

NATIONAL CONSULTATION ON GENDER BUDGETING WITH CENTRAL MINISTRIES/DEPARTMENTS AND STATE GOVERNMENTS

19th June 2025
Vigyan Bhawan, New Delhi



Proceedings



GOVERNMENT OF INDIA
MINISTRY OF WOMEN AND CHILD DEVELOPMENT

I: INTRODUCTION

Ministry of Women and Child Development, Government of India, organized a National Consultation on Gender Budgeting at Vigyan Bhawan, New Delhi on 19th June 2025. Senior Officers from 40 central Ministries/Departments and 19 States, Representatives of UN Women, Asian Development Bank and Experts from National level Institutes participated in the day-long consultation. The consultation was organized with the key objectives to deliberate on the measures to strengthen the gender budgeting processes across all sectors; and share initiatives and good practices on gender budgeting by the Central Ministries/Departments and States under their specific schemes. The agenda of the consultation is placed at *Annexure-I*.



The event was graced by the Hon'ble Union Minister of Women and Child Development, Smt. Annpurna Devi. Secretary and other senior officers of the Ministry attended the day long consultation. The list of participants from various Ministries/Departments, States, and organizations is placed at *Annexure-II*.

II: INAUGURAL SESSION

In the inaugural session, while welcoming the participants, **Dr. Pankaj Srivastava, Statistical Advisor, MWCD** apprised about the objectives of the national consultation. He highlighted that training and capacity building of government officials on various aspects of Gender Budgeting is a mandate of the Ministry, and web portal and training manual have been developed with the assistance of UN Women and ADB Team to scale up the training programmes as well as to standardize the contents.



Ms Kanta Singh, UN Women hailed India's leadership in gender budgeting and emphasized the need to expand GB practices to grassroots institutions like Panchayats. She encouraged India to present its GB model on global platforms and highlighted inclusive budget consultations as an international best practice. **Dr. Deepa Ahluwalia, Asian Development Bank** outlined ADB's work in promoting gender equality through technical assistance in four

Indian States. The initiative focuses on women's economic empowerment, gender-responsive infrastructure, and building resilience, backed by capacity-building efforts and the development of gender budgeting dashboards.

Shri Anil Malik, Secretary, MWCD in his opening address highlighted Gender Budgeting as a core part of India's Women-led Development strategy that was endorsed by the G20 in the New Delhi Leaders' Declaration of 2023. Government of India remains firmly committed to mainstreaming gender budgeting at the central, State, and local levels as a strategic tool to ensure equitable allocation of public resources toward women-centric schemes. Secretary, MWCD noted the significant rise in gender-focused allocations in FY 2025–26. He underscored that gender budgeting remains a work in progress, with continued emphasis on expanding and strengthening its implementation both at the central and State levels.



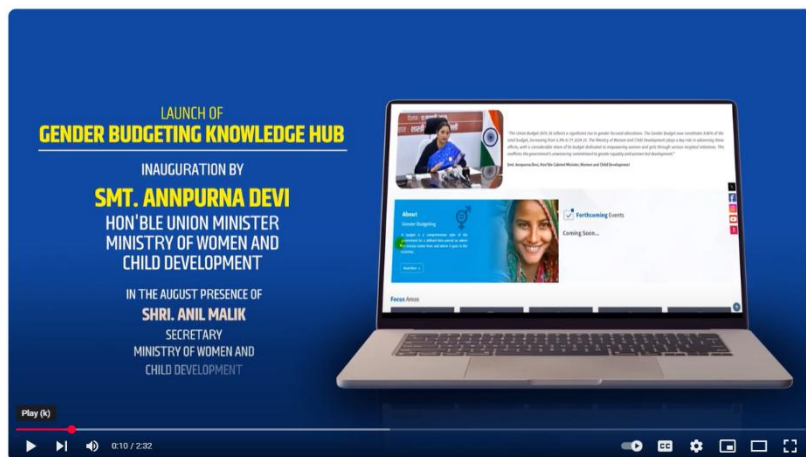
Hon'ble Cabinet Minister of Women and Child Development Smt. Annpurna Devi in her keynote address highlighted that over the last eleven years, the Government of India has



pursued a transformative agenda that shifts from welfare-oriented approaches to one centred on opportunity, dignity, and leadership for women. Women are now leading India's development narrative, reflected in increased participation across sectors. Hon'ble Minister urged the Central Ministries/ Departments to review their schemes from a gender lens and see how the benefits can

be more driven towards women. She stressed the shift from allocations to impact-based budgeting, inter-Ministerial coordination, and gender-disaggregated data for better outcomes. Hon'ble Minister called on all Ministries to integrate gender perspectives at every planning and review stage. She suggested to the State Governments to embed gender budgeting in Gram Panchayat Development Plans.

Hon'ble Cabinet Minister of Women and Child Development Smt. Annpurna Devi launched a web portal titled *Gender Budgeting Knowledge Hub* on this occasion. The Hub is



a digital repository of all information related to gender budgeting processes, intended for use by central and State government Ministries/Departments, as well as other stakeholders.

The inaugural session called for collective, coordinated efforts from all stakeholders to ensure that budgeting decisions translate into

meaningful impact for women and girls at all levels. All the Speakers reaffirmed that Gender Budgeting is now an essential part of India's development agenda.

III: TECHNICAL SESSIONS

During the first technical session of the National Consultation, the journey of 'Twenty Years of Gender Budgeting in India: Achievements and Challenges' was discussed. In the second technical session, deliberations were held on the draft Training Manual on Gender Budgeting, which has been developed by the Ministry as an important capacity-building tool and practical guide to understand various aspects of Gender Budgeting in India. In the third technical session, State Initiatives to strengthen and advance Gender Budgeting was detailed by a few States. In the fourth technical session, initiatives to strengthen and advance Gender Budgeting by a few central Ministries/Departments was discussed. In the fifth and last technical session, reflections from the Post-Budget consultation done by UN Women, was discussed amongst the participants. A brief on each of these technical sessions, is as under:

Technical Session 1: *Twenty years of Gender Budgeting in India – Achievements and Challenges*

The session offered a comprehensive historical overview of Gender Budgeting in India, tracing its evolution over the past two decades. It highlighted the early efforts from 2005–06, including the categorization of budgets into women-centric schemes and the formation of Gender Budget Cells within the Ministries/Departments, which faced initial challenges in implementation. The speakers emphasized how global best practices and civil society advocacy in the early 2000s informed the conceptual grounding of GB in India. A key limitation during this phase was the narrow policy perception of women's needs, often confined to health, education, and sanitation. More recent progress was attributed to targeted schemes, greater institutional awareness, and innovations like the inclusion of 'Part C' in the Gender Budget Statement, allowing Ministries/Departments with lower allocations for women to report. States like Maharashtra and Rajasthan were noted for their leadership in adopting GB. The discussion also explored the economic rationale of public finance, emphasizing the allocative and distributive functions and highlighting schemes like NRLM and PM Ujjwala. The session concluded with a call to build

grassroots capacity, assess the impact of GB initiatives, and ensure their long-term sustainability.

Technical Session 2: Gender & Budgets: A Capacity Toolkit on Gender Budgeting

The session elaborated details of the draft training manual on gender budgeting prepared by the Ministry in collaboration with UN Women and ADB. It was highlighted that the manual has been designed as a dynamic, evolving document with an aim to build the capacity of government officials and stakeholders by introducing key gender concepts, tools, and sector-specific applications to strengthen gender-responsive governance. The manual has been structured into four modules, ranging from foundational concepts to global and national experiences. It includes participatory training approach using case studies, stakeholder consultations, and interactive methods. The session emphasized its relevance for officials from finance, planning, and Women and Child Development departments, as well as training institutions and civil society. Discussions highlighted the importance of improving gender data, ensuring sectoral relevance, and embedding a gender perspective across all policy and budgetary processes.

Technical Session 3: State Initiatives to strengthen and advance Gender Budgeting – Sharing of lessons by the State Governments

Govt. of Assam, Maharashtra, Karnataka, Kerala and Uttarakhand shared their initiatives and progress on gender budgeting during the national consultation.

Assam: Presentation by Government of Assam highlighted a structured, multi-stage approach to Gender Budgeting, driven by institutional coordination between the Finance and WCD departments. Key features include the formation of an Inclusive Budget Cell (IBC), identification of the Nodal officers across 41 departments, and designation of the Assam Administrative Staff College as a training hub. Assam's GRB framework includes pre-budget consultations, scheme mapping, SOPs, and post-budget review mechanisms. Innovative tools such as a "Budget Estimation for Gender Empowerment" column, KPI-based scorecards, and categorization of schemes by gender sensitivity have improved monitoring and accountability. Evidence-based planning has been further supported by disaggregated data and targeted assistance to underperforming departments.

Maharashtra: Govt. of Maharashtra presented a multi-tiered model of gender budgeting, anchored in its State Policy for Women (2014, 2024) and strengthened by a formal roadmap and GBS integration since 2020–21. The State has developed digital platforms viz. (i) Maharashtra Plan Schemes Information Management System (MP-SIMS) under Department of Planning to capture the age and sex disaggregated data, and (ii) Budget Estimation, Allocation and Monitoring System (BEAMS) wherein Gender & Child Budget Statement are integrated into the state's budget portal, for data-driven planning and real-time tracking. Gender budgeting is supported by the State Women's Policy 2024, which introduced thematic focus areas and 600+ gender indicators across 38 departments. Formal institutions such as High-Power Committees and Task Forces provide oversight. District-level GBS and transgender budgeting have also been introduced, and ongoing efforts include automation, localization of tools in Marathi, and improving Part B reporting quality.

Karnataka: Govt. of Karnataka demonstrated a data-rich and analytically rigorous gender budgeting framework. The State employs a unique classification system for schemes at detailed budget levels (12- and 15-digit), with periodic reviews to reflect scheme design changes. Strong institutional mechanisms include a Gender Budget Task Force and Inter-Departmental Committees. Extensive training programmes and research collaborations have been undertaken, supported by tools like *Avalokana* and *Kutumba* for social protection. Monthly and quarterly reviews along with Output-Outcome Monitoring Frameworks (OOMF) enhance accountability. Karnataka plans to adopt global best practices and strengthen alignment with gender development indicators for deeper policy integration.

Kerala: Govt. of Kerala presented a long-standing, multi-dimensional approach to gender budgeting aligned with its tradition of decentralised planning and gender equity. Foundational initiatives like the Women Component Plan (WCP), *Kudumbashree* (a community organization of Neighbourhood Groups (NHGs) of women in 1998 as the State Poverty Eradication Mission), and the Gender Park reflect Kerala's commitment to grassroots inclusion. Local bodies implement gender-responsive initiatives through Gender Desks and Resource Centres, with WCP mandating a 10% fund allocation for women. Recent GBS allocations prioritize maternal health, education, safety, employment, and transgender inclusion through the comprehensive umbrella scheme *Mazhavillu*. The State emphasized the need for stronger data systems, capacity building, media sensitisation, and enhanced care infrastructure to sustain progress.

Uttarakhand: Govt. of Uttarakhand presented a structured approach to Gender Budgeting steered by the Women Empowerment Department as Nodal and the Finance Department as focal for GBS. An Inter-Departmental Committee on GB was formed in 2024, along with clear guidelines and directives for Gender Budget Cells. GB has been integrated into the full budget cycle and linked with the State's IFMS. Departmental training on gender budgeting and validation of GBS data during Budget Review Meetings have been operationalised. Flagship schemes on health, education, and livelihoods have been mapped, with future plans including a dedicated State Women Policy, improved gender-disaggregated data, and/or development of a GB dashboard.

Technical Session 4: Initiatives to strengthen and advance Gender Budgeting – Sharing of lessons by the Central Ministries/Departments

Six Ministries/Departments viz. D/o Water Resources, RD & GR, M/o Panchayati Raj, D/o Social Justice & Empowerment, M/o New & Renewable Energy, D/o Financial Services, and M/o Rural Development shared their initiatives and progress on gender budgeting during the national consultation.

D/o Water Resources, RD & GR presented its gender budgeting efforts under two major schemes viz AIBP and CADWM, under the *Pradhan Mantri Krishi Sinchayee Yojana* (PMKSY). While these schemes do not directly identify female beneficiaries, gender inclusion is promoted through mechanisms like Water User Associations (WUAs) that enable women's participation in water governance. However, challenges remain, particularly in the lack of sex-disaggregated data and the absence of legal recognition of WUAs in many States. The presentation concluded by raising a broader question on how infrastructure-focused Ministries,

with indirect beneficiaries, can develop suitable methodologies for reporting in the Gender Budget Statement (GBS).

M/o Panchayati Raj emphasized its indirect but impactful gender-responsive interventions despite having no women-targeted schemes. It reported two key schemes viz. *Rashtriya Gram Swaraj Abhiyan* (RGSA) and SVAMITVA in the GBS 2025-26. The Ministry highlighted its focus on building capacities of elected women representatives (EWRs), promoting institutional mechanisms like *Mahila Sabhas*, and encouraging co-ownership of property. From 2025, the Ministry began using Output-Outcome Monitoring Framework (OOMF) indicators to track women's participation in governance and training initiatives, thereby integrating measurable gender dimensions into its programmes.

D/o Social Justice and Empowerment presented their gender budgeting approach across welfare programmes for Scheduled Castes, OBCs, EWS, transgender persons, and other marginalized groups. It was highlighted that though the schemes are not exclusively gender-targeted, the Department made estimation of allocations for women and girls for GBS reporting. Constitution of Gender Budget Cells (GBCs), data analysis, and OOMF indicators are used to track and strengthen the GB process. The Department committed to allocating at least 30% of budgets to gender-focused interventions where direct data is unavailable, and emphasized the potential of PFMS-based DBT systems to derive gender-specific data for more precise reporting.

M/o New and Renewable Energy highlighted its efforts made to estimate and report gender budget allocation in programmes like PM Surya Ghar-Muft Bijli Yojana, PM-KUSUM, and the Biogas Programme. Despite most large-scale projects being implemented through private developers and lacking direct beneficiaries, the Ministry reported notional gender allocations in the GBS. These were based on census gender statistics and estimated household-level benefits. With technical inputs from MWCD, the Ministry has demonstrated a growing commitment to integrating gender perspectives into scheme design and budgetary processes.

D/o Financial Services highlighted unique nature of the programmes implemented by them, which are not directly beneficiary-oriented. Budgets for the programmes are largely for re-capitalisation and credit guarantees, routed through financial institutions such as banks, insurance providers, and pension funds. It was mentioned that most welfare schemes managed by the Department (pension schemes such as PMJJBY) are also subscription-based, i.e subscriber has to pay a fee to receive these, thereby making therefore making gender-disaggregated allocations not straightforward. Subscription-based schemes like Atal Pension Yojana (APY) and PMJJBY were included in the GBS 2025-26, based on an apportioning exercise using actual subscribers' data, which showed female subscription rates above 30%. The Department acknowledged the difficulty in tracking direct gender impacts and called for the development of gender-responsive models and indicators tailored to financial sector schemes that lack individual targeting mechanisms.

D/o Rural Development presented its gender budgeting efforts across major beneficiary-focused schemes like MGNREGS, PMAY-G, and NRLM, which were reported in the GBS 2025–26. It acknowledged that while gender-disaggregated data is collected, the absence of a

dedicated budget head for gender budgeting within the accounting structure leads to underreporting. The Department suggested to create dedicated budget heads for gender budgeting along the lines of budget heads for SCs, STs, and the North Eastern Region. This would help Ministries to clearly identify and monitor the funds that are targeted towards women and girls. The Department also noted schemes like PMGSY and skill initiatives where community-level benefits make direct gender tracking difficult.

Technical Session 5: Summary Recommendations from the Post-Budget Consultation organized by UN Women

The session summarized key recommendations from the post-budget consultation organized by UN Women in April 2025, bringing attention to the need for transitioning from accounting-focused to performance-oriented, gender-responsive budgeting. While the rise of the Gender Budget Statement (GBS) to 8.8% was acknowledged, it was noted that this was largely due to improved reporting rather than structural reform. Participants stressed the institutionalization of gender budgeting within macro-fiscal frameworks to ensure allocations translate into measurable outcomes. Strengthening coordination across central, state, and local levels was noted as vital to bridge planning and implementation gaps. Persistent issues such as irregular fund flow and fragmented implementation were discussed, along with the potential of innovative tools like gender bonds to enhance resource mobilization. The session emphasized the need for intersectional inclusion, calling attention to the needs of SC/ST communities, transgender persons, older women, and informal workers. Structural barriers to women's employment such as poor skilling, lack of transport and childcare, and safety concerns were highlighted. Need for holistic re-skilling programmes and better support for women in the gig economy, who often lack social protection was discussed. Overall, the session called for a cross-sectoral, gender-responsive approach that integrates budgeting with performance monitoring, care and transport infrastructure, and targeted interventions to boost women's participation in the workforce and support inclusive economic growth.

IV: SUGGESTIONS & RECOMMENDATIONS

During the day-long deliberation, following key suggestions and recommendations were made by the participants.

A: Central level

- i. Develop and disseminate short, engaging content (snippets, short videos, infographics) to explain key GB concepts to the general public via website, social media and public platforms.
- ii. Partnership with the national level training institutes like ASCI, Hyderabad, AJNIFM, Faridabad, IIPA, New Delhi etc may be explored to mainstream training on gender budgeting in their annual training calendars.
- iii. Establish a network of GB training institutes through MWCD's NIPCCD (now, SP NIWCD), and synchronizing State and Central training efforts for uniform standards and curriculum.

- iv. Online, continuous, and self-paced GB learning modules for government officials may be developed in coordination with Capacity Building Commission which will be made available on iGOT *Karmayogi* platform to expand reach across Ministries/Departments and to enable all officials to complete at least a few basic modules on gender budgeting.
- v. Design and host a Learning Management System (LMS) within the GB Knowledge Hub for sensitization, awareness and capacity building of other key stakeholders.
- vi. Explore to develop a certificate course on gender budgeting under the National Skills Qualification Framework (NSQF) to create a qualified pool of gender budgeting trainers.

B: State level

- i. State Finance Departments may lead inter-Departmental facilitation, data-driven planning, and scheme validation related to gender budgeting.
- ii. State WCD Departments may develop Standard Operating Procedures (SOPs) to standardize gender budgeting preparation across Departments.
- iii. District Hubs for Empowerment of Women may be used to increase awareness and coordinate training on gender budgeting.
- iv. Hub may also function as the Gender Budgeting Cell in districts for continuous support and guidance.
- v. State WCD Departments may promote implementation of inclusive planning models such as Gram Panchayat Development Plans (GPDPs) using women-friendly indicators like *Suposhit Gram Panchayats*.
- vi. Collaboration with State-level training institutions (e.g., ATIs, SIRDs, State Universities) to integrate GB modules into regular government training curricula.
- vii. State WCD Departments may conduct gender-budgeting awareness campaigns for sensitization and education of key stakeholders.

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Annexure-I

Ministry of Women and Child Development

National Consultation on Gender Budgeting with Central Ministries/Departments and State Governments

19th June 2025: Vigyan Bhawan (Hall No. 2 & 3)

AGENDA

| <i>Time</i> | <i>Particulars</i> | <i>Speaker</i> |
|---------------|--|---|
| 9:15 – 10:00 | Registration | |
| 10:00 – 10:10 | Welcome Address | Dr. Pankaj Srivastava Statistical Advisor Ministry of Women and Child Development |
| 10:10 – 10:17 | Address | Ms. Kanta Singh, Country Representative, <i>a.i.</i> , UN Women |
| 10:18 – 10:25 | ADB's support for Gender Budgeting | Dr. Deepa Ahluwalia Gender and Social Development Specialist, Asian Development Bank |
| 10:25 – 10:30 | Opening Address | Shri Anil Malik Secretary, Ministry of Women and Child Development |
| 10:30 – 10:35 | Launch of Gender Budgeting Knowledge Hub Portal | Smt. Annpurna Devi Hon'ble Cabinet Minister, Women & Child Development |
| 10:35 – 10:50 | Key Note Address by Chief Guest | Smt. Annpurna Devi Hon'ble Union Minister, Women & Child Development |
| 11:00 – 11:30 | <i>Tea/Coffee</i> | |
| 11:30 – 12:00 | Twenty years of Gender Budgeting in India – <i>Achievements and Challenges</i> | <ul style="list-style-type: none">• Ms. Dakshita Das, Additional Secretary (Retd), MoF, Govt. of India• Dr. Nikhil Raj, Development Economist |
| 12:00 – 13:00 | Gender & Budgets: A Capacity Toolkit on Gender Budgeting | Presentation on Draft Training Manual on Gender Budgeting by Dr. Sanghamitra Dhar, UN Women <i>Followed by comments/discussion.</i> |
| 13:00 – 14:00 | <i>Lunch Break</i> | |
| 14:00 – 15:00 | State Initiatives to strengthen and advance Gender Budgeting – <i>Sharing of lessons by the State Governments</i> (10 mts each) | <i>Presentation, followed by Q&A:</i> <ol style="list-style-type: none">1. Govt. of Assam2. Govt. of Maharashtra3. Govt. of Uttarakhand4. Govt. of Karnataka5. Govt. of Kerala |

| <i>Time</i> | <i>Particulars</i> | <i>Speaker</i> |
|----------------------|---|--|
| 15:00 – 16:00 | Initiatives to strengthen and advance Gender Budgeting at the central level- <i>Sharing of lessons by the Central Ministries/ Departments</i> (10 mts each) | <i>Presentation, followed by Q&A:</i> 1. M/o New & Renewable Energy 2. M/o Panchayati Raj 3. D/o Financial Services 4. D/o Social Justice & Empowerment 5. D/o Water Resources, RD & GR |
| 16:00- 16:45 | Translating Commitments into Action: Reflections from the Post-Budget consultation | <i>Presentation followed by discussions:</i> Summary Recommendations from the Post-Budget Consultation organized by UN Women By Dr. Bornali Bhandari, NCAER |
| 16.45-16:55 | Concluding Remarks and Way Forward | Dr. Pankaj Srivastava Statistical Advisor Ministry of Women and Child Development |
| 16.55-17.00 | Vote of Thanks | Dr. Saroj Kr Adhikari, Assistant Director, Ministry of Women and Child Development |
| 17:00 onwards | <i>Tea/Coffee</i> | |

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Annexure-II: List of Participants

I: Speakers and Experts

1. Ms Dakshita Das, Formerly Additional Secretary to Govt. of India
2. Ms Kanta Singh, Country Representative, *a.i.*, UN Women India
3. Dr. Deepa Ahluwalia, Gender and Social Development Specialist, Asian Development Bank
4. Dr. Bornali Bhandari, Centre for Gender and Macroeconomy, National Council of Applied Economic Research
5. Dr Nikhil Raj, Development Economist
6. Dr. Sanghamitra Dhar, Program Lead (GRB), UN Women

II: Ministry of Women and Child Development

1. Shri Anil Malik, Secretary
2. Shri Gyanesh Bharti, Additional Secretary
3. Shri Nitishwar Kumar, Additional Secretary & Financial Adviser
4. Ms. Tripti Gurha, Additional Secretary
5. Shri Valeti Premchand, Additional Secretary
6. Ms. Pallavi Agarwal, Joint Secretary
7. Shri Sarwesh Kumar Arya, Joint Secretary
8. Ms. Preeti Pant, Joint Secretary
9. Dr. Pankaj Srivastava, Statistical Advisor
10. Ms. Kamini Kapil, Senior Director (IT), NIC
11. Shri Navendra Singh, Director
12. Smt. Padmja Vashishta, Director
13. Shri Bhaskar, Director
14. Ms. Arkaja Das, Director
15. Shri Aujender Singh, Director
16. Shri Ashok Kumar Vijay, Director
17. Ms. Jyotika, Deputy Secretary
18. Shri Rupesh Kumar Sinha, Deputy Secretary
19. Shri Deen Dayal, Deputy Secretary
20. Shri Kishore Srivastava, Deputy Secretary
21. Shri S.B. Pandey, Deputy Secretary
22. Mr. Chandkiran Chhoker, Joint Director (IT), NIC
23. Ms Iha Jain, Joint Director (IT), NIC
24. Shri Gyan Singh Meena, Under Secretary
25. Shri Lakhmi Chand, Under Secretary
26. Shri Manoj Kumar Prabhat, Under Secretary
27. Shri Rajanish Kumar Jha, Under Secretary
28. Shri T. Songzalian, Under Secretary
29. Shri Uday Shankar Mehta, Under Secretary
30. Shri Kumar Kalikanand, Under Secretary
31. Dr. Mamta Chaudhary, Deputy Director
32. Shri Vikas Gurjar, Deputy Director
33. Dr. Saroj Kr Adhikari, Assistant Director (Gender Budgeting)
34. Dr. Huma Praveen, GRB Expert, UN Women-MWCD
35. Dr. Anshul Sharma, Technical Coordinator (GRB), UN Women-MWCD
36. Ms Shreya, Technical Coordinator (GRB), UN Women-MWCD
37. Ms Agrima Sahore, Technical Coordinator (GRB), UN Women-MWCD
38. Shri Rizwan Shaikh, IT Consultant, UN Women-MWCD

III: Central Ministries/Departments

| S. No. | Name of the Ministry/ Department | S. No | Name of the Participant |
|---------------|---|--------------|--|
| 1. | D/o Agriculture and Farmers Welfare | 1. | Shri Vijay Kumar, Deputy Secretary (Policy) |
| | | 2. | Dr. Archana Kumari, Joint Director (NGRC) |
| | | 3. | Shri Abhishek Kumar, Senior Statistical Officer |
| 2. | D/o Agricultural Research & Education | 4. | Dr. Arun Kumar Panda, HoD (ICAR-CIWA) |
| 3. | M/o AYUSH | 5. | Dr. M. A. Qasmi, Adviser (Unani) |
| | | 6. | Shri Anjan Biswas, Deputy Secretary |
| | | 7. | Dr. Suresh Kumar, Joint Advisor (Ayurveda.) |
| 4. | D/o Commerce | 8. | Shri Maneesh Dwivedi, Controller of Accounts |
| 5. | D/o Consumer Affairs | 9. | Shri. Shailendra Kureel, Deputy Secretary |
| 6. | M/o Culture | 10. | Ms. Pooja Hali, Director (Finance) |
| | | 11. | Shri Karan Singh Tanwar, Joint Director (Budget) |
| 7. | D/ o Drinking Water & Sanitation | 12. | Shri Ananjay Tiwari, Deputy Secretary (IFD) |
| | | 13. | Shri Ashwini Kumar Maurya, Under Secretary (IFD) |
| 8. | D/o Economic Affairs | 14. | Shri Sunil B. Chaudhari, Director (Budget) |
| | | 15. | Shri A. K. Singh, Deputy Secretary (IFD) |
| | | 16. | Shri M. Natesan, Under Secretary, OMI Division |
| | | 17. | Shri Bikesh Kumar, Section Officer (Budget) |
| 9. | M/o Electronics & IT | 18. | Ms K. Bhanu Hariharan, Deputy Secretary (Budget) |
| | | 19. | Shri Rajiv Kumar Mishra, Assistant Director |
| 10. | M/o External Affairs | 20. | Shri Prathit Mishra, Under Secretary (Finance) |
| | | 21. | Shri Nithin Kunneparambil, Under Secretary (GA) |
| | | 22. | Shri Akash Bharti, Intern (Admn. Division) |
| 11. | D/o Financial Services | 23. | Ms. Jayasree M. G., Deputy Director General |
| | | 24. | Shri Shailesh Kumar, Deputy Secretary (Nodal Officer for GB) |
| | | 25. | Shri Girish Kumar, Under Secretary (IFU-II Division, DEA) |
| | | 26. | Shri Ajay Kumar Gupta, Under Secretary (DA) |
| | | 27. | Shri Pramod Singh, OSD (DA) |
| 12. | D/o Fisheries | 28. | Shri Veeragandham Srinivasa Rao, Director |
| 13. | M/o Food Processing Industries | 29. | Shri Arvind Kumar, Dy Secretary (IFD/Budget) |
| 14. | D/o Health and Family Welfare | 30. | Dr. Govind Kumar Bansal, Director (RCH) |
| | | 31. | Shri Bherav Dutta, Director (Budget) |
| | | 32. | Shri Dharam Parkash, Deputy Director, Bureau of Planning |
| 15. | D/o Higher Education | 33. | Shri Jeewan Kumar, Deputy Secretary |
| | | 34. | Shri Narayan Singh Bisht, Consultant Finance Division |
| 16. | M/o Home Affairs | 35. | Shri Ganga Kumar Sinha, Deputy Secretary |
| | | 36. | Shri Vinay Muthukumar, Deputy Controller of Accounts |
| 17. | M/o Housing and Urban Affairs | 37. | Shri Rajesh Kumar, Deputy Secretary (Budget) |
| | | 38. | Ms. Lavanya Gotety, Lead Capacity Building Expert |
| 18. | D/o Justice | 39. | Shri Satya Pratap Singh, Joint Secretary |
| | | 40. | Shri Yashasvi Kumar, Director (eCourts and National Mission & Judicial Reforms-II) |
| 19. | M/o Labour and Employment | 41. | Shri Vijay Kumar Meena, Deputy Secretary |
| | | 42. | Shri Kumar Amrendra, Under Secretary |
| 20. | D/o Land Resources | 43. | Dr. Sanjay Kumar, Dy. Director General (PME) |
| | | 44. | Shri Neeraj Kumar Sharma, Controller of Accounts |

| S. No. | Name of the Ministry/ Department | S. No. | Name of the Participant |
|---------------|--|---------------|--|
| 21. | M/o Micro, Small & Medium Enterprises | 45. | Shri Md. Salik Parwaiz, Director (WEC/IC/TCSP) |
| | | 46. | Shri Vivek Ashish, Director (IFW/Budget) |
| 22. | M/o New & Renewable Energy | 47. | Shri Kailash Chand, Deputy Secretary |
| | | 48. | Shri Rampal Singh, Deputy Secretary |
| 23. | NITI Aayog | 49. | Dr. Mahendra Kumar, Deputy Secretary |
| | | 50. | Mr. Neeraj Singh, Under Secretary |
| | | 51. | Ms. Antika, Consultant Grade I |
| 24. | M/o Panchayati Raj | 52. | Shri Rajesh Kumar Singh, Joint Secretary |
| | | 53. | Shri Bharat Rout, Consultant |
| 25. | M/o Petroleum & Natural Gas | 54. | Shri Inder Rai, Deputy Secretary (Finance) |
| 26. | D/o Pharmaceuticals | 55. | Ms. Palka Sahni, Joint Secretary |
| | | 56. | Shri Amlan Das, Deputy Secretary (IFD) |
| 27. | M/o Ports, Shipping & Waterways | 57. | Shri Hari Ram Meena, Director (Budget) |
| 28. | D/o Posts | 58. | Ms Ritu Jakhmola, Director (Budget) |
| | | 59. | Shri Aji Mathew Koloothra, Accounts Officer (Budget) |
| 29. | D/o Promotion of Industry and Internal Trade | 60. | Ms. Nidhi Kesarwani, Joint Secretary |
| | | 61. | Shri C. Maheshwaran, Controller of Accounts |
| 30. | M/o Railways | 62. | Dr. Deepak Sharma, Director (Finance & Budget) |
| 31. | M/o Road Transport and Highways | 63. | Shri Ram Raj Meena, Deputy Secretary |
| 32. | D/o Rural Development | 64. | Ms. Reena Nagar, Director (Budget) |
| 33. | D/o School Education & Literacy | 65. | Shri Subandhu Basu, Deputy Secretary |
| 34. | D/o Science and Technology | 66. | Dr. Susheela Negi, Scientist 'F', Associate Head, S&T Capacity Building Division |
| | | 67. | Shri Rahul Yadav, Director (IFD) |
| | | 68. | Dr. Vineeta Kumari, Scientist 'C' |
| 35. | D/o Scientific and Industrial Research | 69. | Dr. Mayank Mathur, Chief Scientist, CSIR |
| | | 70. | Shri Zahoor Wani, Financial & Accounts Officer, CSIR |
| 36. | D/o Social Justice & Empowerment | 71. | Ms. Pratima Gupta, Dy. Director General (Statistics) |
| | | 72. | Shri Anuj Rathi, Section Officer |
| 37. | M/o Skill Development & Entrepreneurship | 73. | Shri R.K. Sinha, Director (Finance) |
| 38. | M/o Tribal Affairs | 74. | Ms. R. Mythili, Deputy Secretary (IFD/Budget) |
| 39. | D/o Water Resources, RD & GR | 75. | Ms Sunita Yadav, Economic Adviser |
| | | 76. | Shri Mohit Verma, Joint Director |
| | | 77. | Shri Shreyas Gune, Deputy Commissioner |
| | | 78. | Shri Jitendra Kumar, Under Secretary, Budget Division |

IV: State Governments

| Sl. No. | Name of the State | Sl. No. | Name of the Participant |
|----------------|--------------------------|----------------|---|
| 1. | Andhra Pradesh | 1. | Smt. S. Santhi Kumari, Additional Secretary |
| | | 2. | Smt. D. Prasanthi, Assistant Secretary |
| | | 3. | Shri Krishna Prasad Das Madhav, State Mission Coordinator – Mission Shakti |
| | | 4. | Shri K. Narasimha Murthy, Consultant, UNICEF |
| 2. | Assam | 5. | Shri Gauri Shankar Sharma, Director, DWCD |
| | | 6. | Smt. Hiramoni Barman, Deputy Director, Directorate of Accounts and Treasuries |
| | | 7. | Smt. Smriti Rekha Dutta Dorah, Joint Director, DWCD |

| <i>Sl. No.</i> | <i>Name of the State</i> | <i>Sl. No.</i> | <i>Name of the Participant</i> |
|----------------|--------------------------|----------------|--|
| | | 8. | Smt. Rubi Bhagawati Saran, State Mission Coordinator, SHEW, DWCD |
| 3. | Bihar | 9. | Shri Mohd. Jameel, Joint Commissioner, Finance Department |
| | | 10. | Shri Rajesh Kumar Prajjwal, District Project Manager, Nodal Officer (Skill Development Training), D/o Social Welfare |
| 4. | Chhattisgarh | 11. | Shri Anand Prakash Kispotta, Dy. Director, DWCD |
| | | 12. | Ms. Rani Khan, Assistant Manager, DWCD |
| 5. | Gujarat | 13. | Shri Hardik Bhil, Under Secretary, DWCD |
| | | 14. | Ms Nikita Khetani, Under Secretary, Finance |
| | | 15. | Shri Narendra B. Rathod, Under Secretary, Finance |
| 6. | Goa | 16. | Smt. Jyoti Desai, Director, DWCD |
| | | 17. | Shri Nishat Belwadi, Under Secretary, Finance Budget-I |
| 7. | Haryana | 18. | Shri Manoj Goyal, Director, Department of Economic and Statistical Affairs |
| | | 19. | Ms. Simran, District Programme Officer, DWCD |
| 8. | Himachal Pradesh | 20. | Mr. Mohan Dutt, Additional Director (WCD), D/o SJ&E |
| 9. | Jharkhand | 21. | Smt. Kiran Kumari Pasi, Director, Deptt. of Social Welfare |
| 10. | Karnataka | 22. | Dr. Pushpa Mudalingammanavara, Deputy Director, WW, DCWD |
| | | 23. | Smt. Geetha Lakshmi, Deputy Director, DCWD |
| | | 24. | Dr. Ramanjini, Consultant, Nodal Officer for GB, Fiscal Policy Institute |
| 11. | Kerala | 25. | Smt. Krishnapriya D, Additional Secretary, Finance |
| | | 26. | Smt. Suneeja Beegum M, Joint Secretary, Finance |
| | | 27. | Smt Haritha V. Kumari, Director, DWCD |
| 12. | Madhya Pradesh | 28. | Ms. Tanvi Sundriyal, Director, Finance Department |
| | | 29. | Shri Pankaj Mohan, Director (Finance), DWCD |
| 13. | Maharashtra | 30. | Shri Suresh Tele, Dy. Commissioner (Women Development) |
| 14. | Odisha | 31. | Shri Hrudaya Kamal Jena, Additional Secretary, Finance Department |
| 15. | Rajasthan | 32. | Smt. Neetu Rajeshvar, Commissioner, Directorate of Women Empowerment |
| | | 33. | Shri Shrikrishana Sharma, Joint secretary, Finance Department |
| | | 34. | Shri Narendra Kumar Verma, Additional Director Social Justice & Empowerment Deptt. |
| | | 35. | Shri Ajit Singh, Senior Accountant, D/o Child Rights |
| | | 36. | Ms. Anushree Jain, Assistant Director (WE) |
| 16. | Tamil Nadu | 37. | Shri C. A. Rishab, Deputy Secretary (Finance Training Department) |
| | | 38. | Ms Ruth Vennila, Joint Director, Directorate of Social Welfare & Women Empowerment |
| 17. | Telangana | 39. | Shri E. Akkeshwar Rao, Deputy Director, WCD&SC Deptt. |
| 18. | Uttar Pradesh | 40. | Shri Punit Kumar Mishra, Deputy Director, Women Welfare Department |
| | | 41. | Ms Sandeep Kaur, Women Welfare Department |

| <i>Sl. No.</i> | <i>Name of the State</i> | <i>Sl. No.</i> | <i>Name of the Participant</i> |
|----------------|--------------------------|----------------|---|
| 19. | Uttarakhand | 42. | Mr Prashant Arya, Director, DWCD |
| | | 43. | Shri Manmohan Mainali, Additional Secretary, Budget Officer |
| | | 44. | Shri Mohit Chaudhary, Joint Director, DWCD |
| | | 45. | Shri Kartikey Manali, Consultant, DWCD |
| | | 46. | Shri Atif Jung, Consultant, UN Women |

V: National Training Institutes

1. Prof. B. K. Pandey, Arun Jaitley National Institute of Financial Management (AJNIFM), Ministry of Finance, Govt. of India
2. Dr. Aneel V. B. Babu, Joint Director, NIPCCD
3. Ms. Meenakshi Jha, Assistant Director, NIPCCD
4. Shri D. K. Singh, Ch. Consultant, National Institute for Entrepreneurship and Small Business Development (NIESBUD), Ministry of Skill Development and Entrepreneurship, Govt. of India
5. Ms. Yamini Jaiswal, Consultant, NIESBUD

VI: UN Women India Office

1. Ms Sanya Seth, Country Program Manager, UN Women
2. Ms Sudeshna Mukherjee, UN Women
3. Ms Khushbu Mallik, UN Women
4. Ms Shashi Prabha, UN Women
5. Ms Anuradha Garg, UN Women

Annexure-III: Glimpses from the Consultation









