# **Public Health Financial Management**

### Report

**December 2024 – February 2025** 

FY 2024-2025

**Submitted to** 

National Health Mission, Odisha

# **Submitted by**

International Institute of Health Management Research, Delhi



#### **Background**

The health sector is one of the priority sectors in the country. The sector is expecting huge investment in the near future and will generate millions of employment opportunities. With the rapid expansion of management education in healthcare sector in India, it has become inevitable that business school caters skilled human resource to the sector.

The Management Development Program in Public Health Financial Management course is a 5-day workshop especially designed for working professionals to enhance their fiscal management skills for better decision making under a public health environment.

Enhanced understanding and knowledge of fiscal management and its approaches are pivotal for efficient and effective utilization of resources. To achieve this objective, an MDP in public health fiscal management with an overall goal to provide a fundamental understanding of key issues in fiscal management, health economics, public health for informed decision making and implementation has been designed. The details of the program learning outcomes, program structure, courses, and teaching-learning methods are given below.

The program consists of the following 15 Core sessions:

- 1. Understanding Health Systems
- 2. Leadership, Motivation and Teamwork
- 3. Health Economics
- 4. Healthcare Financing
- 5. National Health Accounts
- 6. Financial Planning and Budgeting for Public Health Programs
- 7. Fund Flow Management
- 8. Strategic Management
- 9. Financial Reporting,
- 10. Monitoring and Internal Controls
- 11. Managerial Communication
- 12. Audit and Taxation
- 13. Public Expenditure Review
- 14. Inventory Management of Financial Management
- 15. IT Applications

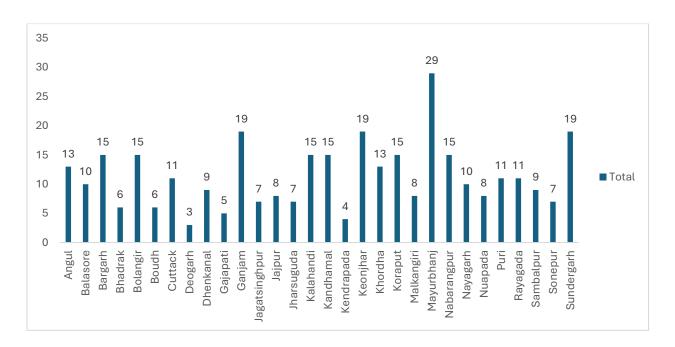
#### The Program

The program was attended by 342 Block Account Managers, District account managers from 30 districts of Odisha. These participants participated in the program across 9 batches from December 2024 – January 2025.

The Batch wise schedule and number of participants in each batch were as below-

| Batch Number       | Date  | Participants |
|--------------------|---|--------------|
| Batch 1            | 16 <sup>th</sup> – 20 <sup>th</sup> December 2024 | 38           |
| Batch 2            | 6 <sup>th</sup> – 10 <sup>th</sup> January 2025   | 37           |
| Batch 3            | 13 <sup>th</sup> – 17 <sup>th</sup> January 2025  | 36           |
| Batch 4            | 20 <sup>th</sup> – 24 <sup>th</sup> January 2025  | 35           |
| Batch 5            | 27 <sup>th</sup> – 31 <sup>st</sup> January 2025  | 38           |
| Batch 6            | 3 <sup>rd</sup> – 7 <sup>th</sup> February 2025   | 45           |
| Batch 7            | 10 <sup>th</sup> – 14 <sup>th</sup> February 2025 | 43           |
| Batch 8            | 17 <sup>th</sup> – 21 <sup>st</sup> February 2025 | 34           |
| Batch 9            | 24 <sup>th</sup> – 28 <sup>th</sup> February 2025 | 36           |
| <b>Grand Total</b> | Dec 2024 – February 2025                          | 342          |

The Mayurbhanj district showed maximum participation with 29 participants followed by Ganjam, Keonjhar and Sundergarh with 19 participants each.



Each batch followed a five-day format, blending interactive lectures, group exercises, case-based discussions, and a field visit. The program adopted a hands-on approach where

participants were encouraged to share experiences and work collaboratively to solve real-world challenges.

Sessions were led by a diverse team of expert faculty, including senior academics, public health consultants, financial specialists, and digital finance practitioners.

All nine batches followed a structured and comprehensive agenda. The thematic areas and topics included:

#### Day 1: Foundation & Leadership

- Inauguration, Pre-Test & Ice Breaking
- Understanding Health Systems contextual overview of public health structures.
- **Healthcare Financing** mechanisms, flow of funds, and financing models.
- Leadership and Team Building people management in financial systems.
- **Managerial Communication** enhancing clarity and coordination.

#### Day 2: Financial Tools & Resource Management

- Financial Planning and Budgeting practical tools and exercises.
- **Fund Flow Management** tracking and optimizing fund disbursement.
- **Health Economics** economic rationale in public health decisions.
- **Inventory Management** procurement, stock handling, and efficiency.

#### Day 3: Compliance & Digital Systems

- Financial Reporting and Internal Controls accountability frameworks.
- IT Applications in Financial Management dashboards, software tools.
- Essential Managerial Skills prioritization, delegation, and motivation.
- National Health Accounts (NHA) tracking national-level health expenditures.

### Day 4: Strategic Thinking & Field Exposure

- Strategic Management aligning financial goals with health outcomes.
- **Public Expenditure Review** understanding and evaluating health budgets.

| • <b>Field Visit</b> – exposure to a public health facility and hands-on learning. |  |
|--|--|
| Day 5: Audit & Reflection  |  |
| • Audit and Taxation – compliance with regulations and donor guidelines.           |  |
| • Post-Test & Valedictory – recap, feedback, and certificate distribution.         |  |
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## Glimpses from the MDP



**MDP** Registration



Kit Distribution



Ice Breaking & Introduction Session



**Inaugural Session** 



**Assessment Test** 



**Session in Progress** 



Field Visit & Delhi Darshan



**Certificate Distribution** 



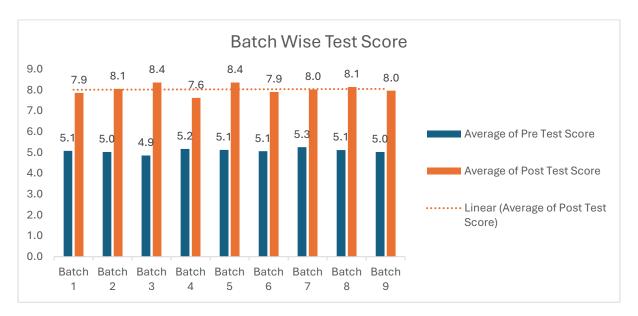
Group Photograph



**Group Photograph** 

#### **Assessment Score and Feedback**

The **pre- and post-test assessments** conducted during each batch revealed a marked improvement in knowledge and application of public health financial management practices. The mean pretest score of 9 batches of 5.08 improved to mean post test score of 8.04.



When compared to district wise results for Post Test Score and Pre Test Score Bhadrak and Jharsuguda (mean score difference of 4.3) showed the maximum improvement while Deogarh had maximum mean post test score of 9.

| Row Labels    | Mean Pre Test Score | Mean Post Test Score | Mean Difference<br>Score |
|---------------|---------------------|----------------------|--------------------------|
| Angul         | 4.8                 | 8.2                  | 3.4                      |
| Balasore      | 5.3                 | 8.1                  | 2.8                      |
| Bargarh       | 4.5                 | 8.4                  | 3.9                      |
| Bhadrak       | 3.7                 | 8.0                  | 4.3                      |
| Bolangir      | 5.1                 | 8.1                  | 2.9                      |
| Boudh         | 5.7                 | 7.7                  | 2.0                      |
| Cuttack       | 5.5                 | 8.3                  | 2.8                      |
| Deogarh       | 6.3                 | 9.0                  | 2.7                      |
| Dhenkanal     | 5.1                 | 7.4                  | 2.3                      |
| Gajapati      | 4.8                 | 7.4                  | 2.6                      |
| Ganjam        | 5.2                 | 8.1                  | 2.9                      |
| Jagatsinghpur | 5.0                 | 7.6                  | 2.6                      |
| Jajpur        | 5.5                 | 7.6                  | 2.1                      |
| Jharsuguda    | 4.3                 | 8.6                  | 4.3                      |
| Kalahandi     | 5.3                 | 8.5                  | 3.3                      |
| Kandhamal     | 5.7                 | 8.1                  | 2.4                      |
| Kendrapada    | 4.3                 | 7.5                  | 3.3                      |
| Keonjhar      | 4.7                 | 7.7                  | 2.9                      |

| Khordha            | 5.5 | 8.2 | 2.7 |
|--------------------|-----|-----|-----|
| Koraput            | 5.1 | 7.9 | 2.8 |
| Malkangiri         | 5.1 | 8.6 | 3.5 |
| Mayurbhanj         | 5.1 | 8.3 | 3.2 |
| Nabarangpur        | 5.1 | 7.8 | 2.7 |
| Nayagarh           | 5.2 | 7.6 | 2.4 |
| Nuapada            | 5.0 | 8.3 | 3.3 |
| Puri               | 5.0 | 8.1 | 3.1 |
| Rayagada           | 4.5 | 8.3 | 3.8 |
| Sambalpur          | 5.1 | 8.3 | 3.2 |
| Sonepur            | 4.6 | 7.6 | 3.0 |
| Sundergarh         | 5.7 | 7.5 | 1.8 |
| <b>Grand Total</b> | 5.1 | 8.0 | 3.0 |

With over **340+ professionals trained** across 9 batches, the MDP received overwhelmingly positive feedback. Participants highlighted the **relevance of the curriculum**, the **expertise of faculty**, and the **applicability of tools and frameworks** to their work environments.

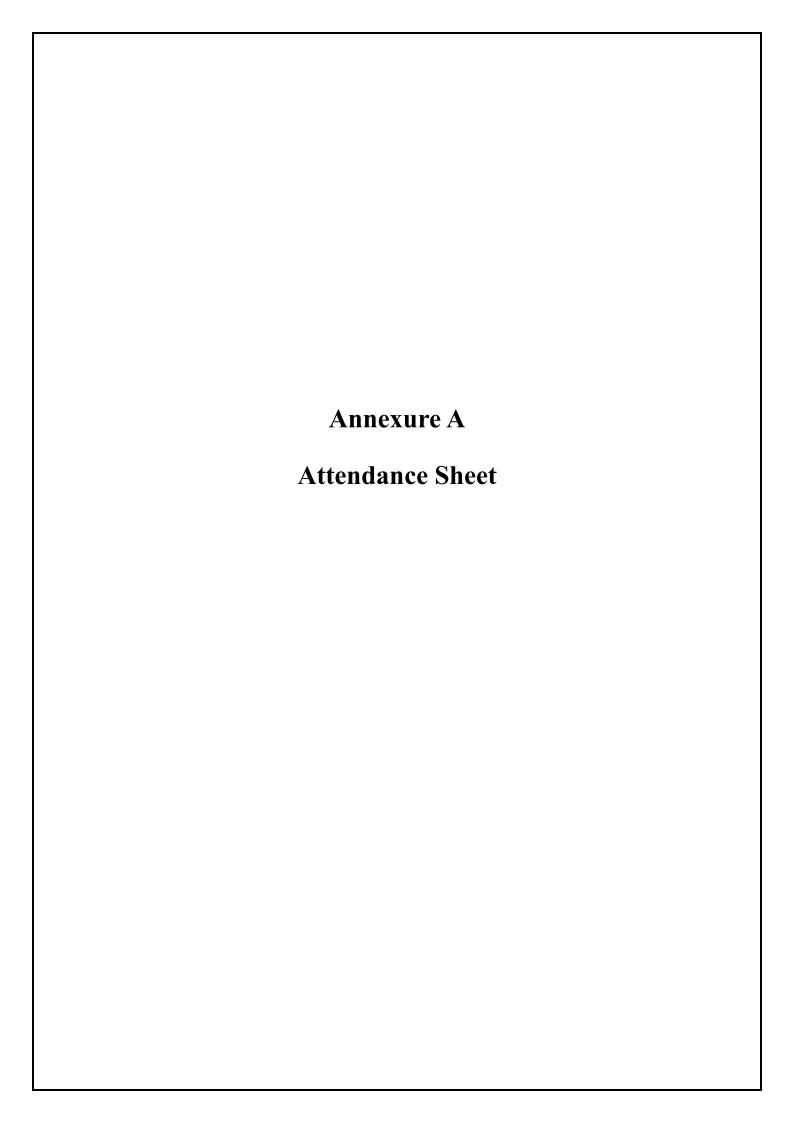
The Feedback score was calculated based on Likert 5-point scale with a mean Feedback score of 4 out of 5. The feedback covered the applicability of content, trainers' quality, workshop management and participants involvement in the workshop.

| Batch              | Mean Feedback<br>Score |
|--------------------|------------------------|
| Batch 1            | 4.2                    |
| Batch 2            | 4.1                    |
| Batch 3            | 4.3                    |
| Batch 4            | 3.9                    |
| Batch 5            | 3.9                    |
| Batch 6            | 4.0                    |
| Batch 7            | 4.0                    |
| Batch 8            | 3.9                    |
| Batch 9            | 4.0                    |
| <b>Grand Total</b> | 4.0                    |

Testimonials revealed that many found the sessions on **digital financial tools**, **budgeting**, and **healthcare financing** especially empowering.

### **Key outcomes of the program included:**

- Improved financial literacy among mid- and senior-level finance & account professionals.
- Greater confidence in planning, reporting, and managing public health budgets.
- Enhanced ability to work with digital tools and comply with audit requirements.
- Strengthened peer networks and collaboration across districts and states.



MDP PHFM 16-20 Dec 2024

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| المسيلكا<br>3 Rajendra Meher                                    | attabirabpmu10@gmail.com  | ad 38 4 38 0 SE | Bargarh        | 2  | Lus L  | E.   | 3  | (E)                  |       |
| 4 Alok Biswal   | bpmubhatli2@gmail.com   | 7978648979      | Bargarh        | أو   | Di C   | J.   | Ã  | 1                    |       |
| 5 Saroj Kumar Mishra  | bpmukatapali1@gmail.com   | 9556029299      | Bargarh        | Chy retilial   | Chille A   | O Dramer   | Meller   | Moderation           | _     |
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| 10 Anita Moharana   | anitaar <b>g</b> el80@gmali.com                                 | 8328913102      | Cuttack        | Am   | A Barreton   | 100 m  | motor Eth  | Marion of            | /     |
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| 14 Suresh Kumar Behera  | suresh.behera198@gmail.com                                      | 9439987703      | Ganjam         | The state of the s | The state of the s | Such Such  | Smell h  | July Stall           |       |
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MDP PHFM 13-17 Jan 2025

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| 30 Manas Kumar Sahoo    |                                       |                                 | Khordha    |  |  |  |  |                      |

27. SATYABRAT PADILI

19. SUDHIR CHANDRA PANIGRAHI

MDP PHFM 13-17 Jan 2025

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| 15 Rajib Mishra  | 14 Gyanaranjan Mohania                | 13 Sanjay <del>Kumar</del> Khandelwal  | 12 Himanshu Mishra      | 11 Nrusingha sahoo   | 10 Tapan Nayak | 9 Prasanjit Das   | 8 Manas kumar Sahoo | 7 Susanta Kumar Sahoc | 6 Lenin Pattinaik  | Osio Battasik  | 5 Sri Swarup Pradhan         | 4 Sri Bhuban Meher | 3 Sri Shiba Sushant Mahar  | 2 Rajendra Mohapatra   | S Q July 1 Ramakanta Sahoo | Name                         |
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MDP PHFM 20-24 Jan 2025

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| 30 Shivaprasad Malllick         | Samir Ranjan Sahee u | 28 Jogeswar Barik               | 27 Madhusudan Das                             | 26 Hemanta Kumar Joshi | 25 Sudhansu Sekhar Panda   | 24 Kavita Rani Jena             | 23 Saudamini Nayak      | 22 Biraja nanda dash | 21 Arup Kumar Sahu                       | 20 Shribas <del>ya</del> Behera | Tushar Kanta Bulk | 18 Debasish Pasa       | 17 Rajesh Kumar Mohapatra | 16 Girija Shankar Pattnaik | Name                 |
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MDP PHFM 27-31 Jan 2025

| Seepa Roy   Seepa Roy   Makengir   Makengir   Makengir   Makengir   Makengir   Mayor Italian   Makengir   Mayor Italian   Ma   | S. No   | Name                                      | Email                      | Mobile             | District    | Day 1<br>27 Jan 2025 | Day 2<br>28 Jan 2025  | Day 3<br>29 Jan 2025                     | Day 4<br>30 Jan 2025 | Day 5<br>31 Jan 2025 |
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MDP PHFM 27-31 Jan 2025

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| 16 Kumari Madhusmita  |                          | Mswita16930gmail.com 9777259549 | pyspssfff p   | Nabarangpur | NAMA   | Madery   | LAREN  | Modera   | N. Samon   |
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| 9                     | 24 Ritamanjari Behera    | Rita manjari Peters 93489136    | 9348913674    | Puri        | 4.0  | The Sept To  | The Mark                                     | The low  | Theolog  |
| ă                     | 25 Romanchala Gouda      | Roman chalchoud 7008784         | 7008784509    | Rayagada    | Proemie  | - mood   | Mood   | Decem  | ()coor   |
| E I                   | 26 Chiranjeevi Gajendra  | Chingajini Osmahan 94355        | hobbics thb w | Rayagada    | Con  | 3  |  | (30)   | 3  |
| 27 Siba Ranjan Nayak  |                          | Siberahitermodal                | 1494398246    | Rayagada    | A Company  | A A  | N. A. C. | - Mary   | THE STATE OF THE S |
| , i                   | 28 Deebesh Kumar Jani    | Lechellany 1981 ger 3 To        | 66 17         | 26 Rayagada | e  | 9  | 9  | 9  | A Dear   |
| 두                     | 29 Suchismita Pradhan    | Sue de sneta radhan 943766      | 943766720     | Sambalpur   | Sal Control  | 330  | 3  | STAND!   | A CONTRACTOR   |
| 30 Loknath Bhaena     |                          | Loursdh Bhaever Ogmill          | M. 9148197222 | Sambalpur   | A  | A  | +  | A  | 1  |
|                       |                          |                                 |               |             |  | -  |  |  |  |

MDP PHFM 27-31 Jan 2025

| S. No | o Name                    | Email                             | Mobile        | District   | Day 1<br>27 Jan 2025   | Day 2<br>28 Jan 2025   | Day 3<br>29 Jan 2025                     | Day 4<br>30 Jan 2025   | Day 5  |
|-------|---------------------------|-----------------------------------|---------------|------------|--|--|--|--|--|
| œ.    | 31 Amarnath Gupta         | converted guppe 00 11             | 9090013391    | Sambalpur  | How  | Short  | - Jumphy                                 | Howatter   | A month  |
| 8     | 32 Pradeep Kumar Sahu     | Solw. Predece Osy<br>@grow! wr    | 58509btttb    | Sonepur    | Charles II   | - Reds   | Start Start                              | Bahre  | word   |
| m     | 33 Khirod Sahu            | Khirad, sohue Sagnad, 9090653764  | 4090653764    | Sonepur    | R. Sohus   | K. Jahr  | K. gahu                                  | R. galu  | K. gapus   |
| ř     | 34 Jayadev Laria          | Jayolev Ravia Oganuil 70 89714    | 576h168907    | Sundergarh | The state of the s | Arrest 12  | Sept 12                                  | Many 114   | S. Land  |
| 36    | 35 Sanjib Kumar Patel     | SansibrumardelqiQ<br>Q-meni - com | 9438242118    | Sundergarh | 8/44   |  | Spalmy                                   | do   | Spaniciolis  |
| , ž   | 36 Sukanta Behera         | behorasucintary, 9583778873       | 9583778873    | Sundergarh | 2000年  | Sylle of the   | Carlo No Sugar                           | 4000 South   | September 12   |
| .6    | 37 Deepak Bera            | Deepath Borne                     | 75-4899 892   | Sundergarh | A  | - Asset  | John S. Com                              | mon ,  | 1 Bers   |
| 38    | 38 Sushanta Patel         | Suspententel 123                  | 1873745991    | Sundergarh | and a second   | Sales Contraction of the Contrac | S. S | A STATE OF THE STA | A STATE OF THE STA |
| 35    | 39 Mohammad Hidayat       | Mohammer Listy 94377              | M. 9487783177 | Kalahandi  | W. W. T. O. W.   | 2000   | St. 14 pt.                               | 10 20 EN W   | m.10.16  |
| 74    | 40 Ruturaj Padhi          | Nuturey, push;                    | 9466458856    | Kalahandi  | Still Start of   | Service of the servic | Special Property                         | Selles   | Sell sell  |
| 4     | SARITA SABAT              |                                   | _8018942062   | Rayagada   | Sank   | Loveha   | Jane Ke                                  | Year British   | Yarely   |
| 47    | 42 Sandip Kumar Jayasingh | Sand by 275-28ho                  | 79784495      | NAYAGARH   | The stand  | 1/2 / 7/2 / 1/2 /  | 24. 10: 10 g                             | 5000 N   | 2000   |
| 43    | 8                         |                                   |               |            |  |  |  |  |  |
| 44    |                           |                                   |               |            |  |  |  |  |  |
| 45    | 10                        |                                   |               |            |  |  |  |  |  |

MDP PHFM 3-7 Feb 2025

| S. No | Name                      | Email                               | Mobile          | District   | Day 1<br>3 Feb 2025 | Day 2<br>4 Feb 2025   | Day 3<br>5 Feb 2025 | Day 4<br>6 Feb 2025   | Day 5<br>7 Feb 2025  |
|-------|---------------------------|-------------------------------------|-----------------|------------|---------------------|---|---------------------|---|--|
| 16    | 16 Sanjay Kumar Choudhury | Sanjoy chundhuz. 123                | 6372 668 143    | Gajapati   |                     | 8   | New Comment         | Charles A   | W. So.   |
| 17    | 17 Prasanta Kumar Padhy   | mesent stry O                       | 9861795689      | Ganjam     | A                   | NAME OF THE PARTY | A THE TOTAL STREET  | 12/2  | 1 de la companya de l |
| 18    | 18 Lokanath Panda         | duicament Pand.                     | £207951986      | Ganjam     | a                   | 7:  | 8                   | A CI  | A  |
| 19    | 19 K.Dandapani            | Kopardandapani @                    | 9937525-274     | Ganjam     | Q!                  | CA.   | 9                   | 4   | G.   |
| 20    | 20 Ajaya Kumar Kar        | gerzenghumen han @                  | 806 88 9h115    | Jajpur     | オンプ                 | W. H.   | W. J.               | High  | H.M.   |
| 21    | 21 Kulamani Bhoi          | bhai Kulaman 242 ghis aft 58 727884 | 11 cg 58 727884 | Jajpur     | Ger.                | Klever  | Bluei               | Med   | Me   |
| 22    | 22 Snigdha Rani Ratha     | Snifolha Rovi Ratha 8114703         | 8114703975      | Jharsuguda | 200                 | 860   | 200                 | SAB   | Rep  |
| 23    | 23 Biswa Bhusan Pradhani  | 173 dadis egmosta 9013 76 73 40     | 9937673491      | Kalahandi  | Mymy                | Monthers  | Morgan              | Malala  | Sel Clash  |
| 24    | 24 Bibhu Prasad Mohanty   | Bibyy Presad Mobory 9 4 399 88      | 94348866        | Kandhamal  | KALEY               | Performan   | parmed              | SANCE!  | Phore  |
| 25    | 25 Prakash Kumar Mohanty  | Prockash tee mohente                | 9437397122      | Kandhamal  | 1                   | And Development   | And And             | A D   | X  |
| 26    | 26 Sanjaya Kumar Karna    | Sayory 45 your                      | 1588048 col     | Kandhamal  | Tembo               | Sound   | House               | a de la company | A South  |
| 27    | 27 Sujit Kumar Mohanty    | Sujit Kumanmehang 943 Hs            | 1943438930      | Kandhamal  | of choung           | Mahamp  | regulant            | 2 Colhemis  | thought  |
| 28    | 28 Banaja Swain           | Sanci usum 8047008283               | 7008283337      | Keonjhar   | Resam               | Buseun  | Company.            | Care o  | Descent Line   |
| 29    | 29 Satya Narayan Jena     | Salyanoreyone fing 72               | 7978660172      | Keonjhar   | a salara            | christian   | 110                 | Mr. Sec. Vin  | 3  |
| 30    | 30 Prasanna Kumar Sahoo   | Prodenge sangole smals              | 9438373012      | Keonjhar   | P. P. 23-24         | P.84-12-12  | Per son             | 88 62-X   | p. S. J.   |
|       |                           | (g)                                 |                 |            |                     |   |                     |   |  |

MDP PHFM 3-7 Feb 2025

|                     | To   | 1                              |                   |                 |  |              |  |                          |  |  |                        | 30%                | 6                   | 3/8          | 1/2  |   | - | 167 |  |
|---------------------|--|--------------------------------|-------------------|-----------------|--|--------------|--|--------------------------|--|--|------------------------|--------------------|---------------------|--------------|--|---|---|-----|--|
| Day 5<br>7 Feb 2025 | To the same of the | Marinet L                      | 2 James 2         | 3000            | Solvanda.  | Sur as       | A STATE OF THE PROPERTY OF THE | 9                        | Pocketted.   |  | District of the second | Colland<br>Coffee  | (Soulm              | 15 day       | the state of   |   |   |     |  |
| Day 4<br>6 Feb 2025 | (0.44  | By Charles                     | Manuel            | (300)           | Through  | Dan S        | Solve  | 20                       | 1-cofastody  | 2000                                     | The hall               | Chanda<br>06,03,28 | 6 (Sami 25          | We D.        | Cho Parson   |   |   |     |  |
| Day 3<br>5 Feb 2º25 | of compa   | Dry Par- Mach                  | Maray             | - Law           | Jan Joseph   | No co        | No of the last of  | A                        | P.C. Puttomen he   | Mongrow                                  | Ball and               | Clanda Services    | (Salm "2.2.2        | St. Johnson  | 12 Tarket S  |   |   |     |  |
| Day 2<br>4 Feb 2025 | 1000   | By Py: Male                    | Mondy             | Carpor .        | The sale   | The same     | The state of the s | S                        | P.C. Pathone   | S. S | 300000                 | Claral St. 12      | 35. B.K             | The Action   | THE PARTY OF THE P |   |   |     |  |
| Day 1<br>3 Feb 2025 | CM CAN TO THE  | Party my                       | Marmy             | 300             | The state of the s | Da 26        | 0  | 3                        | P.C. Patterner   | Thouldown                                | pod                    | Jandle Low         | Sim                 |              | San Sand   | 0 |   |     |  |
| District            | Keonjhar   | Khordha                        | Khordha           | Khordha         | Koraput  | Koraput      | Navagarh   | Navagarh                 | Navagarh   | Boudh                                    | Angul                  | Angul              | Angul               | Balangir     | Jharsuguda   |   |   |     |  |
| Mobile              | 1181   | 12                             | 74355W501         | 9861413194      | 11434,8645   | 4999001386   | 4249178837   | 5.9186646                | 6372708645   | 439991007                                | 043857387B             | 2778504921         | 5t00861986          | +H. Kusta    | 70019811P8   |   |   |     |  |
| Email               | Sibanand Simi MOU 2025 300   | Sounda Renjes Mehenes 93370989 | Marcel Dr. Barrie | singly contents | Rejectification of 4384871   | bobydeepikal | Shelker 1977   | 186 pt 46 color of hopes | pasesing hampina fortans of fortans of the general company of the ge | diptip 65+@ mail.com 943999100           | leraror Schoops        | tosat mika lipus   | Usharrani Sahu yaga | weekhimmetre | Swarnalata Biswal Swaller Sq 1736 [ 00   |   |   |     |  |
| -                   | A.S.   | 100                            | 3                 | E.              | कें  | 000          | Se   | 3. 1                     | 000  | 30                                       | 1                      | -5                 | 2                   | 20           | 2  |   |   |     |  |

| S. No               | Name                       | Email                              | Mobile             | District  | Day 1  | Day 2  | Day 3                                    | Day 4  | Day 5  |
|---------------------|----------------------------|------------------------------------|--------------------|-----------|--|--|--|--|--|
| Dipak Tripat        | Kiewar<br>hy Trailadhy     | deresignery ognalies               | 8594809093         | Angul     | W MON  | S. A   | 是  | A CONTRACTOR OF THE PARTY OF TH | Se la  |
| tyakrus             | 2 Satyakrushna Behera      | Setralembly Rele                   | 4543               | Angul     | Section 12   | Sept-  |  | Secretary Control  | 2/4/1  |
| 3 Sushant Behera    |                            | Sustantanehera 784798              | 1862               | Balasore  | B  | 9  | A CONTRACTOR                             | dis  | m  |
| 4 Satya Ranjan Das  | jan Das                    | Sala Rep. an Augga serse           | 948999860          | Balasore  |  | Auto Est   | Name of the last                         | The same   | Xue T  |
| tesh Kur            | S Ritesh Kumar Pradhan     | Tites hipadren gon 973998          | 29139982384        | Bargarh   | TO STATE OF THE PARTY OF THE PA | WOW INSTANCE   | 2 2 2 12x                                | 13/2/28  | 12.6.3   |
| ılit Kisho          | 6 Lalit Kishore Nath       | Jalibund grave ! con               | m 8658153430       | Bargarh   | a stary  | Of Their   | 0/2/2/25                                 | Surlay   | CHIENCE  |
| adhakani            | 7 Radhakarishna Panda      | Pendar edherming 7504349           | 7504349346         | Bhadrak   | Mrs. 12-25   | Ste-20-  | 200 25 co 25                             | 202 02 25  | 25-20-4  |
| 8 Lokanath Lenka    | Lenka                      | leganal Flenka 106                 | विरास्टेडिक प्रवास | Bolangir  | Sales of the sales   | Junear Majora  | Lave Town                                | A STATE OF THE PARTY OF THE PAR | M. B.  |
| luprasa             | 9 Laluprasad Chandan       | Laupused Charlen 811499            | 936664118          | Bolangir  | Lock   | A A  | 80 80 80 80 80 80 80 80 80 80 80 80 80 8 | \$ 00 m  | Sold Sold Sold Sold Sold Sold Sold Sold  |
| xmidha              | 10 Laxmidhar Sahoo         | Sax-Ani Kint 1254                  | 7325971401         | Dhenkanal | Misselm  | S  |  | Jana Con   | Martin.  |
| 11 Dillip kumar Das | iar Das                    | dillos 6 bn 0 ame 7 cg 95566 44330 | 088449936b         | Dhenkanal | TD8-25   | 11.5.70  | wiking!                                  | Morals al  | moralcini  |
| landan I            | 12 Chandan Ku. Sahoo       | Charles-sukartosagua. 985390811    | 1180065386         | Dhenkanal | C. Coke  | C. Febru   | reta to                                  | 13 13 25   | rate !   |
| tya Nar             | 13 Satya Narayan Pattnayak | Salyerderymizia@ 94349 &C          | guzag scon         | Ganjam    | rkolo-tros   | The Mark   | Chest All                                | S. S   | the state of   |
| /ana Rai            | 14 Gyana Ranjan Panigrahy  | Grana Rayons Agustus               | 971319126          | Ganjam    | Moderator Color  | The state of the s | Solowy Jool                              | and  | THE PARTY OF THE P |
| asant Ki            | 15 Prasant Kumar Sethi     | Prosonta Kernon Sethi 986168       | 422231986          | Ganjam    | 2001/2015  | Sylaphy S  | Sakaka                                   | X rales by   | Calcal M   |
| *                   |                            | 11 Country of the Country of the   |                    |           | 10.0   | 11. 7  |  | 4  | 1  |

MDP PHFM 10-14 Feb 2025

|          |                     |   |                     |  | S  | V  | 6 1  |                      |                            |   |  | \  |                            | 10   | 2                      |
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| Peb 2025 |                     | Le la |                     |  | a to the                                 | a de la constante de la consta | 60.00  | solal many           | A.                         |   | 000  |  |                            | 2000   | To the Man of the last |
| Day 4    | Walk.               | 200                                       |                     |  | o Cod                                    | 200  | To the same of the | Mary 13 to 100       |                            | Jan 1   | O San  |  |                            | of Contract  | Land Meenly on         |
| Day 3    | Look                | きら  | 31                  |  | NAME OF SOCIETY                          | The state of the s | Tord.  | Supported Sund       | 1/20                       | Sales | Start of the start | The state of the s |                            | 2 Office   | John Waller            |
| Day 2    | CLOOR               | Sept 1                                    | 729                 |  | NAMPORTO                                 | reg in   | - Cheeren  | Ser Te The Survey    |                            | A   |  | The state of the s |                            | The state of   | B. mlum.               |
| Day 1    | MOR                 | J. D. 2.55                                | De Co               | 74                                     | Whipellege                               |  | - And  | Shung                |                            | K   | 3  | due  |                            | The state of the s | Marke                  |
| District | Jagatsinghpur       | Jajpur                                    | Jajpur              | Jajpur                                 | Kandhamal                                | Kandhamal  | Kandhamal  | Keonjhar             | Keonjhar                   | Keonjhar  | Keonjhar   | Malkangiri   | Malkangiri                 | Malkangiri   | Mayurbhanj             |
| Mobile   | daysalate2          | 8378914823                                | 82 4549 4095        | 7978529116                             | top 7978487467                           | 51586279   | 8328407087   | 9918300885           | 9777092576                 | 7003258349  | 8855286168   | 8895113415   | 262004684                  | 296625638  | 7894965413             |
| Email    | to to banked banked | Witness 1 med com 8328914823              | futudies o 18790 pm | remulare 240 395 @ Email. com 79785291 | Manualy Kumani Tripathy trap. 7978487407 | Sund id the land m. 61708936   | alishasahur ruegmaliki<br>Alisha Sahu  | Suna, wire smul, on  | Kunan 20.154 455 69 m. 1.0 | abani. Kantalo & gmajcen  | Manha Mohuda 891732  | Samily 4400 million 8895113.   | domuce thygographen 789400 | Muking. Chack Han  | VSany hus 83           |
| Name     | 16 Trilochan Barik  |   | ya Kumar Dhal       |  | λí                                       | 21 Suneli Pradhan  |  | 23 Suman kumar sahoo |                            | ١   | 26 Mantu Mohanta   | yapari   | 28 Indrajit Das            | 29 Mukul Choukidar   | a Sonkhur.<br>chua     |
| S. No    | 1 4                 | 1   | 18                  | 1 21                                   | 77                                       | 2  | 7  | 7                    | 7                          | 7   |  | , ,  |                            | W. A   |                        |

MDP PHFM 10-14 Feb 2025

| S. No | Name                       | Email                        | Mobile                    | District          | Day 1<br>DFeb 2025 | Day 2            | Day 3  | <b>W</b> Feb 2025                      | WFeb 2025 |
|-------|----------------------------|------------------------------|---------------------------|-------------------|--------------------|------------------|--|--|-----------|
| 31    | 31 Ananta Kumar Mohanty    | moblece 48 @ formil. com     | 9853755298                | Mayurbhanj        | drenk              | Arante.          | Anda   | Agante                                 | - Janta   |
| 32    |                            | of formalian                 | 977784 Mayurbhani         | Mayurbhanj        | Re pontoins        | Raparhira        | Devenberi  | Kaparetin                              | Re. Power |
| 33    |                            | Rojan; Kartus d., 9938112    | 9938112515                | Mayurbhanj        | Mr. 2.28           | May S            | Si sid   | 25.23                                  | Tring.    |
| 34    | era                        | Chitavan in Rehor.           | 8249240211                | Mayurbhanj        | Charage of the     | Je la man        | h h  |  | k/h       |
| 35    | 35 Santanu Kumar Mohapatra | Carlence 10: Mahana 993 22   |                           | 288 4 Nabarangpur | Z                  | T.               | 2  | A.                                     | 5         |
| 36    | 36 Ajit Pattnaik           | And Parnill                  |                           | Nabarangpur       | Salar Britan       | A PORTON         | AN A   | Mary Mary                              | 3         |
| 37    | 37 MANORANJAN SAHOO        | mschoozego small com 9556878 | St 628 92536              | Nayagarh          | M                  | 7                | 3  | MAN                                    |           |
| 38    | 38 Kishan Kumar Mahapatra  | Kishan, majorphia 720 m.     | 9439723072                | Nayagarh          | disha-             | Kelman           | Median   | Charles A                              | 200       |
| 39    | 39 Pitambar Jena           | Pitambehlenal 943729         | 9437298347                | Bhadrak           | 8,000,20           | 82/11/12         | (Christin  | A 3.2.25                               | Dr. 12.20 |
| 40    | 40 SPINOZA PATTANAIK       | Spinoza, Patament 943999928  | -943999921<br>-7849079926 | Jagatsinghpur     | 122                | 00 11-03-35      | St. Co.  | 2000                                   | Columbia  |
| 41    | 41 PRADIPTA MALIK          | predipte nalik               | q 43999 on a 4            | Cuttack           | 103                | 2 Justine        | No BO  | 12 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 | A TOTAL   |
| 42    | 42 DHANANJAYA SAMANTARAY   | ghanajaya samand 826070      | 8260700332                | Cuttack           | Mod                | See See          | Se de la constante de la const | To the second                          | S. C.     |
| 43    | 43 SUMAA KUMUK DASH        |                              | विव्यवक्क राज्य           | Badanin           |                    | STATE OF SERVICE | NO WEST  | 5                                      | 12/3/     |
| 44    | 4                          |                              |                           |                   | 8                  |                  |  |  |           |
| 45    | 2                          |                              |                           |                   |                    |                  |  |  |           |
| 46    | 9                          |                              |                           |                   |                    |                  |  |  |           |
| 47    | 2                          |                              |                           |                   |                    |                  |  |  |           |
| 4     | 48                         |                              |                           |                   |                    |                  |  |  |           |
|       | 9                          |                              |                           |                   |                    |                  |  |  |           |

MDP PHFM 17-21 Feb 2025

| 21 Feb 2025        | solota               | Sur                       |  | N THE                               | ब्राह्म                  | A CO OFE  | 1 co 12 2  | H 20 012 2 8   | 图第 等   | 五年 2 年 3 年   | 国品品 海 图 2 2  | 2000 000 0000   | 可能   | 国家 多色 多色   | 国品品 多年高兴   |
|--------------------|----------------------|---------------------------|--|-------------------------------------|--------------------------|---|--|--|--|--|--|---|--|--|--|
| 20 Feb 2025 21 Feb | No la la             | Mark to                   |  | DX HR                               | 125 to                   | 125 1po   | 100 Jan 100 Ja | TO SE  | Tale of the state  | The second of th |  |   |  |  |  |
|                    | C. Vibraco           | of the state of           | The Park   | A A DI                              | TO OF                    | 1000 mm   | A COLOR  | A TO THE TOTAL OF THE PARTY OF  | A TO THE COLOR OF THE PARTY OF  | A TO THE SECOND  | A STATE OF THE STA |   |  |  |  |
|                    | solalar s            | 1 septe                   | TO STATE OF THE PARTY OF THE PA |                                     | 102/25                   | 102/2   | 102/20   | 102 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2  | Service of the servic | The state of the s | Care de la   | Se de la  |  |  |  |
| TO LED 2023        | मुक्रायाय ए          | The Salar                 | 18/20/2  | 1 / 1 2                             | 10a/25 10                | 200   | 21.2   | 12/20 X 100  | 8 22 12 1 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2  | 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2  | 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2  | 1 1 2 1 2 1 2 1 2 1 2 1 2 1 2 1 2 1 2 1   | 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1  |  | TO THE STATE OF TH |
|                    | July /               | July July                 | A No. of the last  | 25 1                                | 1,1                      | The su  | 102.20 CM  | The Contract of the Contract o | 12/  |  |  | STEP STEP   |  |  |  |
| 1/ Feb 2025        | The state of         | The same                  | the state of the s |                                     | 1+0/+1                   |   | Character Co. Fr. 03   | to alle alle to  | 3 1 22 2   | \$ 15 th the   | 16 CE 2 3 36   | 1 1 2 2 3 3 5 S   | 1 1 2 2 2 3 2 X 3 3 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1  |  |  |
|                    | Bargarh              | Bargarh                   | Bhadrak  |                                     | Boudh                    | Boudh   | Boudh Cuttack  | Boudh<br>Cuttack<br>Cuttack  | Boudh  Cuttack  Cuttack  Dhenkanal   | Boudh Cuttack Cuttack Dhenkanal Dhenkanal  | Boudh  Cuttack  Cuttack  Dhenkanal  Dhenkanal  | Boudh  Cuttack  Cuttack  Dhenkanal  Dhenkanal  Ganjam   | Boudh  Cuttack  Cuttack  Dhenkanal  Dhenkanal  Ganjam  Ganjam  | Boudh  Cuttack Cuttack Cuttack Dhenkanal Dhenkanal Ganjam Ganjam Ganjam  | Boudh  Cuttack Cuttack Cuttack Dhenkanal Dhenkanal Ganjam Ganjam Ganjam  |
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|                    | satyam7175@gmail.com | santoshsinghbgh@gmail.com | bijayakumarrana100@gmail.cor   | 2000   James @ 101   1-11 - 11 - 11 | pandadipika101@gmail.com | pandadipika101@gmail.com<br>fmg.nhm.bou@gmail.com | pandadipika101@gmail.com fmg.nhm.bou@gmail.com rajashreebhuyan10@gmail.com   | pandadipika101@gmail.com fmg.nhm.bou@gmail.com rajashreebhuyan10@gmail.com   | pandadipika101@gmail.com fmg.nhm.bou@gmail.com rajashreebhuyan10@gmail.com ramakanta.sahoo62@gmail.con fmg.nhm.dhe@gmail.com   | pandadipika101@gmail.com fmg.nhm.bou@gmail.com rajashreebhuyan10@gmail.com ramakanta.sahoo62@gmail.com fmg.nhm.dhe@gmail.com   | pandadipika101@gmail.com fmg.nhm.bou@gmail.com rajashreebhuyan10@gmail.com ramakanta.sahoo62@gmail.con fmg.nhm.dhe@gmail.com fmg.nhm.dhe@gmail.com   | fmg.nhm.bou@gmail.com rajashreebhuyan10@gmail.com ramakanta.sahoo62@gmail.con fmg.nhm.dhe@gmail.com fmg.nhm.dhe@gmail.com fmg.nhm.dhe@gmail.com   | fmg.nhm.bou@gmail.com rajashreebhuyan10@gmail.com ramakanta.sahoo62@gmail.com fmg.nhm.dhe@gmail.com fmg.nhm.dhe@gmail.com fmg.nhm.dhe@gmail.com fmg.nhm.dhe@gmail.com ms.nhm.dhe@gmail.com | fmg.nhm.bou@gmail.com rajashreebhuyan10@gmail.com ramakanta.sahoo62@gmail.com fmg.nhm.dhe@gmail.com fmg.nhm.dhe@gmail.com fmg.nhm.dhe@gmail.com abasishelen@gmail.com debasishelen@gmail.com skpatro1990@gmail.com | fmg.nhm.bou@gmail.com rajashreebhuyan10@gmail.com ramakanta.sahoo62@gmail.com fmg.nhm.dhe@gmail.com fmg.nhm.dhe@gmail.com debasishelen@gmail.com asukanta2009@gmail.com chitta643@gmail.com  |
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| 16 Sonalika Das       | 17 Tapas Pradhan  | 18 Dhirendra Patel   | 19 Aintha Behera  | 20 Padmini Mohanty   | 21 Bishwaranjan Tripathy   | 22 Samikshya Tripathy   | 23 Tophan Kumar Meher      | 24 Leyarani Tandi  | 25 Manoj Deep         | 26 Sagarjit Khuntia  | 27 Shantanu Bishoi  | 28 Sushant Kumar Sahoo   | 29 Debashish Mishra          | 30 Anil Kumar Dhar    |
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MDP PHFM 17-21 Feb 2025

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| Email                | suresh.therock86@gmail.com | bikrampatnaik10@gmail.com | 33 Manof Kymon Berillo Sushrae mkb@ Smocille. | CARROSOSCHU (Smallen 9937488799 |       |    |    |     |    |    |    |         |    |    |    |
| Name                 | 31 Suresh Kumar Samant     | 82 Bikram Pattnaik        | Mano, Komon Berida                            | 34 Uddhab Sahu                  |       |    |    |     |    |    |    |         |    |    |    |
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| dushmantadas 2014@gmail.com | hKSahus @fmc.1.Com | shyammutyala@gmil.com  | venceticumand/6022)      | shrabankumarmistry@gmail.co | sakmajhi@gmail.com    | shaktiranjan mohanty@gmail.co | sumanta.bindhani@gmail.com | manaskhnt@gmail.com   | tarunkumarpatra550@gmail.co | rina.snigdha@gmail.com  | sapan.nrhm@gmail.com    | aditya.jyp@gmail.com  | pradeeppanda2005@gmail.com | pandasubhasis0@gmail.com | Cilida:              |
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MDP PHFM 24-28 Feb 2025

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| 30 Ganesh Kumar Naik   | 29 Udayamani Naik     | 28 Shashikala Shekhar Deo           | 27 Barsha Pattanaik  | 26 Debabrata Naik         | 25 Sustanta Kumar Meher   | 24 Radheshyam Khamari     | 23 Om Prakash Meher  | 22 Rohit Kumar Sharma  | 21 KotWakota Murali                      | 20 Surendra Kumar Behera | 19 Susanta Kumar Nayak | 18 Hemant Pradhan  | 17 Badal Kumar Saraf    | 16 Sujit Kumar Supkar | Name                 |
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|  | 9439341928 Sundergarh | 8658115100<br>9439999155 Sundergarh | 7064188350 Sundergarh  | 7077104721 Sonepur        | 9439986101 Sambalpur      | 9777077424 Sambalpur      | 9178814914 Sambalpur   | 7008054262 Sambalpur   | 9537377508                               | 9938732677 Puri          | 9861832122 Puri        | 9090629256 Puri  | 8895326677 Puri         | 9777205298 Nuapada    | Mobile               |
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MDP PHFM 24-28 Feb 2025

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