does all money received by or on behalf of the Government either as dues of the Government or for deposit, remittance, or otherwise, shall be brought into Government Account within 24 hours?

True

False

36. State whether true or false.

Sanction of Contingent expenditure incurred under the powers of Head of Offices shall invariably be communicated to Audit Office.

Yes

No

37. Does the Consolidated Fund of India receives all the money received by or deposited with the Supreme Court of India or with any other Court, other than a High Court, within a Union Territory?

Yes

No

MODULE 11- GOVERNMENT-E-MARKETPLACE PORTAL (GEM)

38. Rate your efficiency with the vendor selection process over GeM Portal?

Very inefficient

Somewhat inefficient

Neither efficient nor inefficient

Somewhat efficient

Very efficient

39. How well-versed are you with many any procurement via GeM portal?

Poor

Average

Good

Very good

Excellent

40. Have you purchased any stationary items/ photocopier/ office materials / equipments/ electrical appliances through GeM portal?

Yes

No

ANNEXURE 2

Questionnaire for Supervisors/Reporting officers of trained Officers

Quick Evaluation by Supervisors (Reporting Officers)

- 1. Name of the Assessment Supervisor/Officer:**
- 2. Designation of the Assessment Supervisor/Officer:**
- 3. Age (in Years):**
- 4. MDO (Ministry / Department / Organisation):**
- 5. Name of the officer (Trained Subordinate-1) who has undergone Dakshata Training at ISTM. Please write his/her name & designation:**

6. Name of the officer (Trained Subordinate-2 If any) who has undergone Dakshata Training at ISTM. Please write his/her name & designation:
(Remark: Leave blank if there is only one subordinate who has undergone this training)

7. Name of the officer (Trained Subordinate-3 If any) who has undergone Dakshata Training at ISTM. Please write his/her name & designation:
(Remark: Leave Blank if there are only one/two subordinates who have undergone this training)

MODULE 1 - OFFICE PROCEDURE

8. How efficient are your subordinates in file numbering and DAK receipt?

Very inefficient	Somewhat inefficient	Neither efficient nor inefficient	Somewhat efficient	Very efficient
------------------	----------------------	-----------------------------------	--------------------	----------------

Subordinate

1

Subordinate

2

Subordinate

3

9. How would you rate clarity of your trained subordinates on file docketing?

Poor	Average	Good	Very Good	Excellent
------	---------	------	-----------	-----------

Subordinate

1

Subordinate

2

Subordinate

3

10. How would you rate clarity of your trained subordinates on Manual of Office Procedure?

Poor	Average	Good	Very Good	Excellent
------	---------	------	-----------	-----------

Subordinate

1

Subordinate

2

Subordinate

3

MODULE 2 – NOTING

11. How proficient are your trained subordinates in preparing Office Notes?

Poor	Average	Good	Very Good	Excellent
------	---------	------	-----------	-----------

Subordinate

1

Subordinate

2

Subordinate

3

12. How proficient are your trained subordinates in the arrangement of papers in a case?

Poor Average Good Very Good Excellent

Subordinate

1

Subordinate

2

Subordinate

3

13. Rate your subordinates ability to handle various official communication like letter, telephones etc.

Poor Average Good Very Good Excellent

Subordinate

1

Subordinate

2

Subordinate

3

MODULE 3 - DRAFTING

14. How well-informed your subordinates are about guidelines on seeking comments of other MDOs (Ministries/Department/Organisations)?

Poor Average Good Very Good Excellent

Subordinate

1

Subordinate

2

Subordinate

3

MODULE 4 - RECORD MANAGEMENT

15. How well has the training impacted on your subordinates ability to create a Records Retention Schedule (RRS) for your ministry?

Poor Average Good Very Good Excellent

Subordinate

1

Subordinate

2

Subordinate

3

16. How well versed are your subordinates on the principles of good management of Records? (e.g. Accountability, Transparency, Integrity, Protection, Retention and Disposition)

Poor Average Good Very Good Excellent

Subordinate

1

Subordinate

2
Subordinate
3

MODULE 5 - RTI ACT 2005

17. How efficient are your subordinates in receiving, acknowledging, and forwarding the RTI applications/grievances/form, etc. to the concerned authority and providing information on their status?

Very inefficient	Somewhat inefficient	Neither efficient nor inefficient	Somewhat efficient	Very efficient
------------------	----------------------	-----------------------------------	--------------------	----------------

Subordinate
1
Subordinate
2
Subordinate
3

18. Rate your subordinates efficiency to draft RTI responses without facing any difficulties?

Poor	Average	Good	Very Good	Excellent
------	---------	------	-----------	-----------

Subordinate
1
Subordinate
2
Subordinate
3

MODULE 6 - DATA ANALYTICS

19. Have your subordinates shown any improvement in Data cleaning and Processing?

Unsatisfactory	Needs Improvement	Meets expectation	Exceeds expectation	Distinguished
----------------	-------------------	-------------------	---------------------	---------------

Subordinate
1
Subordinate
2
Subordinate
3

20. How efficient are your subordinates in using Excel for Data management ,Data storage, analysis, visualization, etc.

Very inefficient	Somewhat inefficient	Neither efficient nor inefficient	Somewhat efficient	Very efficient
------------------	----------------------	-----------------------------------	--------------------	----------------

Subordinate
1
Subordinate
2
Subordinate
3

21. How well do your subordinates understand visualizing and preparing reports/charts using latest technologies?

Poor Average Good Very Good Excellent

Subordinate

1

Subordinate

2

Subordinate

3

MODULE 7 - DECISION MAKING

22. To what extent are your subordinates comfortable in resolving any dilemmas in decision making at workplace?

Poor Average Good Very Good Excellent

Subordinate

1

Subordinate

2

Subordinate

3

23. Has there been any visible change in the way your employees approach their juniors for making and implementing decisions?

Unsatisfactorily Needs Improvement Meets expectation Exceeds expectation Distinguished

Subordinate

1

Subordinate

2

Subordinate

3

MODULE 8 - CABINET NOTE PREPARATION

24. How well-versed are your subordinates in seeking comments (on draft Cabinet Notes) of other MDOs (Ministries/ Departments/ Organisations)?

Poor Average Good Very Good Excellent

Subordinate

1

Subordinate

2

Subordinate

3

25. Are your subordinates aware of a suitable format for Cabinet Note Preparation?

Poor Average Good Very Good Excellent

Subordinate

1

Subordinate

2

Subordinate

3

MODULE 9 - PARLIAMENT PROCEDURE

26. On what level would you rate your subordinates in furnishing of information regarding parliamentary rules of procedures?

Poor Average Good Very Good Excellent

Subordinate

1

Subordinate

2

Subordinate

3

27. To what extent can your subordinates assist your ministry with parliamentary proceedings?

Poor Average Good Very Good Excellent

Subordinate

1

Subordinate

2

Subordinate

3

MODULE 10 - GOVERNMENT FINANCIAL RULES (GFR)

28. Do your subordinates have better understanding of the General financial rules and its application in official work?

Poor Average Good Very Good Excellent

Subordinate

1

Subordinate

2

Subordinate

3

29. After training has their knowledge increased with the several tendering procedure types?

Poor Average Good Very Good Excellent

Subordinate

1

Subordinate

2

Subordinate

3

MODULE 11- GOVERNMENT-E-MARKETPLACE PORTAL (GEM)

30. How would you rate the understanding of your subordinates on the process of choosing a vendor using the GeM Portal?

Poor Average Good Very Good Excellent

Subordinate

1

Subordinate

2

Subordinate

3

31. How efficient are your subordinates in using the GeM Portal to make a purchase?

Very inefficient	Somewhat inefficient	Neither efficient nor inefficient	Somewhat efficient	Very efficient
---------------------	-------------------------	-----------------------------------------	-----------------------	-------------------

Subordinate

1

Subordinate

2

Subordinate

3

ANNEXURE 3

Questionnaire for Non-trainees of Dakshta Training Program

Quick Evaluation for Non Trainee Officers

- 1. Name of the Officer/Official:**
- 2. Designation:**
- 3. Age (in Years):**
- 4. MDO (Ministry / Department / Organisation):**
- 5. Years of Service**
- 6. Name & Designation of Officer to who you report to (Reporting Officer):**
- 7. Email of your Reporting Officer:**
- 8. Have you attended DAKSHTA Training at ISTM?**

Yes

No

- 9. Name of the course, if attended:**

MODULE 1 - OFFICE PROCEDURE

- 10. To what extent do you have a clarity on 'Manual of Office Procedure'?**

Poor

Average

Good

Very good

Excellent

- 11. Are you aware about the general instructions of office procedures and Government orders ?**

Yes

No

- 12. Rate your skills in drafting a "communicating document"**

Poor

Average

Good

Very good

Excellent

MODULE 2 – NOTING

- 13. Are you familiar with Government guidelines of Noting Procedure**

Yes

No

- 14. Rate your skills on DAK arrangement**

Poor

Average

Good

Very good

Excellent

MODULE 3 - DRAFTING

- 15. Have you drafted any official communication letters (OM/Letters/DO/ID Notes) in the last 3 months?**

Yes

No

16. Do you possess any clarity in regards to seeking comments from other MDOs (Ministries/Departments/Organisations)?

Yes

No

17. To what extent do you have clarity about incorporating comments of other MDOs in draft EFC/DIB Notes?

Poor

Average

Good

Very good

Excellent

MODULE 4 - RECORD MANAGEMENT

18. Are you aware that The National Archives of India is the Nodal agency of Govt. of India for the assessment of Records Management?

Yes

No

19. To what extent do you think, a government employee needs to learn a suitable mechanism for records management? So, that the records can be used at ease in the future by administrators and scholars.

Poor

Average

Good

Very good

Excellent

20. Do you agree that in order to respond to the RTI queries of the citizens, records management need to be taught to the Govt. employees?

Yes

No

MODULE 5 - RTI ACT 2005

21. To what extent are you comfortable with reading the legal provisions under RTI Act 2005?

Poor

Average

Good

Very good

Excellent

22. Do you think that a training session on the RTI Act is imperative in order to understand the complexities of Records Management?

Yes

No

23. Do your RTI responses need to be corrected by your concerned supervisor?

Yes

No

MODULE 6 - DATA ANALYTICS

24. Have you ever used any data analytics tools like Excel for daily routine work?

Yes

No

25. Rate your Excel skills if you are using it for daily routine work?

Poor

Average
Good
Very good
Excellent

26. Are you familiar of data visualizations using charts, graphs in excel.

Yes
No

MODULE 7 - DECISION MAKING

27. Do you possess clarity on the basic method and the systematic approach for decision-making and implementation?

Yes
No

28. How much comfortable are you in collaborating with your colleagues in the process of decision making?

Poor
Average
Good
Very good
Excellent

29. Have you ever faced any dilemma in the decision-making process ?

Yes
No

MODULE 8 - CABINET NOTE PREPARATION

30. Are you aware of the fact that a cabinet note preparation is an essential document for Government Policy Making?

Yes
No

31. Are you aware that there is a specific format for the preparation of a Cabinet Note?

Yes
No

32. Do you think you need to be trained on the Cabinet Note Preparation for inter-ministerial consultations?

Yes
No

MODULE 9 - PARLIAMENT PROCEDURE

33. In order to be well versed/updated with the Parliamentary Procedures. Do you think a training session in this regard is imperative for your ministry?

Yes
No

34. Are you aware that the latest Manual on Parliamentary Procedure was brought out by the Govt. of India in 2018?

Yes
No

35. Have you ever assisted your ministry with parliamentary proceedings?

Yes
No

MODULE 10 - GOVERNMENT FINANCIAL RULES (GFR)

37. Are you aware about the GFR rules and amendment procedures :

Yes

No

37. Do you follow the documented rules of "General Financial Rules" while doing purchasing?

Yes

No

38. Rate your knowledge about the basic terminology of bidding on GFR'17

Poor

Average

Good

Very good

Excellent

MODULE 11- GOVERNMENT-E-MARKETPLACE PORTAL (GEM)

39. Do you know how to do register on GEM Portal and selecting the vendor?

Yes

No

40. Are you well versed about the documentations needed for purchasing from the GEM Portal

Yes

No

41. Rate your skills for making a procurement over GeM Portal?

Poor

Average

Good

Very good

Excellent

ANNEXURE 4

Annexure 4: List of Trainees of Dakshta Training Program.

S.No	Name	Designation	Ministry
1	Shri Ajit Kumar	ASO	Ministry of Food Processing Industries
2	Shri Akshya Kumar	ASO	Ministry of Food Processing Industries
3	Shri Anurag Kumar	ASO	Ministry of Food Processing Industries
4	Shri Bhoopender Kumar	ASO	Ministry of Food Processing Industries
5	Shri Dalveer Singh	ASO	Ministry of Food Processing Industries
6	Ms. Deeksha Rawat	ASO	Ministry of Food Processing Industries
7	Shri Deepanshu Singhal	ASO	Ministry of Food Processing Industries
8	Shri Gaurav Tongaria	ASO	Ministry of Food Processing Industries
9	Shri Kirti Nives Sharma	ASO	Ministry of Food Processing Industries
10	Smt. Meenu	ASO	Ministry of Food Processing Industries
11	Ms. Monica Lamba	ASO	Ministry of Food Processing Industries
12	Dr. Nadeem Ahmed Shaikh	ASO	Ministry of Food Processing Industries
13	Ms. Poonam Vimal	STO	Ministry of Food Processing Industries
14	Shri Prashant Kumar	ASO	Ministry of Food Processing Industries
15	Shri Rakesh Kumar Ranjan	SO	Ministry of Food Processing Industries
16	Shri Sanat Kumar Verma	SO	Ministry of Food Processing Industries
17	Shri Sanjay Gupta	SIO	Ministry of Food Processing Industries
18	Shri Shiv Kumar	SO	Ministry of Food Processing Industries
19	Shri Shubham Tayal	ASO	Ministry of Food Processing Industries
20	Shri Shyam Kishor Tiwari	Inspector	Ministry of Food Processing Industries
21	Shri Sonu Kumar	ASO	Ministry of Food Processing Industries
22	Dr. Venkateswaran V	TO	Ministry of Food Processing Industries
23	Shri Vinay Kumar Tarun	SO	Ministry of Food Processing Industries
24	Smt. Y V Jaya Lakshmi	PS	Ministry of Food Processing Industries
25	Shri Prasanjeet Tripathi	ASO	Ministry of Defence
26	Shri Kaustuv Kanti Neogi	ASO	Ministry of Defence
27	Shri Ravi Kumar Shaw	ASO	Ministry of Defence
28	Shri Shashank .	ASO	Ministry of Defence
29	Shri Himanshu Joshi	ASO	Ministry of Defence
30	Shri Parmod Parmod	ASO	Ministry of Defence
31	Shri Jai Krishan	ASO	Ministry of Defence
32	Shri Shambhu Kumar	ASO	Ministry of Defence
33	Shri Parmanand Parmanand	ASO	Ministry of Defence
34	Shri Satpal Yadav	ASO	Ministry of Defence
35	Shri Anand Kumar	ASO	Ministry of Defence

36	Shri Jaidev 9868236479 Singh	ASO	Ministry of Defence
37	Shri Santosh Kumar	ASO	Ministry of Defence
38	Shri Pawan Kumar	ASO	Ministry of Defence
39	Shri Lohre Ram Rawat	ASO	Ministry of Defence
40	Shri Abhishek Brahmania	ASO	Ministry of Defence
41	Shri Deepak Kumar	ASO	Ministry of Defence
42	Smt. Annu Legha	ASO	Ministry of Defence
43	Shri Pradeep Kumar	ASO	Ministry of Defence
44	Shri Gurmukh Singh	ASO	Ministry of Defence
45	Shri Deepak Chandolia	ASO	Ministry of Defence
46	Shri Amit Kumar	ASO	Ministry of Defence
47	Ms. Heena Chauhan	ASO	Ministry of Defence
48	Shri Pankaj Dahiya	ASO	Ministry of Defence
49	Shri Mukesh Sah	ASO	Ministry of Defence
50	Shri Manjeet Manjeet	ASO	Ministry of Defence
51	Shri Ajay	ASO	M/o Finance
52	Shri Ajay Kumar Jindal	ASO	M/o Finance
53	Shri Amarjeet Mohil	ASO	M/o Finance
54	Ms. Anadi Choudhary	ASO	M/o Finance
55	Shri Ankit Singh	ASO	M/o Finance
56	Shri Ankit Srivastava	ASO	M/o Finance
57	Shri Anurag Singh	ASO	M/o Finance
58	Shri Arvind	ASO	M/o Finance
59	Shri B B Kirankumar Kirankumar	SO	M/o Finance
60	Smt. Bharati Gusain	SO	M/o Finance
61	Shri Chandra Dutt Singh	ASO	M/o Finance
62	Smt. Deepika Arora	ASO	M/o Finance
63	Shri Dilip Kumawat	ASO	M/o Finance
64	Shri Gaurav Rana	ASO	M/o Finance
65	Shri Kailash Chand Meena	SO	M/o Finance
66	Shri Kiran Raj Raj	ASO	M/o Finance
67	Shri Krishnakant Prasad	SO	M/o Finance
68	Shri Lalit Sethiya	ASO	M/o Finance
69	Shri Mukund Kumar	ASO	M/o Finance
70	Shri Naveen Sharma	ASO	M/o Finance
71	Shri Navin Chandram	SO	M/o Finance
72	Shri Pankaj Kumar Saini	ASO	M/o Finance
73	Ms. Pooja Soni	ASO	M/o Finance
74	Shri Prashant Deep	ASO	M/o Finance

75	Shri Pratik Prabhakar	ASO	M/o Finance
76	Shri Rahul Kumar	ASO	M/o Finance
77	Shri Ranjan Kumar	ASO	M/o Finance
78	Shri Rohit Kumar	ASO	M/o Finance
79	Shri Sandeep Jain	ASO	M/o Finance
80	Shri Sandeep Kumar	ASO	M/o Finance
81	Shri Shashank Agrawal	ASO	M/o Finance
82	Shri Shashank Shashank	ASO	M/o Finance
83	Shri Siddharth Sagar	ASO	M/o Finance
84	Shri Srinu Nenavath	ASO	M/o Finance
85	Shri Sumit Shekhar	ASO	M/o Finance
86	Shri Surender Kumar	ASO	M/o Finance
87	Smt. Udit Gaur	ASO	M/o Finance
88	Smt. Vandana Yadav	ASO	M/o Finance
89	Shri Yogesh Kumar	ASO	M/o Finance
90	Shri Adesh Mohan	US	Ministry of Food Processing Industries
91	Shri Anil Kumar Singh	US	Ministry of Food Processing Industries
92	Dr. Aravindan K K	Marketing Officer	Ministry of Food Processing Industries
93	Dr. Jitendra P Dongare	DS	Ministry of Food Processing Industries
94	Shri Krishna Murari	SIO	Ministry of Food Processing Industries
95	Shri Lahawar Ram	US	Ministry of Food Processing Industries
96	Shri Mateen Ahmad	US	Ministry of Food Processing Industries
97	Shri Naveen Kumar	DD	Ministry of Food Processing Industries
98	Smt. Parvesh Devi	DD	Ministry of Food Processing Industries
99	Shri Prodip Kumar Mondal	US	Ministry of Food Processing Industries
100	Shri Raju Saraswat	US	Ministry of Food Processing Industries
101	Shri Ramkesh Meena	SIO	Ministry of Food Processing Industries
102	Shri Ravi Meena	DD	Ministry of Food Processing Industries
103	Shri Sharad Hulale	US	Ministry of Food Processing Industries
104	Shri Thawar Singh	US	Ministry of Food Processing Industries
105	Shri Tual Za Kam	US	Ministry of Food Processing Industries
106	Shri V Thirukumaran	AIA	Ministry of Food Processing Industries
107	Shri Vijay Prakash Bhatt	US	Ministry of Food Processing Industries
108	Shri Kuldeep Singh	ASO	MINISTRY OF PORTS SHIPPING

			AND WATERWAYS
109	Smt. Manisha Yadav	ASO	Ministry of Labour and Employment
110	Shri Amit Kumar	ASO	Ministry of Labour & Employment
111	Shri Sibin Thomas	ASO	Ministry of Civil Aviation
112	Shri Mohit Kumar	ASO	Ministry of Civil Aviation
113	Shri Surya Pratap Singh	SO	Civil Aviation
114	Shri Dharmdev Lal Anand	ASO	Ministry of Ports, Shipping & Waterways
115	Shri Gulbir Singh	ASO	Ministry of Labour and Employment
116	Shri Amit Kumar	SO	Ministry of Labour & Employment
117	Shri Lalit Prasad	ASO	Ministry of Civil Aviation
118	Shri Maneesh Pant	ASO	Ministry of Ports, Shipping & Waterways
119	Shri Manbir Singh	SO	Ministry of Labour
120	Shri Vivek Singh	SO	Ministry of Labour & Employment
121	Shri Pradeep Kumar Choudhary	SO	Ministry of Ports, Shipping & Waterways
122	Shri Manish Kumar Yadav	SO	Ministry of Ports, Shipping & Waterways
123	Shri Ajoy Kant	SO	MINISTRY OF SHIPPING
124	Smt. Reena Bai	ASO	MINISTRY OF LABOUR AND EMPLOYMENT
125	Shri Vikrant Singh Chhikara	ASO	Labour & Employment
126	Shri Mahesh Kumar	SO	Ministry of Ports, Shipping & Waterways
127	Shri Anadi Sharma	SO	Ministry of Labour & Employment
128	Ms. Anakha Pillai	YP	Ministry of Labour & Employment
129	Shri Anil Kumar	Investigator	Ministry of Labour & Employment
130	Ms. Anita Meena	ASO	Ministry of Labour & Employment
131	Shri Anuj Kumar	ASO	Ministry of Labour & Employment
132	Shri Bhushan Kanwadiya	ASO	Ministry of Labour & Employment
133	Shri Dharam Singh	SO	Ministry of Labour & Employment
134	Shri Harikesh Meena	ASO	Ministry of Labour & Employment
135	Shri Harish Vedi	ASO	Ministry of Labour & Employment
136	Shri Kapil Dev	ASO	Ministry of Labour & Employment
137	Shri Lokesh Kumar Meena	ASO	Ministry of Labour & Employment
138	Ms. Manika Singhal	SO	Ministry of Labour & Employment
139	Ms. Megha Menon	ASO	Ministry of Labour & Employment
140	Shri Mohd Tuseef Hussain	SO	Ministry of Labour & Employment
141	Shri Neeraj Nara	ASO	Ministry of Labour & Employment

142	Shri Nishant Sheoran	ASO	Ministry of Labour & Employment
143	Shri Pausianmung Hauzel	SO	Ministry of Labour & Employment
144	Shri Pramod Kumar Singh	SO	Ministry of Labour & Employment
145	Shri Prince Garg	SO	Ministry of Labour & Employment
146	Shri Priyank Raj Garg	ASO	Ministry of Labour & Employment
147	Shri Puneet Kumar	ASO	Ministry of Labour & Employment
148	Shri Rajesh Kumar Adepu	ASO	Ministry of Labour & Employment
149	Ms. Ramakanwar Ramakanwar	ASO	Ministry of Labour & Employment
150	Smt. Ria Sinha	SO	Ministry of Labour & Employment
151	Smt. Sakshi Sakshi	ASO	Ministry of Labour & Employment
152	Shri Shashank Sharma	ASO	Ministry of Labour & Employment
153	Shri Sher Singh Meena	ASO	Ministry of Labour & Employment
154	Shri Shwetank Panwar	YP	Ministry of Labour & Employment
155	Ms. Sugandha Grover	ASO	Ministry of Labour & Employment
156	Shri Harsh Vardhan Sharma	AD	Ministry of Skill Development and Entrepreneurship
157	Shri Vidit Singh	AD	Ministry of Skill Development and Entrepreneurship
158	Shri Danish Aggarwal	AD	Ministry of Skill Development and Entrepreneurship
159	Shri Aman Kumar	AD	Ministry of Skill Development and Entrepreneurship
160	Shri Divyanshu .	AD	Ministry of Skill Development and Entrepreneurship
161	Shri Arpit Srivastava	AD	Ministry of Skill Development and Entrepreneurship
162	Shri Manish Mishra	AD	Ministry of Skill Development and Entrepreneurship
163	Shri Sumant Kumar	AD	Ministry of Skill Development and Entrepreneurship
164	Shri Sanchay Bapat	AD	Ministry of Skill Development and Entrepreneurship
165	Ms. Naina Nagpal	AD	Ministry of Skill Development and Entrepreneurship
166	Shri Rishab Khattri	AD	Ministry of Skill Development and Entrepreneurship
167	Shri Shubham Shankar	AD	Ministry of Skill Development and Entrepreneurship
168	Shri Aryan Jangra	AD	Ministry of Skill Development and Entrepreneurship
169	Ms. Pooja Verma	AD	Ministry of Skill Development and

			Entrepreneurship
170	Shri Amit Kumar Yadav	AD	Ministry of Skill Development and Entrepreneurship
171	Shri Himanshu -	AD	Ministry of Skill Development and Entrepreneurship
172	Ms. Ankita Bansal	AD	Ministry of Skill Development and Entrepreneurship
173	Shri Tejas Kiran Patil	AD	Ministry of Skill Development and Entrepreneurship
174	Shri Yash Pal	AD	Ministry of Skill Development and Entrepreneurship
175	Shri Swapndeeep Chouhan	AD	Ministry of Skill Development and Entrepreneurship
176	Shri Jaishiv Sharma	AD	Ministry of Skill Development and Entrepreneurship
177	Shri Suryakant Mishra	AD	Ministry of Skill Development and Entrepreneurship
178	Shri Rajesh Kumar	AD	Ministry of Skill Development and Entrepreneurship
179	Shri Palthiya Ramkumar	AD	Ministry of Skill Development and Entrepreneurship
180	Shri Amit Jeph	AD	Ministry of Skill Development and Entrepreneurship
181	Shri Surendra Kumar Meena	AD	Ministry of Skill Development and Entrepreneurship
182	Shri Manish Gupta	AD	Ministry of Skill Development and Entrepreneurship
183	Shri Shramev Sharma	AD	Ministry of Skill Development and Entrepreneurship
184	Shri Sanket Vasant Shinde	AD	Ministry of Skill Development and Entrepreneurship
185	Ms. Meghana Sonaji	AD	Ministry of Skill Development and Entrepreneurship
186	Ms. Kanika Meena	AD	Ministry of Skill Development and Entrepreneurship
187	Shri Rahul Priyadarshi	AD	Ministry of Skill Development and Entrepreneurship
188	Shri Abhishek Kumar	AD	Ministry of Skill Development and Entrepreneurship
189	Shri Amandeep Singh	ASO	PMO
190	Shri Amit Sheoran	ASO	PMO
191	Shri Ankit Kumar	ASO	PMO
192	Shri Ankur Gaur	ASO	PMO
193	Shri Anshu Kumar	SO	PMO
194	Shri Arunesh Kumar Singh	SO	PMO

195	Shri Benjamin Kamlianmung	ASO	PMO
196	Shri Chank Narayan	ASO	PMO
197	Smt. Deepti Na	ASO	PMO
198	Shri Omendra Singh Gautam	SO	PMO
199	Shri Prateek Kumar Arora	SO	PMO
200	Shri Ranjeet Yadav	ASO	PMO
201	Ms. Rashi Jain	ASO	PMO
202	Shri S Sundardevan	ASO	PMO
203	Shri Sandeep Singh	ASO	PMO
204	Shri Sudhanshu Shekhar	ASO	PMO
205	Shri Surajit Basak	ASO	PMO
206	Ms. Utsa Banerjee	ASO	PMO
207	Shri Yashank Pathak	ASO	PMO
208	Shri Yogesh Kumar	SO	PMO
209	Shri Amar Kumar	DD	Ministry of Skill Development
210	Shri Anil Kumar	AD	Ministry of Skill Development
211	Shri Avinash S Hedao	AD	Ministry of Skill Development
212	Shri Bailochan Gahan	AD	Ministry of Skill Development
213	Smt. Devinder Kaur	AD	Ministry of Skill Development
214	Shri G. Sajith Kumar	US	Ministry of Skill Development
215	Shri Hemant D Ganjare	JD	Ministry of Skill Development
216	Shri Kamal Katahar	SO	Ministry of Skill Development
217	Shri Kaushik Ratan Borthakur	AO	Ministry of Skill Development
218	Shri Lokendra Oriya	SO	Ministry of Skill Development
219	Shri Mohandas Challa	US	Ministry of Skill Development
220	Shri Naveen Arora	US	Ministry of Skill Development
221	Smt. Neeru Wadhwa	AS	Ministry of Skill Development
222	Shri Pankhi Lal Meena	DS	Ministry of Skill Development
223	Shri Prabhat Kumar Singh	US	Ministry of Skill Development

224	Shri Rajesh Meena	DD	Ministry of Skill Development
225	Smt. Sangeeta Sharma	AD	Ministry of Skill Development
226	Shri Sanjay Kumar	AD	Ministry of Skill Development
227	Shri Shankar Pandit	US	Ministry of Skill Development
228	Shri Shrikant S Sonavane	AD	Ministry of Skill Development
229	Shri Sridhar N	AD	Ministry of Skill Development
230	Smt. Sumitra Toppo	SO	Ministry of Skill Development
231	Smt. Usha Usha	US	Ministry of Skill Development
232	Shri Deepak Sharma	ASO	Ministry of skill development and entrepreneurship
233	Shri Akshay Solanki	ASO	Ministry of skill development and entrepreneurship
234	Shri Parveen Kumar	ASO	Ministry of skill development and entrepreneurship
235	Shri Anuj Dalal	ASO	Ministry of skill development and entrepreneurship
236	Shri Rajeev Kumar Verma	ASO	Ministry of skill development and entrepreneurship
237	Shri Utpal Bayan	AP	Ministry of skill development and entrepreneurship
238	Shri Shiv Kumar	Jr. TA	Ministry of skill development and entrepreneurship
239	Shri Shiv Kumar	Jr.TA	Ministry of skill development and entrepreneurship
240	Shri Mohammad Sharik	ASO	Ministry of skill development and entrepreneurship
241	Ms. Manju M	ASO	Ministry of skill development and entrepreneurship
242	Shri Pooran Singh Nagar	Librarian	Ministry of skill development and entrepreneurship
243	Shri Sangit Kumar	ASO	Ministry of skill development and entrepreneurship
244	Shri Jagdish Chand Nishana	TO	Ministry of skill development and entrepreneurship
245	Shri Lovish Satija	ASO	Ministry of skill development and entrepreneurship
246	Smt. Manju Vijay	ASO	Ministry of skill development and entrepreneurship
247	Shri Yogya Verma	ASO	Ministry of skill development and entrepreneurship
248	Ms. Chanchal Tyagi	ASO	Ministry of skill development and entrepreneurship
249	Shri Nikhil Choudhary	ASO	Ministry of skill development and entrepreneurship
250	Shri Rohit Kumar	ASO	Ministry of skill development and entrepreneurship

251	Shri Sikandar Mehra	ASO	Ministry of skill development and entrepreneurship
252	Shri Ravi Yadav	ASO	Ministry of skill development and entrepreneurship
253	Shri Rishabh Sriwastava	ASO	Ministry of skill development and entrepreneurship
254	Shri Anil Kumar	RA	Ministry of skill development and entrepreneurship
255	Smt. Monika Chaudhary	TO	Ministry of skill development and entrepreneurship
256	Smt. Rita Bose	ASO	Ministry of skill development and entrepreneurship
257	Shri Ashok Kimar	ASO	Ministry of skill development and entrepreneurship
258	Shri Prem Singh Rawat	ASO	Ministry of skill development and entrepreneurship
259	Smt. Babita Prasad	TO	Ministry of skill development and entrepreneurship
260	Shri Vaibhav Vashista	ASO	Ministry of skill development and entrepreneurship
261	Shri Davinder Goel	ASO	Ministry of skill development and entrepreneurship
262	Ms. Varsha Singh	ASO	Ministry of Health and Family Welfare
263	Smt. Simran Sachdeva	SO	Ministry of Health and Family Welfare
264	Shri Sandeep Dhanda	ASO	Department of Health and Family Welfare
265	Shri Mayukh Ranjan Paul	SO	Ministry of Health & Family Welfare
266	Shri Aditya Lohia	SO	Ministry of Health and Family Welfare
267	Smt. Neha Bisht	ASO	Ministry of Health & Family Welfare
268	Shri Rajneesh Dixit	ASO	Ministry of Health and Family Welfare
269	Shri Ashish Verma	ASO	Ministry of Health & Family Welfare
270	Smt. Prerna Gupta	ASO	Ministry of Health and Family Welfare
271	Smt. Neha Rani Jain	ASO	Ministry of Health & Family Welfare
272	Smt. Neeta Singh	ASO	M/o Health and Family Welfare
273	Shri Rohit Singh	ASO	MINISTRY OF HEALTH & FAMILY WELFARE
274	Shri Saurabh Chahal	ASO	Ministry of Health & Family Welfare
275	Shri Ashish Kumar	ASO	Ministry of Health and Family Welfare
276	Shri Nishant Kumar	ASO	Ministry of labour employment
277	Shri Hemant Sharma	US	Ministry of Labour and Employment
278	Shri Naresh Kumar	ASO	Ministry of Labour and @Employment
279	Shri Kumar Yogesh	SO	Ministry of Health and Family Welfare
280	Shri Vijay Prakash	SO	Ministry of Labour and Employment
281	Shri Bidyut Bhattacharya	ASO	Ministry of Labour and Employment
282	Shri Ram Parkash	ASO	M/o Labour & Employment
283	Shri Amarjeet Singh	ASO	Ministry Of Labour and Employment
284	Shri Kishore Kumar	ASO	Ministry of Labour & Employment
285	Shri Sombir Na	Investigator	Ministry of labour & Employment

286	Shri Rajesh Ranjan	ASO	M/o Labour & Employment
287	Shri Rajender Singh Kaushik	US	Ministry of Labour and Employment
288	Ms. Rose Mary Laldawngliani	SO	M/o Labour and Employment
289	Shri Naresh Kumar	TO	Ministry of Environment Forest and Climate Change
290	Shri Vinod Kumar	SO	Ministry of Environment Forest and Climate Change
291	Shri Dayananda N	TO	Ministry of Environment Forest and Climate Change
292	Shri K G Narayanan Kutty	TO	Ministry of Environment Forest and Climate Change
293	Shri Mrityunjaya Patil	TO	Ministry of Environment Forest and Climate Change
294	Shri Nand Kishor Dimri	TO	Ministry of Environment Forest and Climate Change
295	Shri Jiju J S	TO	Ministry of Environment Forest and Climate Change
296	Shri Rajesh Kumar	TO	Ministry of Environment Forest and Climate Change
297	Shri Sunny Goel	TO	Ministry of Environment Forest and Climate Change
298	Shri Anand Prakash	RI	Ministry of Environment Forest and Climate Change
299	Shri Manoj Kumar Khandelwal	TO	Ministry of Environment Forest and Climate Change
300	Shri Ravinder Singh	TO	Ministry of Environment Forest and Climate Change
301	Shri Dattatray Bibhishan Shere	RI	Ministry of Environment Forest and Climate Change
302	Smt. Sunita Sunita	RI	Ministry of Environment Forest and Climate Change
303	Shri Shrawan Kumar	RI	Ministry of Environment Forest and Climate Change
304	Ms. Shikha Sharma	SO	PMO
305	Shri Vinod Meena	ASO	PMO
306	Smt. Annu Chhoker	ASO	PMO
307	Shri Vijay Singh Negi	SO	PMO
308	Shri Manjeet Singh	ASO	PMO
309	Shri Himanshu Tyagi	ASO	PMO
310	Shri Manish Sirohi	ASO	PMO
311	Shri Yogesh Sahu	ASO	PMO
312	Shri Mohammad Jami Abdul Wasey	ASO	PMO
313	Shri Anil Kumar Verma	ASO	PMO
314	Ms. Archa Bhardwaj	ASO	PMO
315	Ms. Shreya Shreya	ASO	PMO
316	Shri Anuj Kumar Bhoumik	ASO	PMO

317	Shri Binod Bihari Singh	US	PMO
318	Shri Yogesh Kumar	ASO	PMO
319	Ms. Yashi Gupta	ASO	PMO
320	Shri Anand Kumar	ASO	PMO
321	Ms. Poonam Sharma	ASO	PMO
322	Shri Mahipal Singh	ASO	PMO
323	Shri Dinesh Pal Singh	ASO	PMO
324	Shri Rakesh Kumar	TO	Ministry of Environment, Forest and Climate Change
325	Shri Pamposh Mohan Koul	TO	Ministry of Environment, Forest and Climate Change
326	Shri Ritesh Yadav	RI	Ministry of Environment, Forest and Climate Change
327	Dr. Bhawana Kapkoti Negi	TO	Ministry of Environment, Forest and Climate Change
328	Smt. M.sivagami Selvi	TO	Ministry of Environment, Forest and Climate Change
329	Shri Hare Ram Kumar	TO	Ministry of Environment, Forest and Climate Change
330	Shri Sujoy Dutta	TO	Ministry of Environment, Forest and Climate Change
331	Shri Abhishek Chandra Mishra	RI	Ministry of Environment, Forest and Climate Change
332	Shri Karthik M L	TO	Ministry of Environment, Forest and Climate Change
333	Shri Jitesh Kumar	TO	Ministry of Environment, Forest and Climate Change
334	Shri Kunal Mitra	ASO	PMO
335	Shri Sanjay Kumar Mishra	US	PMO
336	Shri Ajit Balanujan	ASO	PMO
337	Ms. Deepika Sharma	ASO	PMO
338	Shri Kumar Rajiv Ranjan	ASO	PMO
339	Ms. Appu Yadav	ASO	PMO
340	Shri Vipul Garg	ASO	PMO
341	Smt. Dixita Gupta	ASO	PMO
342	Shri Niraj Kumar	ASO	PMO
343	Shri Raj Kishore	ASO	PMO
344	Shri Neeraj Jha	ASO	PMO
345	Shri Avinash Sonkar	ASO	PMO
346	Shri Sidhant Khajuria	ASO	PMO
347	Shri Alok Kumar Gupta	ASO	PMO
348	Shri Arun Kumar Mahendru	ASO	PMO
349	Shri Shiv Raj Meena	ASO	PMO
350	Shri Pratikshit Singh	ASO	PMO
351	Shri Amit Dahiya	ASO	PMO
352	Shri Arun Nimbekar	ASO	Ministry of Skills Development
353	Shri Davender Prasad	ASO	Ministry of Skills Development

354	Shri Deepak Bharti	ASO	Ministry of Skills Development
355	Shri Harish Kumar Vashistha	JTA	Ministry of Skills Development
356	Shri Kapil	ASO	Ministry of Skills Development
357	Shri Kranti Verma	JTO	Ministry of Skills Development
358	Shri Manish Kumar	OS	Ministry of Skills Development
359	Ms. Monika Goswami	ASO	Ministry of Skills Development
360	Shri Parveen Kumar	JTO	Ministry of Skills Development
361	Ms. Pooja Yadav	JTO	Ministry of Skills Development
362	Shri Prem Shankar Jaiswal	STO	Ministry of Skills Development
363	Ms. Pushpa Chauhan	ASO	Ministry of Skills Development
364	Shri Rahul Raj	ASO	Ministry of Skills Development
365	Shri Ravi Kumar	ASO	Ministry of Skills Development
366	Shri Ravi Kumar Meena	ASO	Ministry of Skills Development
367	Shri Satish Kumar	ASO	Ministry of Skills Development
368	Smt. Shipra Jacob	TO	Ministry of Skills Development
369	Smt. Sunita Dawar	SO,	Ministry of Skills Development

ANNEXURE 5

ANNEXURE 5: LIST OF SUPERVISOR/REPORTING OFFICERS WHO HAVE RESPONDED DURING THE STUDY.

SL. No.	Name of the Assessment Supervisor/Officer:	Designation of the Assessment Supervisor/Officer:	MDO (Ministry / Department / Organisation):
1	Rajender Singh Kaushik	Under Secretary	Ministry of Labour and Employment
2	GEETHA RAJA	SECTION OFFICER	Ministry of finance department of expenditure
3	Harish Vedi	Section officer	Ministry of Labour & Employment
4	Suveena Thakur	Asst Inspector General of Forests	Ministry of Environment, Forest and climate Change
5	Sonu bhatia	under Secretary	Ministry of Skill Development and Entrepreneurship
6	Sanjay Kumar Chauhan	AIGF	Ministry of Environment Forest and Climate change
7	Sunita Dawar	Section Officer/Drawing & Disbursing Officer	Ministry of Skill Development & Entrepreneurship
8	Siam Khan Muan Guite	AIGF	Ministry of Environment Forest and Climate change
9	Suneet Bhardwaj	AIG	Ministry of Environment Forest and Climate change
10	Anuradha Ramakrishnan	Section Officer	Ministry of Health and Family Welfare
11	AJAI KUMAR GUPTA	SECTION OFFICER	Ministry of ports, shipping and waterways
12	Y.P Singh, US	Under Secretary	Ministry of Defence
13	Partha Paul	Under Secretary	Ministry of finance (Department of Expenditure)
14	KAILASH CHAND MEENA	SECTION OFFICER	Ministry of finance (Department of Expenditure)
15	Dr. M. Ramesh	Scientist 'E'	Ministry of Environment , Forests and Climate Change
16	Rahul Priyadarshi	Assistant Director	Ministry of Skill Development and Entrepreneurship

17	Avinash Kusumakar	Under Secretary	Ministry of Port, Shipping and Waterways.
18	gopinath nayak	Deputy Secretary	Ministry of Port, Shipping and Waterways.
19	UJJWAL BISWAS	DIRECTOR	Ministry of skill development and entrepreneurship
20	KARTHIKEYAN K	AIGF	Ministry of Environment , Forests and Climate Change
21	B N ANJANKUMAR	AIGF(C)	Ministry of Environment Forest and Climate change
22	MANEESH KUMAR	ASSISTANT INSPECTOR GENERAL OF FOREST	Ministry of Environment Forest and Climate change
23	Dr. S. H. K. Murti	Assistant Inspector General of Forests	Ministry of Environment , Forests and Climate Change
24	Gaurav Chaturvedi	Section Officer	Health and Family Welfare
25	Sanjay Kumar Shukla	IGF	Ministry of Environment Forest and Climate change
26	Gajendra Prakash Narwane	Assistant Inspector General of Forests	Ministry of Environment Forest and Climate change
27	Dr. Prachi Gangwar	Deputy Inspector General of Forests	Ministry of Environment Forest and Climate change
28	Manoj Kumar Khandelwal	Technical Officer (Forestry) Grade-I	Ministry of Environment, Forest and Climate Change
29	Shashi Shankar	AIGF	Ministry of Environment Forest and Climate change
30	C B TASHILDAR	AIGF	Ministry of Environment, Forest and Climate Change
31	Abhijit Roy	Under Secretary	Ministry of Environment, Forest and Climate Change
32	Raja Ram Singh	Deputy Inspector General of Forests (C)	Ministry of Environment, Forest and Climate Change
33	Dr. Dheeraj Mittal	AIGF	Ministry of Environment, Forest and Climate Change

34	Chandra Kishore Shukla	Under Secretary	PMO
35	Ajay Kumar	Deputy Secretary	Ministry of Food Processing Industries.
36	Kamal Kant	Under Secretary	Ministry of Defence
37	Rajeev Ranjan Verma	Under Secretary	Ministry of Defence
38	Vivek Vishal	Section Officer	Ministry of Labour & Employment.
39	Sailaja Nanda	Section Officer	Ministry of Labour & Employment.
40	SAURABH OMAR	UNDER SECRETARY	Ministry of Labour & Employment.
41	HARIT KUMAR	SECTION OFFICER	Ministry of Labour & Employment.
42	Brajesh Bhardwaj	Section officer	Ministry of Labour & Employment.
43	Saket Sourav	Section Officer	Ministry of Defence
44	PRADEEP KUMAR	SECTION OFFICER	Ministry of Labour & Employment.
45	Satinder Kaur	U.S.	Ministry of Defence
46	Vinay Kumar Tarun	Section Officer	Ministry of Food Processing Industries.
47	Tual Za Kam	Under Secretary	Ministry of Food Processing Industries.
48	Chandra Kishore Shukla	Under Secretary	PMO
49	Vinod Yadav	SO	Ministry of Defence
50	Prodip Kumar Mondal	Under Secretary	Ministry of Food Processing Industries.
51	Sobana Pramod	DIRECTOR	PMO
52	Mukul Dixit	Under Secretary	PMO
53	Sanjay Kuamr Mishra	Under Secretary	PMO
54	Prateek Kumar Arora	Section Officer (Cash)	PMO
55	Vijay Singh Negi	Section Officers	PMO
56	Mansi Mehta	Assistant Financial Adviser	Ministry of Defence
57	Manoj Kumar Verma	Under Secretary	M/o Health
58	Sujeet Nath Charan	Section Officer	M/o Health

ANNEXURE 6

ANNEXURE 6: LIST OF TRAINED OFFICERS FROM DIFFERENT MINISTRIES WHO HAVE RESPONDED DURING THE STUDY.

1	Danish aggarwal	Assistant Director	Ministry of skill development and entrepreneurship
2	Rahul Raj	Assistant section officer	Ministry of skill development and entrepreneurship
3	Manoj Kumar Khandelwal	Technical Officer (Forestry) Grade-I	Ministry of Environment, Forest and Climate Change
4	Meenu	ASO	Ministry of food processing industries
5	Neha Rani Jain	Assistant Section Officer	Ministry of Health and Family Welfare
6	Dharam Singh	Section Officer	Ministry of Social Justice & Empowerment, Deptt. of Social Justice & Empowerment
7	Reena Bai	ASO	Ministry of Labour and Employment
8	Nishant sheoran	ASO	Ministry of labour and employment
9	Naresh Kumar	Technical Officer (Forestry) Grade-I	Ministry of Environment Forest and Climate Change
10	MANEESH PANT	ASSISTANT SECTION OFFICER	Ministry of ports shipping and waterways
11	DAYANANDA	TECHNICAL OFFICER (FORESTRY)	Ministry of Environment, Forest and Climate Change
12	Mrityunjaya Patil	Technical Officer (Forestr) Grade II	Ministry of Environment, Forest and Climate Change
13	K G NARAYANAN KUTTY	TECHNICAL OFFICER (FORESTRY), GR.I	Ministry of Environment, Forest and Climate Change
14	prince garg	SO	Ministry of ports shipping and waterways
15	Rakesh Kumar	Technical Officer	Ministry of Environment, Forests and Climate Change
16	Shere Dattatray Bibhishan	Research Investigator (Forestry)	Ministry of Environment, Forest and Climate Change
17	pushp	ASO	Ministry of Skill Development & Entrepreneurship
18	AMIT KUMAR	SECTION OFFICER	DGLW, MINISTRY OF LABOUR AND EMPLOYMENT
19	Vandana Yadav	Assistant Section Officer	Ministry of Finance (Department of Expenditure)
20	Jiju J. S.	Technical Officer	Ministry of Environment Forest and Climate Change
21	Kaustuv Kanti Neogi	Assistant Section Officer	Ministry of Defence

22	NEERAJ NARA	ASSTT SECTION OFFICER	Ministry of civil aviation
23	Ravi Kumar Shaw	ASO	Ministry of Defence
24	Prasanjeet Tripathi	Assistant Section Officer	Ministry of Defence
25	Shri. Shiv Kumar	Section Officer	Ministry of Food Processing Industries
26	RAKESH KUMAR RANJAN	SECTION OFFICER	Ministry of Food processing industries
27	Sharad N. Hulale	Under Secretary	Ministry of Food Processing Industries.
28	Dr. Shaikh Nadeem Ahmed	Deputy Director (LP)	Ministry of Food Processing Industries
29	Jai Krishan	ASO	Ministry of defence
30	Poonam Vimal	Senior Translation Officer	Ministry of skill development and entrepreneurship
31	SHRAWAN KUMAR	RESEARCH INVESTIGATOR	Ministry of Environment Forest and Climate Change
32	Manbir Singh	Section Officer	Ministry of Labour and Employment
33	M.Sivagami Selvi	Technical Officer(Forestry)	Ministry of Environment Forest and Climate Change
34	Monica Lamba	ASO	Ministry of Food Processing Industries
35	Pankaj Dahiya	Section Officer	Ministry of Defence
36	Sanjay Gupta	Senior Inspecting Officer	Ministry of Food Processing Industries
37	Neha Bisht	Assistant Section Officer	Ministry of Health & Family Welfare
38	YOGESH KUMAR	SECTION OFFICER	PMO
39	VIVEK SINGH	SECTION OFFICER	MINISTRY OF LABOUR & EMPLOYMENT
40	Anuj Kumar	aso	Ministry of Skill development and entrepreneurship
41	HARIKESH MEENA	ASSISTANT SECTION OFFICER	MINISTRY OF PORTS, SHIPPING AND WATERWAYS
42	Priyank Raj Garg	Assistant Section Officer	Ministry of Labour and Employment
43	Kapil Dev	Section Officer	Ministry of Labour & Employment
44	GULBIR SINGH	ASSISTANT SECTION OFFICER	MINISTRY OF LABOUR AND EMPLOYMENT
45	Shri Anil kumar	Investigator Grade II	Ministry of labour
46	LOKESH KUMAR MEENA	ASSISTANT SECTION OFFICER	DEPARTMENT OF SOCIAL JUSTICE AND EMPOWERMENT
47	Anita Meena	Assistant	Department of Social Justice and

		Section Officer	Empowerment
48	Mohit Kumar	Assistant Section Officer	Ministry of Civil Aviation
49	Harish vedi	Section officer	Ministry of Labour and Employment
50	GURMUKH SINGH	SECTION OFFICER	Ministry of Defence.
51	MS SAKSHI	ASSISTANT SECTION OFFICER	Ministry of Skill development and entrepreneurship.
52	Sher Singh Meena	Assistant Section Officer	Ministry of Labour & Employment
53	Amit Kumar	Assistant Section Officer	Ministry of Labour & Employment
54	HEMANT SHARMA	UNDER SECRETARY	Ministry of Labour & Employment
55	kishore kumar	Assistant Section Officer	Ministry of Labour & Employment
56	Sombir	Investigator grade II	Ministry of Labour & Employment
57	Vikrant Singh Chhikara	Assistant Section Officer	Ministry of Labour & Employment
58	Puneet Kumar	Assistant Section Officer	Ministry of Labour & Employment
59	Nishant Kumar	ASO	Ministry of Labour & Employment
60	Dharmdev Lal Anand	Assistant Section Officer	Ministry of Ports, Shipping & Waterways
61	Nand Kishor Dimri	Technical Officer	Ministry of Environment, Forest and Climate Change
62	Rajesh Ranjan	Assistant Section Officer	Ministry of Labour & Employment
63	Pawan Kumar	ASO	Ministry of Defence
64	ram parkash	Assistant Section Officer	Ministry of Labour & Employment
65	ANAND PRAKASH	RESEARCH INVESTIGATOR	Ministry of Environment, Forest and Climate Change
66	Ritesh Yadav	Research Investigator (Forestry)	Ministry of Environment, Forest and Climate Change
67	Jitesh Kumar	Technical Officer Forestry Grade I	Ministry of Environment, Forest and Climate Change
68	Mateen Ahmad	Under Secretary	Ministry of Food Processing Industries
69	Sujoy Dutta	Technical Officer (Forestry)	Ministry of Environment, Forest & Climate Change
70	Manjeet	SO	Ministry of Defence
71	Pausianmung Hauzel	Section Officer	Ministry of Ports, Shipping and Waterways
72	MEGHA MENON	ASSISTANT SECTION	Ministry of Civil Aviation

		OFFICER	
73	Deepak Chandolia	Section Officer	Ministry of Defence
74	Pramod Kumar Singh	Section Officer	Ministry of Skill development and entrepreneurship.
75	Vinod Kumar	Technical Officer (Forestry) Grade-1	Ministry of Environment, Forest & Climate Change.
76	Dalveer Singh	ASO	Ministry of Food Processing Industries
77	Ajit Kumar	Section Officer	Ministry of Food Processing Industries
78	Bhoopender Kumar	Assistant Section Officer	Ministry of Food Processing Industries
79	Dr. Venkateswaran V	Technical Officer	Ministry of Food Processing Industries
80	Parmod	Assistant Section Officer	Ministry of Defence
81	Abhishek Chandra Mishra	Research Investigator	Ministry of Environment, Forest & Climate Change.
82	Vinay Kumar Traun	Section Officer	Ministry of Food Processing Industries
83	SHAMBHU KUMAR	ASO	Ministry of Defence.
84	Mohd Tuseef Hussain	Under Secretary	Ministry of Ports, Shipping & Waterways
85	ADITYA LOHIA	SECTION OFFICER	Ministry of Health and Family welfare
86	Ramakanwar	Assistant Section Officer	Ministry of Skill development and entrepreneurship.
87	ROHIT SINGH	SECTION OFFICER	Ministry of Health and Family welfare
88	Rajneesh Dixit	ASP	Ministry of Health and Family Welfare
89	Anadi Choudhary	ASO	Ministry of Finance (Department of expenditure)
90	Prerna Gupta	Assistant Section Officer	Ministry of Health and Family Welfare
91	Sumit shekhar	Assistant section officer	Ministry of finance (Department of expenditure)
92	Arvind	Assistant Section Officer	Ministry of Finance (Department of expenditure)
93	Gaurav rana	Assistant section officer	Ministry of Finance (Department of expenditure)
94	Krishnakant Prasad`	Section Officer	Ministry of Finance (Department of expenditure)
95	Kailash Chand Meena	Section Officer	Ministry of Finance (Department of expenditure)
96	Sandeep Dhanda	Assistant Section Officer	Ministry of Health and Family Welfare
97	Ranjan Kumar	Assistant Section Officer	Ministry of Finance (Department of expenditure)
98	Shashank	ASO	Ministry of Finance (Department of expenditure)
99	DILIP KUMAWAT	ASSISTANT	Ministry of Finance (Department of

		SECTION OFFICER	expenditure)
100	Bharati.gusain@nic.in	Section Officer	Ministry of Finance (Department of expenditure)
101	Udita Gaur	Assistant Section Officer	Ministry of Finance (Department of expenditure)
102	Vandana Yadav	Assistant Section Officer	Ministry of Finance (Department of expenditure)
103	Saurabh Chahal	Assistant Section Officer	Ministry of Health & Family Welfare
104	Ashish Verma	Assistant Section Officer	Ministry of Health & Family Welfare
105	Ankit Singh	Assistant section officer	Ministry of Finance (Department of expenditure)
106	Ashish Kumar	Assistant Section Officer	Ministry of Health & Family Welfare
107	Deepika	A.S.O	Ministry of Finance (Department of expenditure)
108	Ankit Srivastava	Assistant Section Officer	Ministry of Finance (Department of expenditure)
109	SIMRAN SACHDEVA	SECTION OFFICER	Ministry of Health & Family Welfare
110	Sandeep kuma	ASO	Ministry of Finance (Department of expenditure)
111	Nenavath Srinu	ASO	Ministry of Finance (Department of expenditure)
112	KUMAR YOGESH	SECTION OFFICER	Ministry of Health & Family Welfare
113	Amarjeet Mohil	ASO	Ministry of Finance (Department of expenditure)
114	Neeta Singh	Section Officer	Ministry of Health & Family Welfare
115	Anurag Singh	ASO	Department of Expenditure
116	Surender Kumar	Aso	Ministry of Finance (Department of expenditure)
117	Anakha Pillai	Young Professional	Ministry of Civil Aviation
118	Kirti Nives Sharma	Assistant Section Officer	Ministry of Food Processing Industries
119	Anurag Kumar	Assistant Section Officer	Ministry of Food Processing Industries
120	Yogesh Kumar	ASO	Ministry of Finance (Department of expenditure)
121	Varsha Singh	ASO	Ministry of Health and Family Welfare
122	S P Singh	US	Ministry of Civil Aviation
123	Pratik Prabhakar	ASO	Ministry of Finance (Department of expenditure)
124	Pankaj Kumar Saini	Assistant Section Officer	Ministry of Finance (Department of expenditure)
125	Sibin Thomas	Young	Ministry of Civil Aviation

		Professional	
126	Sonu Kumar	Assistant Section Officer	Ministry of Food Processing Industries
127	Ajay Kumar Jindal	Assistant section officer	Ministry of Finance (Department of expenditure)
128	Kiran Raj	Assistant Section Officer	Ministry of Finance (Department of expenditure)
129	Siddharth Sagar	Assistant Section Officer	Ministry of Finance (Department of expenditure)
130	Ria Sinha	Under Secretary	Ministry of Labour and Employment
131	BIDYUT BHATTACHARYA	ASO	Ministry of Labour and Employment
132	VIJAY PRAKASH	SECTION OFFICER	Ministry of Labour and Employment
133	Chandra Dutt Singh	Assistant Section Officer	Ministry of Finance (Department of expenditure)
134	Lalit Prasa	Young professional	Ministry of Finance (Department of expenditure)
135	Shashank Sharma	ASO	Ministry of Labour and Employment
136	Manish Kumar Yadav	Under Secretary	Ministry of Ports, Shipping & Waterways
137	Pooja Soni	Assistant Section Officer	Ministry of Finance (Department of expenditure)
138	Naveen Sharma	Assistant Section Officer	Ministry of Finance (Department of expenditure)
139	Rahul Kumar	Assistant Section Officer	Ministry of Finance (Department of expenditure)
140	Pradeep Kumar Choudhary	Section Officer	Ministry of Ports, Shipping & Waterways
141	Lalit Sethiya	ASO	Ministry of Finance (Department of expenditure)
142	Anadi Sharma	Under Secretary	Ministry of Ports, Shipping & Waterways
143	PATIL TEJAS KIRAN	Assistant Director	Ministry of Skill Development and Entrepreneurship
144	Rajesh Kumar	Assitant Director	Ministry of Skill Development and Entrepreneurship
145	Shinde Sanket Vasant	Assistant Director	Ministry Of Skill Development and Entrepreneurship
146	Sonaji Meghana	Assistant Director	Ministry of Skill Development and Entrepreneurship
147	Parveen Kumar	Assistant Section Officer	Ministry of Skill Development and Entrepreneurship
148	Bailochan Gahan	Asstt. Director	Ministry of Skill Development and Entrepreneurship
149	prem singh rawat	ASO	Ministry of Skill Development and Entrepreneurship
150	Vaibhav Vashista	Assistant Section Officer	Ministry of Skill Development and Entrepreneurship
151	Chanchal Tyagi	ASO	Ministry of Skill Development and Entrepreneurship

152	Shiv Kumar	JTA	Ministry of Skill Development & Entrepreneurship
153	Pooran Singh Nagar	Librarian	Ministry of Skill Development and Entrepreneurship
154	Sumant kumar	Asst Director	Ministry of Skill Development and Entrepreneurship
155	Ajoy Kant	Section Officer	Ministry of Ports, Shipping & Waterways
156	SHASHANK AGRAWAL	Assistant Section Officer (ASO)	Ministry of Finance (Department of expenditure)
157	Prashant Deep	Assistant Section officer	Ministry of Finance (Department of expenditure)
158	KULDEEP SINGH	Assistant Section Officer	Ministry of Ports Shipping and Waterways
159	Ajoy Kant	Section Officer	Ministry of Ports Shipping and Waterways
160	Harish Kumar Vashistha	Junior Technical Assistant	Ministry of Skill Development and Entrepreneurship
161	Thawar Singh	Under Secretary	Ministry of Food Processing Industries
162	Anakha Pillai	Young professional	Ministry of Civil Aviation
163	Manju	ASSISTANT SECTION OFFICER	Ministry of Skill Development & Entrepreneurship
164	Pamposh mohan koul	Technical officer	Ministry of Environment, Forest & Climate Change
165	Rajesh kumar	Technical officer (forestry) grade-1	Ministry of Environment, Forest & Climate Change
166	Ashok Kumar	Assistant Section Officer	Ministry of Skill Development & Entrepreneurship.
167	Dr. Bhawana Kapkoti Negi	Technical Officer	Ministry of Skill Development & Entrepreneurship.
168	Sunny Goel	Technical Officer	Ministry of Environment, Forest & Climate Change
169	KAPIL	Assistant Section Officer	Ministry of Skill Development & Entrepreneurship
170	Ravinder Singh	Technical Officer (Forestry) Grade-I	Ministry of Environment, Forest and Climate Change
171	Hare Ram Kumar	Technical Officer (Forestry)	Ministry of Environment, Forest & Climate Change
172	shramev sharma	assistant director	Ministry of Skill Development & Entrepreneurship.
173	Shipra Jacob	Training Officer	Ministry of Skill Development & Entrepreneurship.
174	Parveen Kumar	Junior Technical Assistant	Ministry of Skill Development & Entrepreneurship.

175	Karthik M.L	Technical Officer (Gr. II)	Ministry of Environment Forest and Climate Change
176	sunita dawar	Section Officer/ DDO	Ministry of Skill Development & Entrepreneurship
177	Rita Bose	Assistant Section Officer	Ministry of Skill Development and Entrepreneurship
178	Deepak Kumar	Section Officer	Ministry of Defence
179	Rishab khattri	Assistant Director	Ministry of Skill Development and Entrepreneurship
180	AMAR KUMAR	Deputy Director	Ministry of Skill Development and Entrepreneurship
181	Rajesh Meena	Deputy Director	Ministry of Skill Development and Entrepreneurship
182	Amar Kumar	Deputy Director	Ministry of Skill Development and Entrepreneurship.
183	Rajeev Kumar Verma	Assistant Section Officer	Ministry of Skill Development and Entrepreneurship
184	Sangit Kumar	Assistant Section Officer	Ministry of Skill Development and Entrepreneurship
185	Deepak Sharma	Assistant Section Officer	Ministry of Skill Development & Entrepreneurship
186	N Sridhar	Asst. Director	Ministry of Skill Development & Entrepreneurship.
187	Suryakant Mishra	Assistant Director	Ministry of Skill Development & Entrepreneurship.
188	Shashank	Assistant section Officer	Ministry of Defence
189	Mohandas Challa	Under Secretary	Ministry of Skill Development & Entrepreneurship.
190	Monika Goswami	Assistant Section Officer	Ministry of Skill Development & Entrepreneurship
191	Manisha	Section Officer	Ministry of Labour and Employment.
192	Rajesh Kumar Adepu	Section Officer	Ministry of Skill Development & Entrepreneurship.
193	Sugandha	Section Officer	Ministry of Ports, Shipping and Waterways
194	Deepak Bharti	ASO	Ministry of Skill Development and Entrepreneurship
195	Bhushan Kanwadiya	Assistant Section Officer	Ministry of Ports, Shipping and Waterways
196	Mayukh Ranjan Paul	Section Officer	Ministry of Health & Family Welfare
197	Heena chauhan	Section officer	Ministry of Defence
198	Naina Nagpal	Asst. Director	Ministry of Skill Development & Entrepreneurship.
199	SATPAL YADAV	ASO	Ministry of Ports, Shipping and Waterways.
200	Manish Kumar	Office Superintendent	Ministry of Skill Development and Entrepreneur
201	Ravi Kumar Meena	ASO	Ministry of Skill Development and Entrepreneurship
202	Dr. Anil Kumar	Research	Ministry of Skill Development &

		Associate	Entrepreneurship.
203	Himanshu Joshi	Assistant Section Officer	Ministry of Ports, Shipping and Waterways
204	Anil Kumar	Deputy Director General	Ministry of Skill Development and Entrepreneurship.
205	Arpit Srivastava	AD	Ministry of Skill Development & Entrepreneurship.
206	S.K. Tiwari	Inspector (F&VP)	Ministry of Ports, Shipping and Waterways.
207	Davender Prasad	Assistant Section Officer	Ministry of Skill Development & Entrepreneurship.
208	RAJENDER SINGH KAUSHIK	UNDER SECRETARY	Ministry of Ports, Shipping and Waterways.
209	PARMANAND	ASSISTANT SECTION OFFICER	Ministry of Defence.
210	Naresh Kumar	ASO	Ministry of Labour and Employment.
211	SUNITA	TECHNICAL OFFICER	Ministry of Environment, Forest and Climate Change
212	Annu Legha	ASO	Ministry of Defence.
213	Abhishek Brahmania	Assistant Section Officer	Ministry of Defence.
214	Amit Kumar	ASO	Ministry of Defence
215	Santosh Kumar	ASO	Ministry of Defence
216	Y V JAYA LAKSHMI	PRIVATE SECRETARY	Ministry of Food Processing Industries
217	LOHRE RAM RAWAT	ASO	Ministry of Defence.
218	Pradeep Kumar	Section Officer	Ministry of Defence
219	Mukesh sah	ASO	Ministry of Defence.
220	ANAND KUMAR	ASO	Ministry of Defence.
221	PRADIP KUMAR MONDAL	UNDER SECRETARY	Ministry of Food Processing Industry
222	Tual Za Kam	Under Secretary	Ministry of Food Processing Industry
223	Prashant Kumar	ASO	Ministry of Food Processing Industry
224	Akshay Kumar	ASO	Ministry of Food Processing Industry
225	Shubham Tayal	ASO	Food Processing Industry
226	DEEPANSHU SINGHAL	ASO	Ministry of Food Processing Industry
227	Ramkesh Meena	Senior Inspecting Officer	Ministry of Food Processing Industry
228	GAURAV TONGARIA	SECTION OFFICER	Ministry of Food Processing Industry
229	Sanat Kumar Verma	Section Officer	Ministry of Food Processing Industry
230	Shipra Jacob	Training Officer	Ministry of Skill Development and Entrepreneurship
231	HARSH VARDHAN	ASSISTANT	Ministry of Skill Development and

	SHARMA	DIRECTOR	Entrepreneurship
232	Ravi Kumar	ASO	Ministry of Skill Development and Entrepreneurship
233	MANJU VIJAY	Assistant SECTION OFFICER	Ministry of Skill Development and Entrepreneurship
234	Babita Prasad	Training Officer	Ministry of Skill Development and Entrepreneurship
235	Monika Chaudhary	Training Officer	Ministry of Skill Development & Entrepreneurship
236	Prem Shankar Jaiswal	Sr Translation Officer	Ministry of Skill Development and Entrepreneurship
237	Pooja Verma	Assistant Director	Ministry of Skill Development and Entrepreneurship
238	Jagdish Chand Nishana	Training Officer	Ministry of Skill Development and Entrepreneurship
239	KRANTI VERMA	JUNIOR TECHNICAL ASSISTANT	Ministry of Skill Development and Entrepreneurship
240	Himanshu	Assistant Director	Ministry of Skill Development and Entrepreneurship
241	UTPAL BAYAN	Assistant Programmer	Ministry of Skill Development and Entrepreneurship
242	Naveen Kumar	Deputy Director	Ministry of Food Processing Industry
243	Mohammad Sharik	Assistant Section Officer	Ministry of Skill Development and Entrepreneurship
244	Arun Nimbekar	Assistant Section Officer	Ministry of Skill Development and Entrepreneurship
245	Ajay Choudhary	ASO	PMO
246	Chetna Yadav	ASO	PMO
247	Dinesh Pal Singh	ASO	PMO
248	Prateek Kumar Arora	Section Officer	PMO
249	Ramesh Yadav	Under Secretary	PMO
250	Sanjay Kumar Mishra	US	PMO
251	Shreya	ASO	PMO
252	Vijay Singh Negi	SO	PMO
253	Vinod Kumar Rawat,	SO	PMO
254	Vinod Meena	ASO	PMO
255	Ramesh Yadav	Under Secretary	PMO
256	Amit Gupta	Assistant Section Officer	PMO
257	Alok kumar Gupta	Assistant Section Officer	PMO
258	Anil kumar verma	Assistant section officer	PMO
259	yashi gupta	ASO	PMO
260	Arun kumar	Under secretary	PMO

ANNEXURE 7

Annexure 7: LIST OF NON-TRAINED OFFICERS FROM DIFFERENT MINISTRIES WHO HAVE RESPONDED DURING THE STUDY.

SL. No.	Name of the Officer/Official:	Designation	MDO (Ministry / Department / Organisation):
1	RAHUL SINHA	UNDER SECRETARY	Ministry of Labour and Employment.
2	Arijit	ASO	Ministry of Ports, Shipping and Waterways
3	ABHISHEK VERMA	ASO	Ministry of Ports, Shipping and Waterways
4	Anil Kumar	ASO	Ministry of Ports, Shipping and Waterways
5	Sharwan Kumar Benwal	ASO	Ministry of Ports, Shipping and Waterways
6	Prashant Singh	ASO	Ministry of Ports, Shipping and Waterways
7	Shashank Pawar	ASO	Ministry of Ports, Shipping and Waterways
8	Shama Parveen	ASO	Ministry of Labour and Employment.
9	Inka Goel	Technical Officer	Ministry of Environment, Forest and Climate Change
10	C Sasikumar	Technical Officer (Wildlife)	Ministry of Environment, Forest and Climate Change
11	Dr Yogesh Gairola	Technical officer	Ministry of Environment, Forest and Climate Change
12	KR MEENA	TECHNICAL OFFICER	Ministry of Environment, Forest and Climate Change
13	Dr. Sima	Technical Assistant (Wildlife)	Ministry of Environment, Forest and Climate Change
14	dimple rajain	a ASO	Ministry of Defence
15	anand kumar	ASO	Ministry of Defence
16	vishant yadav	ASO	Ministry of Environment, Forest and Climate Change
17	Love Kumar	Section Officer	Ministry of Environment Forest and Climate Change
18	SARVESH NARWAL	ASSISTANT SECTION OFFICER	Ministry of Environment, Forest and Climate Change
19	Manisha Olhyan	Assistant Section Officer	Ministry of Environment, Forest and Climate Change
20	Dinesh Kumar Singh	ASO	Ministry of Environment, Forest and Climate Change

21	Gajendra Gupta	ASO	Ministry of Environment Forest and Climate change
22	Chhavi yadav	Assistant section officer	Ministry of Environment, Forest and Climate Change
23	ARPIT GUPTA	ASSISTANT SECTION OFFICER	Ministry of Environment, Forest and Climate Change
24	Vinod Kumar Garg	Section Officer	Ministry of Environment, Forest and Climate Change
25	Sangeeta Bhatt	Section Officer	Ministry of Environment, Forest and Climate Change
26	Kanwal Jeet Singh	Section Officer	Ministry of Environment, Forest and Climate Change
27	Trilok Chand	ASO	Ministry of Environment and Forest and Climate change
28	Kunal Singh	Assistant Section Officer	Ministry of Environment Forest and Climate Change
29	Akanksha Sachan	ASO	Ministry of Environment, Forest and Climate Change
30	RAMJEE VERMA	ASO	Ministry of Environment, Forest and Climate Change
31	RAKESH KUMAR SETHI	ASO	Ministry of Environment, Forest and Climate Change
32	JAI DEV SINGH	ASO	Ministry of Defence
33	Ishita Dubey	ASO	Ministry of Environment, Forest and Climate Change
34	Kiran Bala	ASO (Adhoc)	Ministry of Environment, Forest and Climate Change
35	Manish Kumar Shrivastava	Section Officer	Environment, Forest and Climate change
36	Vipin	ASO	Ministry of Environment Forest and Climate Change
37	Prashant Kumar Singh	ASO	Ministry of Environment, Forest and Climate Change
38	SANTOSH KUMAR	Assistant Section Office	Ministry of Environment, Forest and Climate Change
39	Anil yadav	ASO	Ministry of Environment, Forest and Climate Change
40	Anuj Prakash Singh	Assistant Section Officer	Ministry of Environment, Forest and Climate Change
41	Divya Singhal	Section Officer	Ministry of Environment forests and climate change
42	Taranjeet Singh	Assistant Section Officer	Ministry of Environment, Forest and Climate Change
43	Neerja	S.O.	Ministry of Environment, Forest and Climate Change
44	Deepti Agarwal	ASO	Ministry of Environment,

			Forest and Climate Change
45	Varun Bhatia	ASO	Ministry of Environment forest and climate change
46	KUNAL KUMAR	Assistant Section Officer	Ministry of Environment, Forest and Climate Change
47	Juhika Agarwal	ASO	Ministry Of Environment Forest and Climate Change
48	Apoorv kumar	ASO	Ministry of Environment, Forest and Climate Change
49	Satbir singh	ASO	Ministry of Environment Forest and Climate Change
50	TUNTUN KUMAR SINGH	ASSISTANT SECTION OFFICER	Ministry of Environment, Forest and Climate Change
51	Pawan kumar Ram	Section officer	Ministry of Environment, Forest and Climate Change
52	Yogender Kumar	Assistant Section Officer	Ministry of Environment Forest and Climate Change
53	Mohammad Shavez	Section officer	Ministry of Environment, Forest and Climate Change
54	Srikala.S	Section Officer	Ministry of Health and Family Welfare
55	Sourabh Kumar	Section Officer	Ministry of Health & Family Welfare
56	SANJAY KUMAR	ASSISTANT SECTION OFFICER	Ministry of Health & Family Welfare
57	Praveen Bhardwaj	Assistant Section Officer	Ministry of Health & Family Welfare
58	Anita Malhotra	Assistant Section Officer	Ministry of Environment, Forest and Climate Change
59	KASU NATH SOREN	UNDER SECRETARY	Ministry of Environment, Forest and Climate Change
60	Asha m nair	Under secretary	Ministry of Environment, Forest and Climate Change
61	Shantanu Swaroop	Section Officer	Ministry of Environment, Forest and Climate Change
62	Mahendra Yadaw	Under Secretary	Ministry of Environment, Forest and Climate Change
63	SUNIL KUMAR	ASSISTANT SECTION OFFICER	Ministry of Environment, Forest and Climate Change
64	Subhangi Jonnalagadda	Under Secretary	Ministry of Environment, Forest and Climate Change
65	J.S Kanth	Under Secretary	Ministry of Environment, Forest and Climate Change
66	Vahjalhing Touthang	ASO	Ministry of Food Processing Industries
67	Manish Kumar Sharma	JTO	Ministry of Food Processing Industries

68	Sandip Kumar	ASO	Ministry of Environment, Forest and Climate Change
69	Vazir Singh	Under Secretary	Ministry of Environment, Forest and Climate Change
70	Satya Prakash	Under Secretary	Ministry of Environment, Forest and Climate Change
71	Pankaj Kumar Jha	ASO	Ministry of Environment, Forest and Climate Change
72	PRASOON TRIPATHI	UNDER SECRETARY	Ministry of Environment, Forest and Climate Change
73	Chander Ballabh	ASO	Ministry of Environment, Forest and Climate Change
74	Chawnglienmawi	Section Officer	Ministry of Health and Family Welfare
75	Raman khanna	Ministry of Environment	Ministry of Environment, Forest and Climate Change
76	Jacob Lalmalsawm	Section Officer	Ministry of Health and Family Welfare
77	Abhimanyu kumar Sharma	Section Officer	Ministry of Environment, Forest and Climate Change
78	Geeta Bhatnagar	Under Secretary	Ministry of Environment, Forest and Climate Change
79	Ambuj Kaushik	Assistant Section Officer	Ministry of Environment, Forest and Climate Change
80	Lalit Mohan	ASO	Ministry of Environment, Forest and Climate Change
81	Nikul	Section Officer	Ministry of Environment, Forest and Climate Change
82	Shivam Tyagi	ASO	Ministry of Environment, Forest and Climate Change
83	Arup Kumar Bhattacharyya	Under Secretary	Ministry of Environment, Forest and Climate Change
84	M C Beniwal	Under Secretary	Ministry of Environment, Forest and Climate Change
85	Satya Pal Singh	Under Secretary	Ministry of Environment, Forest and Climate Change
86	Gaurav Bansal	ASO	Ministry of Environment, Forest and Climate Change
87	Ashish Dhawan	Section Officer	Ministry of Environment, Forest and Climate Change
88	Japish Arora	ASO	Ministry of Environment, Forest and Climate Change
89	Sanjeeta Chatterjee	Under Secretary	Ministry of Environment, Forest and Climate Change
90	vishesh kumar	Section officer	Ministry of Environment, Forest and Climate Change
91	Ajay singh dhaka	Assistant section officer	Ministry of environment,

			forest and climate change
92	Pankaj upadhyay	Assistant Section Officer	Ministry of Environment, Forest and Climate Change
93	Praveer Dubey	Assistant Section Officer	Ministry of Environment, Forest and Climate Change
94	Akanksha Aggarwal	Assistant Section Officer	Ministry of Health & Family Welfare
95	Jatin Singh	Assistant Section Officer	Ministry of Health & Family Welfare
96	Shiv Poojan	ASO	Ministry of Environment , Forest and Climate Change
97	Shailendra yadav	ASO	Ministry of Environment, Forest and Climate Change
98	Vinod Kumar Kushwaha	Section Officer	Ministry of Environment, Forest and Climate Change
99	R.Ramila	Under secretary	Ministry of Environment, Forest and Climate Change
100	Ashok Kumar	ASO	Ministry of Environment Forest and Climate Change
101	Kiran bala	Assistant section officer	Ministry of Environment, Forest and Climate Change
102	Amit Nawani	Assistant section officer	Ministry of environment forest and climate change
103	RAMESH KUMAR	Under Secretary	Ministry of Environment, Forest & Climate Change
104	Jyotsna Das Ghoshdastidar	Assistant Section Officer	Ministry of Environment, Forest and Climate Change
105	Gaurav Gupta	Assistant section officer	Ministry of Environment, Forest & Climate Change
106	Prabhat Kumar	Assistant Section Officer	Ministry of Environment, Forest and Climate Change
107	MOHD FAROOKH	ASO	Ministry of Environment, Forest & Climate Change
108	Indira Kundu	ASO	Ministry of Environment, Forest and Climate Change
109	Pyare Lal	Section Officer	Ministry of Environment, Forest & Climate Change
110	Amit Batra	Assistant Section Officer	Ministry of Health & Family Welfare
111	Vijay Kumar Bhatt	ASO	Ministry of Environment, Forest & Climate Change
112	Vinod Sharma	Assistant Section Officer	Ministry of Health & Family Welfare
113	SUMIT KUMAR	SECTION OFFICER	Ministry of Health & Family Welfare
114	DEEPAK KUMAR	ASSISTANT SECTION OFFICER	Ministry of Health & Family Welfare

115	MD JUNAID ALAM	ASO	Ministry of Environment, Forest & Climate Change
116	Sakshi Adhikari	ASO	PMO
117	Mukul Dixit	US	PMO
118	Puneet Kumar	ASO	PMO
119	Tanay Sharma	ASO	PMO
120	Vikas	ASO	PMO
121	Vishal	ASO	PMO
122	Vivek Prakash	SO	PMO
123	C.K Shukla	US	PMO
124	Jitendra Kumar Mandal	US	PMO
125	ANKIT KUMAR SHAILANI	ASO	PMO