



AMADER PARA, AMADER SAMADHAN
Standard Operating Procedure

July 2025

Government of West Bengal
Planning Department

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1. BACKGROUND

The Government of West Bengal has continuously pioneered welfare oriented, people-centric initiatives ensuring door step delivery of public services to cover the last mile reaffirming the State's commitment to reaching out to all the people, especially those in the last mile. People empowerment through engagement is a top priority of the State Government which strongly believes that inclusive, sustainable and appropriate development can be ushered in only through effective community participation and ownership.

To further the State Government's commitment in this regard, it has been decided to launch the "**Amader Para, Amader Samadhan**" campaign (APAS) as a unique flagship initiative aimed at institutionalizing participatory governance and re-imagining grassroots service delivery through people-engagement and empowerment covering 80,000+ polling booths across the state.

Under this initiative, the people will be invited to attend APAS camps to deliberate on and play an active role in identifying and prioritizing the resolution of small but crucial link infrastructure gaps/issues in their own locality affecting their daily lives by implementing schemes with the fund allocated to the booth; transforming governance from a top – down model to a collaborative, people-led process. Applications for various individual beneficiary schemes under **Duare Sarkar** will also be received in these camps simultaneously.

The State Government has issued order regarding the formation of the Task Forces for the smooth Implementation of the APAS Campaign. (**Annexure A**). Also, State Government has issued memorandum regarding framework for the implementation of APAS campaign (**Annexure B**).

This SOP serves as a structured guide for implementing the programme across its lifecycle. It covers all phase from initial community mobilization and interactions through the APAS camps for identifying schemes, prioritizing them and grounding them in the field.

The SOP will guide the local administration for mapping clusters for universal coverage, selection of accessible and visible venues so that the people are able to access the Camps with ease and engage in the process.

Clear roles and responsibilities are laid out for all stakeholders to ensure that the desired outcomes of the APAS campaign are achieved. The entire process will be IT enabled with a strong digital backbone allowing for real-time data capture at each stage. All IT/ portal related training on the various aspects of the campaign will be given by the State APAS IT Team and User Guide will be made available on the portal.

As the Government seeks to engage with the people through the APAS initiative, care is to be taken to ensure that the overall experience of the people attending the APAS Camps is positive. All interactions with the members of the community must take place in a congenial atmosphere where government officials empathetically facilitate and elicit the felt needs of the community. Special care must be taken to ensure the APAS Camps held in areas inhabited by marginalized and weaker sections of the society are conducted with sensitivity with government officials playing the role of facilitators in the people empowerment and ensure that their voice is heard appropriately.

This SOP is in the form of a guideline to the various stakeholders who have important roles to play in the implementation of the APAS Initiative so that the best outcomes and impactful community-led development takes place at the local level. Flexibility is given to the officers to take decisions for ensuring the convenience of the people and ensuring their full and active participation.

Any queries/ may be emailed to the members of the State APAS Task Force at apas2025helpdesk@gmail.com.

2. Amader Para Amader Samadhan (APAS)

INTRODUCTION

APAS is the **first programme of its kind** in India where a State Government is creating additional avenues for **Participatory Governance** at such a large scale. Through this bottom-up development model, APAS enables communities to co-create solutions, restore agency, and deepen civic ownership. This initiative once again places West Bengal at the forefront of innovative and democratic governance.

KEY HIGHLIGHTS OF APAS

1. Participatory Governance Initiative – ensuring the people directly decide what matters
2. 80,000+ polling booths covered – ensuring all voices are heard across the entire State
3. 27,000+ APAS Camps to be organized (clustering 3 Booths per camp) on an average.
4. Transparent system through a dedicated portal
5. Budget of Rs. 10 Lakh per booth earmarked for funding small but impactful prioritized community level infrastructure needs
6. Time bound implementation through effective Monitoring and Review Mechanism

IMPLEMENTATION STRATEGY

1. Habitation Mapping and Clustering for Venue Selection:

Under this initiative, all 80,000+ booths in the State will be covered by APAS Camps. As it will not be possible or feasible to organize one camp for every booth, the local administration will undertake an elaborate exercise for “clustering” Polling Booths for setting up of APAS Camps. The average number of booths that would be clustered is expected to be around 3 per camp.

However, depending on the local conditions, there may be APAS camps which will be set up for one polling booth only in cases of far-flung areas where clustering would lead to hardship on the members of the public to access the Camps. In all, it is expected that 27,000 APAS Camps will be organized during the campaign period.

The final decision on APAS Camp Venue Selection, based on this clustering exercise will be taken by the local administration considering various factors including geographical location, density of population, hardship to the people, internet connectivity etc. It should be ensured that the people are able to access the APAS Camps meant for their booth so that they can meaningfully participate in the discussions and decision making regarding the schemes etc. to be taken up in their locality with the funds that are being allocated for the purpose by the State Government.

These venues once selected will be uploaded on the dedicated web portal. After uploading of the camp venues, people will be able get information

regarding the location of their APAS Camps and the day on which it is scheduled from the dedicated web portal, and from the IEC campaign/communication.

2. Community Mobilization

The IEC campaign / Communication Strategy for APAS will be done centrally by the Information and Cultural Affairs Department, Government of West Bengal. A separate communication will be shared with the districts sharing all details of creative, action to be taken etc. This communication strategy will ensure that the people are informed of the contours of the Campaign as well as give information regarding the dates on which the APAS camp for their area will be held.

The local administration will follow all guidelines and act as per directions issued. To ensure wide-scale people's participation, it must be ensured that local miking is done widely prior to dates of the APAS camps.

3. Various Aspects of APAS Camps

1. Selection of Venues:

The APAS Camps should be selected taking due care and considering various factors like central location (since the Camp will be catering to a population of three polling booths on an average), accessibility, prevailing weather conditions (rains) and spaciousness to reasonably accommodate the number of people who will come to attend the APAS discussions and services under Duare Sarkar.

The Camp venues must take into consideration the convenience of the community and should be accessible by Persons with Disabilities. It may be held in government buildings including community halls, auditoriums, premises of local administrative or government buildings etc. as finalized by the local authority. The locations should support both seated public interactions and smooth movement between functional areas. Expenditure on account of the setting up of APAS camps infrastructure should be kept to a minimum so suitable buildings should be identified instead of setting up elaborate temporary infrastructure.

2. Essential Logistical including HR Requirements in the APAS Camps:

Each APAS Camp site must have designated spaces for registration, a main meeting room/area, rooms/ areas for booth-level discussions as well as space for setting up counters for the people inquiring about and seeking services under Duare Sarkar.

There should be a very competent officer appointed as Camp In-Charge by the SDO/BDO concerned so that the overall conduct of the Camp can be done in a smooth and peaceful manner. This responsibility should be given to a Senior Deputy Magistrate or the Joint BDO/ Senior Extension Officer who will be able to interact effectively with the people who are attending the meetings in the APAS camps.

It is imperative that the participants of the APAS Campaign have a positive experience when they visit the camps and interact with

government representatives. It is therefore very important that the officials identified for various roles in the APAS are oriented and sensitised regarding their roles and responsibilities. They should see themselves in the roles of facilitators ensuring people participate meaningfully and the most appropriate and popular choices of schemes can be elicited in the process. It is encouraged that the DMs/ SDOs and BDOs themselves take a leadership role in the sensitisation and orientation process.

The following infrastructure and Human Resources should be ensured at each point:

1. Registration Area / Help Desk

1. Infrastructure:

- a. At least 3 Tables and chairs and
- b. 2 - 3 internet connected Computer Systems/ Laptops/ Tabs.

2. Human Resource:

- a. 2-3 DEOs and
- b. Volunteers for guiding the visitors to the next stage.

2. Main Meeting Area:

1. Infrastructure:

- a. LED Screen for showing AV materials for the APAS Campaign as well as for other State government schemes and initiatives.
- b. PA system will be required along with seating arrangements for anticipated number of the participants.
- c. Videographer will be required to document the proceedings.

2. Human Resource:

- a. Local officials etc. for introductory / inaugural speeches etc. regarding the purpose of APAS.
- b. A strong and suitably oriented anchor should be present to manage the overall flow of the meeting. The anchor may be a competent employee of the GP/ Municipality.
- c. Volunteers will also be required to be placed for guiding the attendees to the Booth Discussion Rooms/Areas after the introductory session.
- d. Identification of Neutral Community Representative from amongst prominent local persons who is acceptable to the attendees in the camp. Their role will be to formally authenticate a list of schemes finalized in the booth level discussions.
- e. Tech support to run the AVs on the LED screen etc.

3. Scheme Identification:

- a. Schemes will be identified and prioritized by the participants themselves.
- b. An illustrative list of schemes which can be taken up is enclosed at **Annexure C**.

- c. The attendees are to be encouraged to freely participate and identify such schemes that affect their daily lives.
3. **Booth Discussion Rooms/ Areas / Section:** This is one of the most critical parts of the entire APAS Campaign where through participatory discussions, a facilitator will get the people to discuss and identify local issues and subsequently prioritize the work that is to be taken up for the funds available under APAS which the Neutral Community Representative will endorse symbolically through his/her signature.

1. Infrastructure:

- a. A dedicated and separate area should be made for each Booth Level Discussion for shortlisting and finalizing the prioritized schemes. As the Main Meeting room/area will be vacated for the Booth Level Discussions, this area may also be used for discussion of one of the Booths if there is paucity of space. There must be separate arrangements made for a room for each booth meeting.
- b. Items like chart paper and marker pens must be provided in these booth discussion rooms/ areas for writing down the list of schemes that have been arrived through discussions.
- c. Arrangements for videography should be made.
- d. Table and chairs are to be organized for these rooms as well or alternatively chairs used in the main meeting area could be taken and then be replaced back there after the deliberations.

2. Human Resource:

- a. **Facilitator:** Who will be a government officer of the rank of Extension Officer/ Deputy Magistrate. Each booth will require one facilitator. The Facilitator will be specially oriented on the way the discussions are to be conducted for best outcomes of APAS.
- b. **Booth Assistant:** to support the Facilitator with logistics etc. This person would be familiar with the landscape of the local area and can be engaged from amongst employees of the local Gram Panchayat or Ward. Each booth will require one such assistant.
- c. **Neutral Community Representative:** who will support the facilitator to elicit responses from the participants. Each booth will require one Neutral Community Representative.
- d. **2-3 Data Entry Operators** with laptops / computer systems
- e. **Volunteers:** To help guide the participants regarding the queries regarding the logistics of the camp like drinking water/ toilets etc. and to guide them back to the main meeting room/area.
- f. **Videographer/s:** One person will be required per booth for recording the proceedings/ discussions.

Arrangements for storing the videos should be made by the local administration.

4. **Duare Sarkar Section** - The counters for services under Duare Sarkar maybe set up in the main meeting area after the completion of the APAS Meeting or may be set up on the side of the venue. Sufficient spaces may be kept for specific counters considering the anticipated number of inquirers / applicants per scheme. The SOP for the scheme of various Department offering services under Duare Sarkar will be as per their instructions. The Line Department officials should take action to get the latest instructions from the Department for the same and process the applications accordingly. Reporting protocols under Duare Sarkar will be as per the existing system.

a. **On-Site Facilities & Safety Provisions:**

- i. Reliable electricity supply with backup power (e.g., generator) for LED displays, sound systems, fans, and electronic devices
- ii. Arrangements for videography as specified.
- iii. Potable drinking water arranged for attendees
- iv. Separate toilet facilities for men and women
- v. A basic first-aid station with necessary medical supplies
- vi. Fire safety arrangements in line with local guidelines
- vii. Adequate parking space near the venue for visitors, staff, and officials
- viii. Crowd management and movement arrangements may be made accordingly.
- ix. Volunteers should be engaged for smooth flow of people and transition from one stage of the day's programme to the next.
- x. Drop Box for suggestion / complaints should be placed prominently in the vicinity of the APAS Camps for the people.
- xi. As it is expected that a sizable number of people would attend the APAS Camps, facilities such as Health Check Up, Karmadisha, etc. should be setup
- xii. Stall for sale of products of artisans / SHG may be organized
- xiii. Food stalls (on payment basis) run by SHGs may be set up for visitors.

3. APAS Camp – Event Flow

1. **Step One: Entry and Registration** (Time: 9:00-10:00AM)

The people coming to the Camp Venue will be guided to the Registration Desk where basic details (name, booth number, contact, EPIC) will be collected and entered in the portal by two/three DEOs posted there. Appropriate training for registration will be conducted through cascade mode by the APAS IT Team.

2. **Step Two: Welcome and Introduction** (10:00 – 10:30AM)

After registration, the participants will be guided to seats in the main meeting room/area. Introductory APAS visuals and other State Government Avs etc. are shown to the audience before the anchor starts the formal programme with the address by local officials etc.

From amongst the participants, a **Neutral Community Representative** (NCRs) will be identified for every booth and requested for rendering their services for facilitation of the Booth Discussions. NCRs can be chosen from amongst prominent persons of the local area including retired teachers, SHG members, social workers – and whose functioning as such should be accepted universally by those present in the APAS camp. NCR should **ideally belong to that booth where s/he is facilitating discussions**. Thereafter the initial introductory part will be concluded.

3. **Step Three: Booth Discussions** (from 10:30AM onwards)

Volunteers will then guide the audience to the Booth Discussion Section (which will be some other rooms/area earmarked for the purpose) in the vicinity. The participants will be guided to the respective room/ areas earmarked particularly for the booth to which s/he belongs, for discussions, schemes identification and consensus building on priority list of schemes for their locality.

In the booth, government officials at the level of Extension Officers will be tagged as Facilitator and they will moderate discussions so that together they are able to deliberate and identify and prioritize key infrastructural priorities for their booth via consensus as far as possible. The key stages in the Booth Discussions will therefore consist of the following:

i. **Issue Discussion:**

1. Facilitator briefs the attendees, outlines the discussion process, and sets ground rules including guiding those present regarding the amount of fund available with which works can be taken up and giving examples of work that can be done for maximum impact on the community within that budget. The session is video recorded for transparency.
2. Participants engage in a moderated discussion to identify and prioritize key issues, which are recorded on a ranked chart.
3. The discussions must be held in a congenial atmosphere where everyone present will be given opportunity to have their voices and suggestions heard.

ii. **Documentation:** The finalized list is read aloud, confirmed, and written on a chart paper with the venue name and booth number (for identification) and is signed by the facilitator and Neutral Community Representative. The list is digitized by the DEO and a photograph of the signed chart paper is taken and uploaded on the APAS portal. This signed document will be subsequently taken back to the main meeting area by the booth participants. All schemes suggested by the community will be noted down and data entry will be made without any ceiling.

4. **Step Four: Booth Discussion Closure** (to around 12 Noon) and re-congregating in the Main Meeting Room/ Area: A short vote of thanks is given and

participants are guided by volunteers back to the main meeting room/area for symbolic submission and closure.

5. **Step Five: APAS Conclusion (12:00 Noon onwards):** Participants reconvene as one group to symbolically conclude the event. The chart paper / scroll with the list of prioritized schemes that have been agreed upon and signed by the Neutral Community Representative and Booth Discussion Facilitator is handed over to the Camp in charge who formally signs them before all the charts (lists) are rolled into a unified scroll as a symbolic submission of collective decisions. These scrolls are then taken to the BDO / SDO Office.

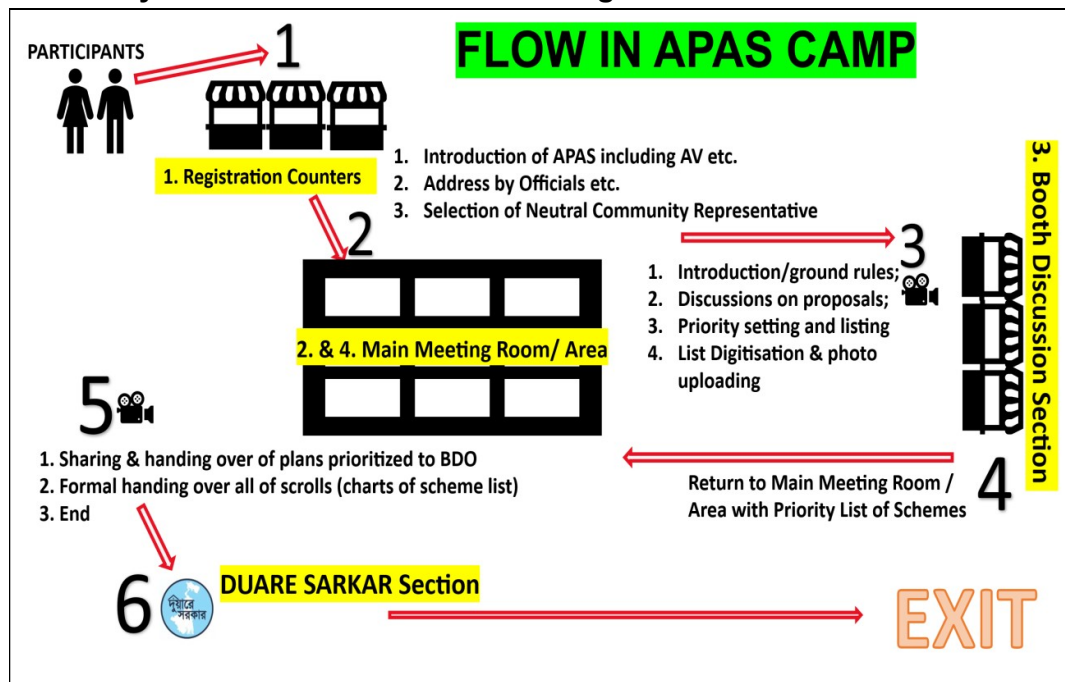
The programme ends with a Vote of Thanks and the attendees are led to the Duare Sarkar Section. The APAS Camp in Charge should ensure that the DROP BOX for suggestions and complaints is taken back to the office for proper processing of the same.

APAS meeting discussions will be continued as long as it is needed to discuss all the details of infrastructure issues in a locality. Care must be taken to provide adequate time for discussions and deliberations.

At the end of the discussions, every participant should get a feeling that the discussions were held in a congenial atmosphere and that everyone present got an opportunity to share his/her views.

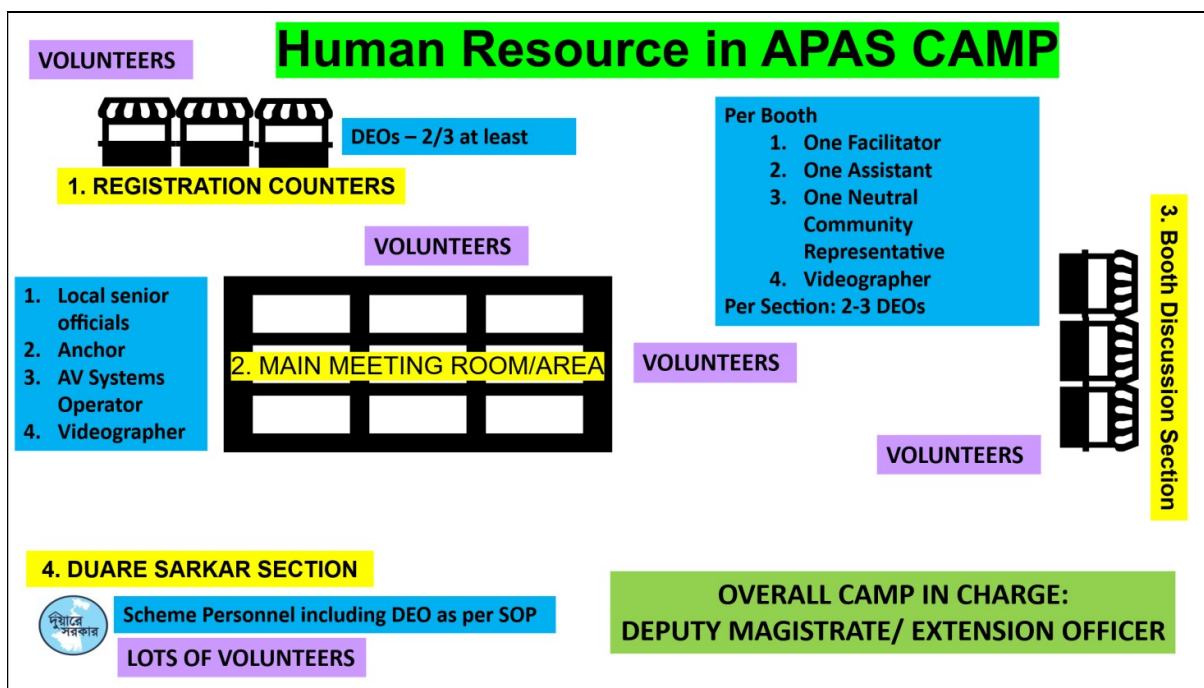
6. **Step Six: Duare Sarkar (Post 11:00 AM)** and conclusion of the day's Programme: A Duare Sarkar camp is set up at the same venue, allowing attendees to apply for services being brought under the coverage of the schemes included. They may also take the opportunity to check the status of their applications in case of any pendency. SOP for the schemes that have been included under Duare Sarkar will be shared by the Departments concerned. At the end of the day, care should be taken to ensure that the venue is cleaned and cleared and left for use by the usual authorities the next day without many problems.

Model Layout and Flow is shared in the figure below:



This is only illustrative / suggestive and the final layout of the APAS Camp will depend on the availability of rooms and space in the venue.

Model Layout and HR Placement in an APAS Camp is shared in the figure below:



This is only illustrative and the final HR Deployment in the APAS Camp will depend on the number of people expected to participate in the discussions/meetings and the Duare Sarkar section.

4. Processing, Monitoring & Review of Prioritized Schemes

1. Processing of the List of Schemes Received from APAS Camps:

Detailed guidelines / orders regarding the procedure to be adopted for the processing of the schemes that have been finalized by the community in the Booth Discussions held in APAS Camps will be shared separately which will include the manner of fund flow, details of tender procedures to be adopted, guidelines on Implementing Agencies for doing the work etc.

2. Monitoring and Review

During the APAS Camp Phase:

Due to the novel nature of the APAS campaign with its focus on drawing public participation in the process of discussing and prioritizing the implementation of small but crucial development projects in the locality, it may so happen that emotions are roused.

Also, as services under **Duare Sarkar** will also be available in these camps, there is also a possibility of some crowds as well as calls from the field seeking support and clarifications.

Under the circumstances, there must be a **very vigilant Control Room** set up in the district to ensure that the happenings in the field are constantly monitored and immediate action taken on getting any news verified from the field. SDOs/ BDOs and IC/OCs of local Police Stations must also be asked to do the needful for setting up of Control Rooms in their own offices. These Control Rooms can also function as Help Lines.

A similar mechanism may also be set up in Kolkata Municipal Corporation for supporting the people of the city during the campaign period. The Control Room / Help Line numbers should be advertised widely so that the people can get quick and timely support.

Further, an order will be issued assigning senior officers from state headquarters to different districts for overall monitoring and review. This is to ensure smooth flow of the campaign and coordination between the stake holders and issues flagging if any.

After the Camp Phase

A robust IT system will be set up to support the critical processes of the activities held in APAS Camps including the following:

1. The process for registration will be through a dedicated Online Portal;
2. Arrangements will also be made for the entry of the list of prioritized schemes on the portal;
3. MIS facility for tracking and reviewing critical information and progress at different hierarchical levels will be made available in the portal.
4. Arrangements for monitoring and reporting progress under Duare Sarkar including MIS facility.

Training of IT personnel given the responsibility for registration and digitization of the schemes in the Camps will be conducted by the State IT team. User Guide for registration, digitization processes and MIS will made available on the portal.

3. Framework for Managing Schemes and Funds under APAS

The State government has already committed a maximum ceiling of ₹10 Lakhs under the APAS Initiative to each booth/cluster for undertaking eligible infrastructural demands which have been prioritized by the local people during the Booth Discussion stage at the APAS Camps.

Larger-sized projects and schemes requiring more than the stipulated budgetary allocation for the booth maybe taken up to the District / Department level, as per financial implications and jurisdiction. These projects may be subsequently implemented for the benefit of the wider community, depending on scale and relevance. In all such cases, funds will be commensurately deducted from the budgetary allocations of the booths that will be serviced by such demands.

Detailed instructions / allotment with regard to fund flow under the APAS Initiative and procedural issues including manner of utilization etc. will be shared through formal Government Order.

4. Time Bound Implementation: Schedule of the APAS Campaign

Details of Program	Period of implementation
Public interactions through APAS camps including Duare Sarkar	2 nd August to 3 rd November 2025, excluding Sundays and all public holidays including Durga Puja and Kali Puja.
Administrative review and project finalisation of prioritized schemes.	By 15 th November 2025
On-grounding & completion of schemes as well as service delivery under Duare Sarkar	By 15 th January 2026.

It is critical that the TIMELINES defined are adhered to by the local administration. Regular review and monitoring activities should be done at all levels so that no administrative unit lags in the on-grounding of schemes and their completion.

5. CHECKLISTS FOR APAS STAKEHOLDERS

1. Checklist for Departmental Heads:

Most of the work and duties of the Departments would be related to providing services under Duare Sarkar initially. Even though the Heads of Departments concerned are well acquainted with the Duare Sarkar protocols, a short illustrative list is being shared as follows:

SI No	Item/ Activity	Yes/ No
1.	Has the Nodal Officer for the Department been identified and their name shared with the State DS Team for creation of login etc. if required?	
2.	Have the SOPs for the scheme included in Duare Sarkar been shared with the district level officials?	
3.	Has the training for the procedure to be followed by the camp level functionaries been conducted?	
4.	Has the reporting protocol been finalised so that the reports for Duare Sarkar can be received from 3 rd August 2025?	
5.	Has the field level functionaries been informed regarding the need to capture case studies / success stories from the camps.	
6.	If the Department was supposed to carry out any additional actions apart from the service delivery of any schemes under Duare Sarkar, has such steps been taken? (e.g. In the case of Health & Family Welfare, Health Check Up on different parameters are also to be conducted. Have these Check Ups been tied up?)	

This list is by no means exhaustive and it is requested that more items are added for comprehensively monitoring the status of receipt of applications and disposal.

2. Checklist for District Magistrates

Prior to APAS Campaign

SI No	Item/ Activity	YES/NO
1	Task Forces / Control Room – Help Line set up etc. Have the orders for the formation of the Task Forces been issued by all administrative units under your jurisdiction?	
	Have the Control Rooms/ Help Lines been set up everywhere?	
2	Camp Venue Has the Clustering of Booths been done as per the guidelines for selection of APAS Camp Venues in consultation with stakeholders?	
	Have the list of Camp venues been selected and finalised?	
	Has care been taken to ensure that cost for setting up camps is being kept at a minimum and temporary structures not being constructed unnecessarily?	
	Have IT resources been placed for registration of visitors to the APAS Camps?	
	Have IT resources been allocated for the entry of the prioritised list of works that have been arrived at after the Booth Discussions?	
	Have the instructions regarding the setting up of the camps and infrastructure been issued including the minor but critical items like videography and chart paper and marker pens for the Booth Discussions?	
	Have resources of various departments etc. been pooled in for the purposes of the APAS Camps and Duare Sarkar?	
	Have the instructions for the basic facilities that are to be set up in the Camps been sent to the authorities concerned including fire arrangements, toilets, drinking water, arrangements for health camps etc?	
	Have there been areas created for the stalls for SHGs/ artisans for exhibition and sale of their products?	
	Have arrangements been made for setting up stalls in the camp venue for tea/ food etc. on payment basis for the visitors?	
	Have arrangements been made for the Duare Sarkar Section in terms of both physical infrastructure and IT resources including photocopier machines, application forms etc.?	
	This list is not exhaustive, but only illustrative.	

3	Deployment / Orientation of Human Resources: Have clear instructions regarding the Human Resources to be made available in Camps been issued?	
	Has care been taken to ensure that the APAS Camps in Charge and the Facilitator in the Booth Discussions have been selected with care considering their critical roles in the success of the APAS campaign?	
	Have the APAS Camps in Charge been oriented regarding the manner in which they are to conduct themselves with the people who are coming to the camps so that the participants have an overall positive impression about their experience in the APAS camps?	
	Have instructions been sent to the SDO/BDO to ensure that the Camps in charge and the Facilitators have been appraised about the concept of the Neutral Community Representative and their role in the Booth Discussions?	
	Have instructions been sent to the SDO/BDO to take care been taken for appointing competent and capable Anchors for the Main APAS Meeting and Booth Assistant for the Booth Discussions from amongst the local GP employees who is familiar with the locality?	
	Have instructions been sent to the SDO/BDO for selection of volunteers for the Camps?	
	Has your team checked to ensure that all the orders for the appointment of the HR that will be required at all points of the APAS Camps been issued?	
	Has it been ensured that they been oriented regarding their roles in the Camps?	
	Have arrangements for HR been made for the Duare Sarkar Section and are they familiar with the latest SOP of the concerned Department?	
	Has the responsibility of ensuring the applications forms for the Duare Sarkar schemes have been printed in sufficient numbers and arrangements made for their transportation to the venues been given to a responsible officer?	
	Have government personnel been oriented to speak politely and helpfully to the members of the public who are coming to the APAS camps for different purposes?	
	Have orders been issued regarding deployment of officials / staff to run the Control Room / Help Line?	
	Have volunteers of Kanyashree girls / college students/ SHG women etc. been asked to attend the Camps so that they are can support the visitors who may not have the capacity to fill up application forms etc. themselves?	
	This list is not exhaustive, but only illustrative.	

During APAS Camps

SI No	Item/ Activity	YES/ NO
1	Processes Are the Control Rooms/ Help Lines being able to respond to the calls of the public and issues reported in the news promptly?	
	Is the work of digitisation of the list of priority scheme being done speedily?	
	Is there any news of the process of digitisation of schemes lagging in any Block / Municipality?	
	Are regular reviews being done by the ADM concerned to ensure that the work has been started for on-grounding of the work as quickly as possible?	
	If there are any matters for which clarity is required from the State level which is still not received?	
2	Camp Venue Are there any complaints regarding the manner in which the Clustering of Booths has been done regarding ease of access to the camps for taking part in the deliberations? If yes, has any corrective action been taken for the Camps which are still to be held in your district?	
	Are data entry processes being completed as per instructions? Is the work of data entry going on without a hitch? Are there any reported shortages of IT resources in the Camps?	
	Are the lists of schemes being uploaded with chart signed in the camp?	
	Is videography being done as per the guidelines?	
	Have you reviewed if there are any complaints regarding the basic facilities set up in the Camps?	
	Have there been any issues raised regarding the cost or quality of the food stuff that is being supplied in the venue on payment basis? If yes, have they been addressed and corrective action taken?	
	Are reports for Duare Sarkar being sent daily and is work being done immediately for the processing of these application forms etc.?	
	This list is not exhaustive, but only illustrative.	
3	Camp Human Resource: Are there any complaints regarding inadequate HR in registration etc. which is leading to long lines etc. causing the people distress?	
	Are there any complaints / issues flagged regarding the behaviour of critical officials placed in the Camps?	
	Are there any complaints regarding the slow pace of work in the Duare Sarkar section due to lack of personnel to help the visitors?	
	Are there any shortages of volunteers reported?	
	This list is not exhaustive, but only illustrative.	

3. Checklist for BDOs/SDOs (Urban Areas) – can be made on the basis of the template of the District Magistrate.

Formation of Committees/ Task Forces for APAS.

**Government of West Bengal
Department of Planning
Joint Administrative Building
HC-7, Sector III, Salt Lake,
Kolkata 700106**

Memo No. 1/APAS/2025**Dated: 26th July 2025****M E M O R A N D U M**

Whereas the Government of West Bengal has continuously pioneered welfare oriented, people-centric initiatives ensuring door step delivery of public services to cover the last mile and reaffirming the State's commitment; and

Whereas people empowerment through engagement is a top priority of the State Government which strongly believes that inclusive, sustainable and appropriate development can be ushered in only through effective people participation and ownership; and

Therefore, to further the State Government's commitment in this regard, it has been decided to launch the "**Amader Para, Amader Samadhan**" campaign (APAS) as a unique flagship initiative aimed at institutionalising participatory governance and re-imagining grassroots service delivery through people-engagement and empowerment covering 80,000+ polling booths across the state.

Under this initiative, people will be invited to APAS camps to deliberate on and play an active role in identifying and prioritising the resolution of small but crucial infrastructure gaps/issues in their own locality affecting their daily lives by implementing schemes with fund allocated to the booth; transforming governance from a top – down model to a collaborative, people-led process. Applications for various individual Beneficiary Schemes under Duare Sarkar will also be received in these camps simultaneously.

Now with the objective of smooth implementation of the APAS Campaign, the following Committees are constituted at different levels:

- A. **State Level Apex Committee** under the chairmanship of the Chief Secretary, Government of West Bengal with the Additional Chief Secretary/ Principal Secretary/ Secretary of the following Departments:
1. Agriculture,
 2. Animal Resources Development,
 3. Backward Classes Welfare,
 4. Fire and Emergency Services,
 5. Finance,
 6. Fisheries,
 7. Food and Supplies,

8. Health & Family Welfare,
9. School Education,
10. Home & Hill Affairs,
11. Horticulture and Food Processing,
12. Irrigation,
13. Information and Cultural Affairs,
14. Labour,
15. Land & Land Reforms,
16. Micro, Small and Medium Enterprises,
17. Minorities Affairs and Madrasah Education,
18. Non-conventional and Renewable Energy Resources,
19. Planning, Statistics & Programme Implementation,
20. Panchayats and Rural Development,
21. Police Directorate
22. Power Department,
23. Public Health Engineering,
24. Public Works,
25. Tribal Development,
26. Urban Development and Municipal Affairs
27. Water Resources, Investigation and Development,
28. Women and Child Development,
29. Kolkata Municipal Corporation,
30. Any other Department may be co-opted

B. **A State Level APAS Task Force** will become functional under the Additional Chief Secretary, Planning, Statistics & Programme Implementation Department comprising of the following officials:

1. Smt. Choten D Lama IAS, Principal Secretary, Tribal Development Department,
2. Shri Santanu Basu IAS, Principal Secretary I&CA Department,
3. Shri Randhir Kumar, Secretary in Finance Department
4. Shri Kaushik Bhattacharya, Excise Commissioner
5. Shri Abhishek Tiwari, Director, Tourism
6. Smt. Mayuri Vasu, MD, WBIIDC
7. Shri Harishankar Panicker, Special Secretary, Finance Department
8. Shri Dhaval Jain, Commissioner, KMC
9. Shri Raju Mishra, Special Secretary, I&CE
10. Smt. Kuhuk Bhusan, CEO, WBSRLM
11. Shri Shewale Abhijit Tukaram, Special Secretary, ARD
12. Shri Sumant Sahay, Special Secretary, IT&ITES
13. Shri Rahul Majumdar, Special Secretary, Program Monitoring

Any other officer may be co-opted as members of the Task Force as per need.

c. **A District Task Force** will be formed at the District Level chaired by the District Magistrate with the following members:

1. Commissioner of Police / SP,
2. Additional District Magistrate,

4. All SDOs,
 5. District Head / Nodal Officer of the various Line Departments,
 6. District Information and Culture Officer,
 7. DIO/ officials of NIC
 8. Any other officer/ s that the District Magistrate requires to involve to ensure success of the **"APAS" campaign**.
- D. In Kolkata, the Kolkata Municipal Corporation APAS Task Force will be formed mutatis mutandis.
- E. For the sub-district level, in the urban areas, the SDOs will form a suitable Task Force.
- F. At the block level, Block Level Task Force with the following members:
1. Block Development Officer – Chairperson
 2. Officer in Charge of the PS or his representative not below the rank of SI.
 3. Block Level Official of the Concerned Departments
 4. Extension Officers
 5. BIO/IT Official
 6. Any other officer/s that the BDO requires to involve in the initiative to ensure the entire Campaign is carried out smoothly.

The entire Government machinery including infrastructure, IT resources, logistics & Human resources as deemed necessary will be deployed for ensuring the success of the campaign. Planning Department will be the Nodal Department for APAS.

This order will come into effect immediately.

Sd./-

Chief Secretary

Memorandum regarding framework for the implementation of APAS campaign

Government of West Bengal
Department of Planning
Joint Administrative Building
HC-7, Sector III, Salt Lake,
Kolkata 700106

Memo No.2/APAS/202

Date: 26th July 2025

MEMORANDUM

The State Government has announced the launch of “**Amader Para, Amader Samadhan**” campaign (APAS), a unique flagship initiative aimed at institutionalising participatory governance and re-imagining grassroots service delivery through people-engagement and empowerment covering 80,000+ polling booths across the state.

It has been decided that the local administration will undertake an exercise whereby, on an average, 3 polling booths will be clustered for holding one APAS Camp. The total number of camps to be organised in the State under the campaign will be approximately around 27,000. However, depending on local geography and convenience of the people, the local administration may decide to cluster a smaller or larger number of polling booths for scheduling APAS Camps;

Under this initiative, people will be invited to attend APAS camps to deliberate on and play an active role in identifying and prioritizing the resolution of small but crucial infrastructure gaps/issues in their own locality affecting their daily lives by implementing schemes with the fund allocated to the booth; transforming governance from a top – down model to a collaborative, people-led process; and

Additionally, it has also been decided that the applications for various individual beneficiary schemes under **Duare Sarkar** will also be received in these **APAS** camps.

The timeline to be adhered to for undertaking the various activities under **APAS** has been fixed as follows:

Details of Program	Period of implementation
Holding of APAS Camps for public interactions including meetings, booth level discussions for finalising list of prioritised schemes to be undertaken at the community level including receipt of applications under individual benefit schemes through Duare Sarkar	2 nd August to 3 rd November 2025, excluding Sundays and all public holidays including Durga Puja and Kali Puja etc.
Administrative review and project finalisation of	By 15 th November 2025

prioritized schemes	
On-grounding & completion of schemes that have come through APAS meetings and Service Delivery of Applications received under Duare Sarkar	By 15 th January 2026.

APAS will be supported by a robust IT portal capturing all important stages of the campaign. SOP for IT requirements including trainings in this respect will be conducted by the State IT team.

Communication strategy / IEC Plan for APAS will be done centrally by the Information and Cultural Affairs Department, Government of West Bengal to be followed by all field offices.

Implementation SOP for APAS will be shared by the State APAS Task Force. Separate Government Order regarding fund flow and procedural issues including manner of utilisation of funds under APAS will be issued subsequently.

The entire Government machinery including infrastructure, IT resources, logistics & Human resources as deemed necessary will be deployed for ensuring the success of the campaign. Planning and Statistics Department will be the Nodal Department for APAS.

Vide Notification No.1/APAS/2025 dated 26th July 2025, committees / task forces at various levels including State Level Apex APAS Committee headed by the Chief Secretary, Government of West Bengal, District Level APAS Task Force headed by the District Magistrate and SDO/ Block level APAS Task Forces headed by the SDO/ BDO respectively etc. have been constituted for the smooth implementation of APAS.

All concerned officials are to take action for the smooth roll out of the campaign to ensure the desired outcomes of the APAS are achieved within the timelines and as per the various orders and guidelines issued in this regard.

This order will come into effect immediately.

Sd./-

Chief Secretary

Guidelines for Works to be taken up under APAS

It is necessary to appreciate and define the standard scope of permissible works that may be proposed and executed under APAS, subject to feasibility and fund availability for ensuring that implementation of APAS initiative is done as envisioned by the state government. This aspect will be critical to smooth, timely, and impactful implementation of the initiative and to ensure that the desired outcomes of the initiative of the state government are achieved. Ambiguity in project scope could lead to confusion and delay, ultimately resulting in people dissatisfaction. Therefore, it is extremely important for there to be clarity from the very beginning regarding the kind of schemes/ projects that can be taken up under APAS.

#	CATEGORY	ELIGIBLE WORKS	DETAILS
1	Drainage	• Covered / Nali drains • Soak pits (Manage grey water) • Storm water ducts • Culverts across drains	Construction or renovation of surface or underground drains to address water logging, sewage stagnation, and improve public health and hygiene.
2	Water Supply	• Tubewells • Stand posts (water pipes, connected with water distribution system) • Piped supply • Public water drinking facilities • Overhead tanks	Infrastructure to ensure basic access to safe drinking water. Can be single-point (booth) or multi-booth/GP-level depending on scale.
3	Street Lighting	• LED street lights • Solar lights • High Mast Lights	To ensure safety and ease of movement in lanes, public places, or para-level roads. Solar options preferred in low-grid areas.
4	Community Toilets	• Toilet-blocks • Public lavatories in market areas • Gender-segregated facilities	Construction of shared sanitation blocks in communities lacking private toilets. Especially suited for dense habitations and market areas.
5	ICDS Centres Upgrading	• Roofing • Drinking water tap • Playzone • Boundary wall fixing • Safe Flooring	Upgrading existing ICDS centres to ensure child safety, hygiene, and functional spaces. No provision for constructing new centres.
6	Primary Schools	• Painting • Toilet repair • Drinking water point • Benches or roofs	Minor infra-support for functioning Government Primary Schools to improve student and teacher conditions.
7	Ponds & Water bodies	• Desilting • Fencing • Re-excavation • Ghat steps	Revival and protection of traditional water bodies for ecological and community benefit. Includes minor beautification or access works.

8	Garbage Management	● Waste-bins ● Handcarts ● Compost pits ● Waste Disposal Zones	Setting up basic solid waste handling units in markets, paras, or high-footfall areas. Improves cleanliness and public hygiene.
9	Public Spaces	● Benches ● Shade structures ● Community shed upgrades	Enhancing shared civic spaces for community meetings, informal events, and elderly / students' gathering. Promotes the collective usage of open public areas. Community Centres can be built at GP level.
10	Markets, Vending Zones	● Stall repairs ● Drainage ● Platform levelling ● Lighting	Minor renovations for daily/ weekly haats and vending zones. Enables better conditions for informal economy workers and public safety.
11	Cultural or Social Infra	● Mini-stage ● Flag post ● Shade area for festivals ● Community Centres	Light - tough structures that support recurring social and cultural activities in the community (e.g. Independence / Republic Day / venues for community weddings etc.).
12	Public Transport or Accessibility	● Bus stop shades ● Auto/rickshaw stands ● Footpaths and passenger ramps ● Foot-bridges over water channels ● Ambulances	Basic transit-related infrastructure to improve last-mile mobility, especially in peri-urban or rural junction areas.
13	Green-Infra	● Open gym zones ● Tree-guards ● Benches in walking paths/ parks	Affordable community wellness infrastructure. Encourages fitness, green-cover, and clean air access.
14	Electrical Works	● Public wiring ● Repair of electrical in community halls, schools, etc. ● Transformer pads ● Internal electrification ● Street pole connections ● Power backup for public	Supports energy distribution and reliability in public infrastructure. Includes basic low-voltage connections, last-mile electrification of civic assets, and transformer-related groundwork.

This list is not exhaustive, but a compilation of schemes as have been received in the past in the Paray Samadhan or through other portals from the members of the public.