K-11022/4/2024-CB
Government of India
Ministry of Panchayati Raj

11th Floor, Jeevan Prakash Building
25 Kasturba Gandhi Marg, New Delhi
Dated: 16th June, 2025

Subject: Minutes of the fifth Central Empowered Committee Meeting of Revamped Rashtriya Gram Swaraj Abhiyan (RGSA) for the Financial Year 2025-26 held on 30th May, 2025-regarding.

Please find attached herewith a copy of the minutes of fifth Central Empowered Committee Meeting of Revamped Rashtriya Gram Swaraj Abhiyan (RGSA) for the Financial Year 2025-26 held under the Chairmanship of Secretary, Ministry of Panchayati Raj on 30th May, 2025 at Vishakhapatnam, Andhra Pradesh. The Annual Action Plan of four States namely Andhra Pradesh, Jammu & Kashmir, Meghalaya, and Nagaland. are considered in the meeting.

2. This is for information and necessary action.

Pankaj

(Pankaj Kumar)
Under Secretary to the Government of India
Tel: 011-23753817

To,

1) The Chairperson and members of the Committee.
2) To all the participating States (Andhra Pradesh, Jammu & Kashmir, Meghalaya, and Nagaland.).

Copy to.

1) O/o Secretary Panchayati Raj.
2) O/o AS (MoPR)
3) NIC to upload on the website

Government of India

Ministry of Panchayati Raj

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Minutes of the 5th Central Empowered Committee (CEC) meeting of Revamped Rashtriya Gram Swaraj Abhiyan (RGSA) held on 30thMay, 2025

The fifth meeting of the Central Empowered Committee (CEC) of the Revamped Rashtriya Gram Swaraj Abhiyan (RGSA) for the year 2025-26 was held on 30thMay, 2025, under the Chairmanship of the Secretary, Ministry of Panchayati Raj at Vishakhapatnam, Andhra Pradesh. The list of participants is at **Annexure-A**.

2. Welcoming the Secretary, MoPR/Chairman of the CEC, Members of CEC, and the representatives from State/UT, Additional Secretary (CB), MoPR/Member Secretary, also welcomed the Senior Officers from Andhra Pradesh, Jammu & Kashmir, Meghalaya, and Nagaland.

3. The Secretary, Ministry of Panchayati Raj & Chairman of the Central Empowered Committee in his opening remarks stated that the Panchayats represent the third tier of governance, alongside the Central and State Governments. As institutions that directly engage with citizens at the grassroots level, Panchayats play a pivotal role in the democratic framework of the country. Their proximity to rural communities positions them uniquely to identify local needs, implement development initiatives, and ensure effective delivery of essential public services. Therefore, the efficient and accountable functioning of Panchayati Raj Institutions (PRIs) is not only vital for achieving inclusive rural development but also for deepening participatory democracy. Strengthening the institutional, financial, and administrative capacities of Panchayats is, thus, a fundamental prerequisite for sustainable growth in rural India. The CEC meeting has been scheduled in such a way that facilitates cross-learning, as States from different regions are participating.

4. The Chairman informed the States that the Ministry has formulated a sub-scheme under the RGSA for enhancing Own Sources of Revenues (OSR). This shall be available to Gram Panchayats with an annual OSR of at least Rs.50 lakhs and Block Panchayats with an annual OSR of at least Rs.1 crore. The States shall invite proposals for projects to enhance OSR from all the eligible PRIs. The best 10% of the total eligible proposals shall be forwarded to the Ministry after careful scrutiny by the State Government on the parameters of technical and financial viability, innovativeness, and impact. The Ministry shall, in the 1st year, support 10 such proposals from each State for technical assistance in formulating detailed project reports for accessing funds on commercial terms from financial institutions. The assistance shall extend to handholding the PRI for the effective implementation of the projects.

5. The Additional Secretary, Ministry of Panchayati Raj (MoPR), delivered a brief presentation outlining the Ministry's key initiatives and focus areas, as annexed. A brief of the presentation is as under:

5.1 The **Sashakt Panchayat-Netri Abhiyan (Empowered Women Panchayat-Leader Campaign)** was launched during the National Workshop held on 4th March 2025, and a

unique training module aimed at the intensive capacity building of WERs was unveiled. Training of national-level trainers has been initiated by the Ministry, and plans are in place to train approximately 200 Master trainers on a regional basis. The States are expected to (i) nominate female trainers for National/Regional ToTs, (ii) host regional ToTs at SIRDs/PRTIs, (iii) conduct State and District-level Women'sconventions and felicitate exemplary WERs, (iv) organize 4-day cascading ToTs for district and block-level trainers, and (v) roll out 3-day training programs for WERs at the block and district levels.

5.2 **Model Women-Friendly Gram Panchayat (MWFGP)**: At least one MWFGP per district is to be created, which has already been identified. Over 300 master trainers have already been provided training, and a KPI - based dashboard is under preparation for monitoring the progress. Accordingly, it was requested that the States plan quarterly review meetings with Sarpanches/Secretaries for its effective implementation.

5.3 **Own Source Revenue (OSR):** The Ministry, in collaboration with IIM Ahmedabad, has developed training modules on the generation of Own Sources of Revenue (OSR) by Panchayats. The Ministry is going to start National Level Training of Trainers (ToT). The States were requested to nominate quality master trainers for the specialized training on OSR.

5.4 **Panchayat Advancement Index (PAI):** The PAI for the financial year 2022–23, version 1.0, was officially released, and version 2.0 has also been launched in the writeshop held on 26th& 27th May, 2025, at New Delhi. Accordingly, it was desired that the State, District, and Block level workshops be organized for the dissemination of findings of PAI 1.0 and to launch PAI 2.0. This would provide an assessment of the GPs' achievements & also create healthy competition between them.

5.5 **Project for Creating Model GP Clusters:** The information on the Project for creating Model GP Clusters (PCMGPCs) was shared with the States along with the number of Panchayati Raj Associates (PRAs) placed under the project. The States were requested to take stock of work being undertaken by PRAs and utilize them effectively.

5.6 **School of Excellence of Panchayati Raj (SoEPR):** It was informed that Capacity Building & Training (CB&T) consultants have been deployed in SIRDs/ PRTIs by NIRD&PR under the project of SoEPR. The consultants need to be suitably utilized for the implementation of various CB&T activities under the Annual Action Plan of the State/UT.

5.7 **Analysis by Data Insight Unit (DIU):** The Additional Secretary (MoPR) also shared the findings of the Data Insight Unit (DIU), emphasizing its role in supporting the tracking and monitoring of PRI transactions through analytics and emerging technologies such as Artificial Intelligence, with the aim of providing real-time decision support. It was informed that data is currently being analyzed on various parameters such as vendor expenditure analysis, expenditure pattern detection, asset activity progress, abandoned activities, etc.

5.8 **Service Delivery**: The presentation on Service Delivery commenced with an overview of the number of services being delivered across participating States. The Chair underscored the importance of ensuring service delivery at the grassroots level, noting that this priority was also emphasized by the Hon'ble Prime Minister during his recent address to the nation on National Panchayati Raj Day, 24th April, 2025.

5.9 **MoUs for Management Development Programmes (MDPs):** All States/UTs were requested to furnish the Memoranda of Understanding (MoUs) signed with IITs and IIMs for conducting MDPs. It was desired that, preferably, State and District-level officials as well as Elected Representatives (ERs) be nominated for such training. The training was not intended for Gram Pradhans, Mukhiyas, or Sarpanches.

6. Central Agenda:

6.1 An additional agenda seeking the continuation of the *School of Excellence of Panchayati Raj (SoEPR)* at the National Institute of Rural Development and Panchayati Raj (NIRD&PR) for the financial year 2025–26 was placed before the Central Empowered Committee (CEC) for consideration. During the meeting, the Committee sought specific information regarding the original timelines for making the SoEPR fully operational, the progress and achievements made under the initiative since its inception, and a detailed action plan for the upcoming year.

6.2 The representatives of NIRD&PR were unable to present the required information due to the unavailability of updated and complete data at their end. The Committee expressed serious concern over this lack of preparedness and the meagre achievements reported so far, repeated delays in meeting committed timelines, and the absence of a well-articulated action plan for 2025–26.

6.3 In view of these deficiencies, the Committee decided not to approve the continuation of the SoEPR at this stage. The Committee advised that NIRD&PR must come better prepared for the next CEC meeting with a comprehensive status report detailing activities undertaken, outcomes achieved so far, and a clear, outcome-oriented action plan for the upcoming year.

7. State Agenda: CEC considered the Annual Action Plans of the States of Andhra Pradesh, Jammu & Kashmir, Meghalaya, and Nagaland. The observations/ suggestions of the Secretary (MoPR)/ Chairman of the CEC are as under:

7.1 The following points were highlighted by the Chairman of the CEC:

i. Gram Panchayat Bhawans should be constructed at a central location within the Gram Panchayat area, which is easily accessible to the citizens.

ii. Ceremonial events should be organized at both the commencement and completion of Gram Panchayat Bhawans to enhance community awareness and participation.

iii. Convergence of funds from MGNREGA and other relevant schemes should be explored to support construction activities.

iv. All States/UTs must review and update their Panel of Resource Persons and submit the updated list by 30th June, 2025.

v. The National award for SIRDs will be discontinued, and a new category of awards shall be constituted for District Panchayat Resource Centres (DPRCs).

vi. Trainings related to MGNREGA, SBM, and JJM must not be included under activities funded through the Revamped Rashtriya Gram Swaraj Abhiyan (RGSA) Scheme, as alternative sources of fundingare available.

vii. 100% Aadhaar authentication to be made mandatory.

viii. Training Needs Assessment and Evaluation of training to be conducted at regular intervals to ensure suitable policy tweaks for quality training.

ix. Training Programmes should have an inaugural & valedictory session.

7.2 After deliberation, the Central Empowered Committee (CEC) made some general observations/principles that guided all State Annual Action Plan appraisals:

i. Training venue. Gram-Panchayat functionaries and Elected Representatives (ERs) are to be trained preferably at the Block and, at most, the District level so that proximity encourages better participation, peer interaction, and experiential learning.

ii. Training duration: Some modules, such as PDP trainings and thematic trainings that recur annually, more as refresher or sensitisation exercises, durations are capped at shorter spans, recognising that these sessions aim chiefly at clarity/doubt-clearing rather than imparting entirely new content.

iii. Line-Department content. Trainings that pertain primarily to specific line-Department schemes, though relevant to Panchayat functioning, should be conducted under those Departments' own capacity-building components, allowing RGSA resources to focus and address priority areas of Panchayats.

iv. Thematic focus: Thematic trainings are limited to selective, need-based subjects directly linked to the Panchayat's own Sankalps/ focus areas; indiscriminate coverage of all Panchayats in all of the nine themes was considered ineffective and may result in a thin spread of resources.

v. GPDP hand-holding: Support for GPDP formulation should involve collaboration with academic institutions to provide genuine hand-holding and raise the quality of planning and community participation.

vi. Exposure visits: Numbers have been rationalised in line with past uptake against the approved numbers, and the duration of visits adjusted to remain within guidelines.

vii. Priority of the training: In light of the Ministry's recent initiatives and key learnings from ongoing capacity building efforts, it has been advised that States adopt a prioritised approach to the planning and execution of training programmes. This approach is aimed at ensuring that the limited training capacity and institutional resources available at the State, District, and Block levels are strategically utilised to deliver the highest possible impact. Accordingly, the following order of priority has been suggested for conducting trainings under RGSA:

(a) Basic orientation/ induction training, if ERs are newly elected.

(b) Refresher training, if ERs have completed 1-1.5 years in the office.

(c) Specialised training of the focus areas of the Ministry:

(i) ToTs at different levels on the specialised WERs module.

(ii) Training of WERs at the District & Block level

(d) PESA training in PESA States.

(e) Other Specialised trainings in the focus areas of the Ministry:

(i) Women's conventions at different levels.

(ii) ToTs at different levels on the OSR module.

(iii) Training on the OSR module at the District & Block level.

(iv) Workshops/ training on PAI 1.0 dissemination and PAI 2.0 rollout.

(v) Quarterly review of Model Women-Friendly GPs.

(f) Training on Panchayat Development Plan.

(g) Thematic Training.

(h) Any Other Training

7.3 **Andhra Pradesh**: **Annual Action Plan 2025-26**

7.3.1. The Annual Action Plan (AAP) of Andhra Pradesh for the Financial Year 2025–26 was considered. The State had submitted an AAP amounting to Rs. 359.26 crore, which included Capacity Building and Training (CB&T) for 3,62,945 participants.

7.3.2. The implementation status of the revamped Rashtriya Gram Swaraj Abhiyan (RGSA) during 2024–25 in Andhra Pradesh was reviewed by the Central Empowered Committee (CEC). The State Government informed that 3,25,643 PRI officials had been trained during FY 2024–25 against the allocated target of 3,00,107 which is 108.51% of the total target. The Committee appreciated the State's efforts in this regard.

7.3.3. A detailed presentation was made by the Principal Secretary, Government of Andhra Pradesh, covering the State's best practices, training infrastructure, training materials, and other initiatives developed under RGSA for 2024–25, along with proposals under the AAP 2025–26.

7.3.4. The Central Empowered Committee approved the Annual Action Plan amounting to Rs. 316.22 crore with the following observations:

i) Capacity Building & Training

a) Training on Panchayat Development Plan (PDP): The State proposed to conduct PDP training for 49,175 participants over three days, with a financial outlay of Rs. 8.83 crore. The Committee, however, recommended that the training be conducted for one day instead, while retaining the same number of participants. The revised financial outlay for this activity was approved at Rs. 5.08 crore.

b) Thematic Training: The State proposed thematic training for 1,40,045 participants at a total cost of Rs. 28.69 crore. However, the Committee noted that this included a 20-day training programme for 5,500 Community Resource Persons (CRPs) at the Block level on Theme 5 (Clean and Green Village), amounting to Rs. 11.00 crore. After detailed deliberation, the Committee advised the State to resubmit this CRP training as an Innovative Project under the "Innovative and Economic Development and Income Enhancement" component of RGSA, with a revised cost norm of Rs. 4,000 per Gram

Panchayat. The Committee thereafter approved the remaining thematic training for 1,34,545 participants at a revised cost of Rs. 17.69 crore under this component.

c) Specialized Training: The State proposed specialized training for 75,655 participants with an estimated cost of Rs. 12.25 crore. However, it was observed that the proposal included SVAMITVA training for 21,316 Elected Representatives and officials at various levels, amounting to Rs. 2.35 crore. The Committee did not recommend this component. Consequently, the remaining training for 54,339 participants was approved at a revised cost of Rs. 9.90 crore, with a direction to reclassify these trainings under the "Any Other Training" category.

d) Any Other Training: Under this category, the State proposed training for 98,070 participants with an estimated financial outlay of Rs. 21.46 crore. The Committee was informed that the State had integrated the priority training matrix suggested by the Ministry into this category. Accordingly, the Committee approved the proposed number of trainings but instructed that these be reclassified under the "Specialized Training" category, to better reflect the Ministry's priorities.

ii) Capacity Building & Training (Other Activities)

a) Training Need Assessment/Development of Training Modules/ Development of Training Material / Evaluation of Capacity Building and Training Activities: The State proposed all these activities as carryover activities. The Committee recommended their inclusion as proposed, with a total financial allocation of Rs. 0.50 crore.

b) Development of Panchayat Learning Centers (PLCs): The State proposed the construction of 9 PLCs under this category as a carryover activity. The Committee recommended the proposal without any modifications.

c) Exposure Visits (Within State and Outside State): The State proposed 500 exposure visits each for within-State and outside-State categories. The Committee recommended the proposal as submitted.

d) Leadership and Management Development Programme (LMDP): The State proposed to conduct 100 leadership training programmes under this category and apprised the Committee that discussions are underway with IIM Visakhapatnam to formalize an MoU for the same. Recognizing the importance of building leadership capacity, the Committee revised the number of trainings to 500 and recommended the same to the State.

e) Faculty Development Programme: The State proposed 100 training programmes under this category. However, the Committee advised that this training be reclassified under the "Additional Trainers / Master Trainers" component at a unit cost of Rs. 2,500 per participant for a 5-day training. The Committee approved 100 such trainings under this revised classification.

iii) Institutional Infrastructure

a) Construction of District Panchayat Resource Centers (DPRCs): The State proposed the construction of 6 new DPRCs. The Committee recommended the

proposal, subject to submission of the names of the proposed districts along with their geo-coordinates to the Ministry.

b) Construction of DPRCs (Carryover): The State proposed 4 DPRCs as carryover activities, informing the Committee that construction work for all four DPRCs has already commenced, with Rs. 4.00 crore already spent, and that completion is expected within the current financial year. The Committee approved the remaining financial requirement of Rs. 4.00 crore under this component.

c) Other Institutional Infrastructure/PMU Activities: The Committee approved all other institutional infrastructure activities proposed by the State, subject to adherence to RGSA norms and the condition that the State completes recruitment of personnel at BPRCs, BPMUs, etc., within the next two months.

iv) Panchayat Infrastructure

a) Construction of Panchayat Bhawans (carryover): The State Government proposed the construction of 200 Panchayat Bhawans (PBs) as a carryover activity, and informed the Committee that construction has already commenced for all 200 PBs. The State has already incurred an expenditure of Rs. 10 crores and sought the Committee's approval for the remaining Rs. 30 crores. The Committee approved the proposal as submitted.

b) Construction of Panchayat Bhawans (carryover) along with Co-location of Common Service Centres (CSCs): The State further proposed the construction of 417 PBs as a carryover activity, including the co-location of Common Service Centres (CSCs) as sanctioned during the 8th CEC (2024–25). It was informed that land identification for these sites is currently underway, and the State requested approval of Rs. 104.25 crore for this purpose. The Committee approved the proposal.

v) E-enablement of Panchayats

a) Procurement of Computers and Accessories: The State Government proposed the procurement of 1,422 computers @ Rs. 78,000 each, as a carryover activity sanctioned during the 8th CEC. It was informed that Rs. 10 crores have already been spent, and that the procurement is currently at the tendering stage with Andhra Pradesh Technical Services (APTS). The State further assured that delivery of all computers to Gram Panchayats (GPs) will be completed by June 2025, and sought approval for the remaining Rs. 1.09 crore. The Committee approved the proposal.

vi) Special Support for PESA Areas: The State Government proposed the deployment of 1,240 personnel, including Block-level PESA Coordinators and Gram Sabha Mobilisers, across 620 PESA Gram Panchayats, with a total financial outlay of Rs. 4.50 crore. The State assured the Committee that recruitments in this category will be completed during the current financial year. The Committee approved the proposal.

vii) SATCOM: The State proposed the construction of one SATCOM facility as a carryover activity, with an estimated cost of Rs. 1.00 crore. The Committee approved the proposal.

viii) Innovative Projects: The State Government of Andhra Pradesh proposed eight new innovative projects under the "Innovative and Economic Development and Income

Enhancement" component of RGSA for the first time and gave a brief presentation on each of them. The Committee advised the State to submit these proposals separately to the dedicated committee constituted for evaluating innovative projects.

The detailed budget summary of Annual Action Plan of the **State of Andhra Pradesh is at Annexure - I**.

7.4. **Jammu & Kashmir: Annual Action Plan (AAP) 2025-26**

7.4.1. The Annual Action Plan (AAP) of Jammu & Kashmir for the Financial Year 2025-26 was considered. The UT submitted an AAP amounting to Rs. 330.39 crores, which included Capacity Building and Training (CB&T) of 1,72,231 participants.

7.4.2. The implementation status of RGSA during the past few years of the UT was reviewed by the Committee, and it was observed that UT's performance in training achievement has come down to 30.67% in 2024-25 from 138.09 % in 2023-24 and 176.46% in 2022-23, respectively. It was observed that the elections of the local bodies at the village and block levels are due since 2024. In the absence of ERs at the village and block levels, the focus of training during 2024-25 was on District Panchayats/ DDC, line department officials, and SHGs.

7.4.3. The UT presented a brief overview of its demographic profile. The UT mentioned that there are 276 Elected Representatives (ERs) present at the district level. The representative of the UT expressed gratitude for the approval of 500 Panchayat Bhawans in 2024-25. The completion of the same is in progress. He also mentioned that after the completion of the already approved GP Bhawans the number of Gram Panchayats (GPs) without Panchayat Bhawanswill be about 370.

7.4.4. The UT presented an overview of the focus area of AAP 2025-26, which includes creation of Model Women Friendly Panchayats in each Districts, ISO certification of 285 Panchayats, strengthening Training Institutes with necessary manpower, expanding of carbon neutral Panchayats, organizing PAI workshops at UT, District and Block levels etc.

7.4.5. Subsequently, the UT representatives also elaborated on the initiatives taken for the Management Development Programmes. The MDP was organised by the UT in collaboration with IIM Jammu. It was also mentioned that a preliminary round of meetings was organised with the Central University of Jammu for handholding support for GPDP formulation. However, the Memorandum of Understanding (MoUs) is yet to be formalized.

7.4.6. Jammu & Kashmir proposed an Annual Action Plan of Rs. 330.39 crore for the FY 2025-26 under Revamped Rashtriya Gram Swaraj Abhiyan (RGSA). The Central Empowered Committee considered the same and approved the Annual Action Plan amounting to Rs. 303.43 crore with the following observations:

i) Capacity Building & Training

a) Thematic Training: The UT proposed thematic training of 32,951 participants, amounting to Rs. 8.57 crore for 3 days. The CEC considered the proposal and approved thematic training of 32,951 participants for 2 days for an amount of Rs. Rs 6.19 crore.

b) Specialised Training: The UT proposed specialised training of 52,185 participants, amounting to Rs. 7.76 crore. However, it was observed that some components of the

prioritized training matrix of MoPR were not included in the Plan. Accordingly, CEC approved an enhanced number of specialized trainings for 52,766 participants, amounting to Rs 8.14 crore, which includes the balance part of the prioritized training matrix of MoPR.

c) Handholding Support for GPDP Formulation: The CEC approved the handholding support for 285 GPs for GPDP formulation by academic institutions. However, the UT mentioned that it has not collaborated with any Institute. The CEC suggested that the NIRD&PR may be engaged for the handholding support for GPDP formulation in the UT.

d) Development of Training Material: The UT proposed an amount of Rs. 0.20 crore for the development of training material, including films and electronic materials, which was approved. The Chairman of the CEC advised the UT to develop or translate the training materials in Dogri and Kashmiri.

e) Development of Panchayat Learning Centres (PLCs): The UT apprised that 20 PLCs were approved in 2024-25, which are under progress, and expenditure of Rs. 0.60 lakh has already been booked. The UT proposed all 20 PLCs as carryover for an amount of Rs. 0.80 crore. The UT also requested to provide 100 new PLCs (5 PLCs per District). The CEC accorded approval of 40 new PLCs (2 PLCs per District), amounting to Rs 2.80 crore.

f) Leadership Management Development Programme (MDP):UT proposed the MDP of 600 participants at the rate of Rs 10,000 for 3 days, amounting to Rs 1.80 crore. The CEC approved MDP of 300 participants at the rate of Rs. 10,000 for 5 days, amounting to Rs. 1.50 cr., as the MDP has been designed for 5 days in such a way that it will provide an opportunity to ERs and officials to develop leadership qualities.

ii) Institutional Infrastructure– Computer Labs in SPRC/DPRC

a) Computer Labs: The UT proposed the establishment of computer labs in SPRC and 2 DPRCs, amounting to Rs 0.70 crore, which was not agreed upon by the CEC, as the establishment of computer labs in SPRC and DPRCs is allowed for Institutions having their own building.

b) Institutional Infrastructure (Rental Building and manpower for SPRC, DPRCs, BPRCs): The UT proposed institutional infrastructure support for rented buildings of 1 SPRC, 10 DPRCs, and 57 BPRCs, amounting to Rs 2.73 crore, and human resources for these institutions amounting to Rs 5.22 crore. However, it was observed by the Committee that UT has not made satisfactory progress in recruiting the approved number of human resources in SPRC, DPRCs, and BPRCs. Thus, the CEC approved the cost of Rs. 2.73 crore for institutional infrastructure support, subject to the condition that the process of hiring the human resource for SPRC, DPRCs, and BPRCs should be completed within as pan of three months, i.e., by September 2025.

iii) Programme Management Unit (PMU) The UT proposed for human resources of 1 SPMU, 20 DPMU, and 57 BPMU, amounting to Rs 5.16 cr. However, it was observed by the committee that UT has not made satisfactory progress, and no human resources have been hired at any PMU level since 2023-24. The CEC, therefore, approved the proposed amount of

Rs 5.16 crore, subject to the condition that the process of hiring should be completed within aspan of three months, i.e., by September 2025.

iv) Support for Panchayat Infrastructure

a) Construction of Gram Panchayat Bhawans: It was apprised by the UT administration that 470 GP Bhawans were approved as carry over during 2024-25. Out of which 330 have been completed, and work in 140 GP Bhawan is in progress. Further, 500 new GP Bhawans were also approved in 2024-25. Out of these 370 have been tendered out, and land identification of the remaining 130 has been completed. Accordingly, the UT proposed for the approval of 640 GP Bhawan as carry-over amounting to Rs. 146.73 crore, which was agreed upon by the CEC. The CEC desired that the teams of CB Division, MoPR visit to see the status of at least 20% of total approved GP Bhawans (970 approved in 2024-25) completed, under progress and yet to start and submit the report on actual physical progress of construction of Panchayat Bhawans approved under RGSA.

b) Co-location of Common Service Centres (CSCs) in GP Bhawans: It was apprised by the UT administration that 1,106 CSC co-locations were approved as carry over during 2024-25. Out of which 926 have been completed, and work in 180 CSC co-location is in progress. Further, 500 new CSC collocations were also approved in 2024-25. Out of which 370 have been tendered out, and land identification of the remaining 130 has been completed. Accordingly, the UT proposed for the approval of 680 CSC co-location as carry-over amounting to Rs. 68.67 crore, which was agreed upon by the CEC.

c) Computer and Accessories: The UT proposed for the procurement of 4,291 computers amounting to Rs 21.45 crore, stating that the computers were procured in 2019-20, which may be replaced. The CEC observed that a huge number of GP Bhawans are under construction, and procurement of computers for all these GPs may not be warranted at this stage. Hence, the proposal was not approved.

7.4.7. The budget summary of the Annual Action Plan of the **Union Territory of Jammu & Kashmir is at Annexure-II**

7.5. **Meghalaya: Annual Action Plan 2025–26**

7.5.1. The Annual Action Plan (AAP) of Meghalaya for the Financial Year 2025–26 was considered. The State submitted an AAP amounting to Rs. 73.784 crore, which included Capacity Building and Training (CB&T) of 67,618 participants. The implementation status of RGSA over the past few years in the State was reviewed by the Committee. It was observed that Meghalaya had made significant progress under the scheme, having achieved 95.20% of the assigned CB&T target.

7.5.2. The Secretary, Community & Rural Development Department, Government of Meghalaya, made a detailed presentation, covering the structure of Traditional Local Bodies (TLBs); the composition and functioning of TLBs and Autonomous District Councils (ADCs); new initiatives under the CB&T component; achievements under RGSA; development of various training modules and learning materials in vernacular languages; and active participation of TLBs in Special Gram Sabhas conducted during Janjatiya Gaurav Divas, International Women's Day, and National Panchayati Raj Day, among others. It was

also informed that the State is collaborating with IIM Shillong for conducting a Management Development Programme (MDP) under RGSA. Additionally, the State apprised the Committee that the engagement of Human Resources in SPRC, DPRCs, BPRCs, and Programme Management Units would be completed within a week.

7.5.3. The status of on boarding in PFMS-eGramSwaraj integration, aimed at reflecting the expenditure of the 15th Finance Commission (FC) Grant by ADCs, was reviewed. The Committee directed the State to complete the onboarding process on both eGramSwaraj and PFMS-eGramSwaraj, to facilitate real-time reflection of grant utilisation. Furthermore, the Chair advised the State to be onboard for the Panchayat Advancement Index (PAI) Version 2.0 exercise. All these activities should be completed within 3 months.

7.5.4. Meghalaya proposed an Annual Action Plan of Rs. 73.784 crore for FY 2025–26, which included CB&T for 67,618 participants under RGSA. The Central Empowered Committee (CEC) considered the proposal and approved the Annual Action Plan amounting to Rs. 52.34 crore, with the following observations:

i) Capacity Building & Training: The State had initially proposed to train 67,618 participants under various CB&T components, which was lower than the annual target of 82,498 participants achieved in FY 2024–25. The CEC advised the State to increase the number of participants under thematic training, particularly by including training on the preparation of Village Level Development Plans (VLDPs)/GPDPs for the Village Employment Councils (VECs). This suggestion was agreed to by the State. Accordingly, the annual CB&T target was revised to 80,498 participants for FY 2025–26.

ii) Construction of Panchayat Bhawans: The State proposed the construction of 50 new Panchayat Bhawans, in addition to 24 carryover units previously approved, amounting to Rs. 14.44 crore (Rs. 10 crores for new units and Rs. 4.44 crore for carryover units). The Committee approved the construction of 24 Panchayat Bhawans as a carryover activity and advised the State to ensure their completion in FY 2025–26. Additionally, the Committee requested the State to submit a detailed note on the utility of Panchayat Bhawans being constructed at the Area Employment Council (AEC) level, with specific emphasis on their role in supporting local governance.

iii) Co-location of Common Service Centres (CSCs) in Panchayat Bhawans: The State proposed the co-location of 50 new CSCs in Panchayat Bhawans, along with 92 previously approved carryover units, amounting to Rs. 7.10 crore (Rs. 2.50 crore for new units and Rs. 4.60 crore for carryovers). The Committee approved the 24 carryover Panchayat Bhawans and advised the State to complete their construction within FY 2025–26. Further, the Committee requested the State to submit a separate note on the utility of CSCs to be established at the AEC level, in the context of the delivery of services to rural citizens.

iv) E-Enablement – Procurement of Computers: The procurement of 1,677 computers for AECs, earlier approved as a carryover activity in FY 2024–25, was reviewed. The State informed the Committee that the tendering process has been initiated, and the procurement is expected to be completed within two months. The CEC approved the procurement of 1,677 computers under revised cost norms and instructed the State to ensure completion of procurement and installation within two months.

7.5.5. The budget summary of the Annual Action Plan of the State of **Meghalaya is at Annexure-III.**

7.6. **Nagaland: Annual Action Plan 2025-26**

7.6.1. The Annual Action Plan (AAP) of Nagaland for the Financial Year 2025–26 was considered. The State submitted an AAP amounting to Rs. 146.159 crore, which includes Capacity Building and Training (CB&T) activities amounting to Rs. 22.81 crores.

7.6.2. The Commissioner and Secretary of Nagaland delivered a comprehensive presentation covering the State's institutional infrastructure, including details of master trainers and available human resources. The Committee also reviewed the progress of the Panchayat Development Plan (PDP) in the State. It was informed that the PDP for FY 2021–22 had been completed, and the first instalment of the untied grant for FY 2022–23 had been received. However, utilisation of funds has not commenced due to onboarding issues of Village Councils on PFMS. The State also requested permission to upload the pending PDPs for FYs 2023–24, 2024–25, and 2025–26.

7.6.3. The Committee clarified that simultaneous uploading of PDPs for multiple previous years is not permissible. However, it advised the State to upload the plans in a phased manner. The Ministry assured full support in resolving pending issues. A team from the Ministry of Panchayati Raj (MoPR) will also visit Nagaland to provide handholding support for the preparation of Gram Panchayat Development Plans (GPDPs).

7.6.4. The Central Empowered Committee approved the Annual Action Plan of Nagaland amounting to Rs. 77.43 crore, with the following observations:

i) Capacity Building & Training

a) Thematic Training: The State proposed training 33,218 participants under the specialized training category, with an outlay of Rs. 7.07 crore. However, the Committee observed that the proposal was not aligned with the training matrix of the Ministry of Panchayati Raj. Accordingly, it revised the target to 13,775 participants, amounting to Rs. 3.18 crore.

b) Any Other Training: The State proposed training 34,720 participants under the "Any Other Training" category, with an estimated cost of Rs. 12.46 crore. The Committee noted that the training covered participants from other line departments (e.g., WCD, Health, Swachh Bharat Mission), which should ideally be supported through their respective flagship schemes. Accordingly, the Committee approved training for 6,225 participants, amounting to Rs. 2.20 crore.

ii) Other Activities under CB&T

a) Exposure Visits (Within State): The State proposed exposure visits for 500 participants for a duration of 10 days, amounting to Rs. 1.75 crore. The Committee revised the duration to 5 days and approved the activity for Rs. 0.87 crore.

b) Exposure Visits (Outside State): The State proposed exposure visits for 500 participants for 10 days, costing Rs. 2.75 crore. The Committee approved the visits for 7 days, with a revised financial outlay of Rs. 1.75 crore.

c) Handholding Support for GPDP Formulation: The State proposed handholding support for the preparation of GPDPs in 48 GPs, amounting to Rs. 0.96 crore. However, the Committee noted that technical support will be provided by the MoPR team and hence, did not approve the proposal.

d) Panchayat Learning Centres (PLCs): The State proposed the development of 50 PLCs. The Committee observed that out of 11 PLCs approved in 2024–25, only 2 have been developed. Accordingly, 9 PLCs were approved for the current year.

iii) Institutional Infrastructure

a) Construction of State Panchayat Resource Centre (SPRC): The State informed that it currently lacks an SPRC, which is affecting its CB&T efforts, and requested approval for constructing one. However, the Committee did not consider the proposal, as the Revamped RGSA does not provide for the construction of new SPRC buildings.

b) Construction of District Panchayat Resource Centres (DPRCs): The State proposed the construction of 16 DPRCs with a financial outlay of Rs. 32 crores. The Committee approved the proposal, subject to the submission of geo-coordinates and land details.

iv). Panchayat Infrastructure

a) Construction of Panchayat Bhawans: Construction of Panchayat Bhawans: The State proposed the construction of 141 new Panchayat Bhawans and 109 as carryover units. The Committee noted that only 18 Bhawans have been completed, with 25 under construction. It therefore approved the construction of 91 Panchayat Bhawans as a carryover activity, amounting to Rs. 18.20 crore.

b) Co-location of Common Service Centres (CSCs): The State proposed the co-location of CSCs in 32 Panchayat Bhawans. The Committee did not approve this proposal and directed the State to first complete the ongoing infrastructure activities.

v) E-enablement

a) Procurement of Computers: The State proposed procurement of 250 new computers and 247 as carryover. The Committee observed that 591 Gram Panchayats still lack computers and therefore approved 591 computers (247 carryover + 344 new) for effective service delivery.

vi) Innovative Projects: The State proposed two innovative projects, each amounting to Rs. 5 crores, under the Innovation category, totalling Rs. 10 crores. The Committee informed the State that the proposals will be considered separately by the dedicated committee chaired by the Additional Secretary.

7.6.5. The budget summary of the Annual Action Plan of the State of **Nagaland is at Annexure- IV**

Annexure-I

Budget Summary of Annual Action Plan for Andhra Pradesh (2025-26)

(Rs. in crore)

Sl. No.	Component	Amount approved by CEC
1 (a)	**Capacity Building & Training**	
i.	Training on Panchayat Development Plan *(49,175 Participants)*	5.08
ii.	Thematic Training *(1,34,545 Participants)*	17.69
iii.	Specialized Training *(98,070 Participants)*	21.46
iv.	Any other Training *(54,339 Participants)*	9.90
	Total Participants = 3,36,129 **Sub-total (CB&T)**	**54.13**
1 (b)	**Other activities under Capacity Building & Training**	
i.	Development of Training Modules	0.10
ii.	Training Need Assessment	0.10
iii.	Development of Training Material, including film and electronic material	0.20
iv.	Evaluation of Capacity Building & Training Activities	0.10
v.	Exposure visits within the State *(For 500 Participants for 2 days)*	0.35
vi.	Exposure visits outside the State *(For 500 Participants for 5 Days)*	1.25
vii.	Development of Panchayat Learning Centres – *9 (Carry Over)*	0.63
viii.	Additional Trainers/ Master Trainers in thematic areas for localization of SDGs *(100 @ Rs. 2500 Per Person * 5 Days)*	0.13
ix.	Leadership Management Development Program *(500 @ Rs. 10,000 Per Person Per day for 3 Days)*	1.50
	Sub-total (Other activities under CB&T)	**4.36**
	Total of CB&T 1 (a)+1 (b)	**58.49**
2.	**Institutional Infrastructure (Recurring Cost)**	
i.	Construction of DPRCs-*6-New*	12.00
ii.	Construction of DPRCs-*4-Carry Over*	4.00
iii.	SPRC Recurring Cost *(1 Unit-15 Staff)*	0.84
iv.	Establishment of DPRCs in rented Building (Rs. 25/- per sq. ft. (built-up area) -Maximum Rs. 50,000/- per month) - *13 Units*	0.78
v.	DPRC Recurring Cost *(130 Staff)*	5.20
vi.	Hiring for Training Infrastructure & Equipment at the District level	0.24
vii.	Establishment of BPRCs in rented Building Rs. 20/- per sq. ft. (built-up area), Maximum Rs. 30,000/- per month - *566 Units*	20.38
viii.	BPRC Recurring Cost-*660 Staff*	27.72
ix.	Hiring for Training Infrastructure & Equipment at the Block level	0.29
	Sub-total of Institutional Infrastructure	**71.45**

3	**Support for Panchayat Infrastructure**	
i.	Construction of Panchayat Bhawan *(200 Carryover)*	30.00
ii.	Construction of New PBs along with Co-location of CSC with Panchayat Bhawan (Carry Over) (Awarded in 8th CEC)-*417 Units*	104.25
	Total of Panchayat Infrastructure	**134.25**
4	**Programme Management Unit (PMU)**	
i.	State Programme Management Unit *(1 SPMU, 4 Staff)*	0.26
ii.	District Programme Management Unit *(26 DPMU, 78 Staff)*	2.81
iii.	Block Programme Management Unit *(660 BPMU, 1320 Staff)*	31.68
	Total of PMU	**34.75**
5	**E-Enablement**	
i.	Computer and accessories (New with focus of NE)-*1422-Carry Over of 8th CEC*	1.09
	Total for E-enablement	**1.09**
6	**PESA**	
i.	Honorarium for State Level Coordinator for PESA Area = (Rs. 60,000/- per month/ PESA State (Rs.7.20 lakh p.a.) - *1*	0.07
ii.	Honorarium of 1 PESA Coordinator in PESA district = (Rs. 30,000/- per month per district (Rs. 3.60 lakh p.a.) - *5*	0.18
iii.	Honorarium of 1 PESA Coordinator in PESA Block (Rs. 25,000/- per month per IP/block (Rs. 3.00 lakh p.a.) - *36*	1.08
iv.	Honorarium of 1 Gram Sabha Mobiliser/ PESA GP (Rs.4000/- per month per PESA GP (Rs. 0.48 lakh p.a.) - *620*	2.98
v.	Gram Sabha Orientation (Rs. 15,000 for a cluster of 5 GPs per annum) - *620*	0.19
	Total for PESA	**4.50**
7	**Distance learning facility through SATCOM or IP-based technology, etc**	
i.	SATCOM	1.00
	Sub Total (S. No. 1 to 7)	**305.53**
8	IEC (Up to 2% of the approved plan size)	6.11
9	PMU (Up to 1.5% of the approved plan size)	4.58
	Total Approved Plan size	**316.22**

Annexure-II

Budget Summary of Annual Action Plan for Jammu & Kashmir (2025-26)

(Rs. in crore)

Sl. No.	Component	Amount approved by CEC
1.	**Capacity Building & Training**	
i.	General Orientation/ Induction Training *(38,473 participants)*	13.088
ii.	Training for GPDP/BPDP/DPDP *(46,378 participants)*	4.728
iii.	Thematic training *(32,951 participants)*	6.191
iv.	Specialized Training *(52,766 participants)*	8.141
v.	Any Other Training *(2,244 participants)*	5.805
	Sub-Total (CB&T)	**37.953**
2.	**Other activities under Capacity Building & Training**	
i.	Training Module	0.10
ii.	Training Need Assessment	0.0975
iii.	Development of Training Material	0.20
iv.	Evaluation of Training	0.975
v.	Exposure Visit - Within State *(2,000 Participants for 3 days)*	2.10
vi.	Exposure Visit - Outside State *(6056 participants for 5 days)*	15.14
vii.	Hand holding for GPDP formulation by academic institutions *(285)*	0.570
viii.	Panchayat Learning Centres *(20 carryover)*	0.80
	Panchayat Learning Centers*(40 new PLCs)*	2.80
ix.	Leadership/Management Development Programme (MDP) for PRIs *(300 Participants@10,000 for 5 Days)*	1.50
	Sub-total (other activities under CB&T)	**24.283**
	Total of CB&T (1+2)	**62.236**
3.	**Institutional Infrastructure (Rental Building)**	
i.	SPRC Recurring Cost	0.84
ii.	DPRC Recurring Cost *(10 DPRC)*	0.60
iii.	BPRC Recurring Cost *(57 BPRC)*	2.05
	Total of Institutional Infrastructure (Rental Buildings)	**3.49**
4.	**Institutional Infrastructure (Hiring of Human Resource)**	
i.	SPRC Recurring Cost *(10 Human Resources)*	0.84
ii.	DPRC Recurring Cost *(30 Human Resources)*	1.99
iii.	BPRC Recurring Cost *(57 Human Resource)*	2.39
iv.	Hiring of Training infrastructure & equipment at the District Level	0.055
v.	Hiring of Training infrastructure & equipment at the Block Level	0.26
	Total of Institutional Infrastructure (Hiring of Human Resources)	**5.535**
5.	**Programme Management Unit (PMU)**	
i.	State Programme Management Unit *(1 SPMU)*	0.26
ii.	District Programme Management Unit *(20 DPMU)*	2.16
iii.	Block Program Management *(57 BPMU)*	2.74
	Total of PMU	**5.16**

6.	**Support for Panchayat Infrastructure (GP Bhawan and CSC Co-Co-Location)**	
i.	Construction of *640 GPBhawan Carry over **	146.73
ii.	Co-location of *680 CSC (Carry Over)**	68.67
	Total of Panchayat Infrastructure	**215.40**
7.	**E enablement of Panchayats**	
i.	Computer and Accessories/Providing Internet Connectivity, *1000 (Carry Over)*	1.352
	Total of E enablement of Panchayats	**1.352**
	Total (1 to 7)	**293.175**
8.	IEC *(Up to 2% of the approved plan size)*	5.863
9.	PMU *(Up to 1.5% of the approved plan size)*	4.398
	Total Plan size (1 to 9)	**303.436**

* An amount of Rs. 128 cr. approved for 640 PB (CO) and an amount of Rs. 18.73 cr. committed liability against the 330 PB construction completed during previous financial year. Total approved amount for PB is Rs. 146.73 cr.

*An amount of Rs. 34 cr. approved for 680 CSC Co-location and an amount of Rs. 34.67 cr. committed liability against the 926 CSC Co-location completed during previous financial year. Total approved amount for PB is Rs. 68.67 cr.

Annexure-III

Budget Summary of Annual Action Plan for Meghalaya (2025-26)

(Rs. in crore)

Sl. No.	Component	Amount approved by CEC
1.	**Capacity Building & Training**	
i.	General Orientation Training *(100 participants)*	0.05
ii.	Refresher Training Program *(500 participants)*	0.075
iii.	Training for GPDP/ BPDP/ DPDP *(13,000 participants)*	1.31
iv.	Thematic Training - Localisation of Sustainable Development Goals (SDGs)/ Sector Enablers Trainings *(53,048 participants)*	5.42
v.	Specialized Training *(13,730 participants)*	1.925
vi.	Any other Training *(120 participants)*	0.06
	Total of CB&T	**8.84**
2.	**Other activities under Capacity Building & Training**	
i.	Training Module	0.10
ii.	Training Material	0.20
iii.	Exposure visits within the State *(200 participants for 3 days)*	0.21
iv.	Exposure visits outside the State *(300 participants for 5 days)*	0.75
v.	Handholding support for GPDP formulation for 75 villages *(25 villages per ADC) @ 20,000/- each village*	0.15
vi.	Development of Panchayat Learning Centre (PLC) for *9AECs*	0.63
vii.	Training Need Assessment	0.10
viii.	Evaluation of Capacity building and training activities	0.10
ix.	Leadership/Management Development Programme for ADCs (MDP) *(150 participants for 5 days)*	0.75
x.	Additional Trainers / Master Trainer *(20 MTs)*	0.01
	Sub-total of other activities under CB&T	**3.00**
	Total of CB&T and Other activities	**11.84**
3.	**Institutional Infrastructure**	
i.	Provision for the establishment of SPRCs in a rented building	0.09
ii.	Provision for the establishment of DPRCs in a rented building *(2 DPRCs)*	0.12
iii.	Construction of *4DPRCs (Carry Over)*	8.00
iv.	Hiring of Training infrastructure &equipment at the District Level	0.0021
v.	Provision for the establishment of BPRCs in a rented building *(9 BPRCs)*	0.32
vi.	Hiring of Training infrastructure & equipment at the Block Level	0.057
	Total of Institutional Infrastructure	**8.589**

4.	**Institutional Infrastructure (Recurring Cost)**	
i.	Recurring Cost for 1 SPRC *(5 Thematic Experts)*	0.84
ii.	Recurring Cost for 12DPRCs *(24 Thematic Experts; 12 Administrative Staff)*	2.40
iii.	Recurring Cost for 55BPRCs *(55 Program Assistants)*	2.25
	Total of Recurring Cost of Institutional Infrastructure	**5.49**
5.	**Programme Management Unit (PMU)**	
i.	1 State Programme Management Unit *(1 State Programme Manager; 1 State Coordinator (e-governance); 1 State Coordinator (M&E/Finance)*	0.162
ii.	12 District Programme Management Unit *(12District Program Manager; 12 District Coordinator, e-governance/M&E)*	0.77
iii.	55 Block Programme Management Unit *(55 Account & Administrative Assistant/Data Entry Operator/ MIS Specialist/Data Engineer/Analyst)*	1.60
	Total of PMU	**2.532**
6.	**e-Enablement of Panchayats**	
i.	Computer and Accessories *(1,677 Carry Over)*	13.08
	Total of e-Enablement of Panchayats	**13.08**
7.	**Panchayat Infrastructure**	
i.	Construction of Panchayat Building *(24 units Carry Over)*	4.44
ii.	Co-location of CSC with Panchayat Bhawan *(92 units Carry Over)*	4.60
	Total Panchayat Infrastructure	***9.04***
	Sub Total of 1 to 7	***50.571***
8.	IEC (Up to 2% of the approved plan size)	1.011
9.	PMU (Up to 1.5% of the approved plan size	0.76
	Total Plan size	**52.342**

Annexure- IV

Budget Summary of Annual Action Plan of Nagaland for FY 2025-26

(Rs in Crore)

Sl. No.	Component	Amount approved by CEC
1.	**Capacity Building & Training**	
i.	Training for GPDP/ BPDP/ DPDP *(5,295participants)*	0.898
ii.	Thematic Training- Localisationof Sustainable Development Goals (SDGs)/ Sector Enablers Trainings *(14,960 participants)*	2.372
iii.	Specialized Training *(13,775 participants)*	3.185
iv.	Any other Training *(6,225 participants)*	2.20
	Sub-Total (CB&T)	**8.655**
2.	**Other activities under Capacity Building & Training**	
i.	Development of Training Modules	0.10
ii.	Training Need Assessment	0.10
iii.	Development of Training Materials, including film and electronic material	0.20
iv.	Evaluation of Capacity building and training activities	0.10
v.	Exposure visits within the State *(500 participants)* for 5 Days	0.875
vi.	Exposure visits outside the State *(500 participants)* for 7 days	1.75
vii.	Development of Panchayat Learning Centre *(9 PLC)*	0.63
	Sub-total of CB&T other activities	**3.755**
	Total of CB&T (SL No: 1+2)	**12.41**
3	**Institutional Infrastructure**	
i.	Construction of the DPRC for *16 DPRC*	32.00
ii.	BPRC ina Rented Building for *5 BPRCs*	0.18
	Total Cost of Institutional Infrastructure	**32.18**
4	**Institutional Infrastructure (Recurring Cost)**	
i.	SPRC Recurring Cost	0.50
ii.	DPRC Recurring Cost	3.04
	Total Recurring Cost	**3.54**
5	**Programme Management Unit (PMU)**	
i.	State Programme Management Unit (SPMU) *4 Human Resources*	0.264
ii.	District Programme Management Unit (16 DPMU) *32 Human Resources*	1.63
iii.	Block Program Management (76 BPMU) *152 Human Resources*	3.64
	Total of PMU	**5.534**
6	**Support for Panchayat Bhawan**	
i.	Construction of Panchayat Bhawan(carryover) *91 Carryover*	18.20
	Total Support for Panchayat Bhawan	**18.20**

7	**E-Enablement**	
i.	Computer and accessories *(247 Carryover+344 New=591)*	2.955
	Total of E-Enablement	**2.955**
	Total (SL No 1-7)	**74.819**
8	IEC *(Up to 2% of the approved plan size)*	1.49
9	PMU *(Up to 1.5% of the approved plan size)*	1.12
	Total Plan Size	**77.43**

Annexure-A

List of participants of the 5th Meeting of the Central Empowered Committee (CEC) of the Revamped Rashtriya Gram Swaraj Abhiyan held on 30thMay, 2025 at Visakhapatnam, Andhra Pradesh

Participants from the Ministry of Panchayati Raj (MoPR)

Sl. No.	Name	Designation
1	Shri Vivek Bharadwaj	Chairperson & Secretary
2	Shri Sushil Kumar Lohani	Additional Secretary
3	Shri Vipul Ujwal	Director, MoPR
4	Shri Sunil Kumar Meena	Deputy Secretary, MoPR
5	Shri Tara Chander	Under Secretary
6	Dr. Mohd. Tauqueer Khan	Project Coordinator

Participants from the State Government of Andhra Pradesh

Sl. No.	Name	Designation
1	Shri Shashi Bhushan Kumar	Principal Secretary (PR&RD)
2	Shri Mutyalaraju Revu	Commissioner (APSIRD&PR)
3	Shri V R Krishna Teja	Commissioner (PR&RD)
4	Dr. M. Sudhakar Rao	Addl. Commissioner (PR&RD)
5	Shri Srinath Reddy	OSD to Commissioner (PR&RD)
6	Shri Vinod Kr. Noolu	State Programme Manager (RGSA)

Participants fromthe State Government of Jammu& Kashmir

Sl.No.	Name	Designation
1	Mr. Mohammad Aijaz Asad, IAS	Secretary to the Government, RD&PR
2	Mr. Sham Lal, JKAS	Director Panchayati Raj, J&K
3	Mr. Mohammad Afzal Bhat	Consultant, RGSA

Participants from the State Government of Meghalaya

Sl. No.	Name	Designation
1	Shri Sibhi Chakravarthy Sadhu, IAS	Secretary to the Govt. of Meghalaya, Community & Rural Development & Mission Director, SRES
2	Kum. Iaraphunlin Diengdoh	Joint Mission Director, SRES
3	Shri Jeremiah C. Lyngwa	State Programme Manager, SRES
4	Shri Nangkyntiewbok Wahlang	Programme Officer, SRES
5	Shri Jonathan Nongrum	Account Assistant, SRES
6	Smt. Aitinolin L. Mawlong,	Joint Secretary, District Council Affairs Department, Meghalaya

Participants from the State Government of Nagaland

Sl. No.	Name	Designation
1	Shri Thavaseelan K, IAS	Commissioner & Secretary, RD
2	Smt. Adino	Joint Director, SIRD
3	Smt. T. PhangpheWangsha	Deputy Director, RD
4	Shri Thungjanbemo Lotha	Rural Development Officer

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सत्यमेव जयते

Panchayati Raj

Initiatives of Ministry of Panchayati Raj

5th Meeting of the Central Empowered Committee

30th May, 2025

सशक्त पंचायत सशक्त विकास

1

"सशक्त पंचायत-नेत्री अभियान" / "Empowered Women Panchayat-Leader Campaign" – Action taken by MoPR

- **सशक्त पंचायत-नेत्री अभियान** (Empowered women Panchayat-Leader Campaign) launched in National workshop held on 4th March, 2025 in Delhi
- Around 1200 WERs of Panchayats across the country attended the workshop and 24 WERs were felicitated for exemplary works done by them
- A **unique/ specialized training module** for intensive capacity building of WERs of Panchayats was also launched
- Module is designed to be interactive and engaging through various games, ensuring that participants not only gain theoretical knowledge but also develop the practical skills
- Specialised training module requires special Training of Trainers (ToTs) of master trainers to take it to the grassroots level.
- Ministry has started ToTs, **127 master trainers trained in 4 batches and around 135 more master trainers will be trained on regional basis.**

"सशक्त पंचायत-नेत्री अभियान" / "Empowered Women Panchayat-Leader Campaign" – Expectation from States

- **Identification/ nomination of Female State Leve Master Trainers (SLMTs) for National ToTs** being conducted in subsequent batches.
- **Facilitation of regional ToT** to be conducted in different SIRDs / State PR training institutes
- To conduct **State and District level women convention** on the similar pattern, as held in Delhi on 4th March, 2025 and facilitation of exemplary WERs
- **Prioritization of training of WERs** in the States, as suggested in the **matrix provided by MoPR** for the focus areas of training
- 4 Days ToT of the District level / Block level Trainers in cascading mode
- 3 Days Training for WERs in multiple batches at Block/ District level

Model Women Friendly Gram Panchayat (1 in each district), as identified by States/UTs

Ministry has adopted a thematic approach to localise SDGs in Panchayats through aggregating 17 SDGs into 9 themes. One of these, ***Theme 9: Women Friendly Panchayat***, focuses on promoting gender equality, empowering women and girls, and ensuring equal opportunities for all.

An initiative has been taken to create at least 1 Model Women Friendly GP in all the districts across the country Panchayats to achieve the goals and targets under the theme in a saturated manner

A cadre of State level Master Trainers (SLMTs) has been created in collaboration with UNFPA in 3 batches scheduled at Pune, New Delhi and NIRDPR, Hyderabad.

A total of 310 National Master Trainers trained and inducted as a part MWFGP initiative

Model Women Friendly Gram Panchayat (1 in each district), as identified by States/UTs

- On 5th March, 2025 Training of Sarpanch/ President & Secretary of Selected Model WFGP was inaugurated in Delhi & rolled out in SIRD&PR/ State Panchayat Training Institutes
- Orientation cum Training on key features of Women & Girl Friendly Panchayat has also been conducted
- Dashboard to track the progress of the MWFGP on selected KPIs/ Markers was launched on 5th March 2025. **Hands-on Training will be organized on the functionality & features of the Dashboard for the State/UT.**
- Quarterly review meeting of model women friendly GP, sarpanches and secretaries at state/cluster level every quarter **to be incorporated in AAP, as suggested by MoPR in matrix for continuous monitoring of the progress**

Dashboard

Own Source Revenue (OSR) - Interventions of MoPR

Atmanirbhar Panchayat Special Award

- Introduction of Atmanirbhar Panchayat Special Award for efforts towards mobilization and augmentation of OSR

Samarth Portal

- **Samarth Portal** developed as a streamlined system for monitoring and broadening tax and non-tax revenue coverage.

6

Own Source Revenue (OSR) - Interventions of MoPR

Preparation of Model Rules on OSR

- Ministry in currently working towards developing Model rules on OSR, to facilitate States on preparation/ modification of OSR rules

NIPFP Study on Own Sources of Revenue (OSR)

- Ministry, in collaboration with NIPFP had conducted a study on preparation of viable financial model for generation of OSR.
- The Recommendations of the Study report have been shared with States/UTs

7

Own Source Revenue (OSR) - Interventions of MoPR

Customizable platform to capture tax and non-tax revenues across the State Integrated Mobile

App with Geo-tagging (linked to Meri Panchayat) for enhanced field data accuracy

Offers citizen services like application tracking, demand viewing, online payments, and digital receipts

Samarth Panchayat : https://samarthpanchayat.gov.in/

•**Legal framework** for OSR

Identify **tax and non-tax income sources**

Formulate rules and rates for revenue collection

Raise demands and accept payments

8

Own Source Revenue (OSR) - Interventions of MoPR

Training Modules on OSR

- Ministry, in collaboration with IIM-A, has developed training modules for generation of OSR
- **National ToT** will be organized on regional basis
- **State/ District / Block level officers to be provided orientation training**
- **District/ Block/ GP level ERs to be provided training in cascading mode, as per matrix of MoP**

9

Panchayat Advancement Index 1.0

Panchayat Advancement Index (PAI) is a Multi-Dimensional Index used to assess the progress of the implementation of Localization of Sustainable Development Goals (LSDGs) based on different local indicators across 9 Themes of LSDGs towards the attainment of SDGs at grassroots level through Panchayats.

Indicators and Data points used in PAI1.0

Theme	Indicator Count	Total Data Points
Theme 1 - Poverty Free and Enhanced Livelihoods Panchayat	32	60
Theme 2 - Healthy Panchayat	21	42
Theme 3 - Child Friendly Panchayat	82	143
Theme 4 - Water Sufficient Panchayat	21	34
Theme 5 - Clean and Green Panchayat	33	58
Theme 6 - Self-sufficient Infrastructure in Panchayat	159	189
Theme 7 - Socially Just and Socially Secured Panchayat	62	100
Theme 8 - Panchayat with Good Governance	62	87
Theme 9 - Women Friendly Panchayat	44	81
Total	516	794

Unique Indicator	Mandatory Indicator	Optional Indicator	Unique Data Points	Numeric Indicators	Binary Indicators
• 435	• 331	• 104	• 566	• 207	• 228

Data Points Auto-ported from other Line Departments(137 Data Points)

MA	eGS	uDISE+	MNREGS	NSAP	JJM	SBM	PMAY
• 50	• 38	• 33	• 4	• 4	• 4	• 3	• 1

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PAI 1.0 - Dissemination Workshop

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- **Organize one-day workshops** at State, District, and Block levels to promote awareness and understanding of PAI FY 22-23.
- **Engage key stakeholders** including officials from Panchayati Raj Institutions, line departments, and civil society.
- **Ensure high-level participation** by planning the State-level workshop in the presence of the Hon'ble Chief Minister or State Panchayati Raj Minister.

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सत्यमेव जयते

75 वर्ष संविधान के

पंचायती राज मंत्रालय
भारत सरकार
टावर–II, छवां तल
जीवन भारती बिल्डिंग,
नई दिल्ली–110001
MINISTRY OF PANCHAYATI RAJ
GOVERNMENT OF INDIA
Tower-II, 9th Floor,
Jeevan Bharati Building,
New Delhi-110001

D.O. No. M-11015/171/2023-CB

Dated: 15th May, 2025

Dear Madam/Sir,

I would like to invite your kind attention to the DO Letter of even no. dated 4th April 2025 regarding the release of Panchayat Advancement Index (PAI) FY 22-23 version 1.0 and the rolling out plan of Dissemination Workshops at State, District and Block levels. (Copy enclosed as **Annexure: I**)

2. Ministry has released PAI FY 22-23 version 1.0 on **9th April 2025.** The Baseline Report of PAI version 1.0 for the year 2022-23 reflects the performance assessment of Gram Panchayat on different local indicators across 9 Themes of Localization of Sustainable Development Goals (LSDGs) and envisages outcome oriented development goals at Panchayat level. Thematic & Overall PAI Scores of Gram Panchayats are available in the PAI Portal (www.pai.gov.in).

3. In order to further advance this initiative, States/UTs have been requested to organise One Day Dissemination Workshops at State, District and Block levels with different stakeholders. State Workshop may be planned in the presence of Hon'ble Chief Minister/ Minister of State Panchayati Raj & other dignitaries; District Level Workshop can be convened under the Chairmanship of Chairperson, Zilla Parishad / District Magistrate (DM) and Block level Workshop needs to be conducted with Sarpanch/President & Functionaries of Gram Panchayat and Frontline Workers of line departments for effective deliberation of the Thematic & Composite Scores of PAI achieved by Gram Panchayats.

4. Further, States/UTs have been advised to incorporate the Dissemination Workshop Program of PAI version 1.0 in the Annual Action Plan of RGSA FY 2025-26 and to incur related expenditures in accordance with the norms prescribed in the RGSA guidelines. Tentative Agenda of the State Level/ District Level and Block Level Workshops are enclosed as **Annexure: II**.

5. Further, Ministry has developed Banners on PAI report Cards for the Gram Panchayats which are available under Panchayat Advancement Index score section in the PAI portal in printable form. States/UTs are requested to display them through wall paintings/flex print/banner etc. in the office premises (outdoor) of respective GPs/Intermediate Panchayats/Zila Parishads at prominent locations for wider dissemination amongst the stack holders. The expenditure incurred for this purpose can be met from the IEC Component of Revamped RGSA. Sample of banners are attached as **Annexure: III**.

6. I would, therefore, request you to issue necessary directions to the officers concerned at State, District and Block levels for organizing Dissemination Workshops at different levels for building the capacity of Panchayats & other stakeholders as well as display the report card of PAI as mentioned above for result oriented planning process.

With regards,

Yours Sincerely,

Encl.: As Above

(Sushil Kumar Lohani)

The Additional Chief Secretary/ Principal Secretary/ Secretary
Department of Panchayati Raj of All States/UTs (except Goa, Meghalaya, Nagaland, Puducherry and West Bengal)

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Banners for PAI 1.0 Gram Panchayat Scorecard

PAI 1.0 Gram Panchayat Report Card

PAI 1.0 Gram Panchayat Report Card is available under "Panchayat Advancement Index Score" section on the homepage, with download option.

State Responsibility

IEC display of their GP/Block/ District Report card for public view

PAI 1.0 Best Gram Panchayats at Block – Report Card

PAI 1.0 Best Gram Panchayats at Block- Report Card is available under "Panchayat Advancement Index Score" section on the homepage, with download option.

PAI 1.0 Best Gram Panchayats at District – Report Card

PAI 1.0 Best Gram Panchayats at District- Report Card is available under "Panchayat Advancement Index Score" section on the homepage, with download option.

PAI 1.0 Number of Panchayats in each Category

State/UT	Total No of GPs	No of GPs Submitted on PAI	A+	A	B	C	D
Andhra Pradesh	13,310	13,310 (100%)	0 (0%)	4 (0.1%)	6058 (45.5%)	7222 (54%)	39 (0.3%)
Jammu & Kashmir	4,291	4,291 (100%)	0 (0%)	3 (0.1%)	1732 (40%)	2548 (59%)	11 (0.3%)
Meghalaya	6,814	-	-	-	-	-	-
Nagaland	1,298	-	-	-	-	-	-

GRADE	SCORE RANGE
A+ (Achiever)	90 - 100
A (Front Runner)	75 - below 90
B (Performer)	60 - below 75
C (Aspirant)	40 - below 60
D (Beginner)	Below 40

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PAI 2.0 FY 23-24

In PAI 2.0 version, local indicators & data points are minimized for quality data; & also reducing the ambiguity in understanding the data points. The rationalization process aimed to streamline reporting, correct anomalies, and ensure more accuracy in the data.

Theme	PAI 1.0		PAI 2.0			
	Indicator Count	Total Data Points	Indicator Count PAI 2.0	PAI 2.0 Data Points	Binary Indicators	Numeric Indicators
Theme 1 - Poverty Free and Enhanced Livelihoods Panchayat	32	60	14	26	2	12
Theme 2 - Healthy Panchayat	21	42	15	25	5	10
Theme 3 - Child Friendly Panchayat	82	143	15	28	2	13
Theme 4 - Water Sufficient Panchayat	21	34	10	14	6	4
Theme 5 - Clean and Green Panchayat	33	58	11	17	5	6
Theme 6 - Self-sufficient Infrastructure in Panchayat	159	189	17	21	13	4
Theme 7 - Socially Just and Socially Secured Panchayat	62	100	20	33	7	13
Theme 8 - Panchayat with Good Governance	62	87	24	28	21	3
Theme 9 - Women Friendly Panchayat	44	81	21	35	4	17
Total	516	794	**147**	**227**	**65**	**82**

Unique Indicator
116

Unique Data Points
161

Auto ported data points
56

Unique Numeric Indicators
59

Unique Binary Indicators
57

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Rolling Out Plan (PAI version 2.0)

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PAI Portal FY 23-24 version 2.0 has been revamped with functionalities

National level Writeshop on the new set local indicators & data points across 9 themes & functionality of revamped PAI Portal Version 2.0

↓

State level Workshop on the new features & functionality of PAI Version 2.0

↓

District Level Workshop with the Officials & Technical Team

↓

Block Level Workshop for Functionaries of GP; Frontline Officers of Line Departments & officials of Block

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Service Delivery Status

Panchayati Raj

S. No.	State Name	Total Services Offered	Services Delivered Online	Services With Panchayat As Owner	Services With Panchayat As Stake Holder
1	Andhra Pradesh	3	3	2	1
2	Jammu & Kashmir	1	1	1	0
3	Meghalaya	0	0	0	0
4	Nagaland	0	0	0	0

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Project for Creating Model GP Clusters

- **Project for Creating Model GP Clusters** (**PCMGPCs**) was being implemented by NIRD&PR since 2020-2021.
- 250 clusters having around 1100 GPs in different States/UTs were identified under the project
- 250 Young Fellows now called as Panchayati Raj Associates (PRAs) were expected to be deployed in identified clusters
- 12 State Project Coordinators (SPCs) were also expected to be deployed to Monitor the YFs/ PRAs
- Ministry has now been (from 1st January, 2025) implementing project through States/UTs, with dual reporting mechanism, which are as under:
  - ✓ PRAs to report to Block/ District Administration and SPCs
  - ✓ SPCs to report to Director/ Dy. Director of State PR Department and MoPR

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Status of PRAs in Position under PCMGPCs as on 2nd May 2025

Model GP Project Details				
Sl. No.	**Name of the State/UT**	**No. of Sanctioned Clusters**	**Number of Clusters with PRAs in Place**	**No. of Clusters Vacant**
1	Andhra Pradesh	4	3	1
2	Jammu & Kashmir	6	4	2
3	Meghalaya	5	0	5
4	Nagaland	10	0	10

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School of Excellence of Panchayati Raj (SoEPR)

- SoEPR was approved to be established in NIRD&PR in 2023-24. The project was having 2 components:

  (i) Setting up of SoEPR with 9 Centres in NIRD&PR with 41 Human Resources

  (ii) Provision of 172 Human Resource (CB&T Sr. Consultant/Consultant) in SIRDs/ PR training institutes based on number of districts in the States.

- CB&T Sr. Consultants/Consultants deployed in States/UTs are expected to assist SIRDs/PRTIs/SPRCs in CB&T activities under RGSA

- CB&T Sr. Consultants/Consultants to report to either Panchayati Raj Department or DG/ Director/ Dy. Director, SIRD&PR/ PRTI or SPRC whichever is functioning under the aegis of Panchayati Raj Department in the concerned State/UT.

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Status of CB&T Sr. Consultants/ Consultants in Position SoEPR as on 2nd May 2025

		Status of Consultants			Status of Sr. Consultants		
Sl. No.	**Name of the State/UT**	**No. of Sanctioned Position**	**No. of consultants in position**	**No. of Vacant position**	No. of Sanctioned Position for Sr. Consultant	No. of Sr. Consultant in Position	**No. of Vacant position**
1	Andhra Pradesh	5	5	0	1	1	0
2	Jammu & Kashmir	4	1	3	1	1	0
3	Meghalaya	2	0	2	1	0	1
4	Nagaland	3	2	1	1	0	1

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Priority of the Training

1. Basic orientation/ induction training, if ERs are newly elected.
2. Refresher training, if ERs have completed 1-1.5 years in the office.
3. Specialised training of focus areas of the Ministry:
   a) ToTs at different levels on specialised WERs module
   b) Actual training of WERs

4. PESA training in PESA States.
5. Other Specialised training of focus areas of the Ministry:
   a) Women conventions at different level.
   b) ToTs at different levels on OSR module.
   c) Actual training on OSR module
   d) Workshops/ training on PAI 1.0 dissemination and PAI 2.0 rollout.
   e) Quarterly review of Model Women Friendly GPs
6. Training on Panchayat Development Plan
7. Thematic training
8. Any other training

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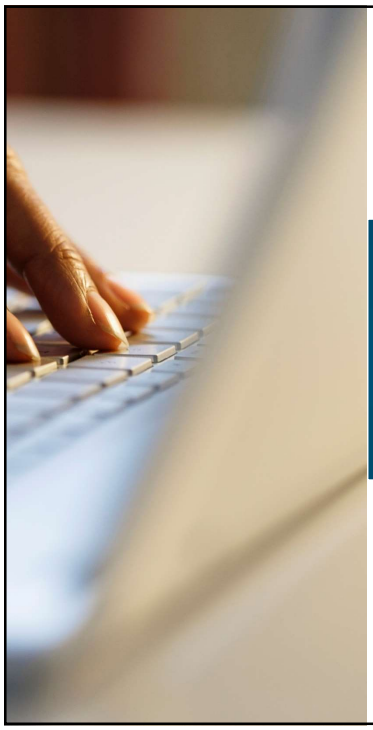

Panchayati Raj

eGramSwaraj
Simplified Work based Accounting application for Panchayati Raj

Panchayati Raj

Analysis undertaken by DIU (Andhra Pradesh, Jammu & Kashmir, Meghalaya and Nagaland)

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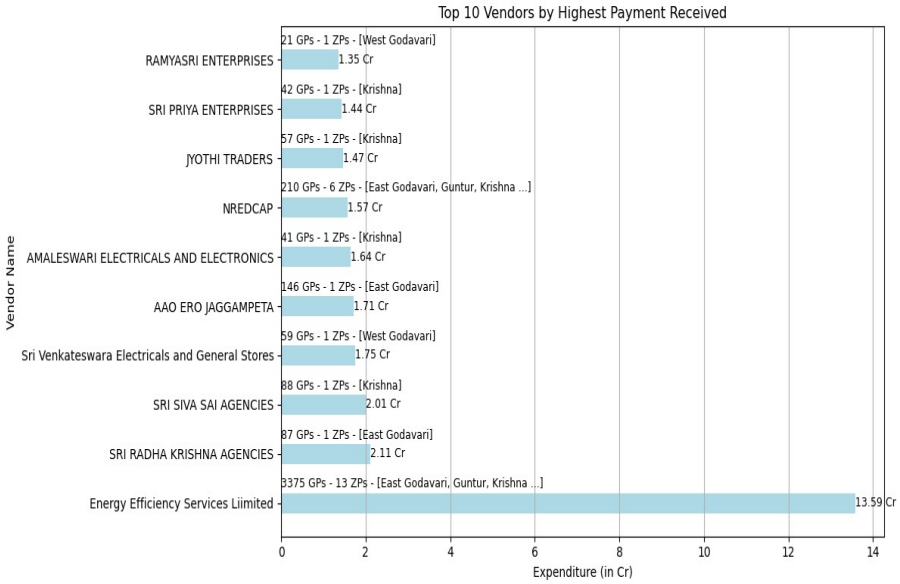
Analysis Undertaken by DIU

- **Vendor Expenditure Analysis:** The analysis highlights substantially high number of payments received by certain vendors.
- **Expenditure Pattern detection**: Highlights the percentage of GPs expenditure made to a single vendor out of their total expenses incurred.
- **Fund Transfer Order(FTO) Signing Analysis:** The analysis involves monitoring the IP addresses and the actual time of Makers' and Checkers' file signing.
- **Payment Analysis**: The analysis includes compliance checks with tied/untied expenditure and No expenditure made by the panchayats.
- **Asset Activity Progress Analysis**: The analysis focuses on activities classified under the "Asset" category which are still marked as "ongoing" despite having incurred over 90% expenditure of the admin approval cost.
- **Deductions and Payments:** Focuses on evaluating the deductions made by Panchayats and depositing such amounts for ensuring compliance.
- **Abandoned Activities Expenditure**: The analysis focuses on the expenditure made on the abandoned activities on different stages of work progression.
- **Note:** Jammu & Kashmir, Meghalaya, and Nagaland have not reported XVFC expenditure on eGS.

Vendor Expenditure Analysis-Andhra Pradesh(1/7)

Vendor Expenditure Analysis

The analysis highlights substantially high number of payments received by certain vendors



** The analysis was done on 13325 GPs of Andhra Pradesh for FY:2023-24*

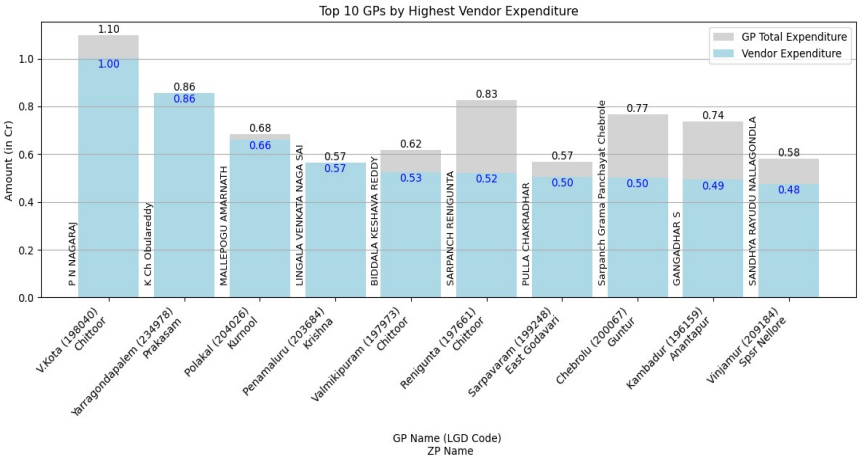
Expenditure Pattern Detection-Andhra Pradesh(2/7)

Panchayati Raj

The below table highlights the percentage of GPs expenditure made to a single vendor out of their total expenses incurred.

Expenditure (%)	Number of GPs incurring expenditure to a single vendor
100	845
90-99	1319
80-90	1731
70-80	1758
60-70	1655

The below graph highlights the proportion of amount paid to a single vendor out of the total expenses incurred.



** The analysis was done on 13325 GPs of Andhra Pradesh for FY:2023-24*

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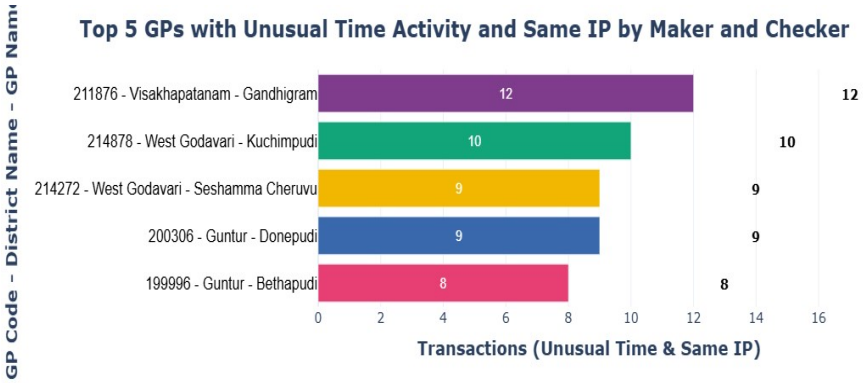
Fund Transfer Order(FTO) Signing Analysis-Andhra Pradesh (3/7)

Panchayati Raj

- Payment file signing analysis involves monitoring the IP addresses and the actual time of Makers' and Checkers' file signing.
- This is crucial to detect unusual patterns such as frequent network changes, and unusual time of signing the payment files. This helps to identify unauthorized access or multiple users using the same credentials.

Top 5 GPs with Unusual Time Activity and Same IP by Maker and Checker (8PM – 6 AM)

- **Total GPs with same IP used by maker and checker for FTO signing during unusual hrs = 158**



Payment Analysis (Tied/Untied)-Andhra Pradesh (4/7)

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Payment Analysis focuses on the fund outflows from Panchayats, such as payments to vendors. It includes compliance checks with tied/untied and ensures efficient expenditure.

S.No	Analysis Criteria	Number of GPs
1	Number of GPs with **No** Expenditure during FY 2023-24 out of 13325 GPs	278
2	Number of GPs with **Zero** Expenditure under Tied Grant	123
3	Number of GPs with **Zero** Expenditure under Untied	1895

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Asset Incompletion Status across all schemes (in %)-AP (5/7)

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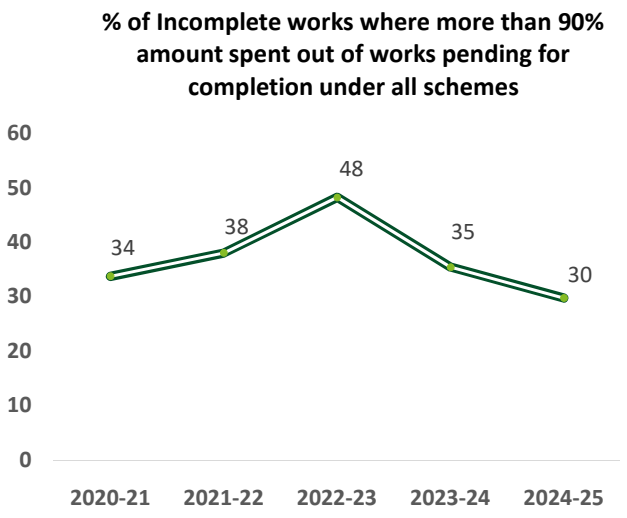
Objective of this analysis

The analysis focuses on activities classified under the "Asset" category which are still marked as “ongoing” despite having incurred over 90% expenditure of the proposed cost. This has been calculated out of the works pending for completion.



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Deduction and Payment Analysis- Andhra Pradesh (6/7)

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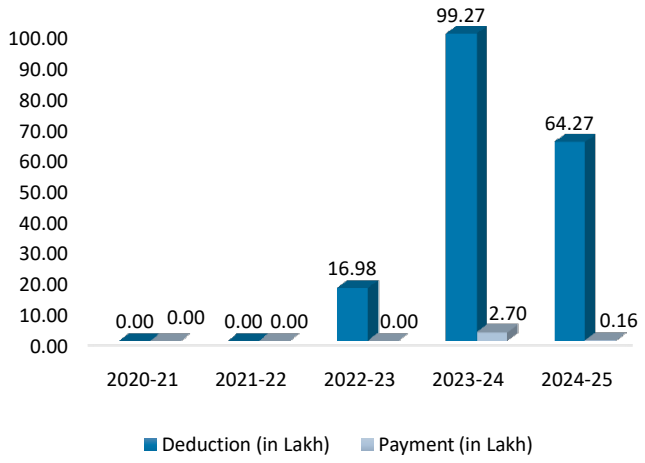
Objective of this analysis

The analysis focuses on evaluating the deductions made by Panchayats under various deduction heads such as **GST TDS, Labour Cess, and other deductions**, and assessing their compliance in depositing or remitting these amounts to the respective government departments under XVFC.

Actual Deductions and Payments during the last five financial years (2020-21 to 2024-25) (in lakh)



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Analysis on Abandoned Activities Expenditure- Andhra Pradesh (7/7)

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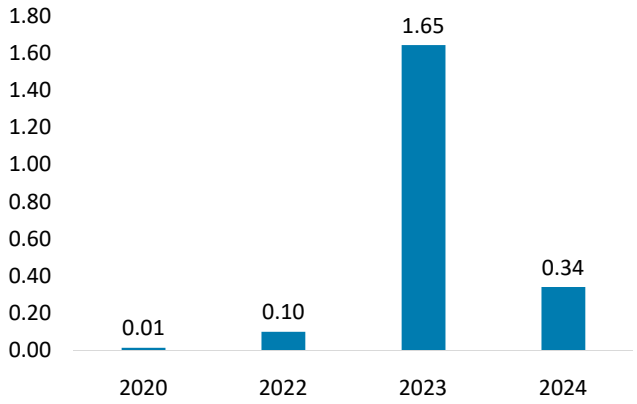
Objective of this analysis

The analysis focuses on the expenditure made on abandoned activities.

Cumulatively, 2.10Cr was spent on abandoned activities, and the count of abandoned activities is 100.

Amount (in Cr) spent on the abandoned activities during 2020-21 to 2024-25 under XVFC Scheme



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Thank You

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