



प्रशासनिक सुधार और लोक शिकायत विभाग
DEPARTMENT OF
**ADMINISTRATIVE REFORMS &
PUBLIC GRIEVANCES**

75
Azadi Ka
Amrit Mahotsav



9 YEAR ACHIEVEMENT BOOKLET

May 2014 – March 2023



"Basis of all your decisions should always be the national interest"

Shri Narendra Modi
Hon'ble Prime Minister



Excerpts from 127th Report of Parliamentary Standing Committee of Ministry of Personnel, Public Grievances and Pensions

The Parliamentary Standing Committee (PSC) of Ministry of Personnel, Public Grievances and Pensions in its 127th Report submitted to Parliament on 20 March 2023 appreciates the 10-Step reform process that was adopted by DARPG for improving quality of disposal of grievances and reducing the timelines. The PSC also commends the DARPG for the faster rate of disposal of grievances by the Department which is over one lakh per month.

The Parliamentary Standing Committee was pleased to note that the DARPG has implemented most of its recommendations like One Nation-One Portal, CPGRAMS portal in all Regional Languages, to develop Grievance Redressal Index, Reduction in Redressal Period from 60 days to 45 days and 45 days to 30 days, introduction of appellate mechanism, revamping of Sevottam Scheme, operationalizing of Feedback Mechanism, and CPGRAMS Dashboard. The Committee therefore appreciates and commends the efforts of DARPG for continuously improving and bringing about thoughtful changes in the grievance redressal system.

On the Special Campaign on Swachhta and Reducing Pendency in Government Offices, the Parliamentary Standing Committee applauds the DARPG in bringing out such innovative ideas for cleanliness campaign. On e-Office – Mission Mode Project, the Parliamentary Standing Committee appreciates the efforts of the Department in making e-Office Project a success.

SIGNIFICANT INITIATIVES/ ACHIEVEMENTS OF DARPG (May, 2014 - March, 2023)

Chintan Shivir

In the Chintan Shivir of Ministry of Personnel, Public Grievances and Pensions from 17th to 18th February, 2023, DARPG ideated on Redressal of Public Grievances. As part of Chintan Shivir, 25 DARPG Officials visited Common Service Centres, Feedback Call Centre, interacted with 15 citizens each and formulated a 250-word approach paper. SWAGAT Portal of Gujarat and use of AI in grievance redressal were studied.



The Hon'ble Prime Minister's meeting with officials was the highlight of the Chintan Shivir deliberations. The Prime Minister shared his vast experiences in Governance, urged officials that impersonal governance models need to find life through deep personal commitment. This could be achieved through personal interactions, spending time together to think about common good and seeking happiness in every job assigned. The Shivir laid down a futuristic model of governance.



Civil Services Day

Government of India observes 21st of April every year as "Civil Services Day (CSD)". This is an occasion for civil servants of the country to rededicate themselves to citizens and renew their commitment to public service and excellence in work.



Hon'ble Prime Minister addressing the Civil Services Award function at New Delhi on 21 April 2022

The 15th Civil Services Day was organized on 20-21 April, 2022 on the theme “Vision India@2047 – Bringing Citizens and Government closer”. The Awards for the years 2019 , 2020 and 2021 were also conferred during the event.

The 16th Civil Services Day has been organized on 20-21 April, 2023 on the theme “VIKSIT BHARAT – Empowering Citizens & Reaching The Last Mile” A record number of 2520 completed applications have been received and a total of 743 districts out of 763 have registered for Prime Minister’s Awards, 2022.

Prime Minister’s Awards for Excellence in Public Administration

The Prime Minister’s Awards on Excellence have been instituted to acknowledge, recognize and award the extraordinary and innovative work done by Districts, Central and State Governments/Organizations. The Awards Scheme was restructured in 2015-16 to focus on excellence in implementation of identified Priority Programmes wherein the States were grouped into three categories namely; (i) North Eastern and Hilly States; (ii) Union Territories and (iii) Other States. The PM’s Awards Scheme was restructured again in 2020 to recognize the performance of District Collector towards economic development of the District. The award scheme was revamped in 2021 with the objective to encourage Constructive Competition, Innovation, Replication and Institutionalization of Best Practices.

Year	Schemes / Programmes included in PM's Awards during the period 2016- 2022					
2016 (No of Award 10)	Swachh Bharat (Grameen)	Swachh Vidyalaya	Soil Health Card Scheme	Pradhan Mantri Jan Dhan Yojana		
2017 (No of Award 12)	PM Krishi Sinchayee Yojana	DDU Gram Jyoti Yojana	PM Fasal Bima Yojana	Start Up India/ Stand Up India	e-Nation Agricultural Market	Innovation
2018 (No of Award 15)	PM Fasal Bima Yojana	Promoting Digital Payments	PMAY (Urban & Rural)	DDU Gramin Kaushal Yojana	Innovation	
2019 (No of Award 16)	e-National Agricultural Market (e NAM)	National Rural Livelihood Mission (NRLM)	Saubhagya	Mission Indra-dhanush	Innovation	
2020 (No of Award 15)	Inclusive Development through Credit Flow to the Priority Sector Category	Jan Bhagidari through SBM (Urban & Rural)	Aspirational district Programme	Namami Gange	Improving Public Service Delivery and Redressal of Public Grievances	Innovation
2021 (No of Award 16)	Promoting "Jan Bhagidari" or Peoples' participation in Poshan Abhiyan	Promoting excellence in sports and wellness through Khelo India Scheme	Digital Payments and good governance in PM SVANidhi Yojana	Holistic Development through One District One Product Scheme	Seamless, End to End Delivery of Services without Human Intervention	Innovation
2022 (No of Award 15)	Promoting Swachh Jal (Clean Jal) through Har Ghar Jal Yojana.	Promoting Swastha Bharat (Healthy Bharat) through Health & Wellness Centres	Promoting Quality Education with an equitable and inclusive classroom environment through Samagra Shiksha	Holistic Development through Aspirational District Programme-overall progress with Special focus on saturation approach	Innovation	

12 Awards each were conferred under the Prime Minister's Awards Scheme 2016 and 2017. In the year, 2018, 2019, 2020 and 2021, the PM's Awards conferred under the Scheme were 15, 16, 15 and 16 respectively. 15 Awards are proposed to be conferred under the PM's Awards Scheme, 2022 on the 16th Civil Service Day on 21st April, 2023.



Ceremonial Photograph of Hon'ble Prime Minister with the Awardees of 2019

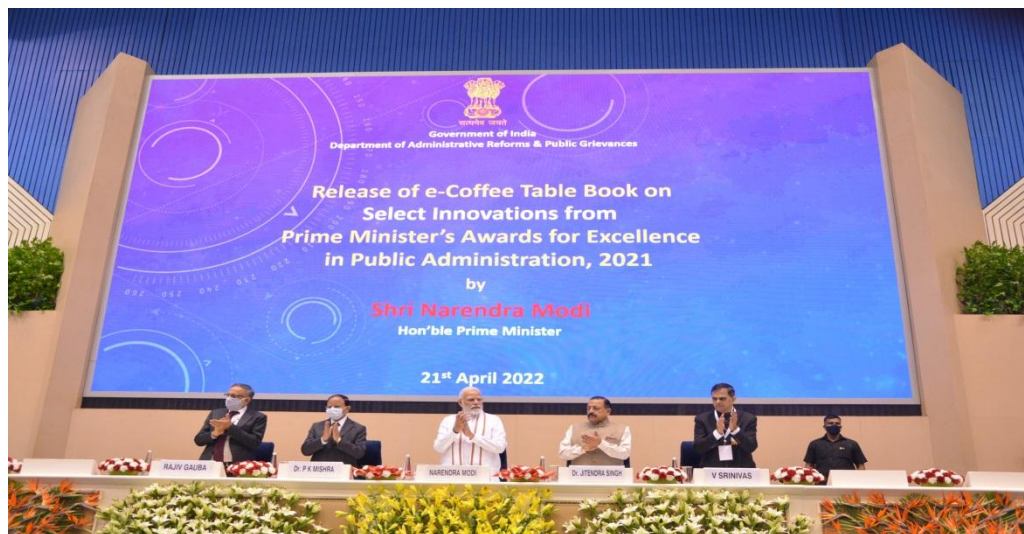


Ceremonial Photograph of Hon'ble Prime Minister with the Awardees of 2020

During the Awards function on April 21, 2022, the Hon'ble Prime Minister released two e-Coffee Table books titled "Shining Horizons" and 'Cutting edge Transformations' comprising of the success stories on the implementation of the identified priority programmes and Innovations.



A film on the Award winning initiatives was also screened before the presentation of Awards by the Hon'ble Prime Minister. After the Award function the Hon'ble Prime Minister interacted with the 2021, 2020 and 2019 Awardees.



Hon'ble Prime Minister releasing e-Coffee Table Book on Select Innovations from Prime Minister's Awards for Excellence in Public Administration on 21 April 2022

National Conference on e-Governance

The Department of Administrative Reforms & Public Grievances along with the Ministry of Electronics & Information Technology and in association with one of the State/UT Governments convenes the National Conference on e-Governance every year.

Since 2014-15, 8 Conferences have been held whose details are as under:

NCeG/Date	Venue	The me	No. of Awards
18th NCeG 30th – 31st Jan, 2015	Gujarat (Gandhinagar)	Digital governance - new frontiers	2 2
19th NCeG 21st – 22nd Jan, 2016	Maharashtra (Nagpur)	Governance with Accountability, Transparency & Innovation for Citizen -Centric Services	1 8
20th NCeG 9th – 10th Jan, 2017	Andhra Pradesh (Vishakhapatnam)	Digital Transformation	2 0
21st NCeG 26th -27th Feb, 2018	Telangana (Hyderabad)	Technology for Accelerating Development	1 9
22nd NCeG 8th – 9th Aug, 2019	Meghalaya (Shillong)	Digital India: Success to Excellence	1 4
23rd NCeG 7th – 8th Feb, 2020	Maharashtra (Mumbai)	India 2020: Digital Transformation	2 0
24th NCeG 7th – 8th Jan, 2022	Telangana (Hyderabad)	India's Techade: Digital Governance in a PostPandemic World	2 6
25th NCeG 26th – 27th Nov, 2022	Jammu & Kashmir (Katra)	e-Governance-Bringing Citizens, Industry & Government Closer	18



Hon'ble MoS lighting the lamp in the 25th NCEG, Katra, Jammu and Kashmir

The 25th National Conference on e-Governance was attended by over 1600 delegates which included officials from Government of India, State/UT Governments, Industry, Academia, and Private Sector. An Exhibition including Wall of Fame showcasing the awarded and other best practices of the country was also organized during the Conference.

National Awards for e-Governance

The National Awards for e-Governance are conferred during the NCEG every year. In November, 2022, 18 awards (9 Gold and 9 Silver) were presented under the following 5 categories of the Award Scheme of National Awards for e-Governance 2022 to Central Ministries/ Departments, State/UT Governments, Districts, Local Bodies, Public Sector Undertakings and Academic & Research Institutions:

- I. Excellence in Government Process Re-engineering for Digital Transformation
- II. Excellence in providing Citizen Centric Delivery
- III. Excellence in District level initiative in e-Governance
- IV. Outstanding research on Citizen Centric Services by Academic/Research Institutions
- V. Excellence in Adopting Emerging Technologies



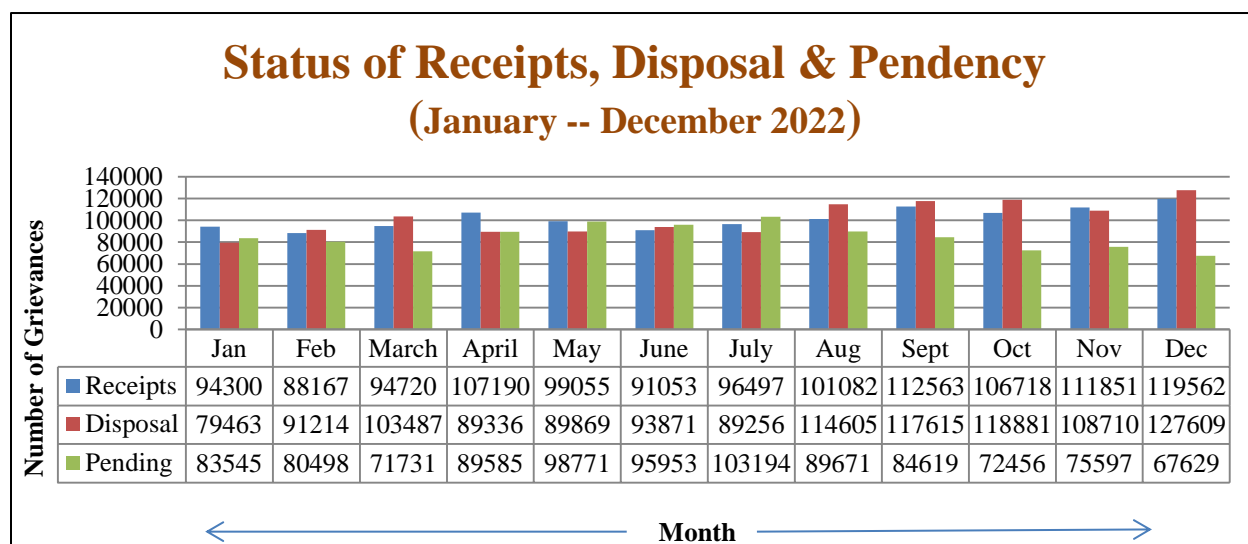
A film of 5 minutes duration on e-Governance was released during the event. Four books were also released, viz. (i) Citations for National e- Governance Award Winners 2022, (ii) Excellence in e-Governance (iii) Background Papers and (iv) e-Governance: Bringing Citizens, Industry and Government Closer.



CPGRAMS REFORMS

CPGRAMS is an online system for grievance redress to facilitate citizens to lodge their grievances, for redress from anywhere and anytime (24x7) to Ministries/Departments/Organizations/State Governments/UTs who scrutinize and take action for speedy and favorable redress of these grievances. CPGRAMS also facilitates tracking grievances through a system generated unique registration number. The grievances received manually are also digitized and uploaded on the system. The system enables Ministries/Departments to take appropriate action and upload the Action Taken Report (ATR) on the system which can be viewed by the citizens online with the help of the unique registration number.

Public grievance mechanism of PMO, the President's Secretariat, the Directorate of Public Grievances (Cabinet Secretariat), Department of Administrative Reforms & Public Grievances (DARPG) and that of Department of Pensioners' portal have been duly integrated through CPGRMS thus enabling grievances lodged to any of these entities to be transferred to the Central Ministries/Departments and State Governments online through CPGRAMS.



In 2022, a 10-step CPGRAMS reforms process was adopted by DARPG for improving quality of disposal and reducing the time lines. The 10-step reforms include:

1. Universalization of CPGRAMS 7.0 - Auto-routing of grievances to the last mile
2. Technological Enhancements – Automatic flagging of urgent grievances leveraging AI/ML
3. Language Translation – CPGRAMS Portal in 22 scheduled languages along with English
4. Grievance Redressal Index - Ranking of Ministries/ Departments on their Performance
5. Feedback Call Centre– Call Centre to collect feedback directly from the citizens whose grievance is redressed
6. One Nation One Portal - Integration of State Portal and other GoI portals with CPGRAMS
7. Inclusivity and Outreach - Empowering the remotest citizen to file grievances through CSC's
8. Training and Capacity Building - Conducted by ISTM and State ATIs under SEVOTTAM scheme for enabling effective grievance resolution
9. Monitoring Process - Monthly reports for both the Central Ministries/Departments and States/UTs
10. Data Strategy Unit - Established at DARPG for insightful data analytics

This 10 Step process adoption has resulted in remarkable decrease in the average time of disposals of Public Grievances. In 2022, Ministries/ Departments have disposed 1.14 lakh PG cases in August, 1.17 lakh PG cases in September, 1.19 lakh PG cases in October and 1.08 lakh PG cases in November and 1.27 lakh cases in December, 2022. This is the first time since inception of CPGRAMS that PG cases redressal has crossed 1 lakh cases/ month. The disposal in State PG cases on CPGRAMS portal has crossed 50,000 cases/ month since September 2022.

Average disposal time of Central Ministries/Departments has improved from 32 days in 2021 to 27 days in 2022 to 19 days in January, 2023 because of these reforms. The progress for January, 2023 indicates 1,25,992 Grievances Redressed by Central Ministries/ Departments in January 2023, Average Disposal Time of 19 days/ grievance, which is the Lowest ever Pendency level of 67283 cases in the Central Secretariat of Government of India.

Table No. 1
Total grievances redressed over the past five years

Year	Number of grievances received during the year	Total number of grievances redressed during the year		Percentage of grievances received and disposed during the year
		Grievances received and redressed during the year	Grievances carried forward from previous years and redressed during the year	
2022	1918238	1642846	500622	85.64%
2021	2000590	1665050	470873	83.23%
2020	2271270	1889769	429800	83.20%
2019	1867758	1447377	192475	77.49%
2018	1586415	1248767	257638	78.72%

Table No. 2
Grievances redressed over the past five years for Central Ministries/Departments

Year	Total Received in the Year	Brought Forwarded	Disposed (Total during the Year)	Disposal (From brought forwarded)	Percentage of grievances received and disposed during the year
2022	1254099	84097	1244648	66869	93.91%
2021	1362310	137745	1415958	119869	95.14%
2020	1606572	110468	1579295	80623	93.28%
2019	1253626	94303	1237461	69323	93.18%
2018	1118447	101834	1125978	82883	93.26%

Table No. 3
Grievances redressed over the past five years for States

Year	Total Received in the Year	Brought Forwarded	Disposed (Total during Year)	Disposal (From brought forwarded)	Percentage of grievances received and disposed during the year
2022	664139	803874	898820	433753	70.03%
2021	638280	885559	719965	351004	57.81%
2020	664698	961135	740274	349177	58.84%
2019	614132	749394	402391	123152	45.47%
2018	467968	661853	380427	174755	43.95%



*"You will not be judged by what you have done for yourself,
but by what changes have you brought in the lives of the
people"*

Shri Narendra Modi
Hon'ble Prime Minister

Grievance Redressal Index

DARPG has developed Grievance Redressal Index to have a comparative assessment between various Ministries/Departments so that they can review and streamline their Grievance Redressal System. The Index has two dimensions:

- Timely Disposal of Grievances
- Quality Disposal of Grievances

Ministries/Departments has been categorized into two groups, based on the number of grievances received, to enable a fair comparison

- ❖ **Group A:** Ministries/Departments receiving higher number of grievances (≥ 500)
- ❖ **Group B:** Ministries/Departments receiving comparatively lesser number of grievances (≤ 500)

Top 10 Performers- January 2023

S. No.	Name of Ministry/Department	Total Grievances	Score Percentage	S. No.	Name of Ministry/Department	Total Grievances	Score Percentage
1.	Department of Expenditure	1290	61.16%	1.	NITI Aayog	242	65.86%
2.	Unique Identification Authority of India	2263	57.36%	2.	Department of Financial Services (Pension Reforms)	352	64.15%
3.	Department of Justice	1628	56.58%	3.	Ministry of Parliamentary Affairs	186	59.35%
4.	Ministry of Labour and Employment	14115	54.58%	4.	Department of Legal Affairs	218	55.58%
5.	Department of Financial Services (Insurance Division)	7517	54.24%	5.	Ministry of Micro Small and Medium Enterprises	242	54.88%
6.	Department of Defence Finance	1815	53.09%	6.	Department of Space	50	54.20%
7.	Department of Ex Servicemen Welfare	3364	52.12%	7.	Department of Defence Production	236	53.38%
8.	Department of Science and Technology	590	50.83%	8.	Ministry of Coal	468	52.52%
9.	Department of Posts	6395	48.20%	9.	Ministry of Mines	90	50.22%
10.	Ministry of Home Affairs	4868	48.13%	10.	Department of Fisheries	48	49.58%

Ranking of Ministries/Departments (Group A)

Ranking of Ministries/Departments (Group B)

Sevottam

Sevottam Scheme is a generic frame work created by this Department in 2005 for quality based improvements in Public Service Delivery. It comprises of 3 modules – (i) Citizens' Charter; (ii) Grievance Redress Mechanism; and (iii) Capability building for quality based and timely service delivery. Each of these modules has three criteria and 11 elements each i.e. 33 elements that cover all the critical aspects of an efficient Public Service Delivery System.

Under the Scheme, DARPG releases funds to State ATIs/CTIs for setting up of a Sevottam Training Cell in the ATI. The capability of the ATIs are built for becoming

Consultants for implementation of Sevottam in various Departments/Public Organizations in the State/UTs and for becoming facilitator for the certification of the State Departments/Organizations under IS 15700:2005 given by BIS, New Delhi. Under the Scheme there is a provision for a lump-sum grant of up to Rs.20 lakhs for five years to each of the State ATIs/CTIs whose proposals are received in the Department.

DARPG funded 10 states ATIs namely Madhya Pradesh, Haryana, Jharkhand, Punjab, Tamil Nadu, Karnataka, Uttar Pradesh, GNCT Delhi, Himachal Pradesh and Rajasthan, under the Scheme known as 'Scheme for strengthening of State ATIs/CTIs during FY 2012-13 to 2018-19. These funds were utilized by the ATIs for conducting training programs on different subjects to the officials of the different Departments in the State Government. As per available information, **10 ATIs conducted 540 training programmes utilizing Sevottam grant to train 21,404 officers/officials.**

Details of grant sanctioned and no. of training programmes proposed by these ATIs are as under:

Sl. No.	Name of ATI	Sanction Order date	Fund sanctioned	No. of training programmes
1.	RCVP Noronha Academy of Administration and Management, Madhya Pradesh	01.07.2022	Rs. 20 lakh	54
2.	Sri Krishna Institute of Public Administration, Jharkhand	30.06.2022	Rs. 20 lakh	20
3.	Mahatma Gandhi State Institute of Public Administration, Punjab	01.07.2022	Rs. 8 lakh	20
4.	Haryana Institute of Public Administration (HIPA), Gurugram	01.07.2022	Rs. 20 lakh	30
5.	HCM Rajasthan State Institute of Public Administration	30.06.2022	Rs. 20 lakh	100
6.	Uttar Pradesh Academy of Administration and Management	08.07.2022	Rs.20 lakh	600
7.	Meghalaya Administrative Training Institute (MATI)	27.12.2022	Rs. 20 lakh	20

8.	Himachal Pradesh Institute of Public Administration (HIPA)	10.01.2023	Rs. 20 lakh	30
9.	Andhra Pradesh Human Resource Development Institute (APHRDI), Guntur	10.01.2023	Rs. 20 lakh	100
10.	Sardar Patel Institute of Public Administration (SPIPA), Ahmedabad, Gujarat	10.01.2023	Rs. 20 lakh	20
11.	Netaji Subhas Administrative Training Institute, Kolkata, West Bengal	10.01.2023	Rs. 19.745 lakh	21
12.	Yashwantrao Chavan Academy of Development Administration, Pune, Maharashtra	10.01.2023	Rs. 20 lakh	100+
13.	Dr. MCR Human Resource Development Institute of Telangana	13.01.2023	Rs. 20 lakh	Training of 350 officers
14.	Anna Administrative Staff College, Chennai, Tamil Nadu	27.01.2023	Rs. 20 lakh	Training of 1000 personnel
15.	Institute of Management in Government (IMG), Thiruvannathapuram, Kerala	13.02.2023	Rs. 20 lakh	Targeting to train 30,000 Middle level officers in 3 years (1 day)
16.	State Institute of Public Administration and Rural Development (SIPARD), Agartala, Tripura	15.02.2023	Rs. 20 lakh	30 training programmes (2 days)
17.	Jammu & Kashmir Institute of Management, Public Administration and Rural Development	15.02.2023	Rs. 20 lakh	75 training programmes in 2022-23 and 2023-24 (2 days)
18.	Goa Institute of Public Administration & Rural Development (GIPARD)	27.02.2023	Rs. 20 lakh	Training of 500 officers (1 day)
19.	Administrative Training Institute, Mizoram	20.02.2023	Rs. 20 lakh	30 training programmes / 900 officials (1/3 days)

Administrative Reforms

Good Governance Index (GGI)

The Government of India constituted a Group of Secretaries (GoS) on Governance who recommended developing of an index to gauge the performance of the States. Following the recommendation of the GoS on Governance, the Department of Administrative Reforms & Public Grievances (DARPG) launched the Good Governance Index (GGI) Framework and published the ranking for the States and Union Territories for 2019 on the occasion of Good Governance Day, i.e. 25th December, 2019.



Dr. Jitendra Singh releasing the Good Governance Index 2019 on Good Governance Day on 25th December, 2019

Good Governance Index (GGI) is a comprehensive and implementable framework to assess the state of governance across the States and UTs which enables ranking of States/UTs. Key objective is to create a tool which can be applied uniformly across the States to assess impact of various interventions taken up by the Central and State/ UT Governments. The Index provides a comparative picture among the States/UTs while developing competitive spirit for improvement.

Union Minister of Home Affairs and Cooperation, Shri Amit Shah in the august presence of Minister of State for Personnel & Public Grievances, Dr. Jitendra Singh released the Good Governance Index 2021 on Good Governance Day on 25th December, 2021 in Vigyan Bhavan, New Delhi.



Good Governance Index (GGI) Framework covered ten sectors and 58 indicators. The sectors of GGI are as under

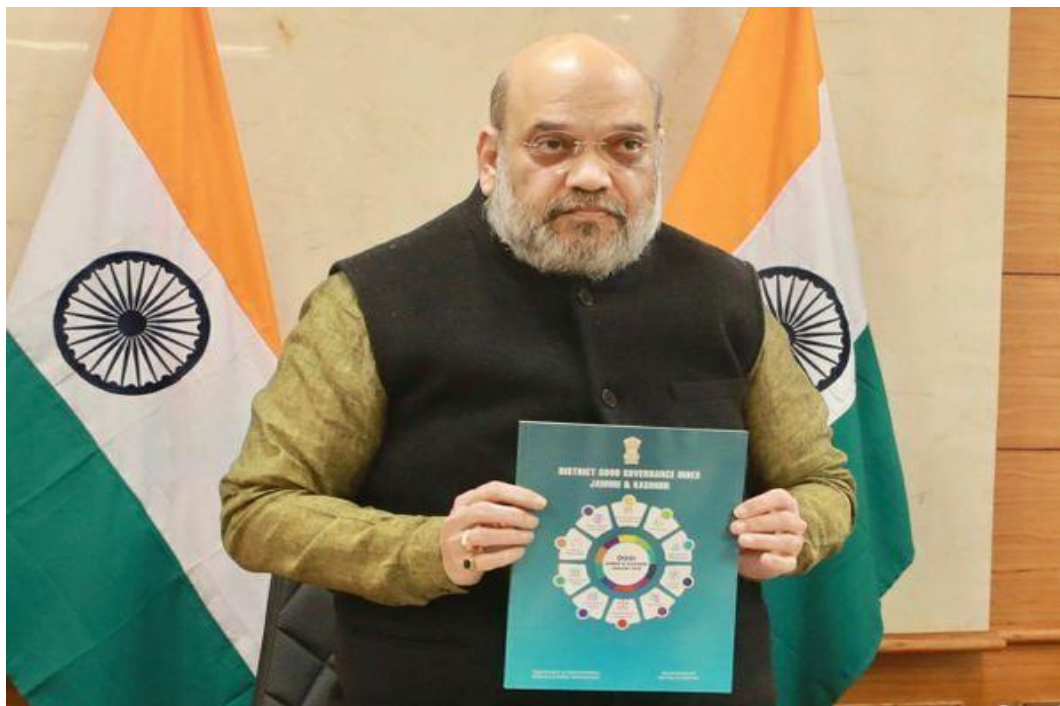
- (1) Agriculture and Allied Sectors,
- (2) Commerce & Industry,
- (3) Human Resource Development,
- (4) Public Health,
- (5) Public Infrastructure & Utilities,
- (6) Economic Governance,
- (7) Social Welfare & Development,
- (8) Judiciary & Public Safety,
- (9) Environment, and
- (10) Citizen- Centric Governance.

The GGI 2021 categorizes States and UTs into four categories, i.e., (1) Group A; (2) Group B; (3) North-East and Hill States; and (4) Union Territories.

Under GGI 2021, 20 States have improved their composite GGI Scores in GGI 2021 over the GGI 2019 scores. Gujarat tops the composite ranking in GGI 2021 followed by Maharashtra and Goa. Uttar Pradesh has registered 8.9 percent improvement in GGI indicators in the period 2019 to 2021. Jammu and Kashmir has registered 3.7 percent improvement in GGI indicators in the period 2019 to 2021. Delhi has topped the UT category in the period 2019 to 2021.

District Good Governance Index of J&K

The District Good Governance Index (DGGI) aims to assess the state of governance in all 20 districts of Jammu and Kashmir based on 10 sectors and 58 indicators. It enables ranking of districts and present a comparative picture. The ranking brings about healthy competition amongst districts in the quest to provide citizen centric administration and governance. The DGGI is expected to provide guidance to the UT & district administration of J&K and other stakeholders in their efforts to address existing gaps, plan to bridge these gaps and aid as decision making tool.



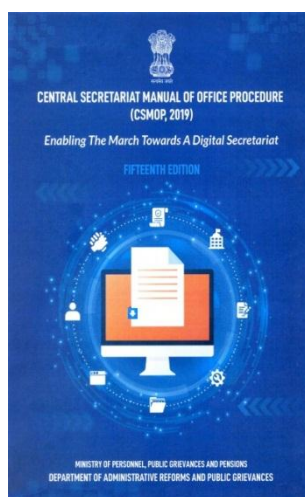
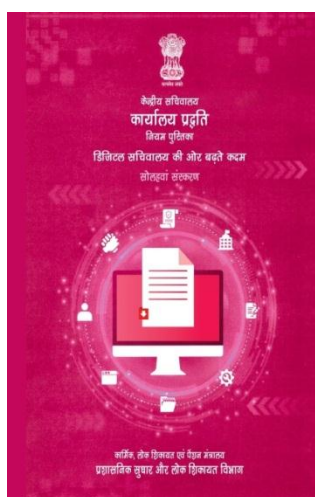
Union Minister of Home Affairs and Cooperation Shri Amit Shah virtually releasing India's first "District Good Governance Index" on 22 January 2022

The Union Minister of Home Affairs and Cooperation Shri Amit Shah virtually released India's first "District Good Governance Index" prepared by DARPG in collaboration with Government of Jammu & Kashmir in the August presence of Minister of State for PMO, Personnel, PG and Pensions, Dr. Jitendra Singh and the Lieutenant Governor of Jammu & Kashmir Shri Manoj Sinha and Secretary (DARPG) on 22nd January, 2022 at Convention Centre, Jammu. The DGGI of J&K encompassed 10 Governance Sectors and 58 indicators. The Sectors of DGGI are; (1) Agriculture & Allied (2) Commerce & Industry (3) Human Resource Development (4) Public Health (5) Public Infrastructure & Utilities (6) Social Welfare & Development (7) Financial Inclusion (8) Judiciary & Public Safety (9) Environment (10) Citizen centric governance.

The DGGI represents Next Generation administrative reform in bench-marking governance at District level prepared after extensive stakeholder consultation. It helps in identifying the impact of various governance interventions at district level and provides a futuristic roadmap for improving district level governance with targeted interventions. The initiative is being replicated in Gujarat, Arunachal Pradesh and Uttar Pradesh.

Central Secretariat Manual of Office Procedure (CSMOP), 2022

The CSMOP 2022 has been prepared with alignment of advances made in digital governance. It brings simplicity, efficiency and transparency in Government processes and procedures leading to responsive and accountable Governance. It serves as a comprehensive guide for process management in Secretariat office.



The Department of Administrative Reforms and Public Grievances is the Nodal Department for prescribing procedures for Secretariat Works which are comprehensively embodied in Central Secretariat Manual of Office Procedure.

The new 16th Edition incorporates the Administrative Reforms ushered in the Central Secretariat under the 'Initiatives for Increasing Efficiency in Government' and under the "Special Campaign for Disposal of Pending Matters". The 16th Edition has focused on the 4-pronged approach of Delaying, Delegation, Operationalization of Desk Officer System, Digitization of Central Registration Units and implementation of e-Office Version 7.0 as part of the silent transformation underway in the context of increasing efficiency in Decision Making in the Government. Government directions for weekly implementation of the Swachhata Campaign in all Ministries/Departments, and Monthly monitoring/review have been incorporated. The introduction of Nodal Appellate Authorities and revised timelines for grievance redressal also finds mention in the Manual.

National e-Governance Service Delivery Assessment (NeSDA)

The National e-Services Delivery Assessment 2019 represented an assessment of the state of e-Services Delivery across the Nation. The NeSDA framework assessed all the Service Portals of States/ Union Territories and select Central Ministries on 7 key parameters.

The services assessed were the most sought after by the citizen which were delivered online and maintained by concerned Ministry/ State/ UT. Kerala and Odisha topped the State Portals with Punjab and Rajasthan being the top performers in the Service Portals Kerala topped the State Portals with Haryana and Rajasthan being the top performers in the Service Portals. What was visible in preparing the NeSDA 2021 is that the status of e-Governance in India has moved forward in all States/ UT's of India. This is in consonance with the findings of the Good Governance Index which showed many States/ UT's have shown positive trends in incremental Governance Indices.



In 2021, the NeSDA framework covered G2C and G2B services across 7 sectors, viz., Finance, Labour and Employment, Education, Local Governance & Utility Services, Social Welfare, Environment and Tourism sectors. A total of 56 services were assessed for every State/ UT and 27 services were assessed for Central Ministries.

The NeSDA framework assessed all the State and Central Ministry portals on the key parameters of accessibility, content availability, ease of use and information security and privacy. The Service portals were assessed on an additional 3 parameters viz., End-Service Delivery, Integrated Service Delivery and Status and Request Tracking.

In NeSDA 2021 study, 1400 services across all States/ UT's were evaluated, an increase of over 60 percent from that in 2019. Punjab and Tamil Nadu are the leading States providing all 56 mandatory services online and Jammu & Kashmir is the leading Union Territory in e-Governance. 69 percent of all possible mandatory e-services have been delivered by States/ UT's which is up from the 48 percent in NeSDA 2019. Citizen satisfaction was as high as 74 percent. Under Biennial study, the Department is undertaking NeSDA 2023.

Special Campaign for disposal of pending matters 2.0 **(2nd October, 2022 to 31st October, 2022)**

The Special Campaign 2.0 was undertaken from October 2-31, 2022 in pursuance of the decision taken by the Council of Ministers that under Special Campaign 2.0, for cleanliness in offices and for disposal of pending references, Ministries/ Departments to give special attention to attached/ subordinate/ field offices, including the remotest parts of the Country. Special Campaign 2.0 has been implemented in remote outstation offices, foreign missions and posts, attached and subordinate offices. The campaign sites included central government offices from Drass to Kanya Kumari and from Bikaner to Itanagar. Further, all Indian Missions abroad implemented Special Campaign 2.0 with enthusiasm.

The Special Campaign 2.0 was highly successful in realizing Prime Minister's vision for institutionalizing Swachhata and Minimizing Pendency. Over Rs. 370.83 crores earned from scrap disposal and over 89.8 lakh sq feet of space freed during the campaign. The Special Campaign 2.0 was 17 times larger than Special Campaign of 2021 in terms of cleanliness campaign sites. The Swachhata Campaign successfully conducted in 1,01,582 campaign sites, 64.92 lakh files reviewed, 37.27 lakh files weeded, 4.56 lakh Public Grievances Redressed, 8998 MP's references replied and 890 Rules eased during the campaign.

Special Campaign was a perfect example of the Whole of Government Approach and even went beyond that as Overseas Missions also took active part in the month-long campaign. Departments/ Ministries gave special attention to attached/ subordinate/ field offices, including the remotest parts of India.



Hon'ble Minister of State for PMO, Personnel, PG and Pensions, Dr. Jitendra Singh addressing press conference on the Outcomes and Best Practices of Special campaign 2.0 on 4 November 2022 at National Media Centre, New Delhi

Institutionalizing Swachhata and Minimizing Pendency

Glimpses of Special Campaign



Preservation of records with high archival value at Sardar Patel Bhawan; Department of Administrative Reforms and Public Grievances



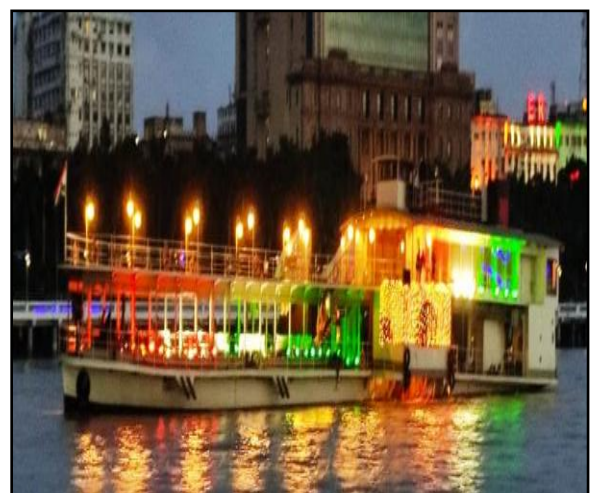
Recreation Center created at Sanchar Bhawan from a Scrap Room; Department of Telecommunications



Discontinued use of sealing wax and replaced with recyclable seals for air locking postal deliveries; Department of Post



“Kachara Udyan” created by CCL in Bokaro and Kigali area from waste pipes, tyres, cart; Ministry of Coal



Shipping and Waterways in the Syama Prasad Mookerjee Port, Kolkata (SMPA) turned the paddle steamer into a unique showcase for cruise tourism, with an under-deck museum, floating restaurant/ conference; Ministry of Ports, Shipping and Waterways



New rail coach restaurant has been started at Guntur Railway Station, Ministry of Railways



Jarawa Tribal Hut in A&N Islands as center for dissemination of Information and Knowledge on bio-cultural aspect of the region; Ministry of Culture



“Good governance is the key. People-centric governance solves problems and gives better results”

Shri Narendra Modi
Hon'ble Prime Minister

Good Governance Week-2022

The Government celebrated the week December 19-25, 2022 as the Second Sushasan Saptah (Good Governance Week) in Amrit Kaal Period. Hon'ble Prime Minister extended his greetings and best wishes to everyone associated with the initiative. The Hon'ble Prime Minister said that *"It is heartening to note that this year too, the Prashasan Gaon ki Ore campaign continues to be a part of the Good Governance Week."*



सत्यमेव जयते

प्रधान मंत्री
Prime Minister

MESSAGE

It is heartening to learn about the Second Sushasan Saptah (Good Governance Week) being observed from December 19-25, 2022. Greetings and best wishes to everyone associated with this initiative.

It is particularly pleasing to note that this year too, the 'Prashasan Gaon Ki Ore' campaign continues to be a part of Good Governance Week.

Guided by the principle of 'Citizen-First', our Government is striving tirelessly to make the ecosystem transparent and faster by simplifying procedures and processes at every level.

We have undertaken various citizen-centric initiatives including redressal of public grievances, online services, disposal of service delivery applications and good governance practices. Our vision is to expand the outreach of service delivery mechanisms, making them more effective.

Technology has immense potential to bring the government and citizens closer. Today, technology has become a powerful tool to empower citizens, as well as a medium to optimise transparency and accountability in day-to-day functioning.

Through various policy interventions, we are strongly marching ahead towards digital empowerment of citizens and digital transformation of institutions.

It has always been our endeavour to increase the impact of governance, but reduce the interference of the government in every citizen's life. The scrapping of thousands of unnecessary compliances, repealing of thousands of outdated laws and decriminalisation of many kinds of minor offences are major steps towards this end.

The people have resolved to build a glorious and self-reliant India during Amrit Kaal of next 25 years. The government's role is to complement the people's resolve by being an enabler in their efforts. Our role is to increase opportunities and remove obstacles from their path.

I am sure that the Second Sushasan Saptah will help in furthering good governance at every level. May the Good Governance Week celebration succeed in its endeavour.

(Narendra Modi)

New Delhi

अग्रहायण 21, शक संवत् 1944

12th December, 2022



On December 19, 2022, Dr. Jitendra Singh, Minister of State for Personnel, PG and Pensions, launched the second Nation-wide campaign “Prashasan Gaon Ki Ore”, in an event attended by District Collectors, Chief Secretaries/ Additional Chief Secretaries and AR Secretaries of 36 States/ UT’s and Senior Officials from Central Ministries/ Departments.

During the *Prashasan Gaon Ki Ore* Campaign District Collectors organized special camps/events at Tehsil Headquarters/Panchayat Samitis to resolve public grievances and for improved service delivery. The campaign witnessed redressal of over 54 lakh public grievances, disposal of over 314 lakh service delivery applications and documentation of 982 innovations in governance by the Districts of all States and UTs. The campaign was monitored centrally on a real time basis through a Dashboard created for this purpose on the ‘Prashasan Gaon Ki Ore’ Portal (URL: www.pgportal.gov.in /GGW22).

An exhibition on the theme “Shasan Ki Badalti Tasveer” was also organized to showcase achievements of the Government in promoting good governance including achievements made during Special Campaign 2.0. Booklet on achievements of Good Governance Week 2021 and Annual Report of CPGRAMS 2022 were also released on this occasion.

On December 23rd, 2022, District Level Workshops were held in all States/ UTs to deliberate on best good governance practices in the District/ innovations and vision India@2047. The District level workshops were chaired by a senior retired IAS officer who had served as District Collector in that District. Chief Ministers of States/ LG’s of UT’s also supported the Prashasan Gaon ki Ore Campaign with regular messages and tweets. The Parliamentary

Standing Committee of Ministry of Personnel, PG and Pensions in its 121st Report has also commended the phenomenal success of Prashasan Gaon Ki Ore Campaign held in the year 2021 and recommended that such campaigns should be held more frequently.

On 23rd December, 2022, Cabinet Secretary chaired a workshop on Good Governance Practices in Vigyan Bhawan, with an experience sharing session on Special Campaign 2.0 and the Initiative for Increasing Efficiency in Decision Making in which more than 500 senior Officers from all Ministries/ Departments participated. The Workshop deliberations envisaged accelerated efforts across Ministries/ Departments in creation of fully digital Central Secretariat, effective layering/ delegation/ adoption of desk officer system. Cabinet Secretary complemented all Ministries/ Departments for the inspirational work undertaken in implementation of Special Campaign 2.0 and recommended that the best practices may be shared with States.

REGIONAL CONFERENCES

The DARPG organizes Regional Conferences (RCs) in collaboration with the State Governments to provide a platform to the officers of the Central and State Governments to share their experiences in the formulation and implementation of good governance initiatives. The details of **23** Regional Conferences held in the different parts of country since 2014-15 are as under:-

Financial Year	No	Place	Theme
2014-15	2	Bhubaneswar, Odisha & Raipur, Chhattisgarh	<ul style="list-style-type: none"> Innovations in Public Service Delivery
2015-16	1	Bengaluru (Karnataka)	<ul style="list-style-type: none"> Minimum Government – Maximum Governance
2016-17	2	Jaipur, Rajasthan & Guwahati, Assam	a) Path Breaking and High Impact Initiatives b) Innovations in Citizen Centric Services Delivery
2017-18	3	Guwahati, Assam Goa and Nainital, Uttarakhand	<ul style="list-style-type: none"> Good Governance and Replication of best practices

2018-19	3	Bhopal, MP Kohima, Nagaland & Thiruvananthapuram, Kerala	a) Aspirational Districts b) Good Governance Initiatives
2019-20	3	Jammu, J&K Jammu, J&K and Nagpur, Maharashtra	i) Replication of Good Governance Practices in J & K and Ladakh ii) Ek Bharat Shreshta Bharat - Jal Shakti and Disaster Management iii) Improving Public Services Delivery – Role of Governments
2021-22	4	Srinagar, J&K Lucknow, UP Bhubaneswar, Odisha and IIT Madras	i) Replication of Good Governance Practices ii) Strengthening of State Institutes of Public Administration (iii) Replication of Good Governance Practices iv) Symposium on Imagining India@2047 through Innovation
2022-23	5	Srinagar, J&K Bengaluru, Karnataka Itanagar, Arunachal Pradesh Mumbai, Maharashtra and Bhopal, M.P	i) Bringing Citizen and Government closer through Administrative Reforms ii) Bringing Citizens, Entrepreneurs and Government closer through Administrative Reforms iii) Bringing Citizens and Government closer through Administrative Reforms iv) e-Governance v) Good Governance Practices

I. Regional Conference at Lucknow, Uttar Pradesh



II. Good Governance Resolution adopted in Regional Conferences held at Nagpur, Jammu & Kashmir and Ladakh

<p>Regional Conference on "Replication of Good Governance Practices in the Union Territories of Jammu & Kashmir and Ladakh</p>	<p>Regional Conference on "Improving Public Service Delivery – Role of Governments</p>	<p>Regional Conference on "Replication of Good Governance Practices in the Union Territory of Jammu & Kashmir</p>
<p>सुशासन संकल्प : जम्मू घोषणा Sushasan Sankalp: Jammu Ghoshana</p>	<p>NAGPUR RESOLUTION A HOLISTIC APPROACH FOR EMPOWERING CITIZENS</p>	<p>सुशासन संकल्प: कश्मीर घोषणा ہی دہی لاء ری م شکر ب ت م ح م اظن رت ہ ب</p>
<p>NOVEMBER 15-16, 2019 JAMMU</p>	<p>DECEMBER 21- 22, 2019 NAGPUR</p>	<p>Good Governance: Kashmir Resolution</p>

III. Regional Conference at Itanagar, Arunachal Pradesh



IV. Regional Conference at Mumbai, Maharashtra



V. Regional Conference at Chennai, Tamil Nadu





*"Earlier thinking was that the government will do everything,
but now thinking is that the government will work for everyone"*

Shri Narendra Modi
Hon'ble Prime Minister

STATE COLLABORATION INITIATIVES (SCI)

To build collaboration with the State Governments for improving public service delivery, State Collaboration Initiative (SCI) Scheme has been instituted by the Department of Administrative Reforms & Public Grievances. The scheme was revamped in 2015-16 to include funding for replication of PM awarded and National e-Governance awarded initiatives. So far 77 projects have been provided with financial assistance under SCI.

ADOPTION AND PROPAGATION OF e-OFFICE

The e-Office aims to support Governance by ushering in more effective and transparent inter and intra-Government processes. Implementation of e-Office aims to achieve a simplified, responsive, effective, and transparent working of all Government Offices. There has been a steady increase in share of e-Files post 'Increasing Efficiency' reforms expediting transformation towards digital Secretariat in the Central Government.

e-Office Analytics

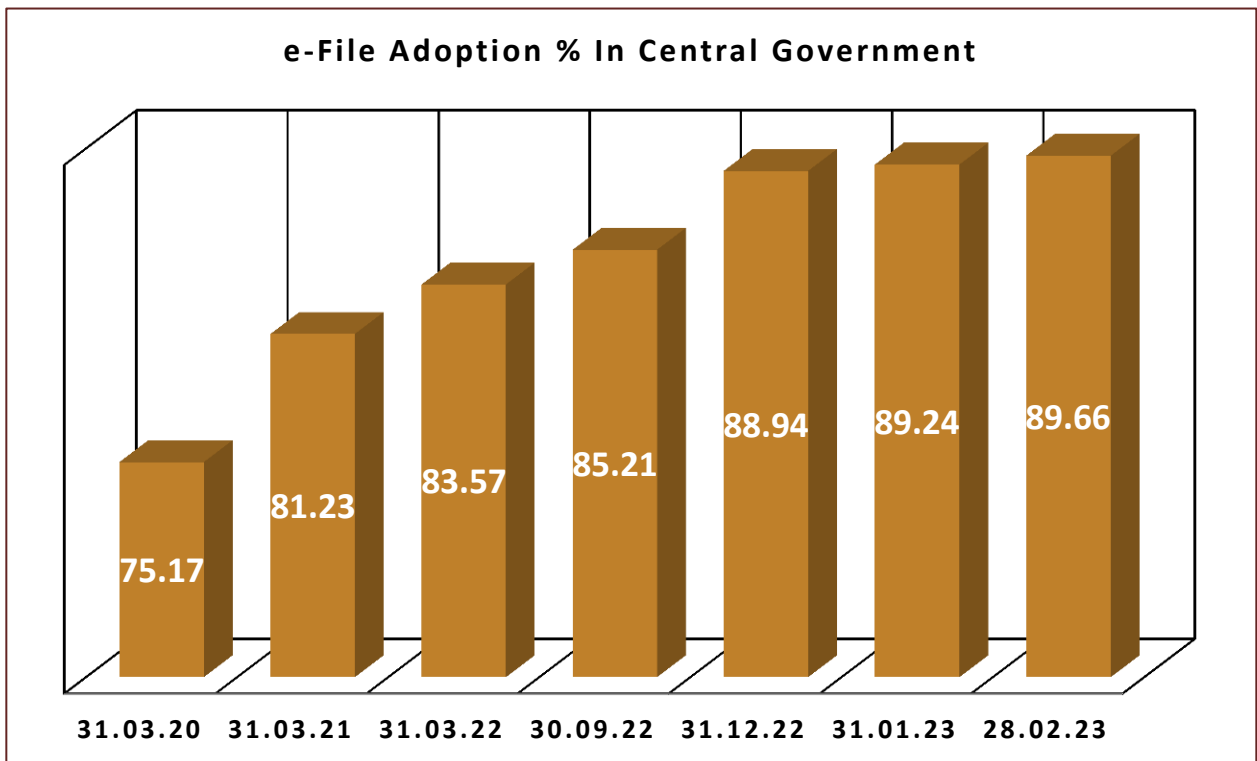
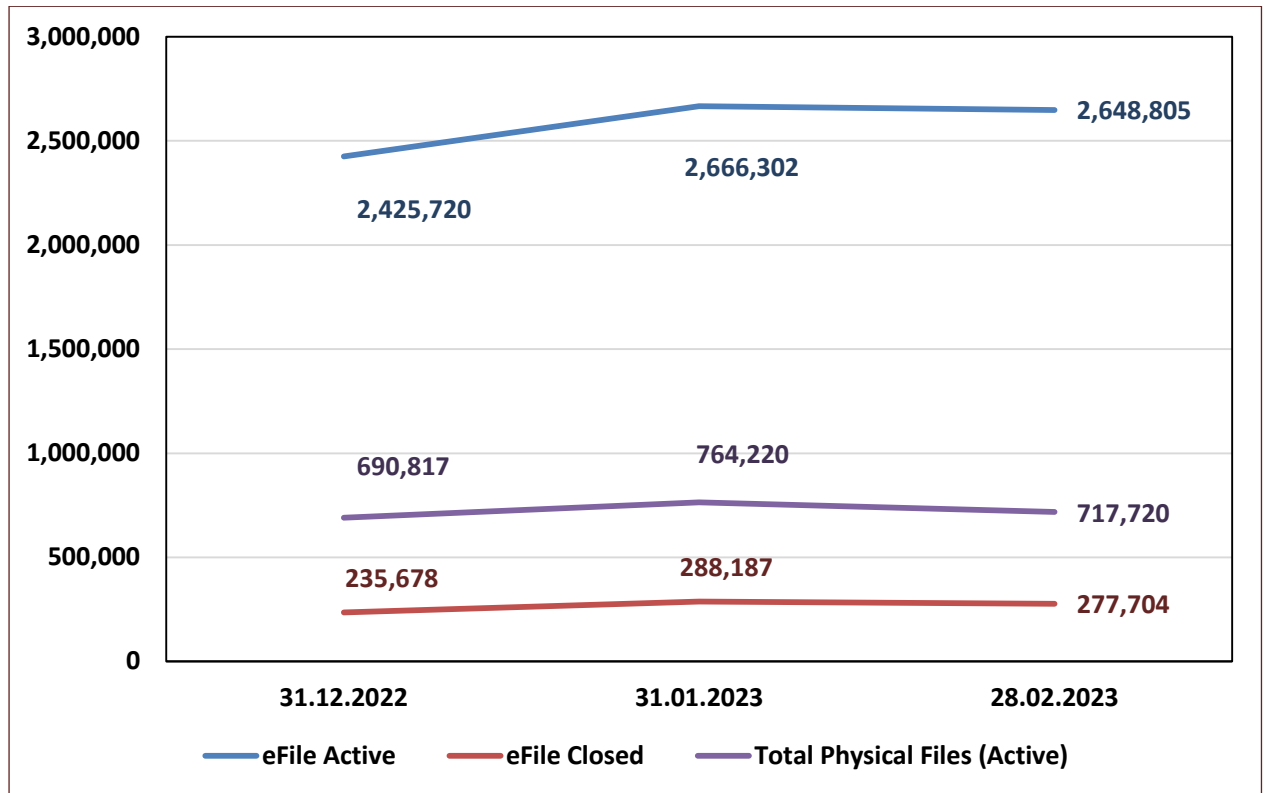
S.No.	Parameters	As on 28 th February 2023
1.	e-Receipts generated	3,79,862
2.	p-Receipts generated	37,824
3.	Active e-Files	26,48,805
4.	Active p-Files	7,17,720
5.	Inter-Departmental File Movement	7569
6.	e-Office 7.0	75 Min./Dept

e-Office version 7.0 Migration status

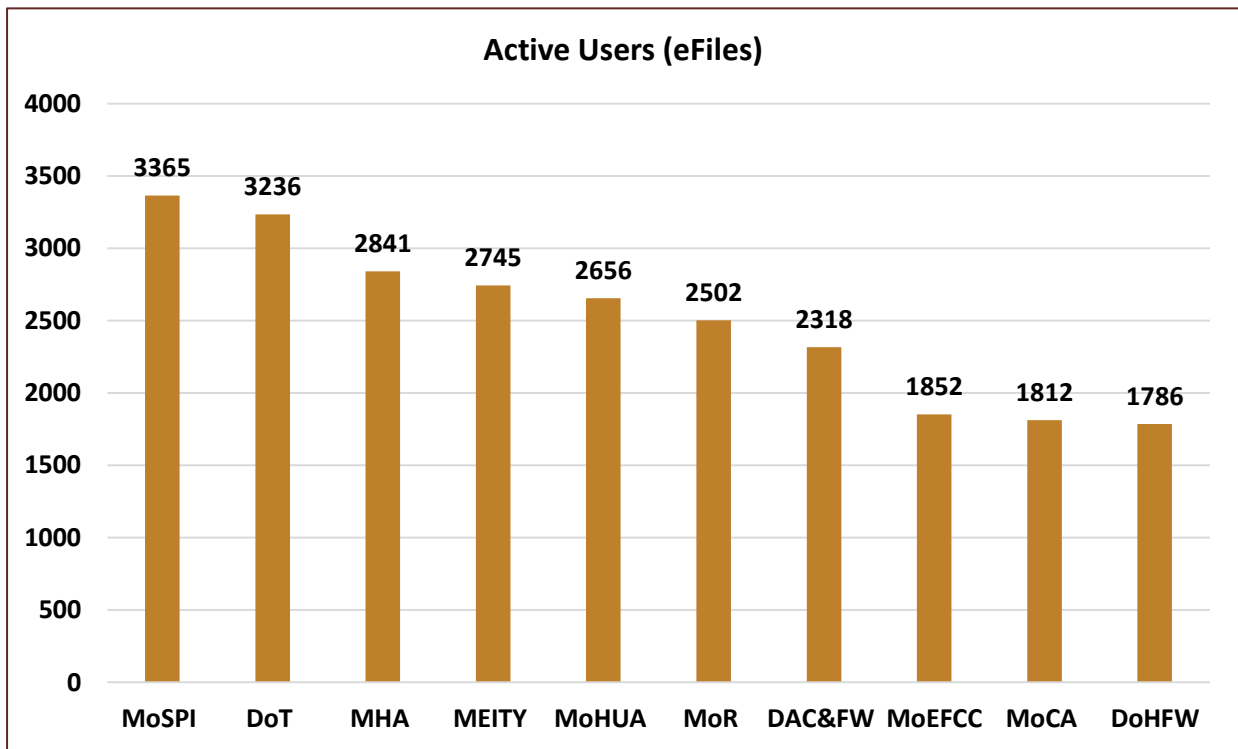
➤ Ministries/Department

- Total number of Ministries/Departments on e-Office 7.0 - 75
- All scheduled Ministries/Departments have migrated to e-Office version 7.0

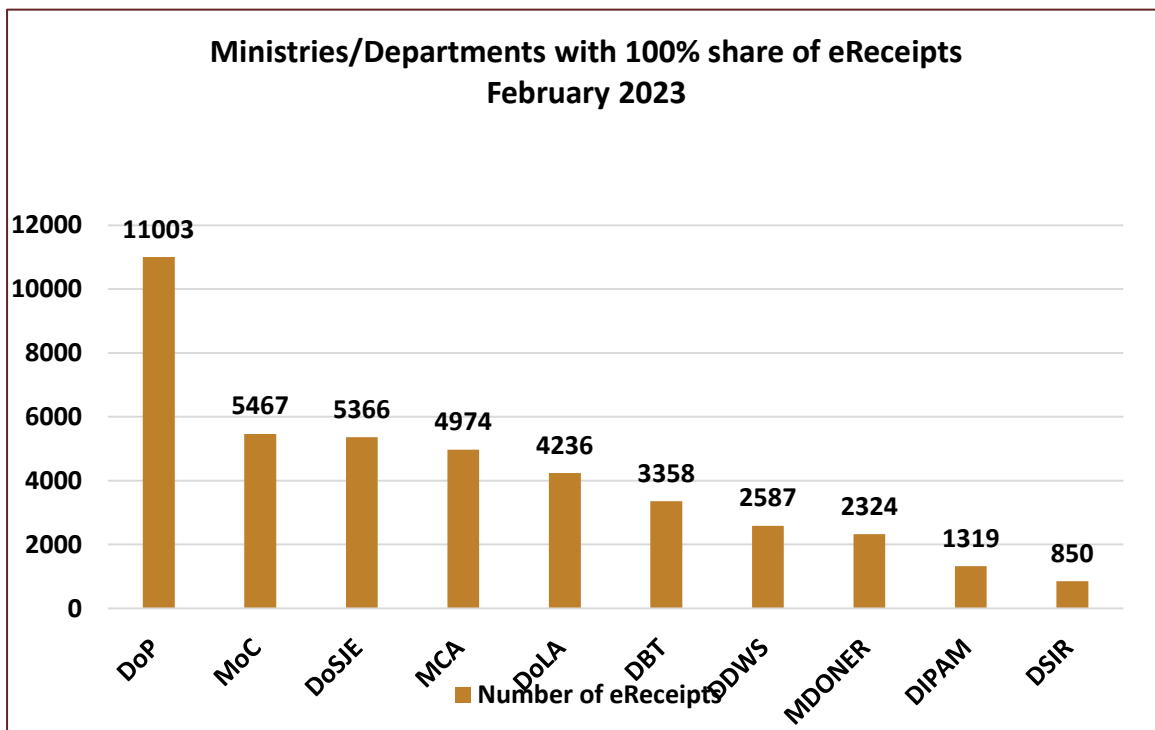
Growth in e-File Adoption in Central Secretariat (% share of eFiles)



Top 10 Ministries/Departments with number of Active Users as on 28.02.2023



e-Receipt Adoption (% Share of e-Receipts)



Major benefits in e-File version 7.0 are rich user experience, enhanced performance and security, integration with KMS (Knowledge Management System), rich set of APIs for integration with other external applications, redesigned page with simultaneous viewing of multiple documents (while noting/drafting), multiple signing of drafts, and tabbed browsing of files/receipts, seamless exchange of information between departments, enhanced browser compatibility, Audit provision of electronic Files.

Digital India Award, 2020

The 'e-Office' of the Department of AR&PG was conferred with 'Jury Choice Award' in recognition of its contribution to exemplary e-services during the pandemic at the award ceremony for Digital India Awards, 2020. The awards were conferred by H.E. former Rashtrapati Ji on December 30, 2020 at a virtual function at Vigyan Bhawan, New Delhi. Shri V. Srinivas, Additional Secretary (DARPG) and Smt. Jaya Dubey, Joint Secretary (DARPG) attended the Award Ceremony and received the Award along with Senior Officers of NIC.



22 teams were awarded across six categories & two Jury Choice awards were also conferred. These 24 digital initiatives contributed richly to make the lives of citizens better, safer & happier.

International Exchange & Cooperation

Since 2014 onwards, the following Partnership Agreements and MoUs on Cooperation in Public Administration and Governance Reforms have been signed:-

- a) With the Cabinet Office (Her Majesty's Government) of the United Kingdom on 11th November, 2015.
- b) With the Ministry for Devolution and Civil Service of the Government of French Republic on 25th January, 2016.
- c) With the Ministry of the Presidency and of Administrative Modernizations of the Portuguese Republic on 24th June, 2017.
- d) With the Public Service Division of Singapore on 1st June, 2018.
- e) With the Australian Public Service Commission (APSC), Australia on 4th June, 2020.
- f) With the Public Service Commission of The Gambia on 8th July, 2021.

Vision India@2047 DARPG

The DARPG is amongst the Ministries/ Departments of Government that is formulating its Vision India@2047. DARPG constituted an Advisory Group under the chairmanship of Minister of State for PMO, Personnel, PG and Pensions with 15 Sector Specialists with National Experts from Senior Civil Servants, IIT's, IIM's Central and State Universities, and Public Policy Research Organizations. A working group under the chairmanship of Secretary DARPG was constituted for formulation of the Vision India@2047 under the overall supervision of the Advisory Group. The Indian Institute of Public Administration served as the Knowledge Partner of DARPG in formulating its Vision India@2047.



The Consultation meetings of the Advisory Group formulated the broad contours of India's futuristic governance plan. The consensus amongst the Sector Specialists was that technology would play a critical part in the futuristic governance models of India redefining citizen and government relations where technology is an enabler and citizen is the master. Governance would also be data driven, in which evidence based futuristic indices for benchmarking governance would be drawn up. The foundational and non-negotiable values of ethics and integrity – a quest for Naitik Bharat would continue to be emphasized. The Advisory Group deliberated on the importance of interactions between young start-up innovators from private sector entrepreneurs and young technology experts with young innovators in government.

Based on deliberations of Working Group and Advisory Group, DARPG prepared a Vision India 2047 document with the theme of Bringing Citizens and Government together which has been uploaded on the portal (URL - <https://darpg.gov.in/sites/default/files/final%20vision%20india2047;..approved.pdf>)

Celebration of Constitution Day

DARPG celebrated the Constitution Day on 26.11.2021 and organized the Webinar on **"Kartavya and Jan Bhagidari under Indian Constitution"**. The Lead Speakers were Dr. Indrajeet Prasad Gautam, Member, Lokpal, Shri Neeraj Kumar Gupta, Information Commissioner, Central Information Commission and Prof. Ramesh Arora, Chairman, Management Development Academy, Jaipur. The Webinar was attended by 72 Ministries/Departments and 251 participants.



Celebration of International Women's Day 2023

International Women's Day is celebrated in India on March 8th every year. The day is observed to celebrate the social, economic, cultural, and political achievements of women and to call for gender equality. The day is also a time to recognize the contributions of women in various fields, such as science, technology, politics, education, and business.



A round-table webinar on the theme “Women in Civil Service – Leadership & Governance” was organized on 07.03.2023 as part of the International Women’s Day activity.

National Good Governance Webinar Series 2022-23

Hon’ble PM has directed DARPG to hold virtual conferences/webinars with District Collectors and other Officers over the next 12 months. A specific themes/sector may be taken up in each month, in which past award winners since the inception of the Scheme under that sector be invited to present their experiences.

The above mandate given to DARPG is being taken forward by conducting a series of 12 National Good Governance Webinars, one Webinar a month over the year 2022-23, commencing from 28th April, 2022. The webinars were planned on different themes under the good governance initiatives that have been felicitated with the Prime Minister’s Award for Excellence in Public Administration, since its inception in 2006. The awardees present their exemplary work in these National Webinars, to highlight the best practices adopted by the award-winning initiatives for replication by other States/Districts.

During 2022-23, the following Twelve (12) Webinars have been held on the PM award winning initiatives, each webinar was attended by over 1000 officials from States/ Districts.

S.No.	Theme	Date of Webinar	Initiatives
1.	Improving Public Service Delivery	28.04.2022	1. SAKALA- “No more delays- We Deliver on time”- Karnataka 2. e-Seva, Andhra Pradesh
2.	Health	27.05.2022	1. Sickle Cell Anemia Control Programme, Gujarat 2. Making Medicines affordable, Chittorgarh, Rajasthan
3.	Aspirational District Programme	24.06.2022	1. Meerut, Uttar Pradesh 2. Asifabad, Telangana
4.	Public Grievance Redressal	29.07.2022	1. Prajavani- Janahita, Telangana 2. Sarkar Aapke Dwar, Arunachal Pradesh
5.	Environment	26.08.2022	1. Revival of Sasur Khaderi- Uttar Pradesh 2. Canal Top Solar Power Project, Gujarat
6.	Public Service Delivery	30.09.2022	1. NDMC 311 App 2. Seva Sindhu Karnataka
7.	Public Participation (Jan Bhagidari) through Swachh Bharat Mission	28.10.2022	1. Mahesana, Gujarat 2. Indore, Madhya Pradesh
8.	Innovation Centre	25.11.2022	1. National Generic Document Registration System, Deptt. of Land Resources, Govt. of India 2. One Nation One Ration Card, Deptt. of Food & Public Distribution, Govt. of India
9.	Jal/ Water Management	30.12.2022	1. WASMO- Gujarat 2. River Linking Project, Jalagaon
10.	Innovation at District Level	27.01.2023	1. Bleed with Pride- Imphal East, Manipur 2. Implementation of e-Attendance application ‘Lok Sewak’ in Khandwa, Madhya Pradesh
11.	Aspirational District Programme	24.02.2023	1. Goalpara District 2. Kupwara District
12.	Namami Gange	31.03.2023	1. Chamoli 2. Uttarkashi

Social Media Outreach

PIB India @PIB_India · Nov 1, 2022

Special Swachhta Campaign 2.0 successfully conducted at Labour Bureau

1094 sq. ft. area created and Rs 3.26 Lakhs revenue earned

pib.gov.in/PressReleasePa...

#SpecialCampaign2



Ministry of Labour and 2 others

DARPG, Govt. of India @DARPG_GoI

"Break silos, increase teamwork, rise above hierarchies & redress grievances with a human touch."

-Hon'ble PM Shri Narendra Modi motivates Ministry of Personnel, Public Grievances and Pension Employees to break down silos & enhance teamwork for Nation-Building.

#ChintanShivir



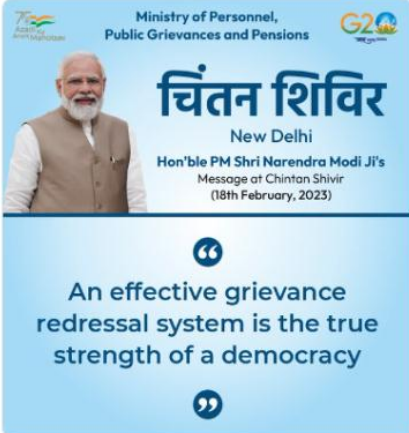
3:57 PM · Feb 19, 2023 · 1,125 Views

← Tweet

DARPG, Govt. of India @DARPG_GoI

"An effective grievance redressal system is the true strength of a democracy."

-Hon'ble PM Shri Narendra Modi Ji's message at the #ChintanShivir emphasized on the importance of timely grievance redressal to build a stronger democracy for the collective welfare of Nation.



4:14 PM · Feb 19, 2023 · 3,875 Views

Narendra Modi @narendramodi

Such efforts are not only innovative and commendable but most importantly remind us of our basic civic duty of keeping our surroundings and public places clean.

South Western Railway @SWRRLY · Oct 2

Sculpture made from plastic & pet bottles at KSR Bengaluru Station to create awareness on proper disposal of plastic waste.
@DARPG_GoI @PMOIndia @DrJitendraSingh @RailMinIndia

#SpecialCampaign2.0



9:16 PM · Oct 3, 2022 · Twitter for iPhone



Laudable effort, which will spread awareness on India's glorious tribal culture and traditions.

Ministry of Culture @MinOfCultureGoI · Nov 3
As a part of the #SpecialCampaign2.0 activities, @ansigoI, to promote cultural heritage & optimise unused spaces, worked closely with the different tribal communities across India to set up authentic tribal huts & more in the office premises across the country.

#AmritMahotsav
[Show this thread](#)



6:59 PM · Nov 4, 2022



Dr Jitendra Singh @DrJitendraSingh · Dec 30, 2020

A proud moment for Department of Administrative Reforms and Public Grievances in the Union Ministry of Personnel for being conferred **Digital India Award 2020**. Sh V. Srinivas, Addl Secy, Ms Jaya Dubey, Jt Secy and their team in the department deserve special appreciation.



DARPG @DARPG_GoI · Dec 30, 2020

Hon'ble Rashtrapati ji virtually conferred the Digital India Award 2020 in the Jury Choice Award Category to DARPG's "e-Office" in recognition of the exemplary e-services contribution during the pandemic on December 30, 2020 at Vigyan Bhavan New Delhi @DrJitendraSingh @PIB_India

[Show this thread](#)



DARPG @DARPG_GoI · Nov 26, 2022

Secretary @DARPG_GoI Sh. V Srinivas today briefed media on 25th **National Conference on e- Governance** (NCeG) organised by @DARPG_GoI and @GoI_MeitY in association with J&K UT Govt. from 26th-27th November, 2022 in Katra, Jammu & Kashmir #25thNEGCbyDARPG #25thNCEGKatra #25thNCEG





PIB India @PIB_India · Nov 5, 2019

Union Minister @DrJitendraSingh at the National Workshop on Centralised Public Grievance Redress and Monitoring System (CPGRAMS) Reforms, in New Delhi



MDoNER India



DARPG @DARPG_GoI · Aug 18, 2022

Regional Conference at Itanagar on “Bringing Citizens and Government Closer through Administrative Reforms” Session-II: CPGRAMS-Redressal of Public Grievances”- Ms Rachna Srivastava, DDG, @NICMeity



DARPG @DARPG_GoI · Nov 26, 2022

Secretary @ITDGoJK, Jammu & Kashmir Smt Purna Puri addressing media on 25th National Conference on e- Governance #NCeG from 26th-27th November, 2022 in Katra, Jammu & Kashmir #25thNEGCbyDARPG #25thNCeGKatra #25thNCeG



PMO India and 9 others



Department of Administrative Reforms and Public Grievances
5th Floor, Sardar Patel Bhawan, New Delhi 110 001