ENSURING TRANSFORMATIONAL GOVERNANCE

सत्यमेव जयते

Department of Administrative Reforms and Public Grievances

Ministry of Personnel, Public Grievances & Pensions

Government of India

'Masti ki Pathshala': An Initiative of Jamshedpur District

VISION & MISSION

Vision

The Department of Administrative Reforms & Public Grievances (DARPG) defines its vision as driving administrative reforms throughout the government as well as redress of all grievances about public services.

DARPG shall endeavour to ease citizen interaction with Government by adopting best global practices and by documenting and disseminating good governance practices.

Mission

To foster excellence in governance and pursuit of administrative reforms through improvements in government policies, structures and processes, promoting citizen-centric governance with emphasis on grievance redressal, innovations in e-Governance; Awards and Documentation & Dissemination of Best Practices.

National Conference on e-Governance 2019

The Department of Administrative Reforms & Public Grievances (DARPG), in association with Ministry of Electronics & Information Technology (MeitY), Govt. of India and the State Government of Meghalaya will organize the 22nd National Conference on e-Governance 2019 on 8-9th August, 2019 at Shillong, Meghalaya. This is the first time the event is being organized in North-Eastern region of the country. This Conference provides a platform to disseminate knowledge on effective methods of designing and implementing sustainable e-Governance initiatives to provide end-to-end Digital Services, exchange experiences in solving problems, mitigating risks, resolving issues and planning for success.

The theme of this Conference is "***Digital India: Success to Excellence***". Discussions will be held on 5 sub-themes in Plenary session during the Conference: India Enterprise Architecture (INDEA), Digital Infrastructure, One Nation – One Platform, Emerging Technology for Practitioners, Secretariat Reforms, National e-Governance Service Delivery Assessment (NeSDA). 4 Breakout Sessions will be held on sub-themes-Inclusion and Capacity Building, Engaging with Innovators and Industry, End- to- End Digital Services: IT initiatives of State Governments. Over 450 delegates are expected to attend the Conference. An Exhibition will also be organized during the event to showcase India's achievements in the field of e-Governance, along with a Hall of Fame/ photo exhibition on the award winners.

'Annie': Braille Literacy for Visually Impaired, Ranchi District

CPGRAMS Reforms

Through the Centralized Public Grievance Redress and Monitoring System (CPGRAMS) evolved in 2007, the DARPG enables registration/ lodging of a grievance by a citizen from anywhere and on an anytime basis (24*7) to any of the Ministries/Departments/Organizations or State Government/UTs. DARPG has initiated the process re-engineering of existing CPGRAMS to reduce the travel time for resolution of a grievance as well as capturing of the grievance in a precise and concise manner.

The CPGRAMS Reforms would envisage capturing the grievance through drop-down menus in the form of a questionnaire, ensure that the grievance reaches the concerned field office responsible for resolution of the grievance, enable automatic escalation of the grievance to the next higher level if not resolved by the sub-ordinate office within the stipulated time identified for resolution, enable better identification of gaps between policy and delivery and address the same as also enable regular grievance analysis. As part of the 100 days action plan, the CPGRAMS Reforms are proposed to be implemented in a phased manner. The Department of Posts is the first Department to implement the proposed reforms in CPGRAMS. Thereafter, the reforms would follow in other Ministries/Departments on a pilot basis. Further, the CPGRAMS reforms propose separation of Public Grievances with employee related grievances in consultation with Line Departments.

Going Cashless - Sonipat District

5 Year Vision (DARPG 2024)

The 5 year Vision of DARPG incorporates some initiatives in addition to the ongoing activities. The department proposes to broad-base the PM Awards scheme making it more representative in nature. Extension of use of e-Office to State Secretariat and subordinate and attached offices is one of the ambitious initiatives under Secretariat Reforms. Capacity Building Programmes on Public Policy at national and international levels will be the focus of NCGG. A Good Governance Index is being formulated to help implement suitable strategies for improving governance.

'We Care': Women Hygiene, Women Power, Tirap District

Broad-basing the scheme of PM Awards for Excellence in Public Administration

PM Awards for Excellence in Public Administration were instituted in 2006 to acknowledge, recognize and reward exemplary work done by civil servants across the country. Initially, the award categories were 'Individual', 'Team' and 'Organization'. The format of the Award scheme was changed in 2016 to include award categories in 4-5 identified flagship programmes of the Government of India. The main implementing unit of the programmes are districts which are encouraged to apply in large numbers. In addition, there is a category for Innovation which has one or two awards. This category is open for all State Governments and other Government organisations. The predominance of districts as implementing units has led to centricity of District Collectors as the award recipient and some of the services were not being represented in the awards scheme.

In view of the above, the awards scheme would be restructured to make it more representative in terms of services covered. The scheme would also focus on individual leadership and enterprise of civil servants, apart from innovation. In the existing scheme, the three groups which carry one award each in priority programmes are North East and Hilly States; Union Territories; and other States. There is also a case for increasing the number of awards in the category of other States since it covers most of the country.

Since 2017, there are two awards under Innovation category, one of which is reserved for Aspirational District Programme. This is the only category where all organisations of Central and State Governments are eligible to apply. A large number of applications are being received in this category (752 in 2019). There is clearly a need for expanding the category to include more awards at separate levels, i.e. Central, State and district level innovations.


PMFBY: Comfort in Calamities, Uttarkashi District

Implementation of e-OFFICE
Under Secretariat Reforms

The e-Office is one of the Mission Mode Projects under the National e-Governance Plan to improve efficiency in Government Process and Service Delivery Mechanism. e-Office is being implemented in Central Government Ministries and Departments through improvement in the workflow mechanism and associated Manuals of Office Procedure. NIC is the technical partner of DARPG in this Project. The DARPG is regularly coordinating with all Central Ministries/Departments to expedite the implementation of e-Office. The Department has taken various steps to accelerate the implementation in the various Ministries/Departments. As a result of these efforts the number of e-Files in Central Ministries/Departments is 12,92,24,049. Ministries/Departments have achieved the desired target (i.e. 80% or above), 75 Ministries/Departments are actively using the e-Office platform.

Extension of e-Office to State Secretariat and subordinate and attached offices is one of the ambitious initiatives under Secretariat Reforms. Presently, e-Office is a Central Mission Mode Project and now the plan is to make it an integrated Mission Mode Project. DARPG will prepare an integrated Mission Mode Project an EFC/SFC Note based on information from States/UTs on the modes of financing. One workshop shall be convened in which IT/AR Secretaries of all the States will be called in order to firm up the proposal of extending e-Office to the State Secretariat.

Mission Clear Morna River
AKOLA (MAHARASHTRA)

Mission Clean Morna River (MCMR) is a successful citizen driven mass movement to clean and resuscitate river Morna in Akola District of Maharashtra. Initiated on 13th January 2018, MCMR is an example of Citizen- Private-Government Participation. On the first day around 7000 citizens participated on the appeal of the District Magistrate. More than 32,490 Citizens of Akola District participated and clocked in 82,512 hours of work under MCMR and total 31,500 brass of garbage has been removed from the Morna River. This initiative was appreciated by Hon'ble Prime Minister in Man Ki Baat aired of 28th January 2018.
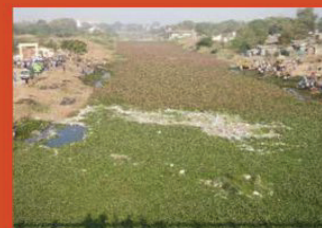
National Centre for Good Governance (NCGG)

Green Solution to Waste Management, Chhattisgarh

The NCGG over the next five years would focus on capacity building programmes on Public Policy at national and international levels. These would include top management leadership programmes on Public Private Partnerships (PPP) and Sustainable Development Goals(SDGS), for State Governments. The NCGG would conduct the international Capacity Building Training Programme (CBTP) for the civil servants of Bangladesh, Myanmar, Maldives & Gambia entrusted by the Ministry of External Affairs (MEA), Government of India under ITEC Programme. Further, Workshops/ Seminars would be conducted to promote Citizen Centric Governance. NCGG would continue its ongoing work on simplification of citizen related forms and processes being used in various Central/ State Government Departments/ Ministries.

Good Governance Index

The objective behind developing the Good Governance Index (GGI) is to create a tool to assess the status of governance and impact of various interventions taken up by the State Governments and the Union Territories (UTs) to provide information for the States and Union Territories to formulate and implement suitable strategies for improving governance. The assessment of the States using the GGI would mark a shift to result-oriented approaches and administration. The GGI is based on list of 10 sectors and 50 indicators which have been firmed up after extensive consultations.

The 10 sectors are:
> (i) Agriculture and Allied Sector
> (ii) Commerce and Industries
> (iii) Human Resource Development
> (iv) Public Health
> (v) Public Infrastructure & Utilities
> (vi) Economic Governance
> (vii) Social Welfare & Development
> (viii) Judiciary and Public Security
> (ix) Environment
> (x) Citizen Centric Governance

DARPG Aatmadeep India Initiative Project

The project will be leveraged by NCGG for capacity building, creating repository and replicating innovative practices. The NCGG will formulate a project with support of DAR&PG/DEA to be placed for World Bank's assistance for creating Aatmadeep at NCGG as the single stop capacity building institute of India. The NCGG will also conduct Sector specific capacity building programs, creation of Policy Lab and innovations portal.

The Key Project Objective is to create a framework to promote learning, innovation and knowledge transfer, Ensuring continuous service improvement and ongoing professional excellence, to provide departments and employees with a process and model for creating learning. Skillset strengthening of public administrators is required by learning and adopting innovative approaches that have been executed across sectors in the country to achieve greater excellence in public governance. Sector specific skilled civil servants would help in resolving complex issues and problems efficiently and effectively. Several initiatives have been induced to enhance the abilities of the civil servants to mitigate the complex challenges in implementing government reforms. This project embraces a change to learning, innovation, and leadership through Capacity Building programmes:

(i) **Human Resource Development:** Building up learning, competency, and leadership of the key decision makers or public administrators by providing training and professional development to govern effectively.

(ii) **Infrastructure and Technology:** To develop ICT infrastructure and provide training on ICT to public administrators to deliver government initiatives effectively.

(iii) **Policy Lab:** To develop public institutions which are competent enough to deliver the government's key policy measures, the Policy Lab will analyse the public policy on a measurable index of success, impact and adequacy..

Implementation Status/Schedule

	Item	Targeted outcomes
Vision 2024	Broad-basing of PM's Awards Scheme	• To reduce District Collector centrality and recognize performances of other Departments/Services • Awards in Innovations category to be increased by bifurcation to (i) National level (ii) State level (iii) District level innovations.
	Release of upgraded Citizen Centric CPGRAMS.	• IVRS based grievance redressal System, Reforming the feedback system • Integration of Citizens Charter
	Expansion of e-Office.	• Monitoring dashboard for files/receipts. • Integration of all government applications like PFMS, GeM. • Activation of office activities like Video-Conferencing
	NCGG as an apex Institute of Good Governance.	• Top Management Leadership Program • Implement Capacity Building programs under (ITEC) Programme of MEA • Workshops on furthering Good Governance process
	Developing a Good Governance Index.	• Approval of the Sectoral Group of Secretaries sought for operationalizing the 50 indicators under 10 Sectors for the States and UTs • Publication as per approvals of SGOS – on annual basis proposed
	DARPG Aatmadeep India initiative Project.	• Will seek World Bank's assistance for creating Knowledge Lighthouse at NCGG as the single stop capacity building institute of India • Conducting sector specific capacity building programs, creation of a Policy Lab and innovations portal.

Implementation Status/Schedule

	Item	Status/ Target Date
100 Days Plan	National e-Governance Conference	National e-Governance Conference held on 8th - 9th August, 2019 at Shillong, Meghalaya
	Rerfoms of Central Public Grievance Redressal and Monitoring System (CPGRAMS).	The Department of Posts is the first Department wherein Reforms of CPGRAMS are formally implemented from 25th September, 2019

Monitoring Framework

Hierarchy of Levels for Monitoring	Frequency of Monitoring	Medium of Monitoring
Review of Overall Progress of Department	MOS(PP) - Monthly *(2 meetings held)* Secretary DARPG - Monthly	Meeting/ VC's / Progress Reports
CPGRAMS Reforms -1 level monitoring	Secretary / AS DARPG - Monthly	Meeting/ VC's / Progress Reports
E-office - 2 levels	MOS(PP) - Quarterly Secretary / AS DARPG - Monthly	Meeting/ VC's / Progress Reports
NCGG progress - 2 levels	Governing Body - Annually Management Committee - Quarterly	Meetings
NeSDA - 1	Secretary / AS DARPG - Quarterly	Meeting/ VC's / Progress Reports