



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



75
Azadi Ka
Amrit Mahotsav



Secretariat Reforms

- a) Swachhata Campaign & Reducing Pendency to Minimum Levels
- b) Increasing Efficiency in Decision Making
- c) E- Office

Monthly Report | December 2022

Department of Administrative
Reforms and Public Grievances



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1. Introduction

The National Workshop on Good Governance convened by DARPG on December 23, 2022 had deliberated on key issues of “Secretariat Reforms” – Special Campaign 2.0, Increasing Efficiency in Decision Making and Migration to E-Office 7.0. Government has decided that the activities of the Special Campaign 2.0 would be continued and monitored on a monthly basis. The Initiative for Increasing Efficiency in Decision Making is an ongoing initiative envisaging delayering, delegation of financial powers, digitization of central registration units and adoption of desk officer system. The timelines for migration to e-Office ver 7.0 along with e-Office analytics were deliberated in the National Workshop on Good Governance.

In pursuance of the decisions taken in the National Workshop on Good Governance, the DARPG presents the monthly progress report on “Secretariat Reforms” for December 2022 under 3 initiatives (i) Swachhata Campaign and Reducing Pendency to Minimum Levels; (ii) Increasing Efficiency in Decision Making and (iii) Migration to E-Office ver 7.0. The data presented by DARPG, collated from the special campaign portal www.pgportal.gov.in/scdpm, is expected to enable Ministries/ Departments to undertake deeper administrative reforms for Digital Transformation of the Central Secretariat.

Your suggestion on this edition of the Secretariat Reforms will be appreciated.



Secretary

DARPG

2. Key Highlights

2.1 Swachhata Campaign and Reducing Pendency to Minimum Levels

Swachhata Campaign

- **17460** cleanliness campaigns were to be conducted (Brought forward – 2666, December 14794) out of which **15271** campaigns were conducted (**87.46%**)
- **1,70,116 sq. ft** of **Space** were freed in the month of December
- **Rs. 4,13,05,419** of revenue was earned by scrap disposal in the month of December

Reduction in Pendency

a. Public Grievances

- Total Receipts **6,13,946** (Brought forward – 13,394; December- 6,00,552) out of which **5,71,655** were disposed of (**93.11%**)

b. Record Management

- Total physical files due for Record Management were **4,00,618** (Brought Forward- **1,26,378**) out of which **2,46,370** were reviewed. **1,93,452** files were identified for weeding, out of which **1,90,735** were weeded (**98.59%**)
- Total E-Files **6027** put up for review, out of which **2706** were closed

2.2 Increasing Efficiency in Decision Making in Central Secretariat

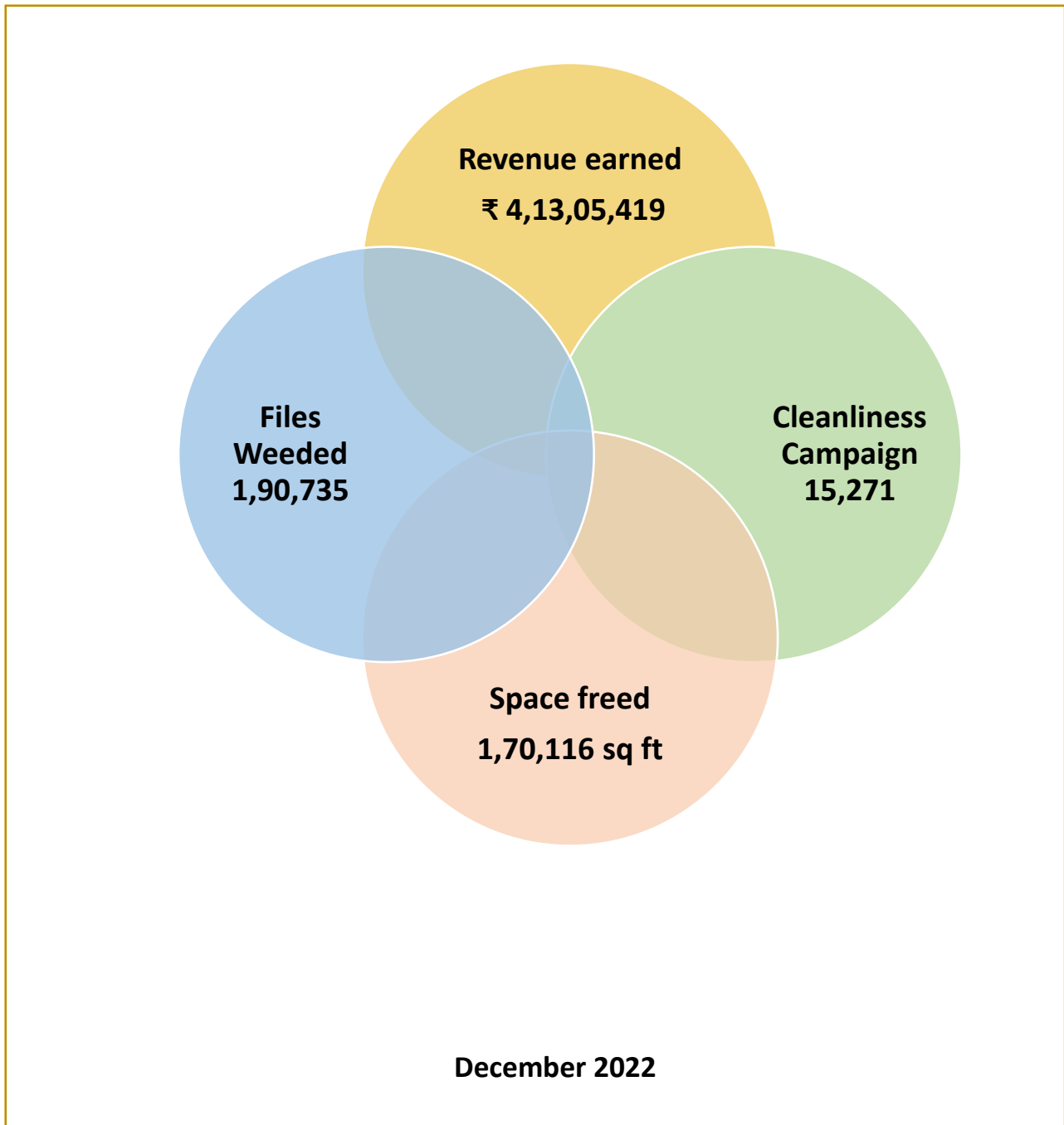
- **Delaying: 62** Ministries/Department have implemented Delaying.
 - **41** Ministries/Departments have Fully Delayed
 - **21** Ministries/Departments have Partially Delayed
 - **7** Ministries/Departments have Not Delayed
- **Delegation: 68** Ministries/Departments have implemented Delegation

2.3 E-Office Implementation and Analytics

- **E-Office: 66** Ministries/Departments have adopted E-Office 7.0
- **Yet to Migrate to E-Office: 9** Ministries/Department are expected to migrate to E-office 7.0 by February 2023

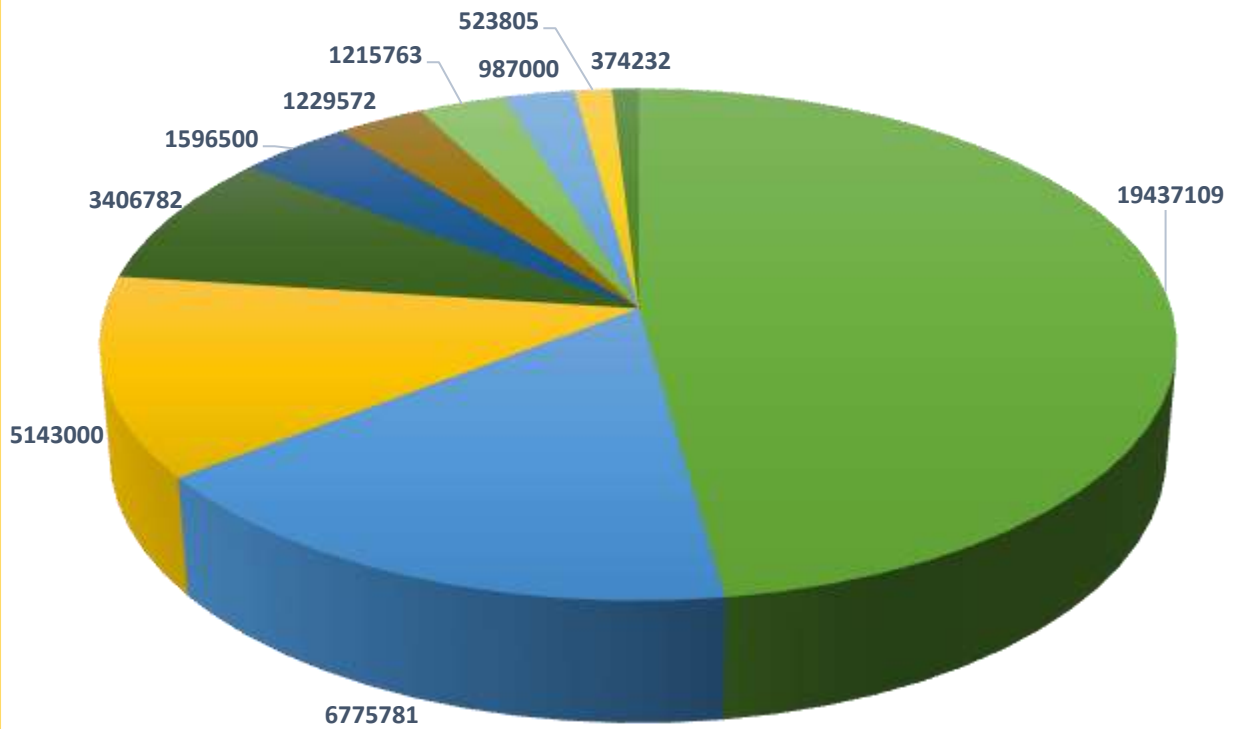
3. Swachhata Campaign and Reducing Pendency to Minimum Levels

3.1 Status of Swachhata Campaign



a. Revenue Earned from Scrap Disposal (In Rs)

**Total Revenue Earned in December - 4.13 Cr
Top 10 Ministries/Department**

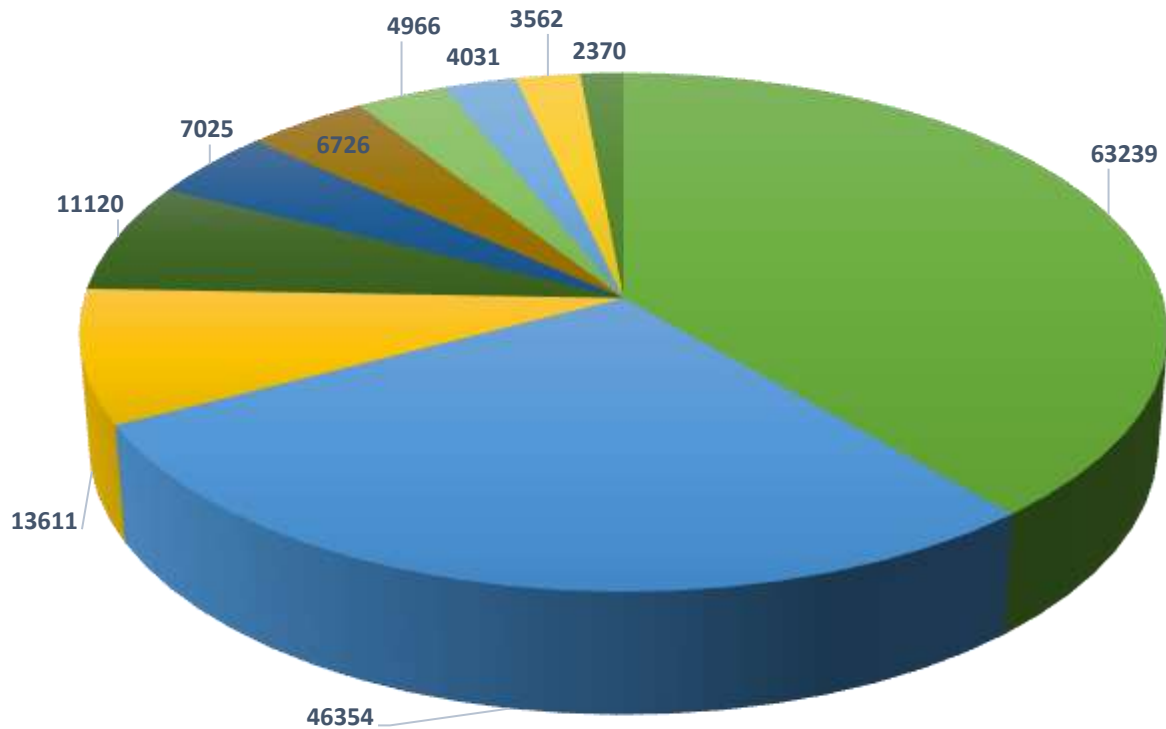


Top 10 Ministries/Departments

- Ministry of Mines
- Ministry of Civil Aviation
- Ministry of Shipping
- Ministry of Railways (Railway Board)
- Department of Rural Development
- Department of Empowerment of Persons with Disabilities
- Ministry of Environment, Forest and Climate Change
- Ministry of Water Resources, River Development & Ganga Rejuv
- Department of Health & Family Welfare
- Department of Posts

b. Space Freed (In Sq. Ft)

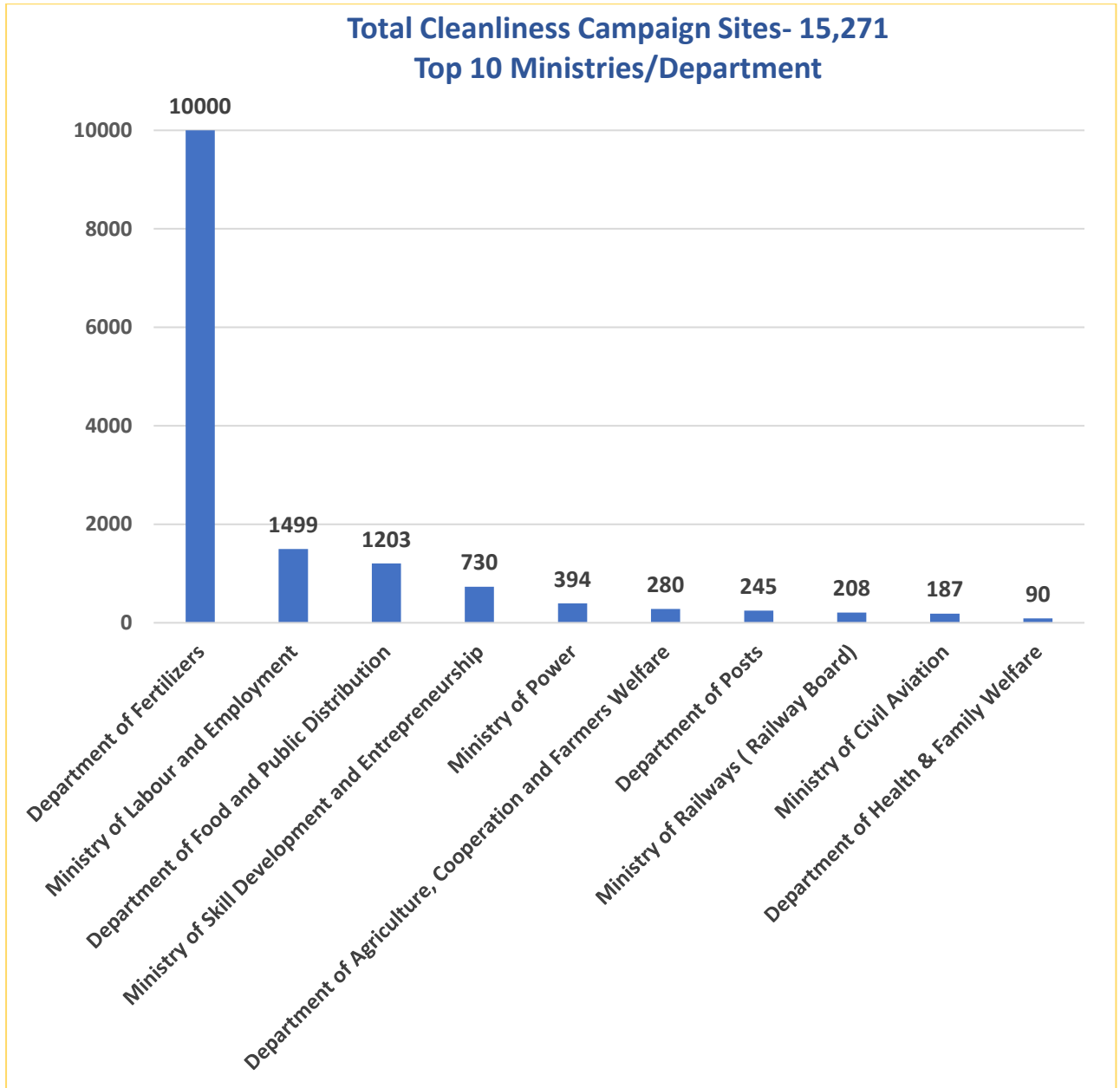
Total Space Freed in December - 1,70,116 sq.ft
Top 10 Ministries/Department



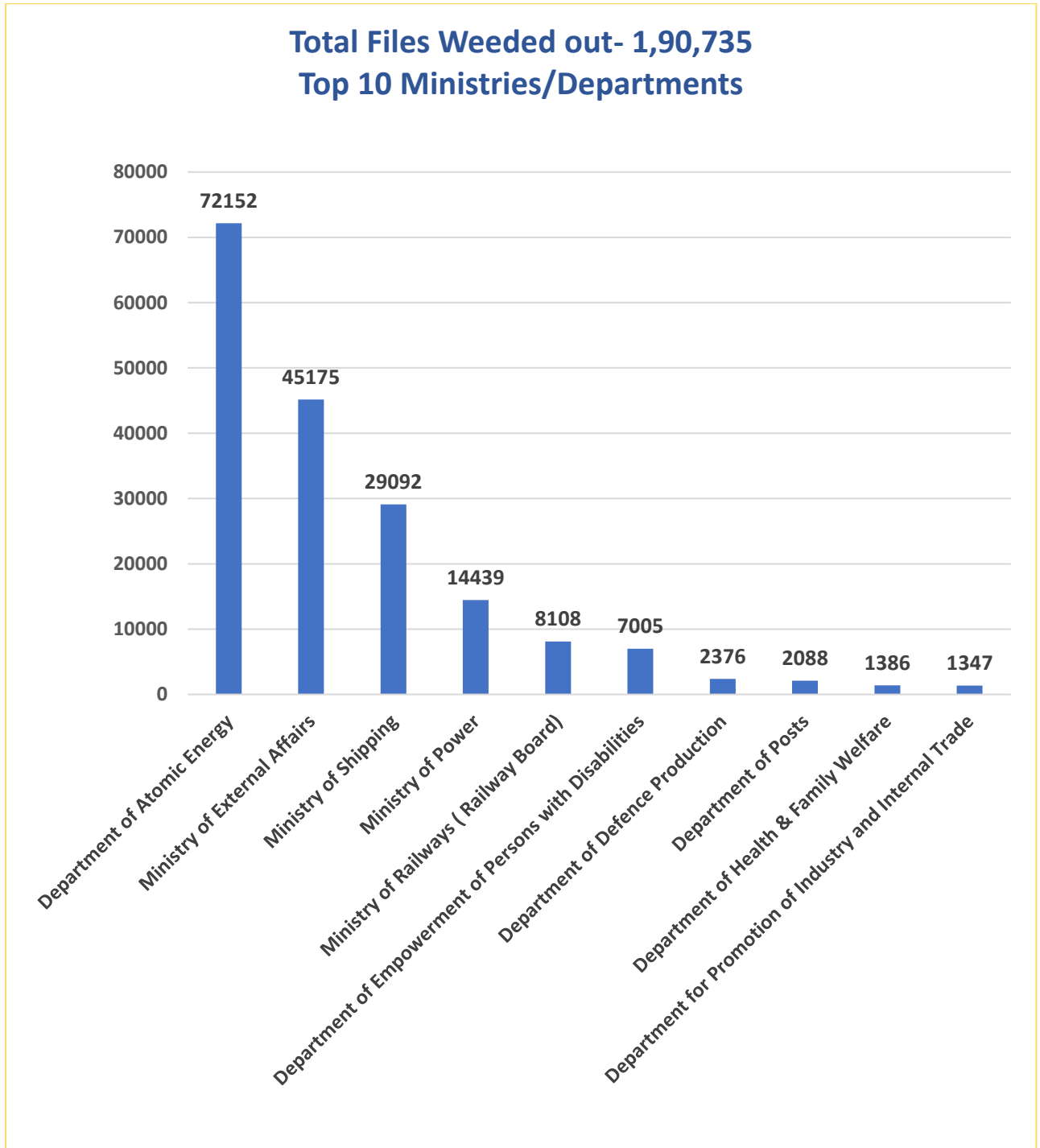
Top 10 Ministries/Departments

- Ministry of Civil Aviation
- Ministry of Power
- Ministry of Environment, Forest and Climate Change
- Department of Agriculture Research and Education
- Department of Defence
- Ministry of Shipping
- Department of Empowerment of Persons with Disabilities
- Ministry of Railways
- Ministry of Mines
- Department of Health and Family Welfare

c. Cleanliness Campaign Sites



d. Files Weeded Out



3.2 Best Practices



Ministry of Education; 3R Kiosk at IIT Madras



Ministry of New and Renewable Energy; 1 MW Rooftop Solar Power Plant at Urja Bhawan, New Delhi



Department of School Education and Literacy;
Waste to Compost

Central Board of Direct Taxes;
Eco garden at Aayakar Bhawan, Mumbai



Department of Atomic Energy;
Recycling of shredded documents at IREL

Ministry of Women and Child Development;
One Stop Center, Indore

3.3 Before – After Pictures



Before



After

Department of Financial Services; Cleaning Activity done under Cleanliness Campaign, LIC Nagpur Divisional Office



Before



After

Department of Chemicals and Fertilizers; Removal of 10 MT of metal scrap at Madras Fertilizers



Before



After

Department of Health and Family Welfare; Cleaning of Section Hall at Institute of Serology, Kolkata



Before



After

Department of Atomic Energy; Scrap Removal from outside area at Institute of Plasma Research, Gandhinagar



Before



After

Ministry of Coal; Weeding out of Files from Section Office at Shastri Bhawan



Before



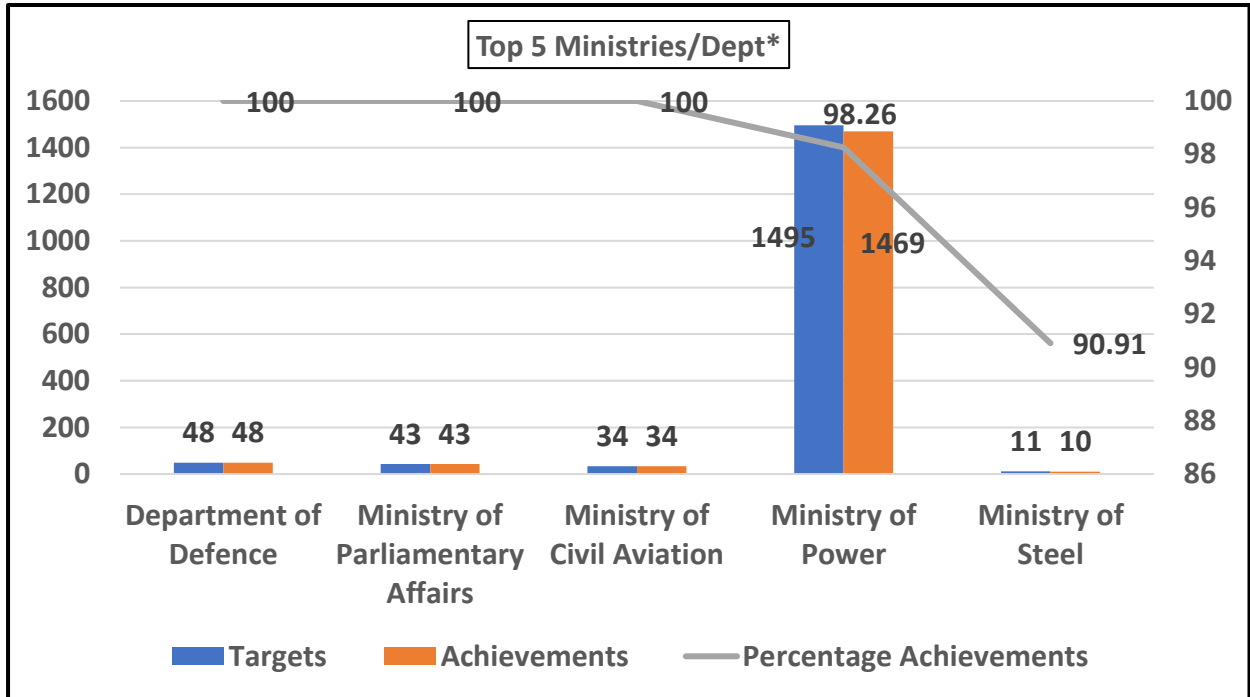
After

Ministry of Information & Broadcasting; Indoor cleaning under Special Campaign at Doordarshan Kendra Agartala

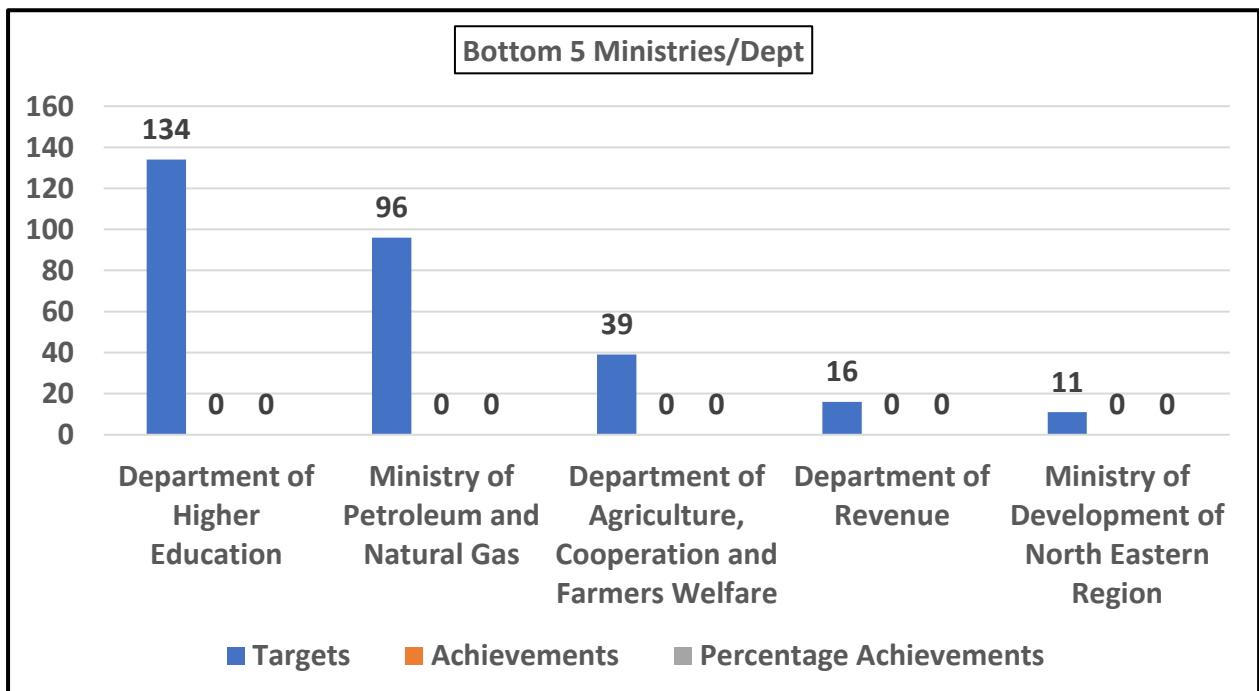
3.4 Performance of Ministries/Departments on Pendency Parameters

References from MPs

% Disposal wise Performance

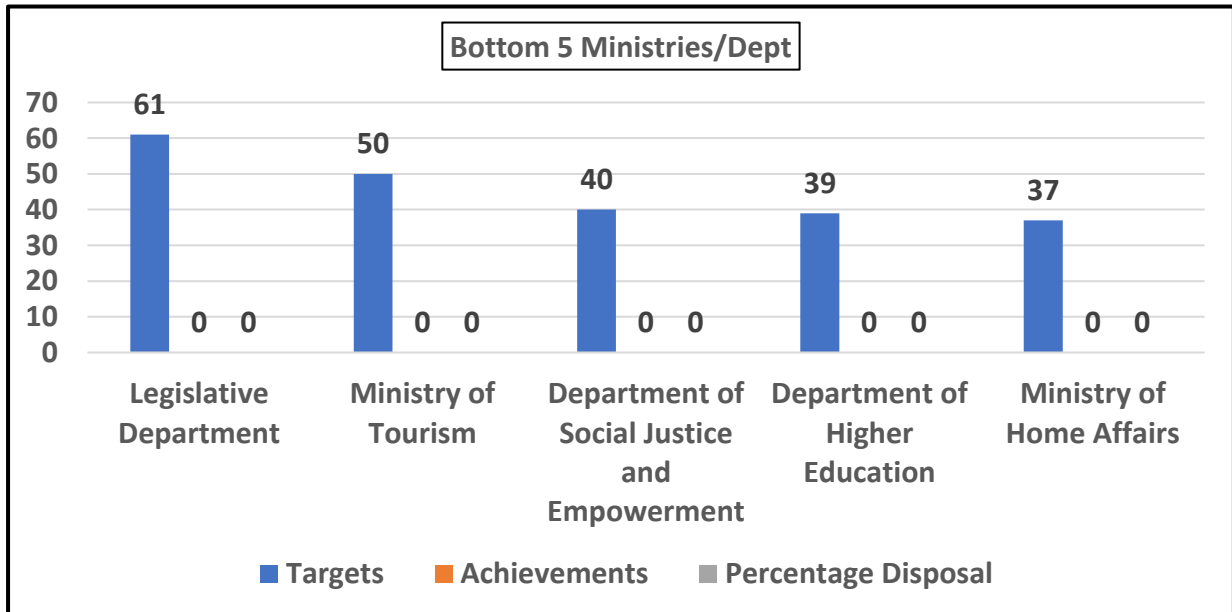
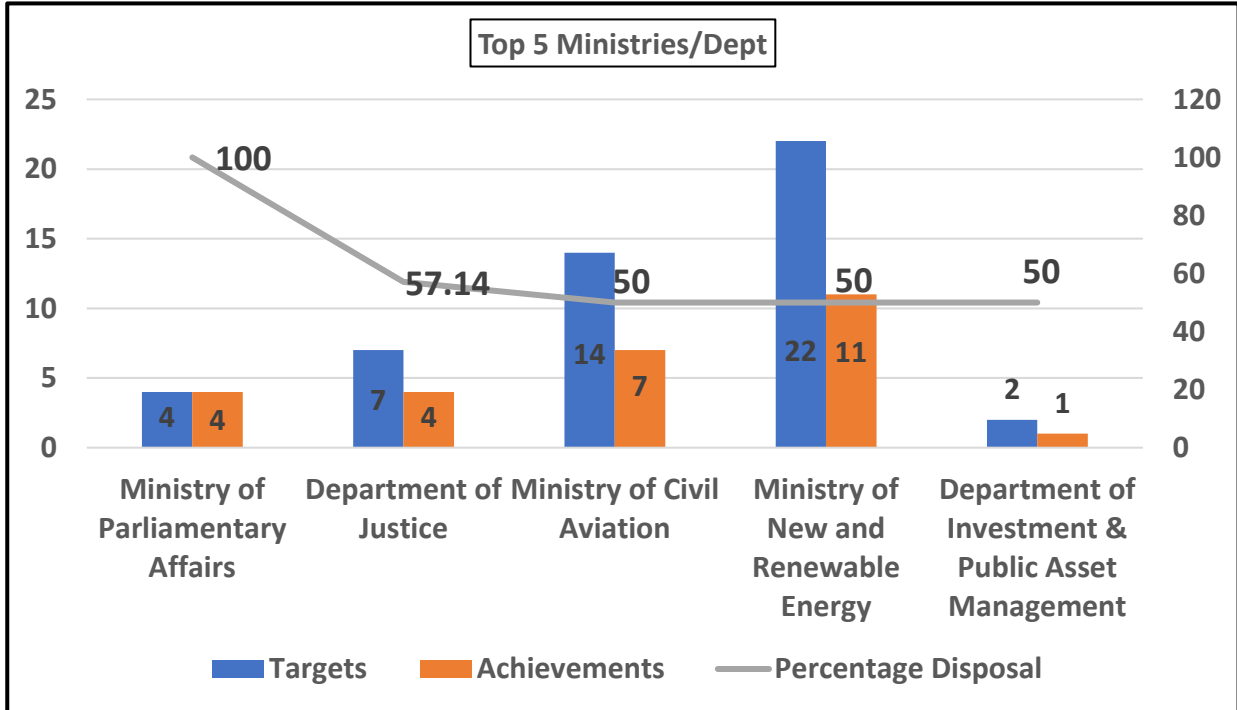


* Ministries/Dept with targets greater than 10 MP References



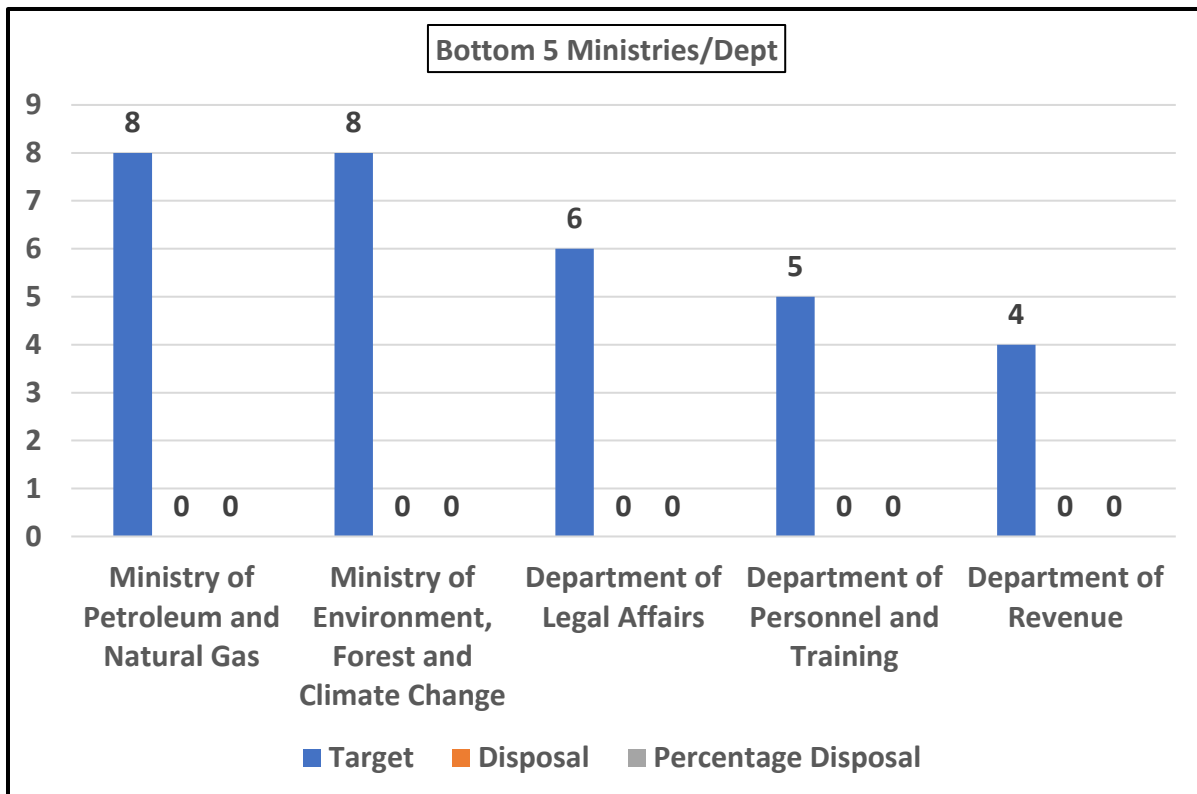
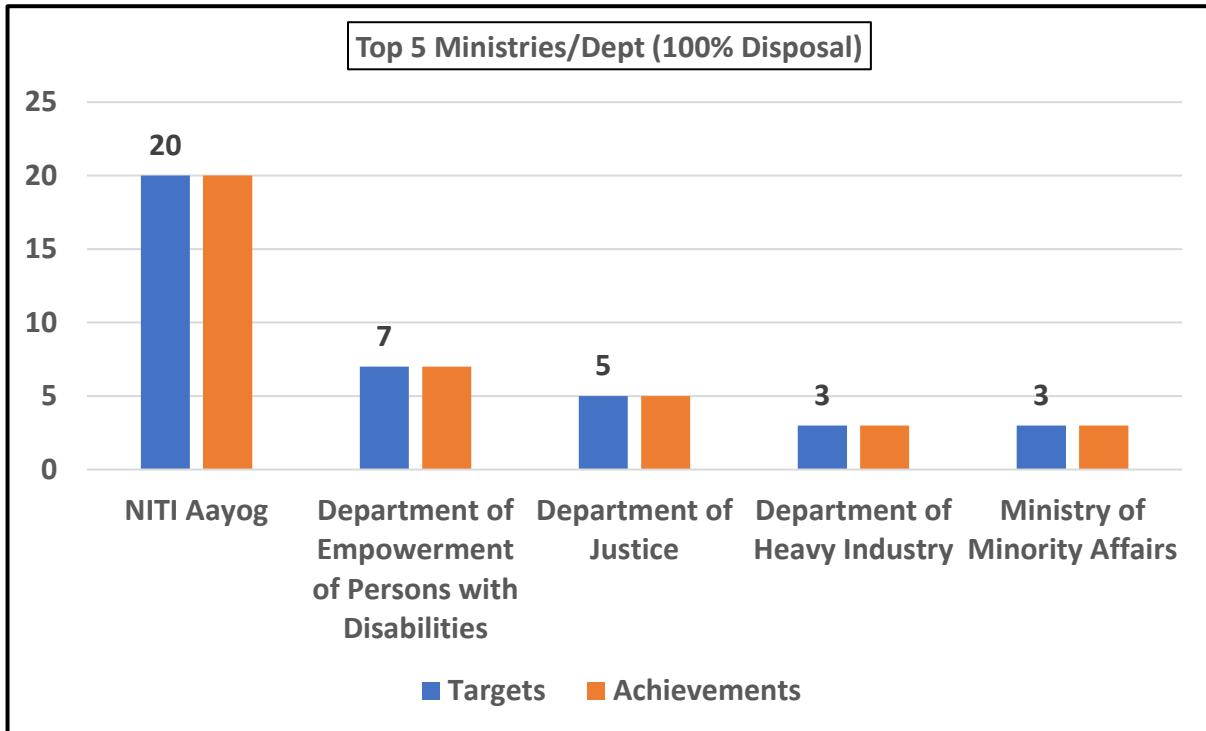
Parliamentary Assurance

% Disposal wise Performance



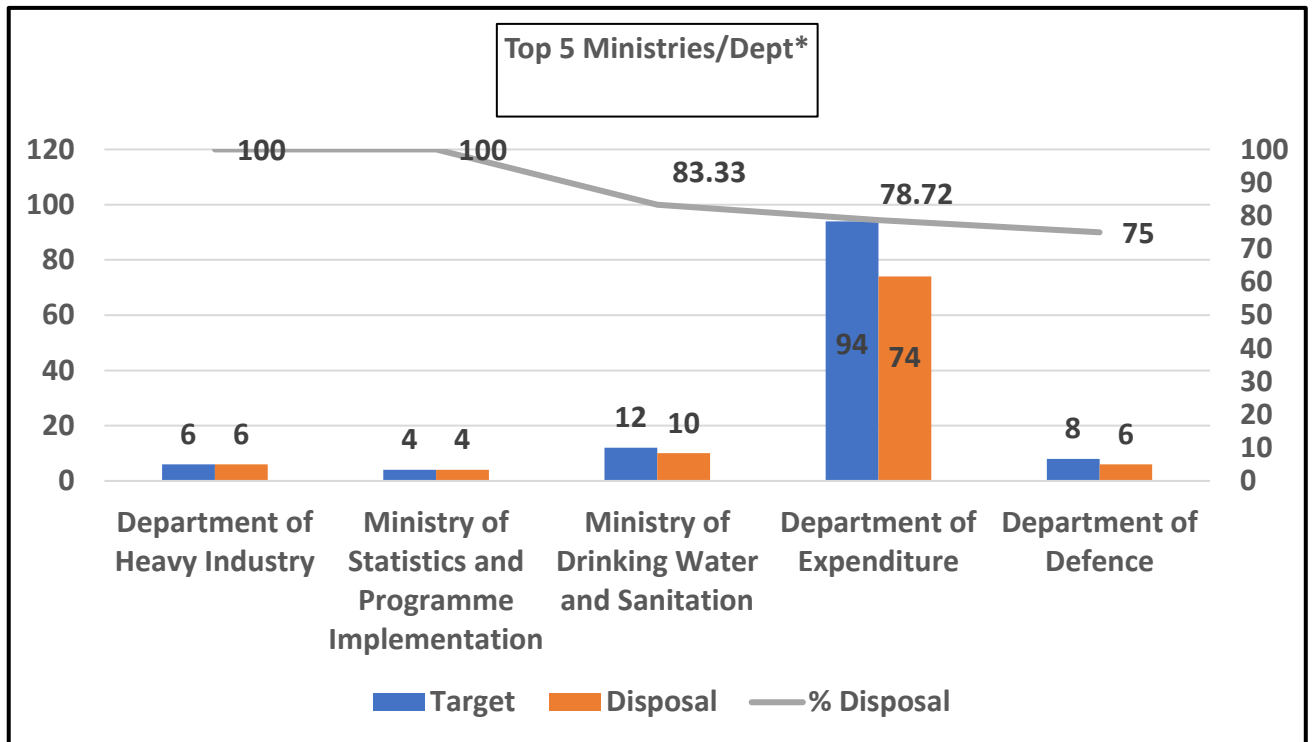
IMC References (Cabinet Proposals)

% Disposal wise Performance

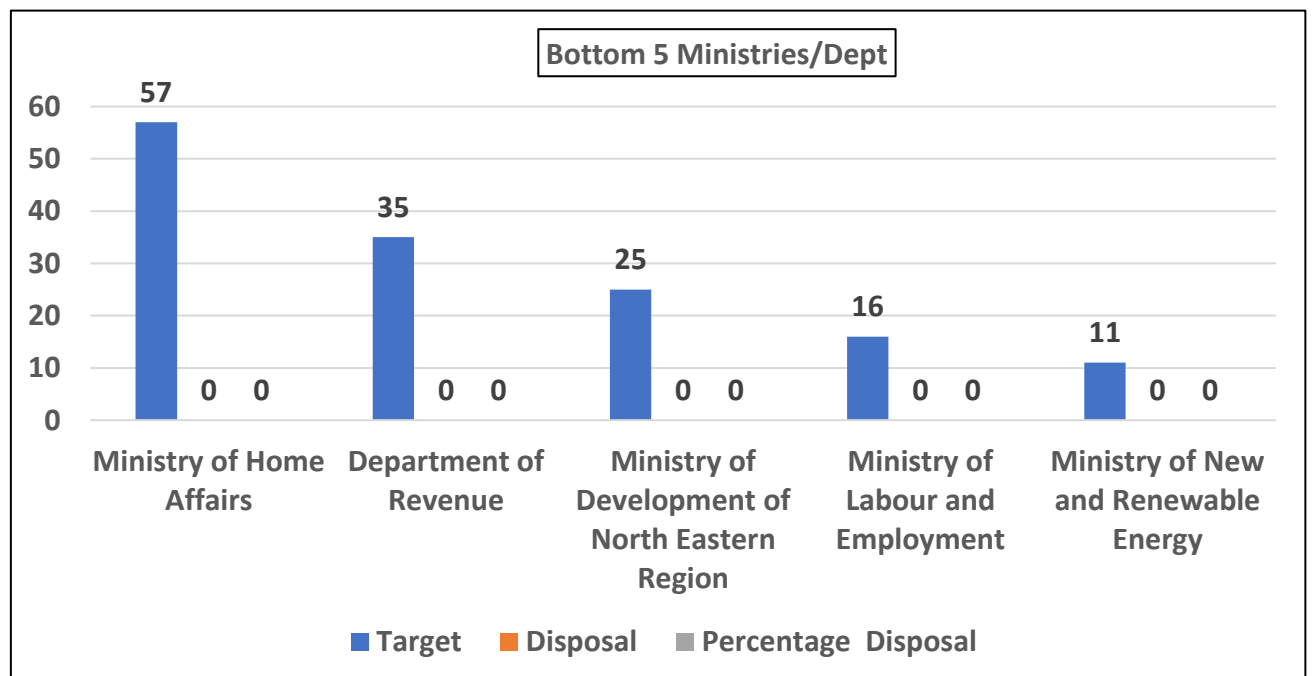


State Government References

% Disposal wise Performance

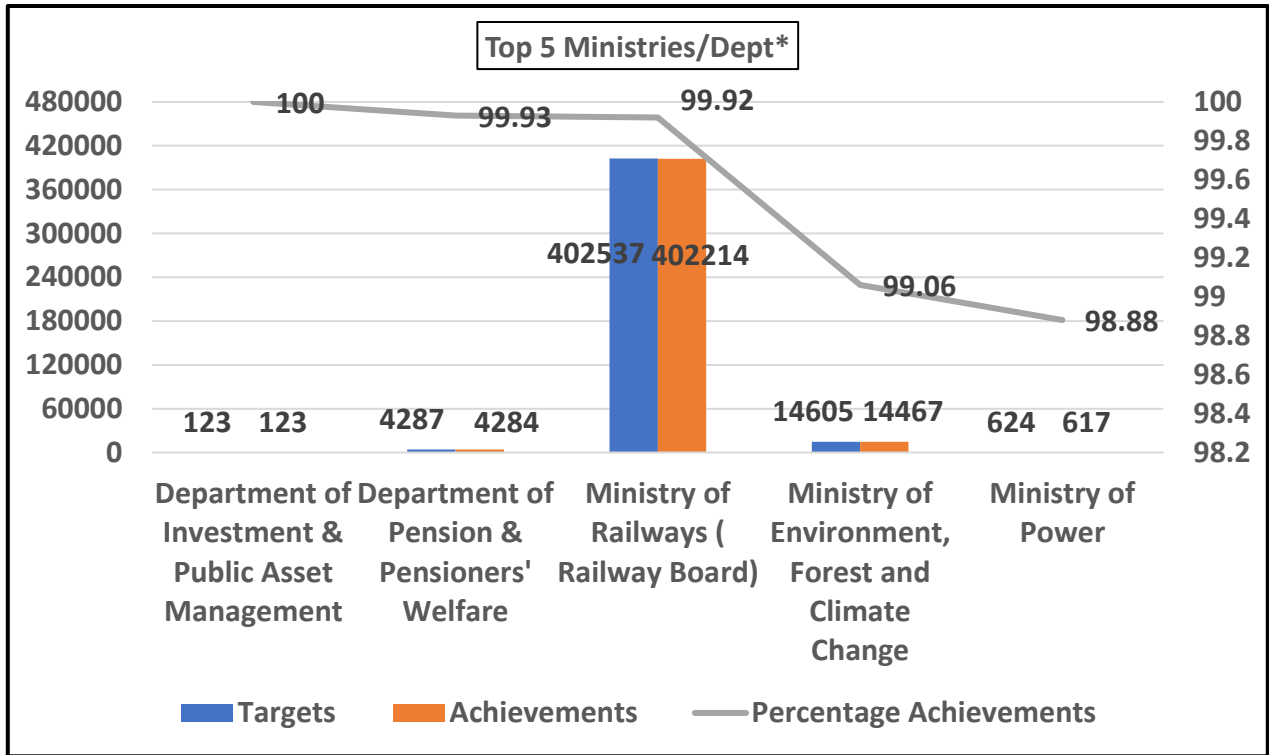


* Ministries/Dept with targets greater than 4 State Government References

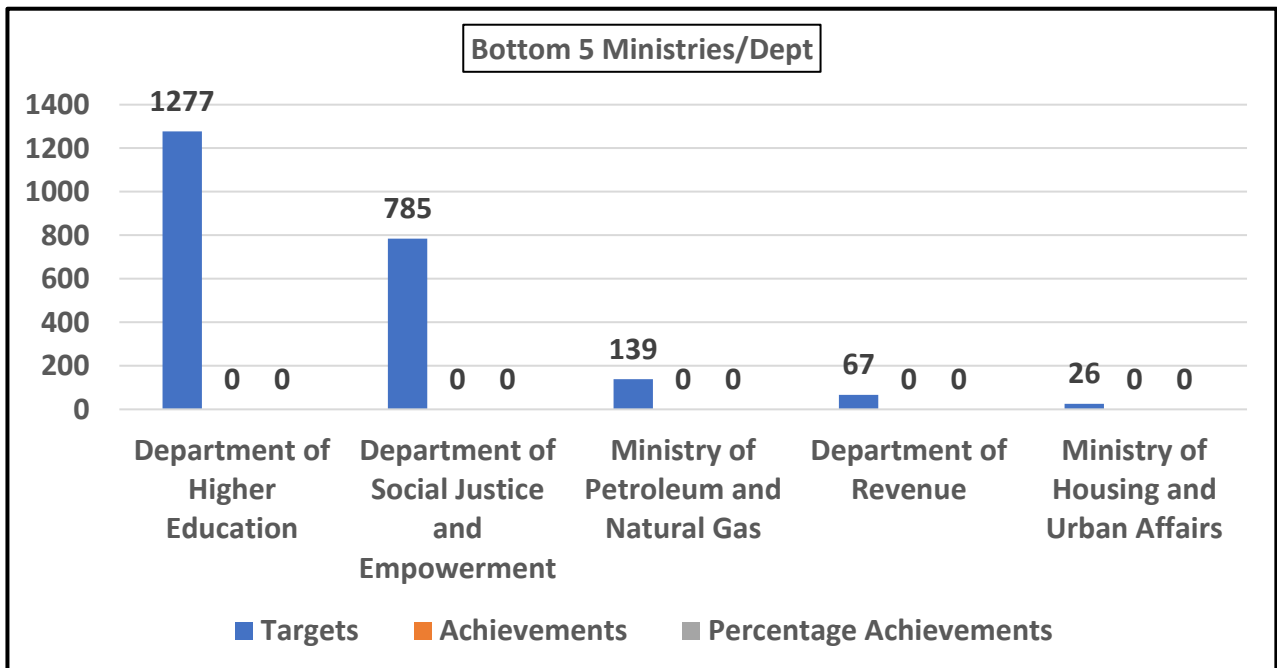


Public Grievances

% Disposal wise Performance

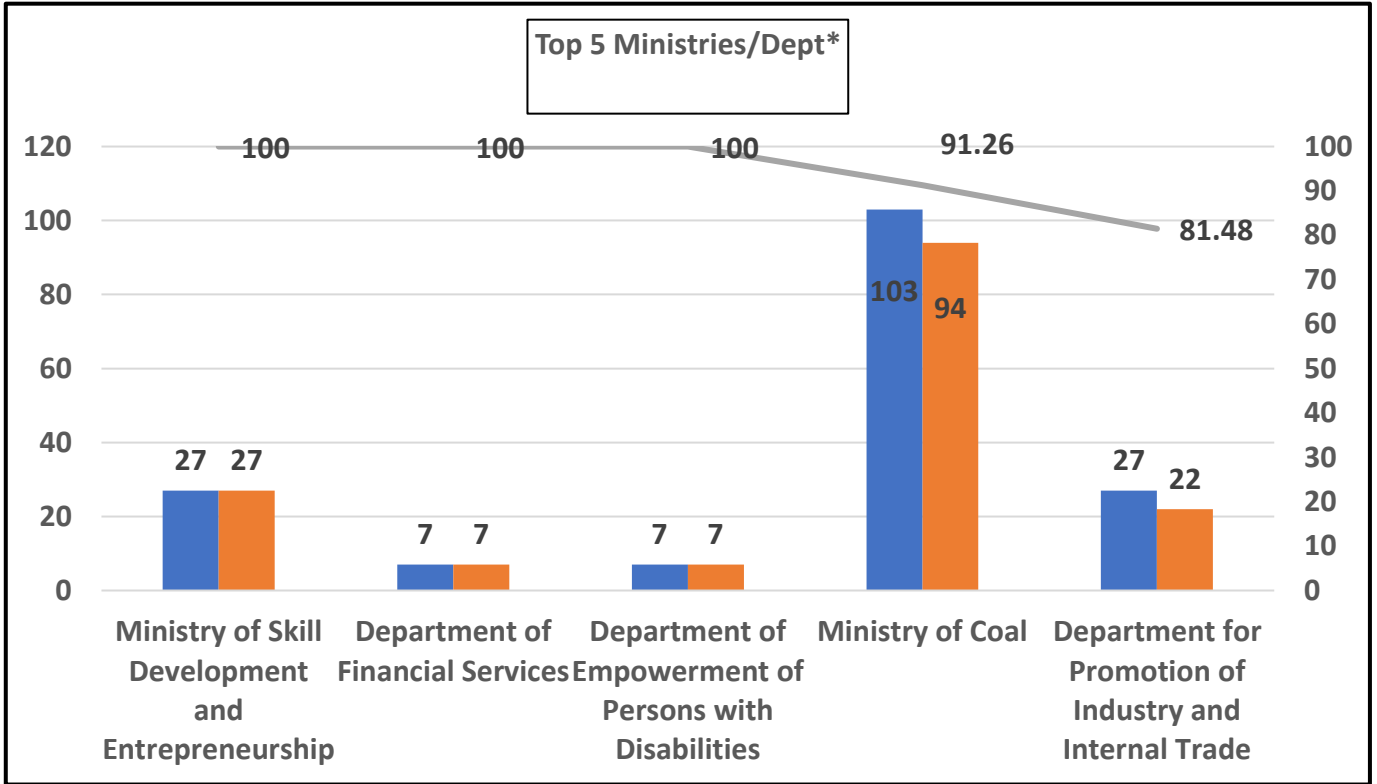


* Ministries/Dept with targets greater than 100 Public Grievances

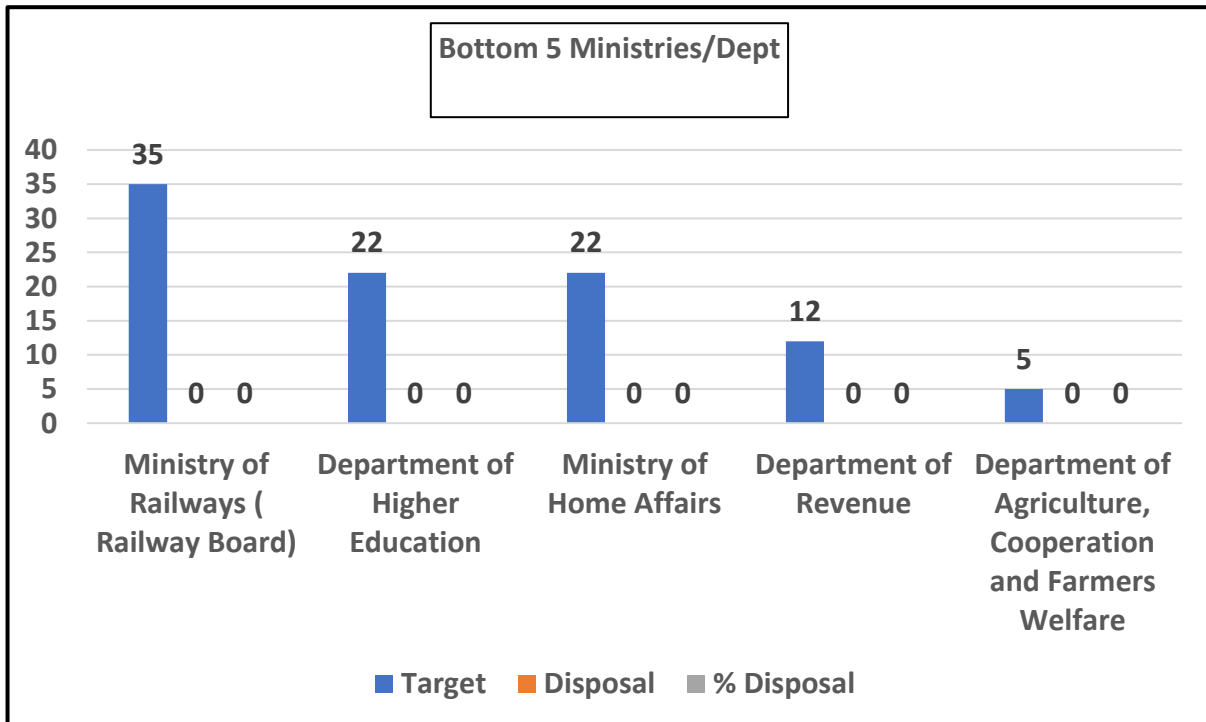


PMO References

% Disposal wise Performance

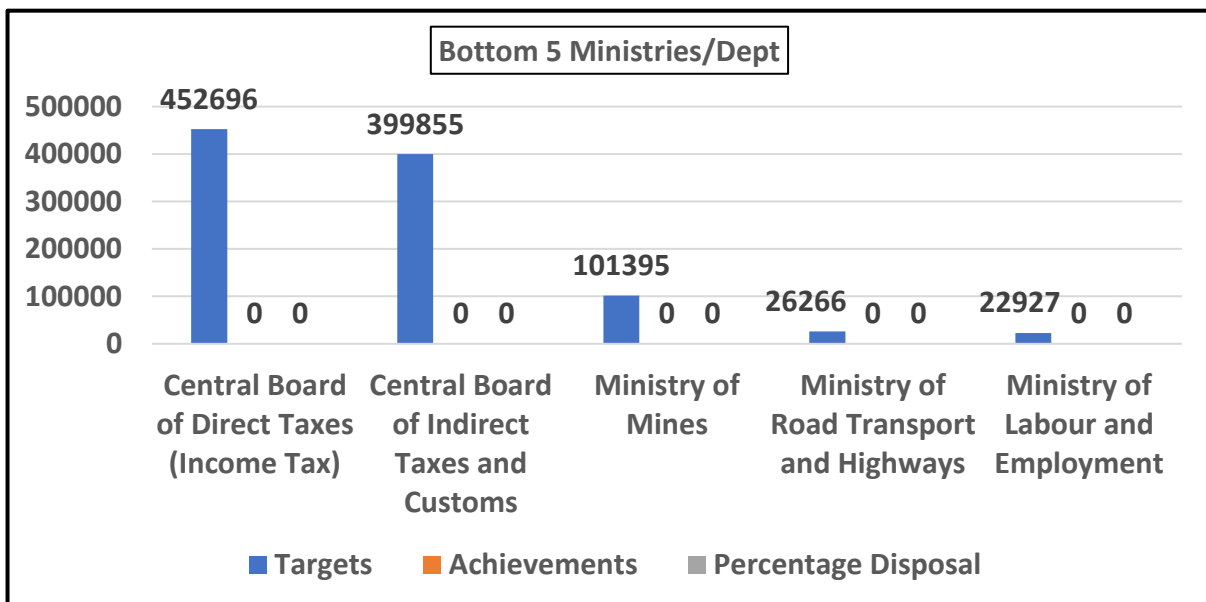
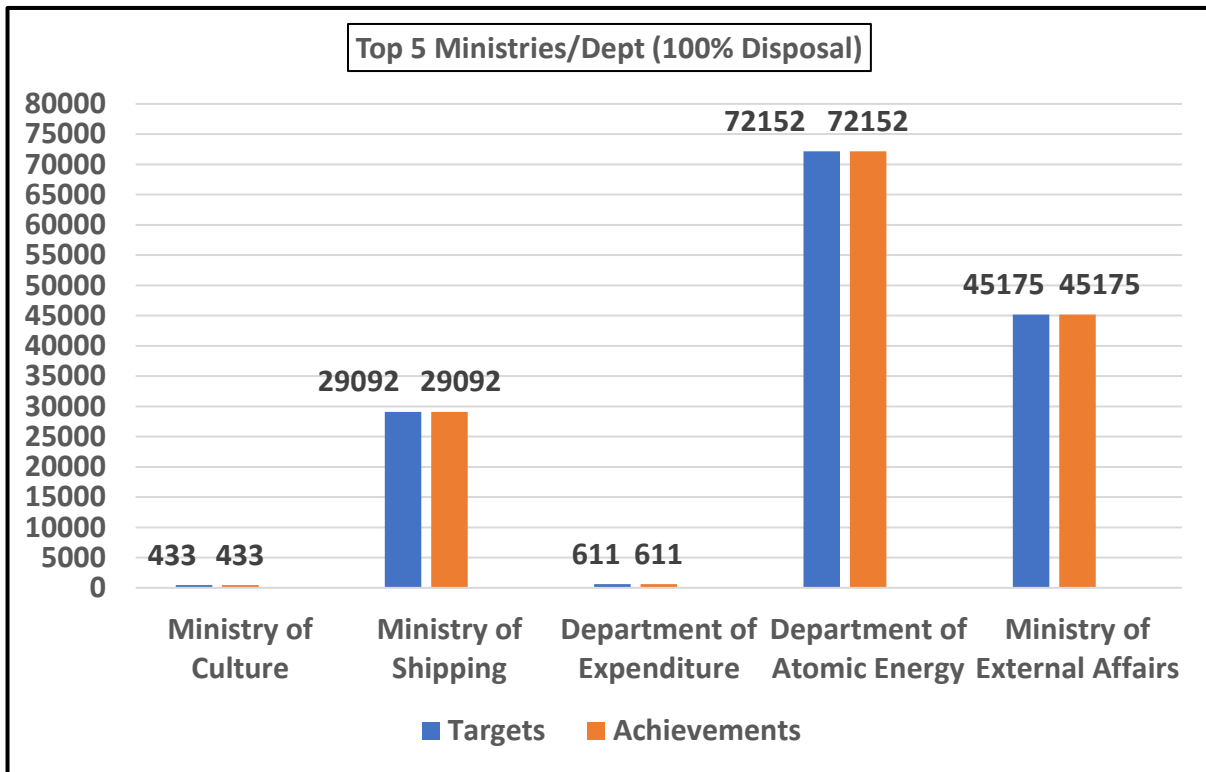


*Ministries/Dept with targets greater than 7 PMO References



Files Weeded Out

% Disposal wise Performance

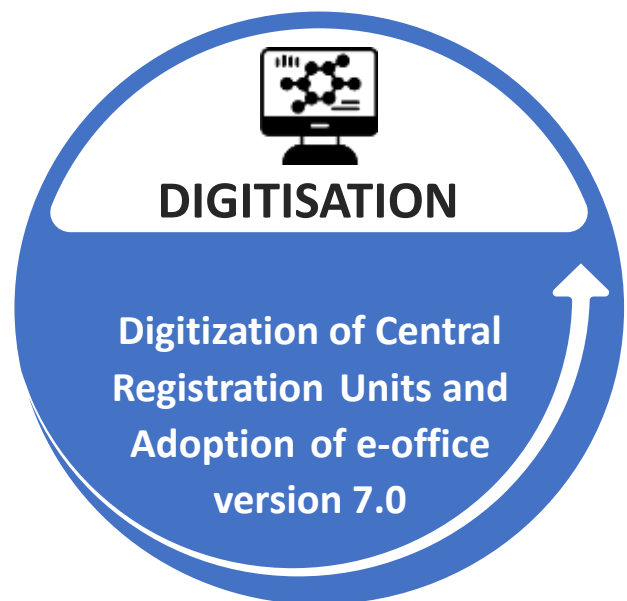


Increasing Efficiency in Decision Making in Central Secretariat (IEDM)

4 Increasing Efficiency in Decision Making in Central Secretariat

4.1 About IEDM

➤ Four-Pronged Approach

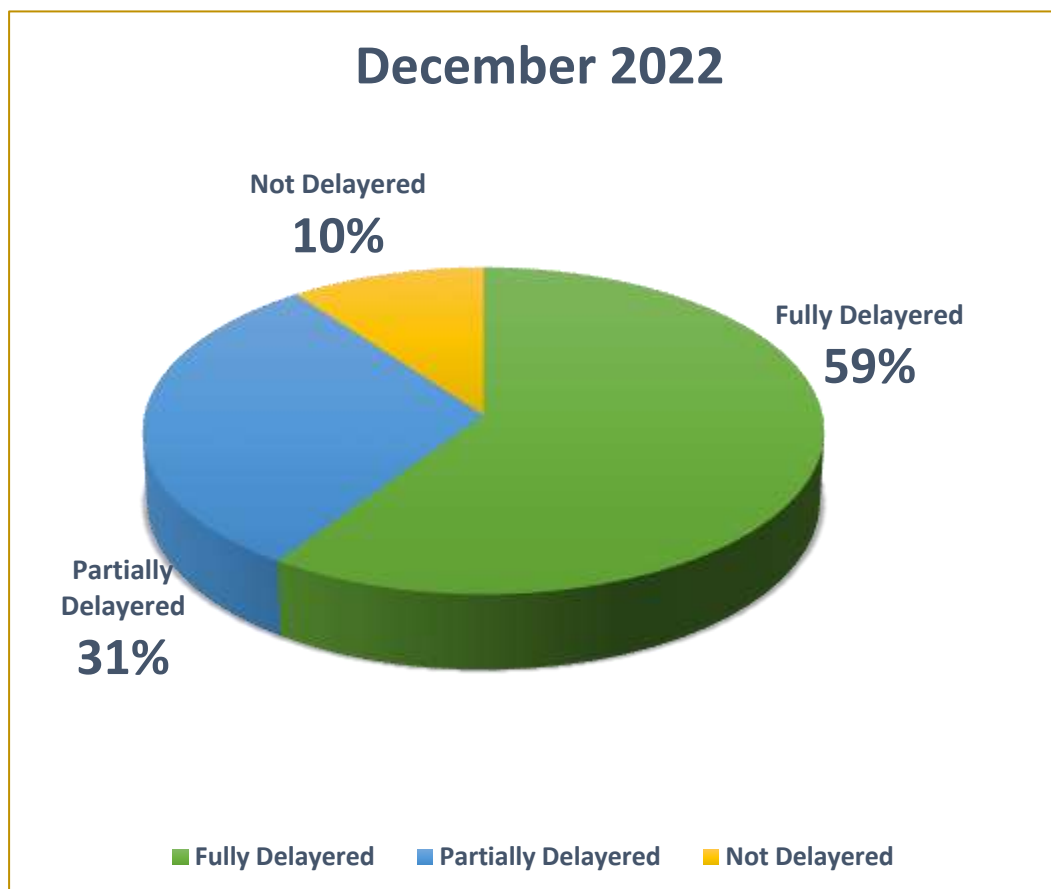


➤ **DARPG guidelines**

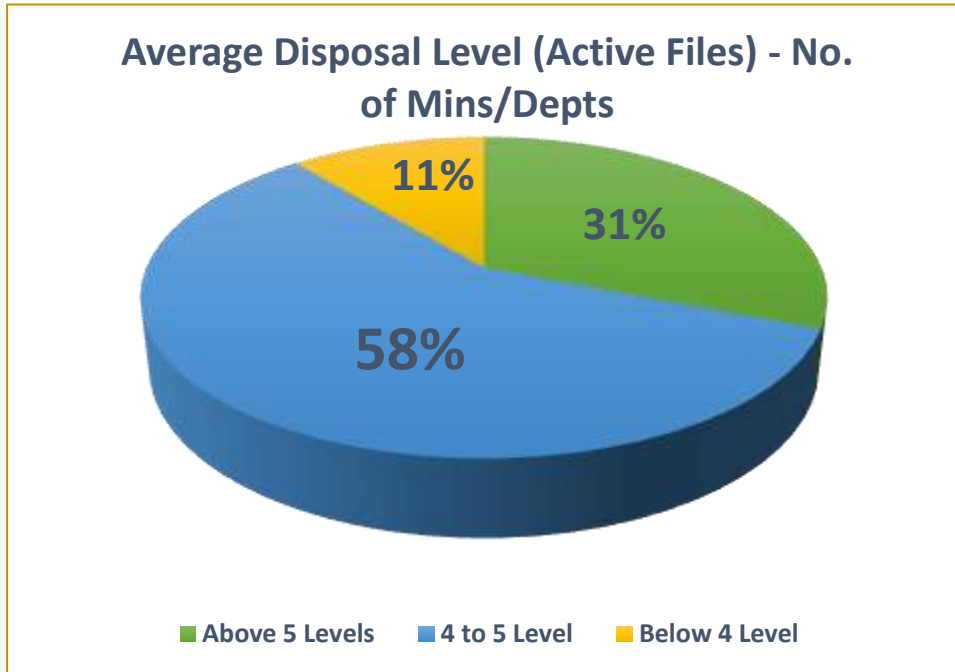
- Ministries must be advised that no physical papers or receipts should be generated for inter/intra Ministerial circulation
- The deployment of e-Office Version 7 should be expedited and NIC should increase its resources for the same
- E-Office analytics should be developed to measure the performance of the Ministries
- The Ministries should ensure that a file should not move through more than 4 officers
- To have a workshop of all Secretaries to disseminate best practices and strategy for increasing the further efficiency in functioning of the Central Secretariat system

4.2 Delaying

- Though 90% of Ministries/Departments have delayed, there are still Ministries where JSs are reporting exclusively through Additional Secretary
- Fully Implemented to delaying implies that all JSs' and ASs' report directly to Secretary as verticals.



- Average Disposal Levels from 01-12-2022 to 31-12-2022



Ministries/Department with average disposal above 5 levels

Department of Drinking Water and Sanitation	Ministry of AYUSH
Department of Fertilizers	Ministry of Mines
Ministry of Textiles	Ministry of Panchayati Raj
Department of Rural Development	Department of Health and Family Welfare
Department of Pharmaceuticals	Ministry of Power
Ministry of Earth Sciences	Ministry of Information & Broadcasting
Ministry of Minority Affairs	Department of Food & Public Distribution
Ministry of Women and Child Development	Ministry of Culture
Department of Social Justice & Empowerment	Department of Legal Affairs
Department of Agriculture Cooperation & Family Welfare	Ministry of Labour & Employment
Ministry of Tribal Affairs	Department of Telecommunications
Ministry of Youth Affairs & Sports Representing 2 Departments	

Fully Delayed

Central Board of Direct Taxes	Department of Youth Affairs
Department of Biotechnology	Ministry of Tribal Affairs
Department of Atomic Energy	Ministry of Textiles
Ministry of Culture	Department of Empowerment of Persons with Disabilities
Department of Ex Servicemen Welfare	Department of Fisheries
Department of Justice	Ministry of Food Processing Industries
Department of Heavy Industry	Department of Fertilizers
Department of Health Research	Department of School Education and Literacy
Ministry of Earth Sciences	Department of Investment and Public Asset Management
Department of Chemicals and Petrochemicals	Department of Revenue
Department of Expenditure	Ministry of Drinking Water and Sanitation
Department of Pension & Pensioners' Welfare	Department of Defence Production
Ministry of Women and Child Development	Central Board of Indirect Taxes and Customs
Department of Pharmaceutical	Ministry of Railways
Department of Public Enterprises	Ministry of Parliamentary Affairs
Ministry of Skill Development and Entrepreneurship	Ministry of Minority Affairs
Ministry of New and Renewable Energy	Ministry of External Affairs
DPIIT	Department of Administrative Reforms and Public Grievances
Ministry of Civil Aviation	DARE
Ministry of Road Transport and Highways	MSME
Ministry of Steel	

Partially Delayed

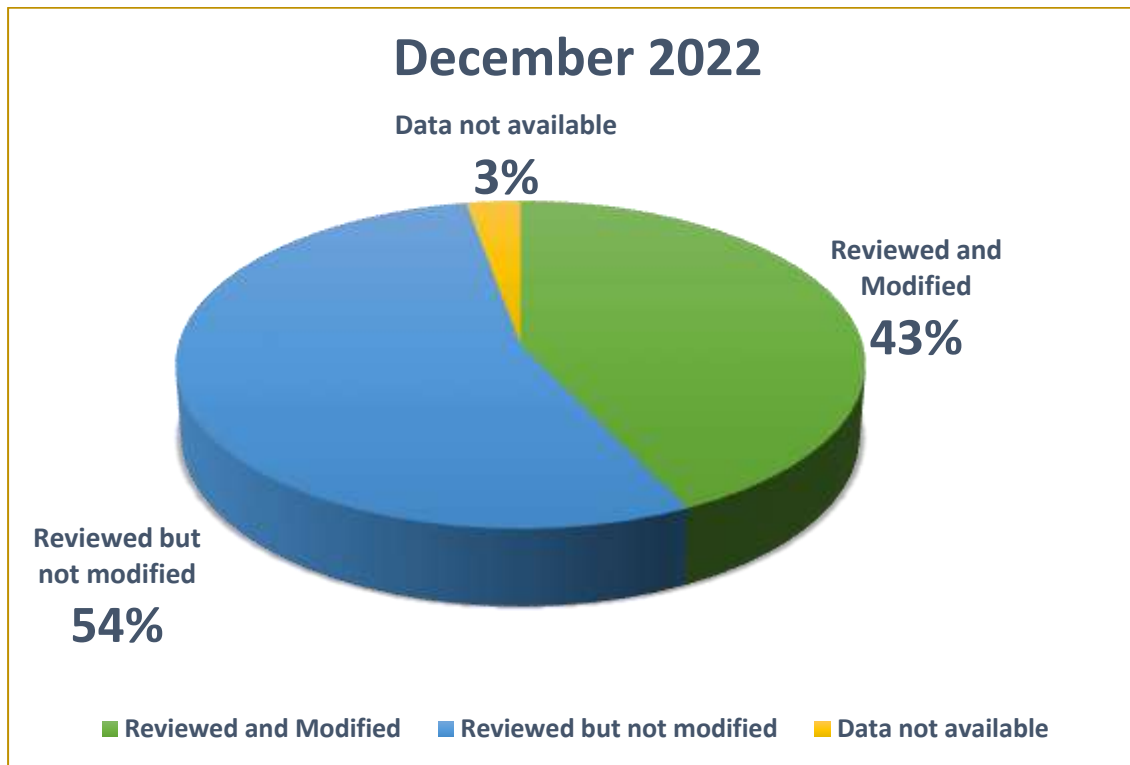
Department of Financial Services	Ministry of Electronics & Information Technology
Ministry of Coal	Ministry of Mines
Ministry of Water Resources, River Development & Ganga Rejuvenation	Department of Economic Affairs
Ministry of Shipping	NITI Aayog
Department of Consumer Affairs	Department of Personnel and Training
Department of Commerce	Department of Posts
Department of Food and Public Distribution	Ministry of Power
Department of Land Resources	Ministry of Corporate Affairs
Department of Science and Technology	Department of Telecommunication
Ministry of Housing and Urban Affairs	Ministry of Information and Broadcasting
Department of Rural Development	

Not Delayed

Department of Agriculture, Cooperation and Farmers Welfare
Ministry of Environment, Forest and Climate Change
Ministry of Home Affairs
Ministry of Panchayati Raj
Department of Military Affairs
Department of Official Language
Department of Health and Family Welfare

4.3 Delegation

- 97% of Ministries/ Department have issued Orders of Delegation. That said, 43% have reviewed the same in the last 2 Financial Years.
- Ministries/ Departments are to undertake annual/ biannual review of financial delegation.



30 Ministries/Department Reviewed and Modified till now

Reviewed and modified in 2022	Reviewed and modified in 2021
Department of Agriculture, Cooperation and Farmers Welfare	Department of Posts
Department of Biotechnology	Department of Defence
Ministry of Minority Affairs	Department of Ex-servicemen
Ministry of New and Renewable Energy	Department of Justice
Ministry of Tribal Affairs	Department of Expenditure
NITI Aayog	Department of Food and Public Distribution
Ministry of Food Processing Industries	Department of Land Resources
Department of Economic Affairs	Ministry of Women and Child Development
Ministry of External Affairs	Ministry of Mines
Department of Fisheries	Ministry of Railways (Railway Board)
	Department of Public Enterprises

4.4 Desk Officer System

28 Ministries/Departments have implemented Desk Officer System

S. No	Ministries/Departments	No of Desk Officer
1.	Ministry of External Affairs	264
2.	Ministry of Housing and Urban Affairs	68
3.	Ministry of New and Renewable Energy	41
4.	Department of Commerce	30
5.	Ministry of Environment, Forest & Climate Change	18
6.	Department of Revenue	13
7.	Department of Defence Production	12
8.	Department of Defence	12
9.	DIPAM	11
10.	Department of Telecommunications	11
11.	Department of Agriculture, Cooperation and Farmers Welfare	7
12.	Department of Heavy Industry	7
13.	Department of Chemicals and Petrochemicals	6
14.	Department of Food and Public Distribution	6
15.	Department of Pension & Pensioners' Welfare	6
16.	Ministry of Tribal Affairs	6
17.	Ministry of Power	6
18.	Department of Expenditure	5
19.	Ministry of Food Processing Industries	5
20.	Department of Science and Technology	4
21.	Department of Posts	4
22.	Department of Consumer Affairs	3
23.	Department of Public Enterprises	3
24.	Department of Rural Development	3
25.	Department of Land Resources	2
26.	Ministry of Women and Child Development	2
27.	Ministry of Textiles	2
28.	Ministry of Steel	1

E-office Implementation and Analytics

5. E- Office Implementation and Analytics

All Ministries/ Departments to migrate to e-Office ver 7.0 by February 2023. Detailed timelines for migration have been drawn up by DARPG following consultations with NIC. E-Office analytics presents the digital transformation of the Central Secretariat and the movement from p-files to e-files.

5.1 E-office version 7.0 migration status

➤ Ministries/Department

Total number of ministries/Departments on E-office 7.0 – 66

Schedule for migration to e-office version 7.0 for 9 ministries as on 20th January 2023

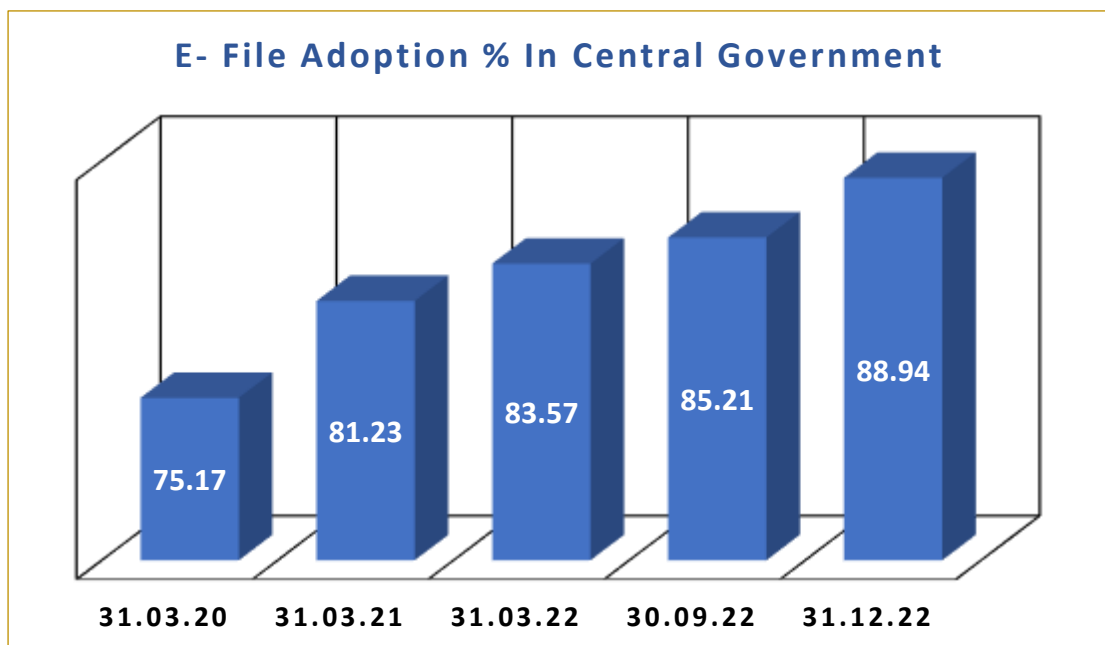
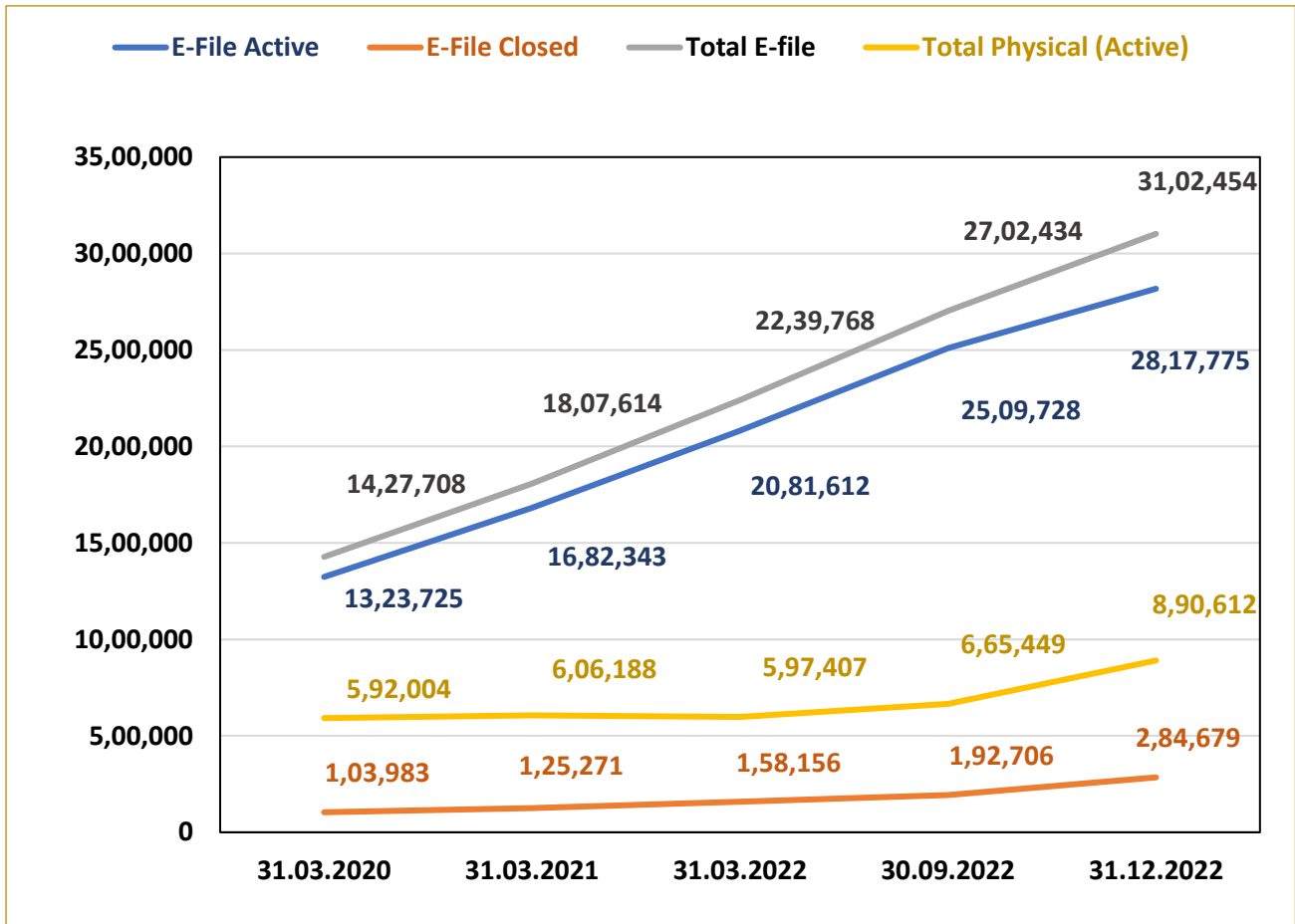
S. No.	Ministry/Department	From Date	To Date
1.	Ministry of Parliamentary Affairs	20-Jan-23	21-Jan-23
2.	Ministry of External Affairs	24-Jan-23	25-Jan-23
3.	Ministry of Road Transport & Highways	27-Jan-23	30-Jan-23
4.	Ministry of Petroleum and Natural Gas	27-Jan-23	30-Jan-23
5.	Ministry of New and Renewable Energy	31-Jan-23	01-Feb-23
6.	Ministry of Textiles	31-Jan-23	01-Feb-23
7.	Ministry of Tribal Affairs	10-Feb-23	13-Feb-23
8.	Department of Commerce	10-Feb-23	13-Feb-23
9.	Ministry of Cooperation	24-Feb-23	27-Feb-23

Ministries/Department who have migrated by first fortnight of January 2023

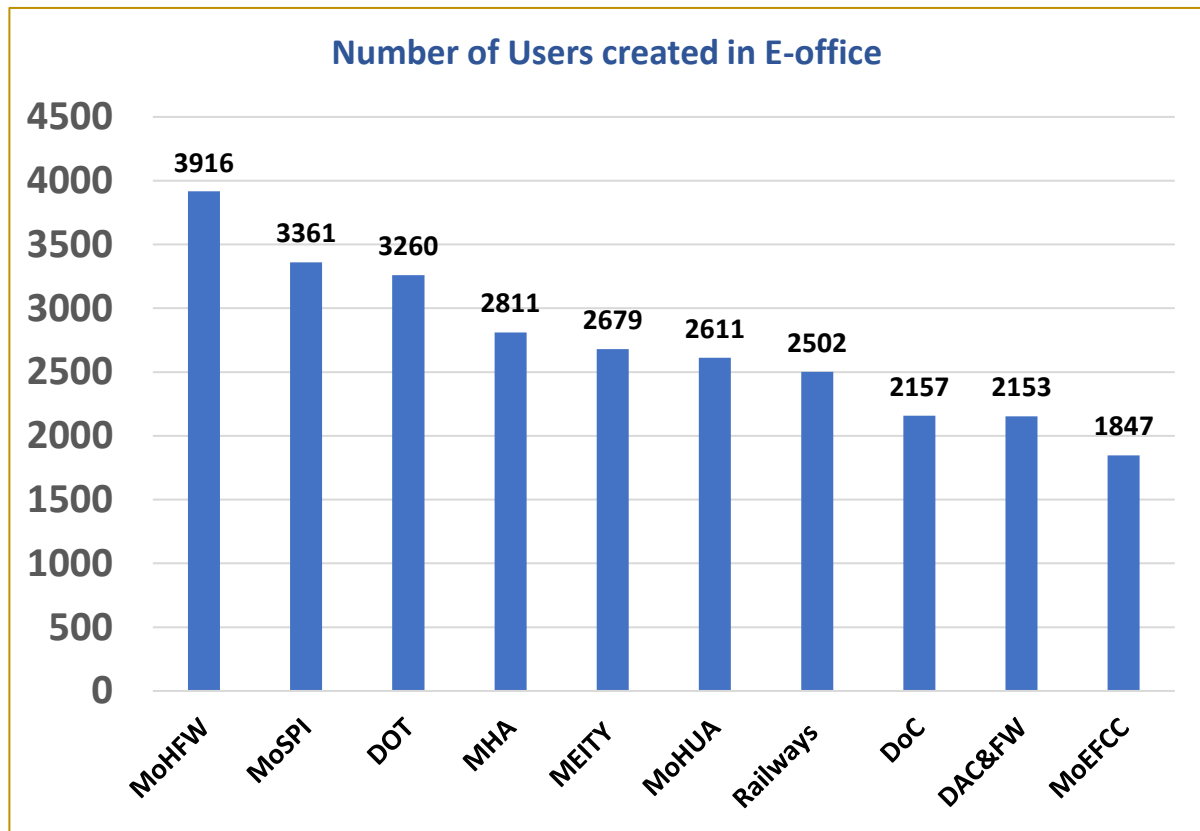
S. No	Ministry/Department
1.	Department of Space
2.	Ministry of Power

5.2 E-File adoption in Central Secretariat (% share of e-files) and its growth

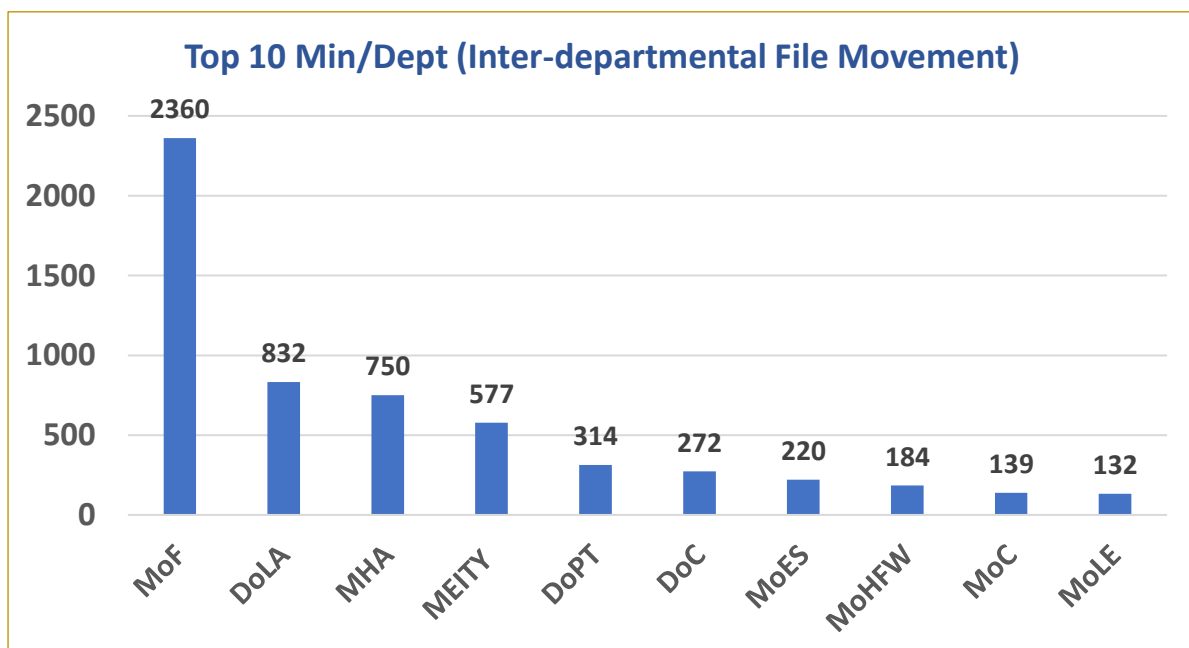
- 38 Ministries/Departments have 100% share of E-Files – 0 physical file created for the month of December.



5.3 Top Ten Min/Dept with number of Users as on 31.12.2022



5.4 Inter-Departmental File Movement for Dec-2022





DARPG Guidelines

6. Guidelines

6.1 OM on 'Reducing Pendency Matters to the Minimum Possible in Government'

F.No.30011/02/2019-O&M(Part-II)(5866)
Government of India
Ministry of Personnel, Public Grievances & Pensions
Department of Administrative Reforms & Public Grievances


5th Floor, Sardar Patel Bhavan,
SansadMarg, New Delhi-110001
Dated : 03.01.2023

OFFICE MEMORANDUM

Sub: Reducing Pending Matters to the Minimum Possible in Government.

It has been decided that as a sequel to the month-long Special Campaign 2.0 for the disposal of pending matters conducted from 2nd October, 2022 to 31st October, 2022 the following actions may be taken up by Ministries/Departments on a regular basis in order to keep the pendency's to minimum possible.

- All Ministries/Departments may dedicate 3 hours every week for continuation of activities related to Special Campaign 2.0
- The arrangements of Special Campaign 2.0-portal and Nodal Officers will continue to be operational
- The campaign may continue to be implemented in outstation offices of Ministries/Departments and autonomous organizations/ subordinate/attached offices also.
- Secretaries to monitor progress on a monthly basis. Nodal Officers to monitor progress on a weekly basis and enter data on the DARPG portal on the first Monday of every month.
- The SCDPM portal has been slightly modified to capture the implementation of delayering, delegation and record management particularly for A&B category of records also along with the pendency and cleanliness activities. This portal can be accessed on www.pgportal.gov.in/scdpm from 6.1.2023. A training session on the portal for all nodal officers of the campaign will be organized separately.


(V Srinivas)
Secretary to the Government of India

To

All Secretaries of the Government of India

Copy for information to:

- Principal Secretary to the PM
- Cabinet Secretariat, Rashtrapati Bhawan, New Delhi (Ms.Kavita Singh, JS)
- All Nodal Officers of Special Campaign 2.0
- Copy to Senior Technical Director, NIC

6.2 OM on 'Delaying and migration to E-Office'

I/1407/2022

30011/12/2015-O&M-Part(2)
F.No.30011/12/2015-O&M(e-6452)

Government of India
Ministry of Personnel, Public Grievances & Pensions
Department of Administrative Reforms & Public Grievances

5th Floor, Sardar Patel Bhavan,
Sansad Marg, New Delhi-110001
Dated: 4.08.2022

OFFICE MEMORANDUM

Sub: Increasing efficiency in Decision Making

Governance reform through efficient decision making has been seen to be one of the top priorities of the Government to make the administration responsive, accountable and citizen centric. In this context, the Central Secretariat had in the year 2021 adopted the Initiative for Increasing Efficiency in Decision Making in Government. Under this initiative, a four-pronged approach was adopted by the Central Government with DARPG being the nodal department, for implementing the same. These initiatives include Delaying by restricting the channel of submission to a maximum of four levels, Delegation of power to lower formulations, adoption of Desk Officer System to ensure single points of file disposal, Digitisation of all receipts in the Central Registry Units and consequent adoption of E-Office Version 7.0. These key reforms were to be implemented immediately by all the Ministries/ Departments in the Central Government. It was felt that these measures would result in a leaner organizational structure by reducing quantum of work at each level in hierarchy and increase productivity, responsibility and efficiency of the Ministries/ Departments.

2. Implementation of these measures and their impact on organizational framework was reviewed by the Cabinet Secretary on 18th July, 2022. The Record of Discussion of the above meeting is enclosed. In the said meeting it was noticed that certain Ministries/ Departments had not carried out the aforesaid reforms. It was decided that all the major initiatives for increasing efficiency as outlined above, would be carried out in all Ministries/ Departments without exception. In addition it was also decided that no physical papers or receipts should be generated or sent for inter-Ministerial circulation or circulation within the Ministry. It was directed that the sources for generation of physical papers should be identified and concerned organizations/stakeholders should be encouraged to use electronic medium only.

3. All Ministries/ Departments are therefore requested to immediately circulate internal instruction in this regard so as to carry out the aforesaid directions of Cabinet Secretariat, under intimation to this Department.

(Jaya Dubey)
Joint Secretary of the GOI
Tele no. 23360208

Encl: As Above

6.3 DO letter on 'E-Office 7.0 Migration'

Do letters have been sent to all Ministries for migration to E-Office 7.0

वी. श्रीनिवास, आई.ए.एस.
V. Srinivas, IAS
सचिव
SECRETARY



भारत सरकार,
कार्मिक, लोक शिकायत तथा पेंशन मंत्रालय,
प्रशासनिक सुधार और लोक शिकायत विभाग,
सरदार पटेल भवन, संसद मार्ग,
नई दिल्ली-110001
GOVERNMENT OF INDIA
MINISTRY OF PERSONNEL, PUBLIC GRIEVANCES & PENSIONS,
DEPARTMENT OF ADMINISTRATIVE REFORMS & PUBLIC GRIEVANCES
SARDAR PATEL BHAWAN, SANASD MARG,
NEW DELHI-110001

D.O.No.O-16012/6/2017-ARC-DARPG(e5384)

Dated: January 02, 2023

Dear Shri Gyanesh Kumar ji,

Kindly refer to my DO letter of even number dated 29 August, 2022 regarding migration to e-office version 7.0 in all Central Ministries/Departments. The I was to be completed by 31 December, 2022.

2. NIC had accordingly drawn a calendar to schedule migration of individual Ministries to version 7.0 keeping in view the volume of their data and commensurate downtime. However, due to frequent deferments of the schedules by the Ministries / Departments the exercise could not be completed within the stipulated time.

3. The Cabinet Secretary, in the Workshop held on 23.12.2022 in Vigyan Bhawan, requested the Ministries to utilize the advanced features of e-office version 7.0 and complete the migration to this new version by 15th February, 2023.

4. Accordingly NIC has prepared a revised calendar for the migration of remaining Ministries. The revised schedule is enclosed. I request you to kindly adhere to the schedule and allow requisite downtime to the NIC to complete the migration of the remaining Ministries by February 2023.

With best regards,

Yours sincerely,



(V. Srinivas)

Encl: As above

Shri Gyanesh Kumar
Ministry of Cooperation
Atal Akshya Urja Bhawan
CGO Complex,
New Delhi - 110003



सूचना का
अधिकार

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Sample DO letter for migration to E-Office 7.

Annexure- I Data Upload Status

Ministries yet to upload Data on the Special Campaign Portal for December, 2022

S No	Ministry / Department
1.	Department of Defence Research and Development
-2.	Department of Economic Affairs
3.	Department of Higher Education
4.	Department of Legal Affairs
5.	Department of Revenue
6.	Department of School Education and Literacy
7.	Legislative Department
8.	Ministry of Development of North Eastern Region
9.	Ministry of Earth Sciences
10.	Ministry of Food Processing Industries
11.	Ministry of Petroleum and Natural Gas
12.	Ministry of Tourism







सत्यमेव जयते

Department of Administrative Reforms and Public Grievances

Government of India

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