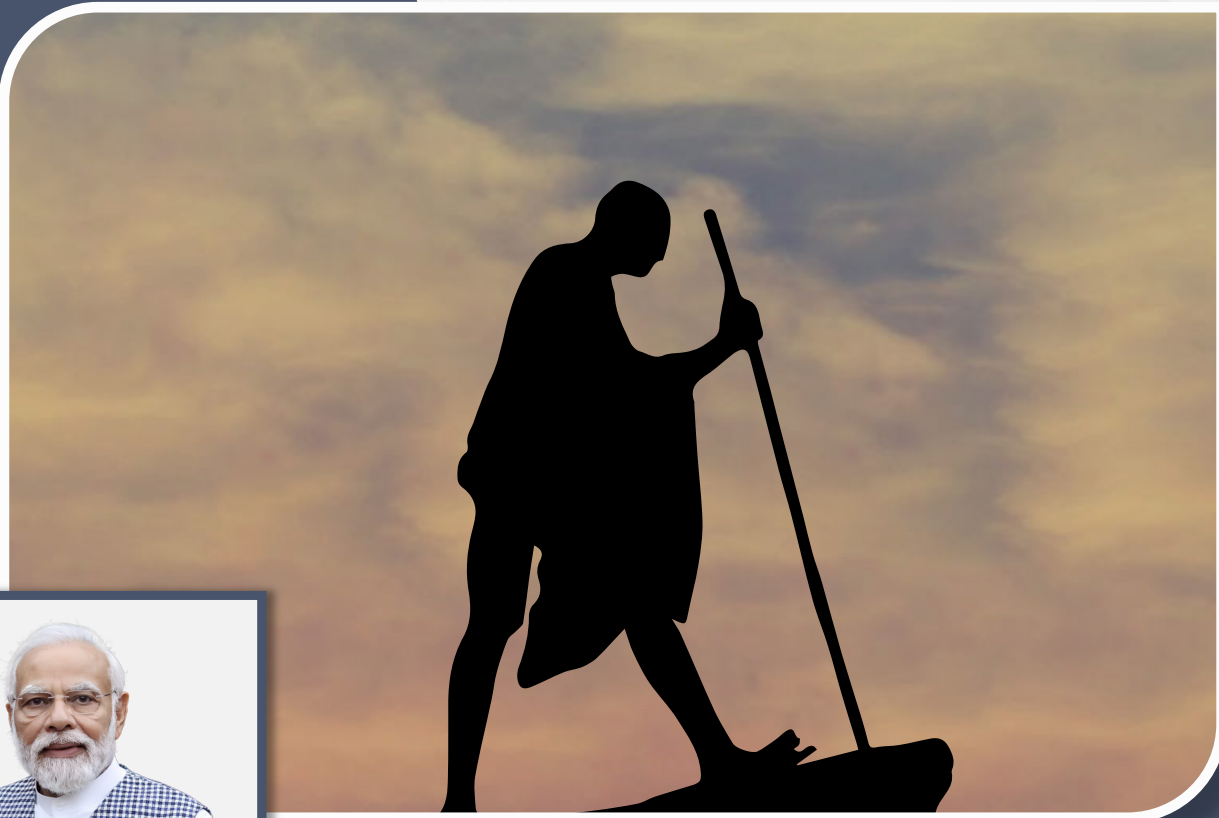




सत्यमेव जयते

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



Secretariat Reforms

- a) Swachhata Campaign & Reducing Pendency
- b) Increasing Efficiency in Decision Making
- c) eOffice

Monthly Report | August 2023

Department of Administrative
Reforms and Public Grievances

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1. Key Highlights (Aug 2023)

1.1 Swachhata Campaign and Reducing Pendency (Aug 2023)

Swachhata Campaign

- a) **Cleanliness Campaigns conducted at 2,190 sites**
- b) **6.81 lakh sq. ft of Space freed**
- c) **Rs 10.50 Cr of Revenue earned by scrap disposal**

Reduction In Pendency

- a) **Disposed**
 - ✓ **4.07 lakh Public Grievances**
 - ✓ **16,262 Public Grievances Appeals**
 - ✓ **494 PMO References**
 - ✓ **269 References from State Governments**
 - ✓ **1,844 References from MPs**
 - ✓ **381 IMC References**
- b) **Fulfilled**
 - ✓ **147 Parliamentary Assurances**

Record Management

- a) **2,82,208 physical files reviewed and 1,61,110 physical files weeded out**
- b) **3,365 Files identified under Category A for transfer to the National Archives of India**
- c) **5,345 Files identified under Category B for transfer to the National Archives of India**

1.2 Increasing Efficiency in Decision Making in Central Secretariat

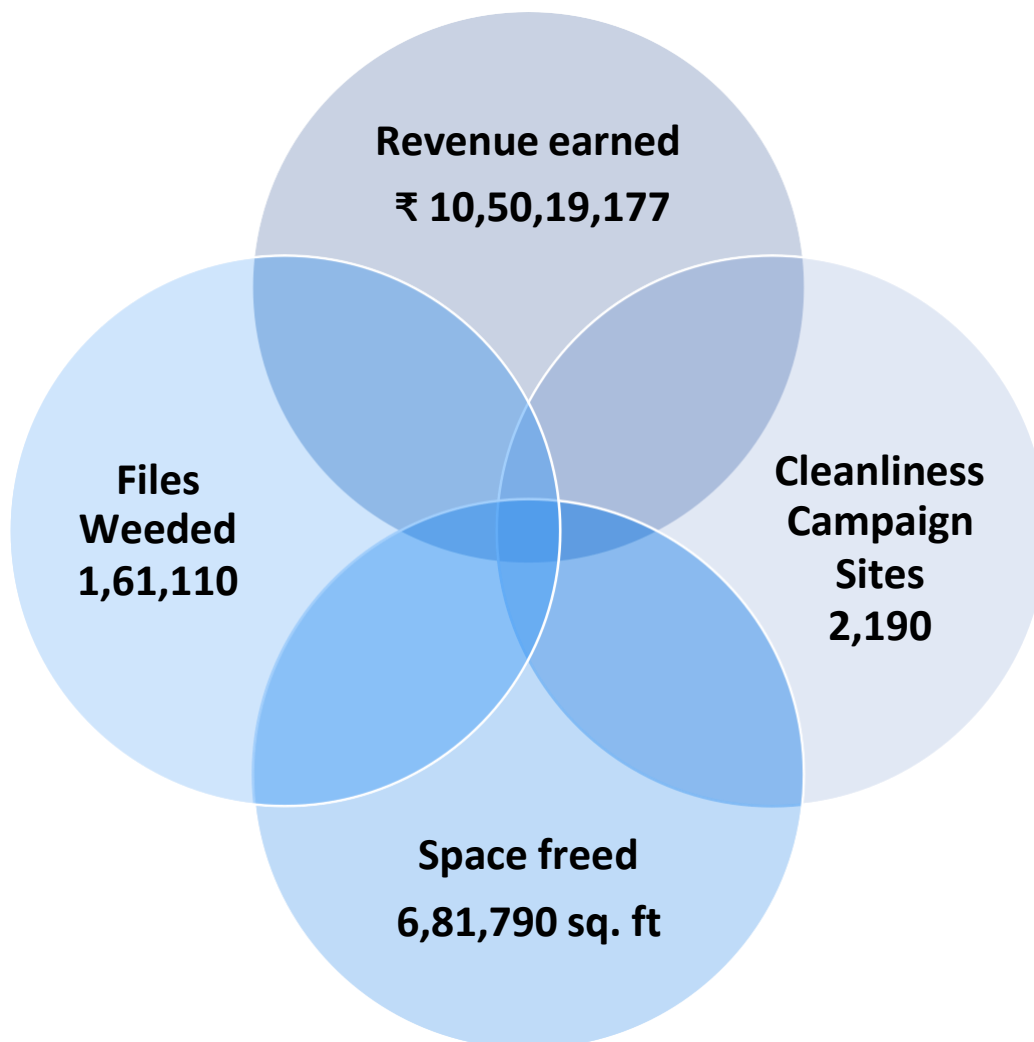
- **Delaying: 79 Ministries/Department have implemented Delaying on the basis of reporting structure of JS to AS**
 - **60 Ministries/Departments have Fully Delayed**
 - **19 Ministries/Departments are Partially Delayed**
- **Delegation: 43 Ministries/Departments have reviewed and modified Orders of Delegation in 2021-2023**
 - **5 Ministries/Departments Reviewed and Modified in 2023**
 - **19 Ministries/Departments Reviewed and Modified in 2022**
 - **19 Ministries/Departments Reviewed and Modified in 2021**

1.3 e-Office Analytics and Implementation

- Active eFiles in Central Secretariat have increased to **28.05 lakh files in August** as compared to 27.43 lakh files in July 2023. Active Physical files have reduced to 8.77 lakh files in August 2023 as compared to 8.82 lakh in July 2023.
- **16** Ministries have a **100% share of eFiles** in 2023 (January - August 2023)
- **11** Ministries/Departments have **100% share of eReceipts** in August 2023
- **eFile** Adoption in the Central Government is at **90.89%**
- **40** Ministries/Departments have adopted the **Desk Officer System**, as of March 2023
- The **Ministry of Road Transport and Highways** has the highest %usage of DSC/eSign (94%) for the Joint Secretary/Equivalent and above hierarchies.

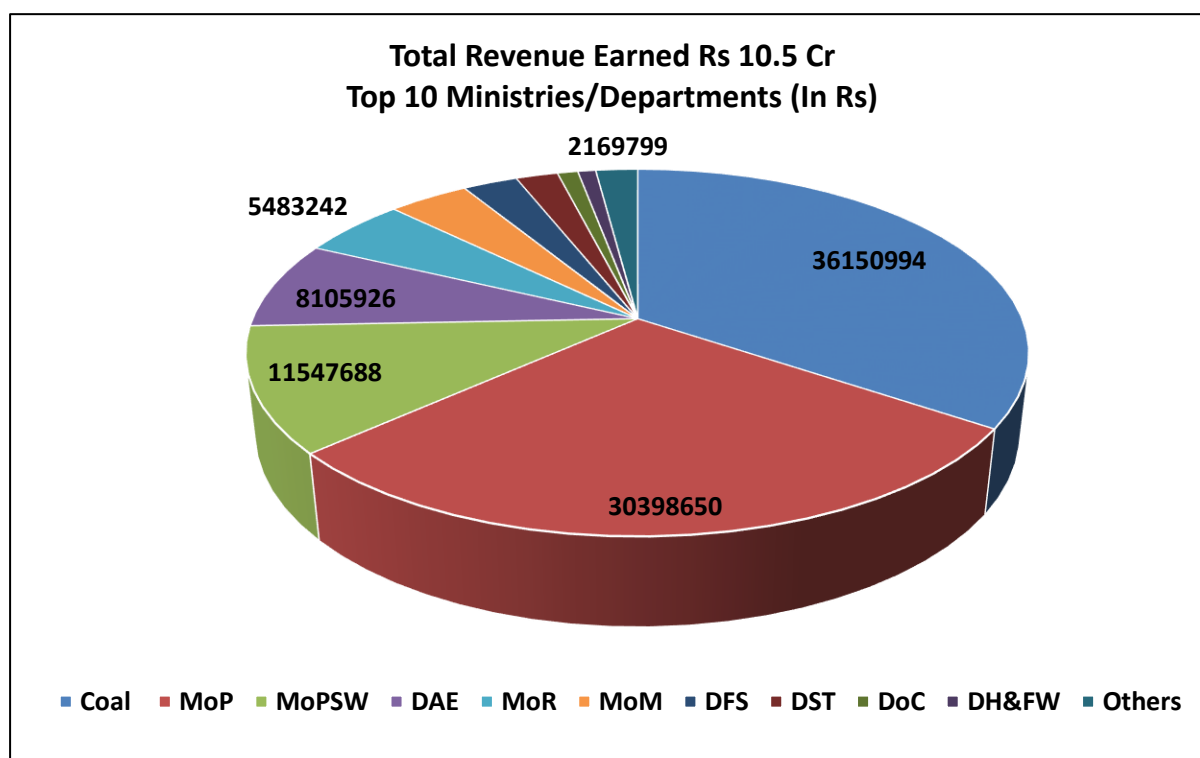
2. Swachhata Campaign and Reducing Pendency

2.1 Status of Swachhata Campaign

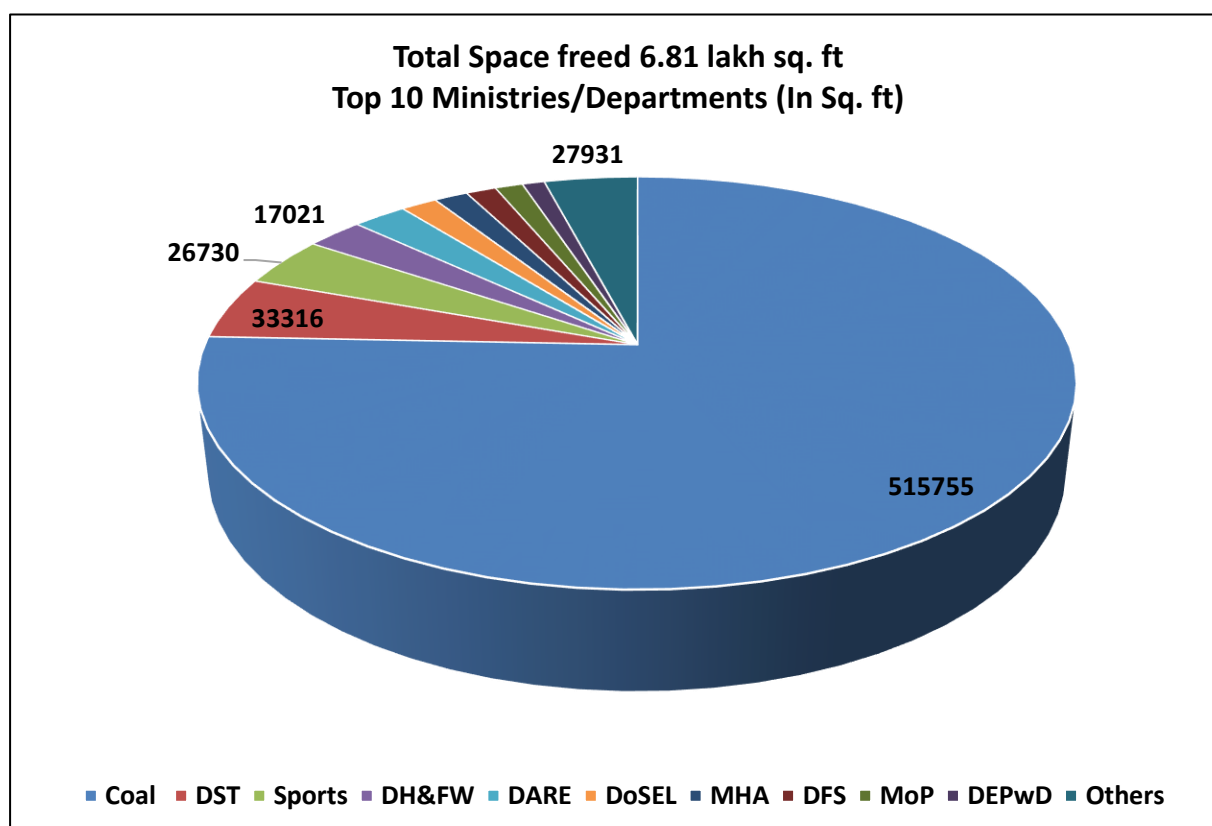


Aug 2023

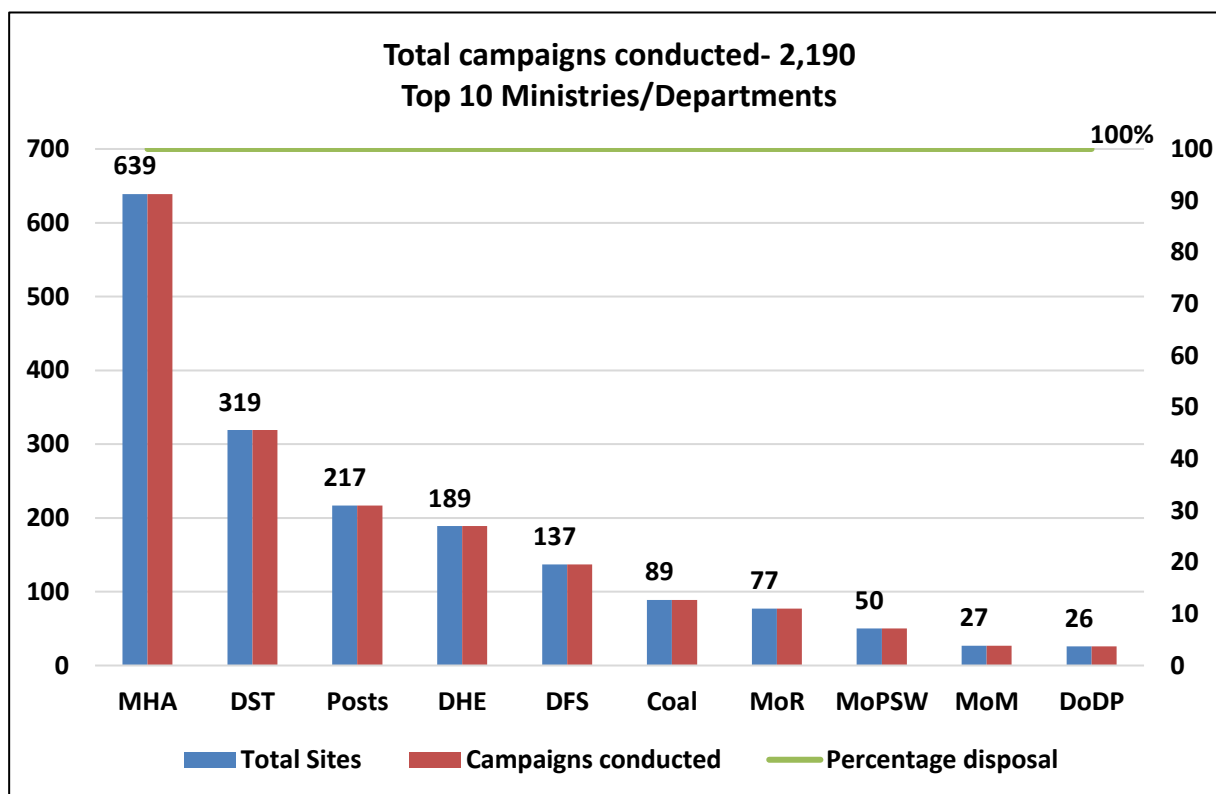
a. Revenue Earned from Scrap Disposal



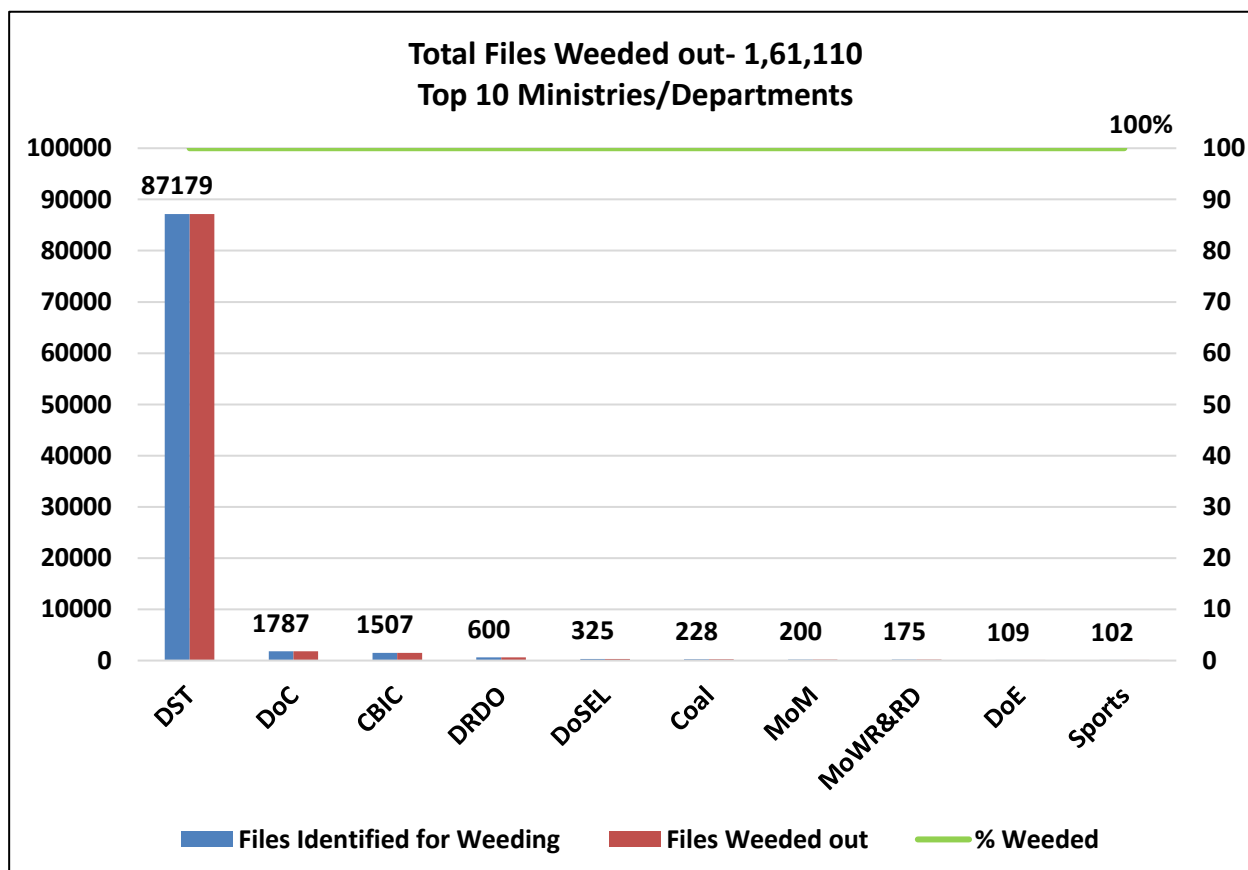
b. Space Freed



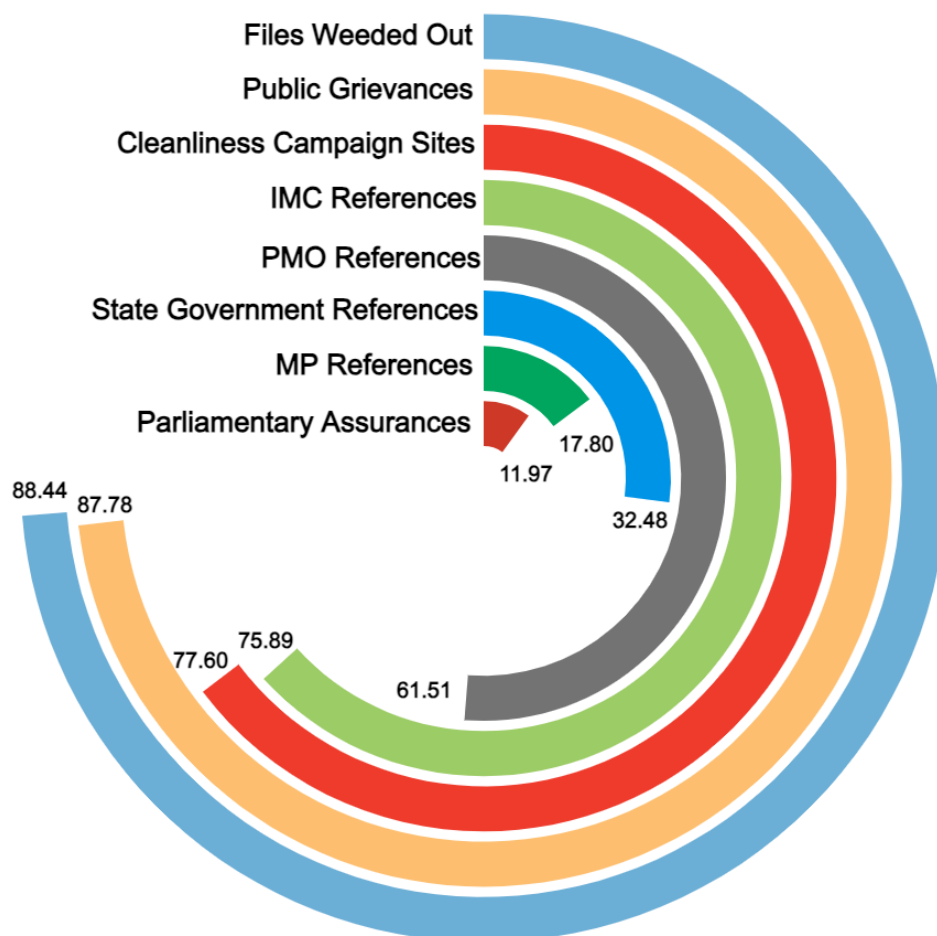
c. Cleanliness Campaign sites



d. Files Weeded Out (Physical Files)



2.2 Analysis of Swachhata Parameters (Aug 2023)



Analysis based on % disposal (Aug 2023)

INCREASING EFFICIENCY IN DECISION MAKING IN CENTRAL SECRETARIAT (IEDM)

3. Increasing Efficiency in Decision Making in Central Secretariat

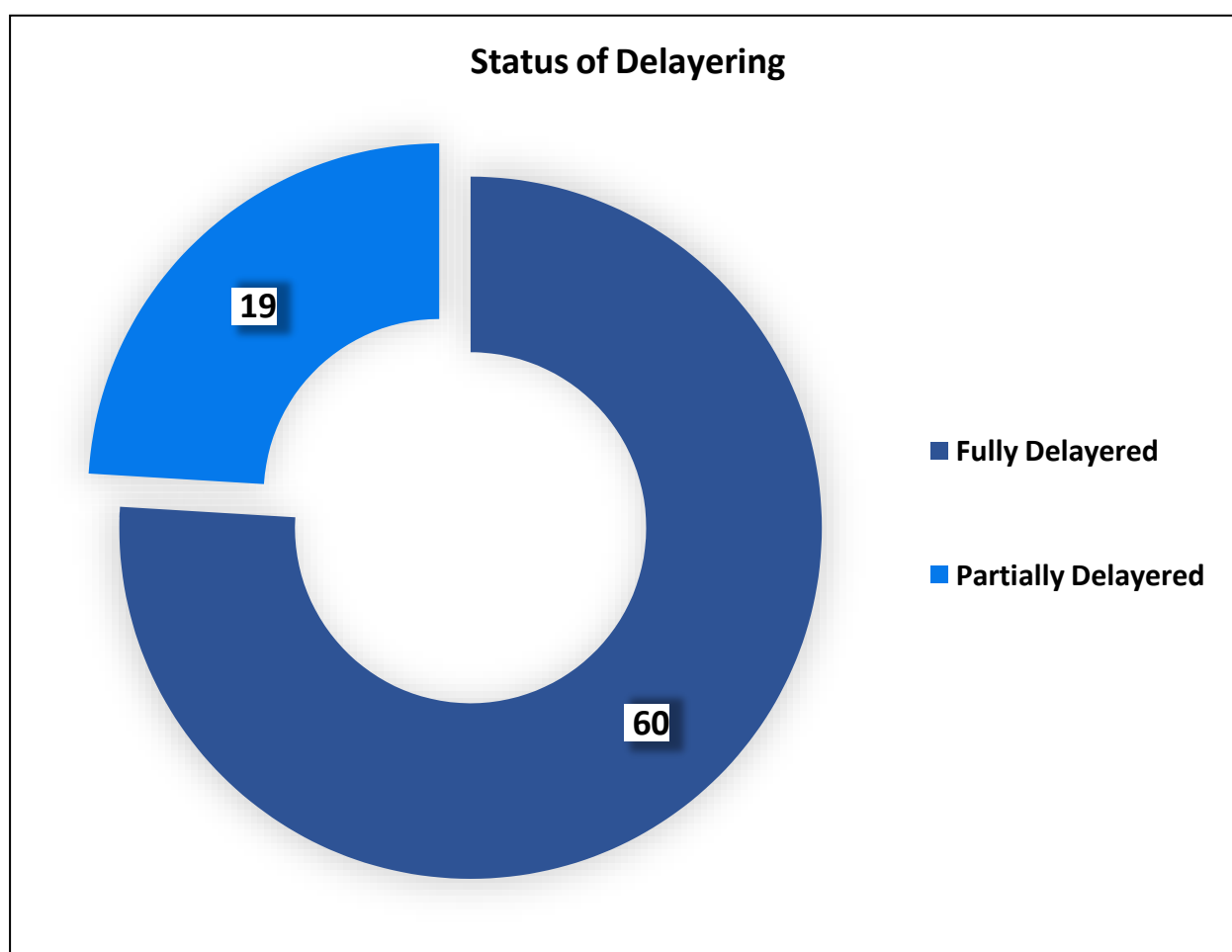
3.1 DARPG Guidelines

- 3.1.1 DELAYERING:** refers to each department reviewing the instructions on level of disposal and channel of submission at least once in three years keeping the number of levels to the minimum by delegating powers to lower formations. To facilitate quicker decision making, channels of submission should not be more than four. Powers are to be delegated to operationalize this principle. In case of files to be submitted to Minister – in – charge, a case may be initiated at the level of Deputy Secretary or Director. However, the Section and the Branch Officer would provide assistance to obtain inputs for the case and to prepare draft notes and communications, etc. Ministries/Departments should ensure that a file does not move through more than 4 levels.
- 3.1.2 DELEGATION:** refers to giving powers to lower formations in financial as well administration functioning of officers of Min/Dept.
- 3.1.3 DESK OFFICER SYSTEM:** refers to operationalization of desk officer system in Min/Dept.
- 3.1.4 DIGITIZATION:** Along with digitization of Central Registration Units and adoption of eOffice version 7.0 in all Min/Dept, it also refers to transforming governance with the adoption of eFiles and digital signatures. Digitization also involves decrease in creation of pFiles and increase in adoption of eReceipts. Ministries may ensure that no physical papers or receipts should be generated for inter/intra Ministerial circulation. It is mandatory for all officers of the rank of dealing officers and above or equivalent to use digital signature certificate or e-sign for electronically signing the files in eOffice system before forwarding.

3.2 Delaying

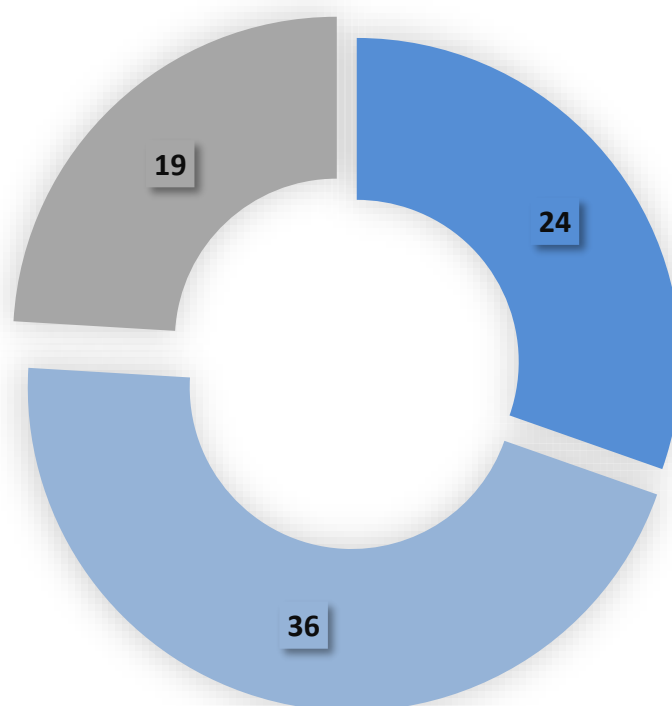
3.2.1 On the basis of Reporting Structure: Min/Dept with all JS reporting to Secretary are Fully Delayed, Min/Dept with some JS reporting through AS are Partially Delayed and Min/Dept with all JS reporting through AS are Not Delayed. The following chart shows status of Delaying on the basis of reporting structure.

3.2.2 List of Fully Delayed and Partially Delayed Min/Dept is in Annexure II.



3.2.3 On the basis of channel of submission: Min/Dept with channel of submission within 4 in all subjects and all JS reporting to Secy are Fully Delayed. Min/Dept with channel of submission more than 4 in some subjects and all JS reporting to Secretary are Partially Delayed. Min/Dept with channel of submission more than 4 in some subjects and some JS reporting through AS are Partially Delayed. The following chart shows status of Delaying in Min/Dept on the basis of number of subjects with channel of submission more than 4.

Status of Delaying in Min/Dept on the basis of number of subjects within 4 and Reporting Structure



- Fully Delayed Min/Dept with channel of submission within 4 and all JS reporting to Secretary
- Partially Delayed Min/Dept with channel of submission >4 in some subjects, although all JS reporting to Secretary
- Partially Delayed Min/Dept with channel of submission >4 in some subjects, and some JS report through AS

3.3 Delegation

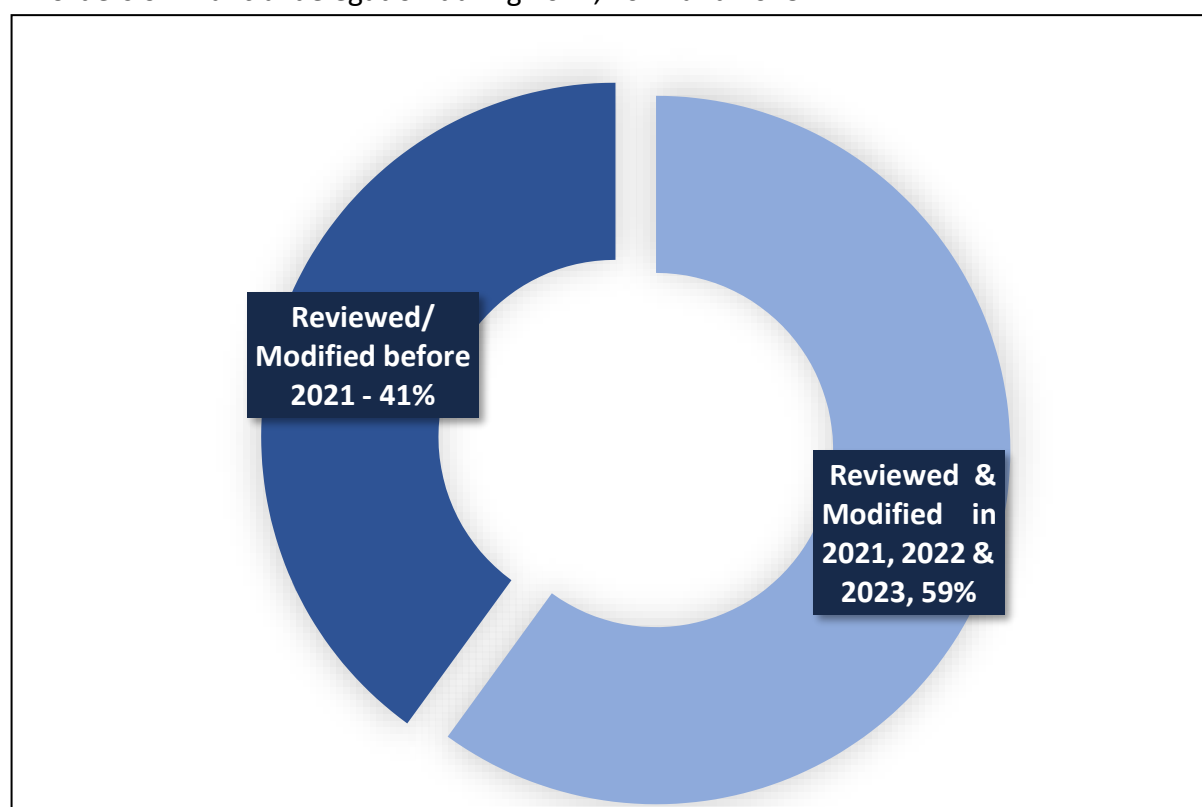
Delegation of Financial Powers (Head of Department- Contingent & Misc Under Schedule V&VI of DFPR)

- Data received from 53 Ministries/Departments
- 17 Ministries/Departments - re-delegated Full Powers
- 7 Ministries/Departments - re-delegated financial powers in the range of INR 2,00,000 to 7,00,000
- 19 Ministries/Departments - re-delegated financial powers in the range of INR 50,000 to 2,00,000
- 7 Ministries/Departments are under the process of review and further delegation of financial powers

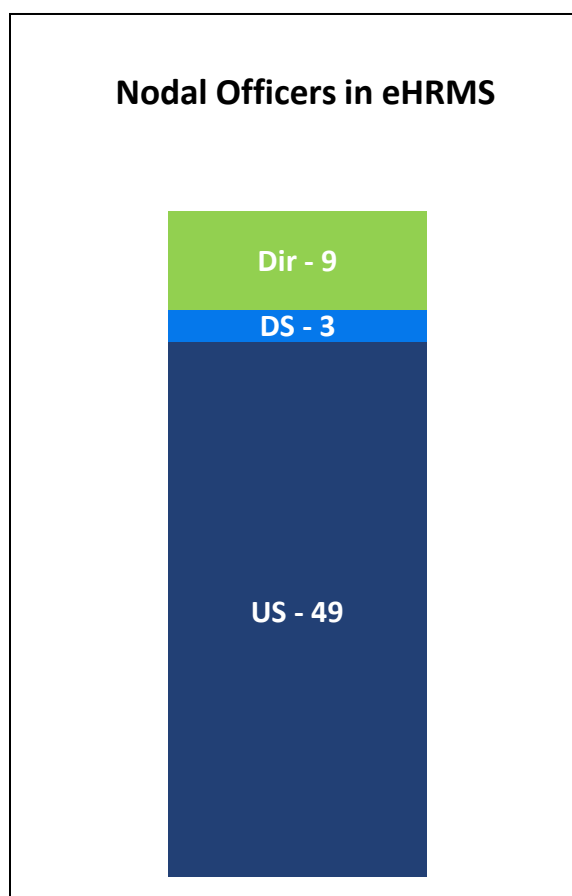
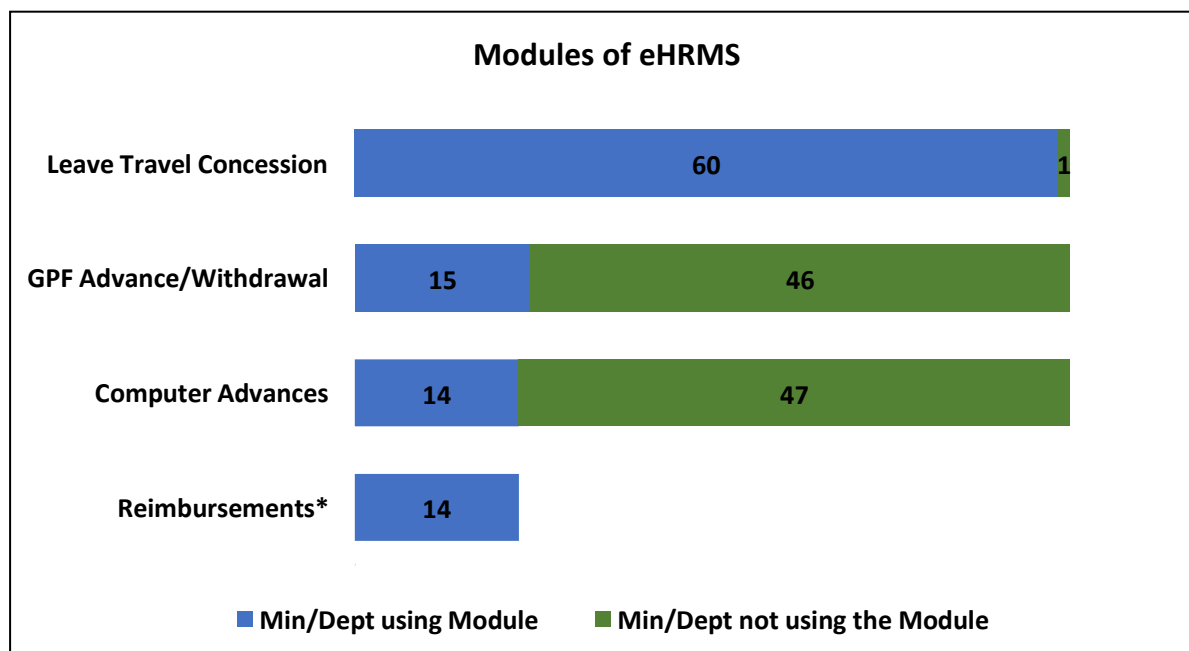
Delegation of Administrative Powers

- Simplification of process for obtaining NOC from the Surplus Cell of DoPT for recruitment.
- Exemption from consultation with UPSC for filling up of posts on a deputation basis up to level-13A.
- Delegated to FA/HoD of Ministries for settlement of bills of LTC within 3 months.
- Automation of routine functions – LTC, GPF, Advance, and reimbursements on eHRMS and are approved by the US and below officers for most of the Ministries/Departments

➤ **FINANCIAL DELEGATION:** 43 Ministries/Departments have reviewed and modified their orders of financial delegation during 2021, 2022 and 2023



- **ADMINISTRATIVE DELEGATION:** The following charts depict the adoption of eHRMS for 4 major modules and the nodal officers assigned for approval in respect of 61 Min/Dept (July 2023)



3.4 Desk Officer System

40 Ministries/Departments have implemented Desk Officer System*

S. No	Ministries/Departments	No. of Desk Officers
1.	Ministry of External Affairs	223
2.	Ministry of Housing and Urban Affairs	33
3.	Ministry of New and Renewable Energy	48
4.	Department of Commerce	28
5.	Ministry of Environment, Forest & Climate Change	18
6.	Department of Revenue	12
7.	Department of Defence Production	7
8.	Department of Defence	12
9.	Department of Investment and Public Asset Management	9
10.	Department of Telecommunications	12
11.	Department of Agriculture, Cooperation and Farmers Welfare	4
12.	Department of Heavy Industry	3
13.	Department of Chemicals and Petrochemicals	5
14.	Department of Food and Public Distribution	7
15.	Department of Pension & Pensioners' Welfare	6
16.	Ministry of Tribal Affairs	8
17.	Ministry of Power	16
18.	Department of Expenditure	8
19.	Ministry of Food Processing Industries	11
20.	Department of Science and Technology	5
21.	Department of Posts	7
22.	Department of Consumer Affairs	3
23.	Department of Public Enterprises	4
24.	Department of Rural Development	8
25.	Department of Land Resources	2
26.	Ministry of Women and Child Development	2
27.	Ministry of Textiles	2
28.	Ministry of Steel	1
29.	Department of Administrative Reforms and Public Grievances	13
30.	Department of Animal Husbandry, Dairying	13
31.	Department of Ex Servicemen Welfare	1
32.	Department of Justice	3
33.	Department of Legal Affairs	27
34.	Department of Pharmaceutical	27
35.	Department of Scientific & Industrial Research	6
36.	Ministry of Development of North Eastern Region	10

37	Ministry of Earth Sciences	1
38	Ministry of Labour and Employment	7
39	Ministry of Mines	2
40	Ministry of Ports, Shipping & Waterways	2
Total Desk Officers		616

*As of March 31st, 2023

3.5 Impact of IEDM

In pursuance of the direction of the Cabinet Secretary, 2nd Third Party Impact Evaluation of the Initiatives for Increasing Efficiency in Decision Making in the Central Secretariat was conducted. Following are some of the best practices across the Central Secretariat:

➤ **Department of Official Languages**

Kanthasth 2.0, a language translation tool, is a major initiative taken by the Department. Training for the same is being given by the Department officials to other Ministries/Departments

➤ **Department of Posts**

The Department has introduced the Rule-38 Online Portal for the transfer of employees of DoP from one unit to another. Officials using employee ID apply on Portal for Rule 38 transfer using OTP-based verification, and Quarterly application cycles. Officials approved for transfer to be relieved within 20 days. Beneficial in terms of visibility, transparency, and automated system involving no manual intervention and employees and service associations have appreciated the reform.

➤ **Department of Space**

The Department has several digital portals for improving overall administrative efficiency such as E-Procurement Portal, Budget Management Software Portal, Estate Management Portal, ISRO IPR Management System and Safety Portal.

➤ **Department of Water Resources, River Development and Ganga Rejuvenation**

The Department provides 10-15 days of induction training to all new officers regarding the Department's scope of work. A hand-holding facility for new recruits is provided by the Department for 8-10 days prior to the training imparted at ISTM.

➤ **Ministry of Coal**

The Ministry uses Coal Task Master as one of the digital platforms for its functioning, which is helpful in the communication of major events, project management and progress tracking. Coal Projects Monitoring Portal is developed by the Ministry to resolve various issues submitted by diverse stakeholders of coal projects pending with various Central Ministries/State Governments.

eOFFICE ANALYTICS AND IMPLEMENTATION

4. eOffice Analytics and Implementation

4.1 eOffice Analytics

The eOffice aims to support governance by ushering in more effective and transparent Inter and Intra-Government processes. Implementation of eOffice aims to achieve a simplified, responsive, effective, and transparent working of all Government Offices. There has been a steady increase in share of eFiles post ‘Increasing Efficiency’ reforms expediting transformation towards a Digital Secretariat in the Central Government.

Table 4.1
eOffice Analytics for Central Government (June - August 2023)

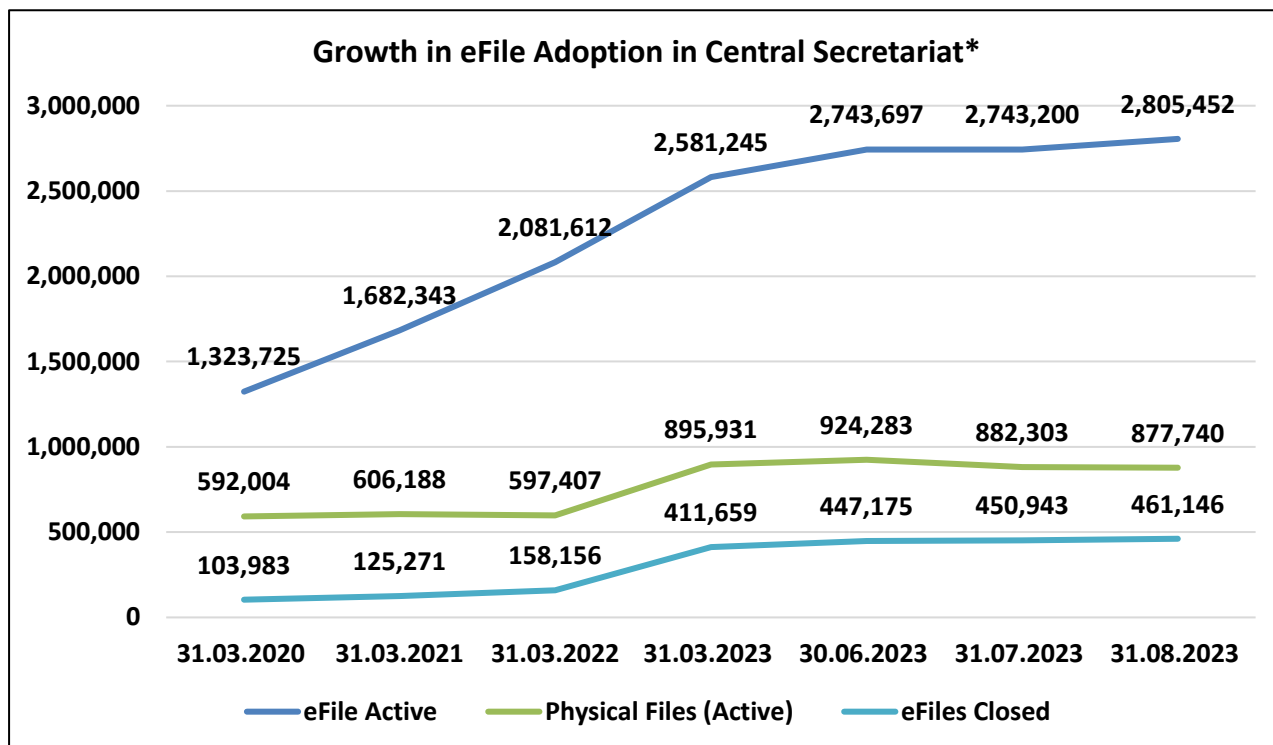
S.No.	Parameters	June 2023	July 2023	August 2023
1.	eReceipts generated	3,89,092	4,09,390	4,06,322
2.	pReceipts generated	34,179	36,975	36,022
3.	Active eFiles	27,43,697	27,43,200	28,05,452
4.	Active pFiles	9,24,283	8,82,303	8,77,740
5.	Inter-Departmental File Movement	11,399	8,468	9,261

4.2 eOffice version 7.0 Migration Status

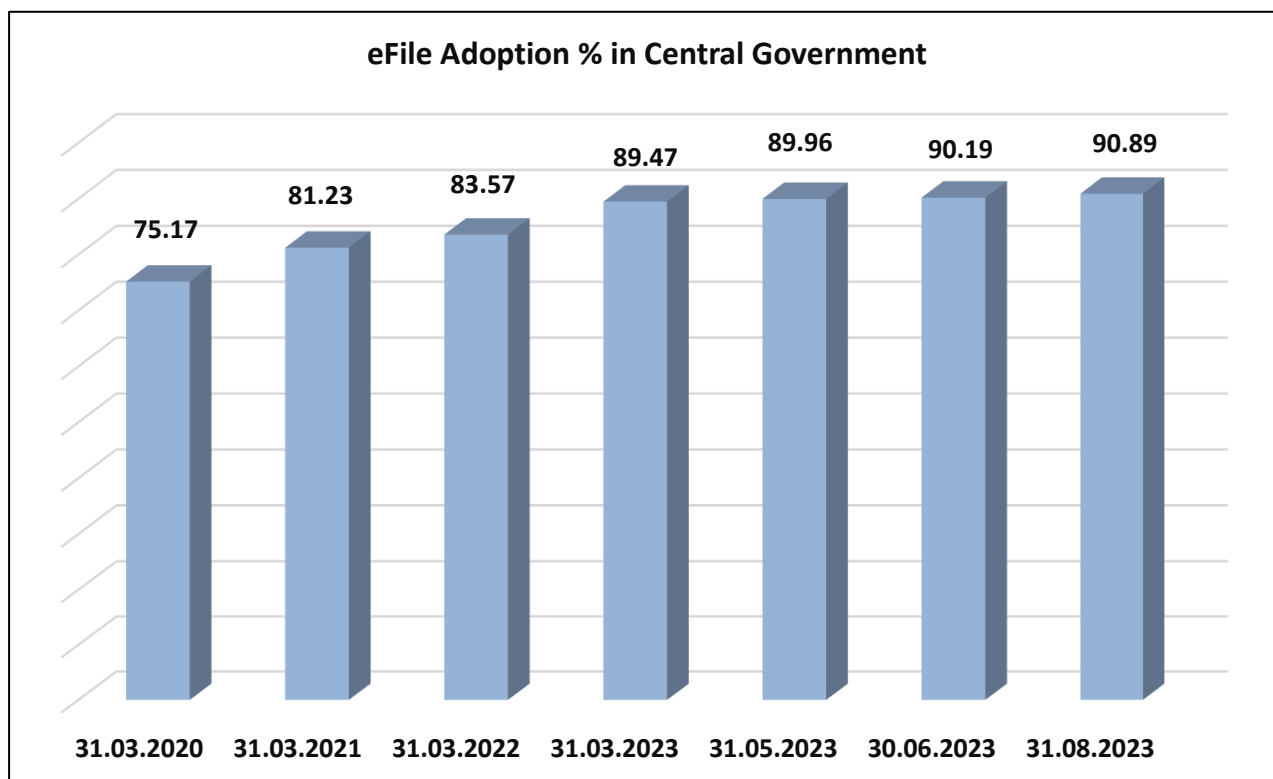
➤ Ministries/Department

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

4.3 Growth in eFiles Adoption in Central Secretariat (% share of eFiles)



*The figures represent yearly data ending on date as mentioned



*Central Government- Ministries/Departments/Apex Bodies/Attached offices/Subordinate offices/OtherOutstation offices/PSUs

Table – 4.2

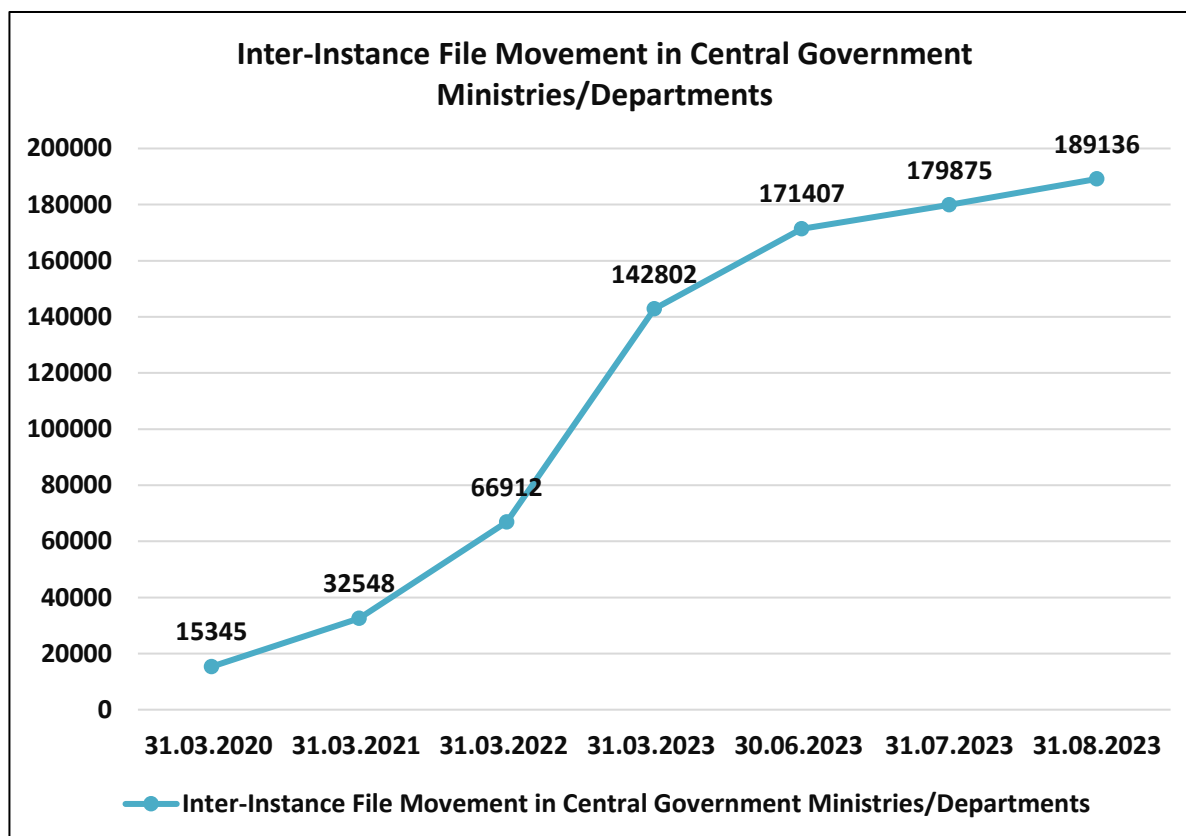
% share of eFiles out of total Files created in 2023 (January - August 2023)

S.No.	Ministry/Department	%eFiles (created in 2023)	%pFiles (created in 2023)
1.	Department of Biotechnology (DBT)	100	0
2.	Department of Drinking Water and Sanitation (DDWS)	100	0
3.	Department of Justice (DOJ)	100	0
4.	Department of Legal Affairs (DoLA)	100	0
5.	Department of Pensions and Pensioners' Welfare (PPW)	100	0
6.	Department of Posts (DoP)	100	0
7.	Department of Scientific and Industrial Research (DSIR)	100	0
8.	Department of Social Justice & Empowerment (DoSJE)	100	0
9.	Ministry of Corporate Affairs (MCA)	100	0
10.	Ministry of Development of North Eastern Region (MDONER)	100	0
11.	Ministry of Food Processing Industries (MoFPI)	100	0
12.	Ministry of Information & Broadcasting (MIB)	100	0
13.	Ministry of Mines	100	0
14.	Ministry of Panchayati Raj (MoPR)	100	0
15.	Ministry of Parliamentary Affairs (MPA)	100	0
16.	Ministry of Women and Child Development (MoWCD)	100	0
17.	Ministry of Coal (MoC)	99.95	0.05
18.	Department of Chemicals and Petrochemicals (CPC)	99.93	0.07
19.	Department of Food & Public Distribution (DFPD)	99.9	0.1
20.	Department of Science & Technology (DST)	99.86	0.14
21.	Department for Promotion of Industry and Internal Trade (DPIIT)	99.85	0.15
22.	Department of Empowerment of Persons with Disabilities (DEPwD)	99.84	0.16
23.	Ministry of Skill Development and Entrepreneurship (MSDE)	99.81	0.19
24.	Ministry of Road Transport & Highways (MoRTH)	99.78	0.22
25.	Department of Pharmaceuticals	99.76	0.24
26.	Ministry of Earth Sciences (MoES)	99.74	0.26

27.	Ministry of Tribal Affairs (MoTA)	99.73	0.27
28.	Ministry of Heavy Industries (MHI)	99.68	0.32
29.	Ministry of Minority Affairs	99.64	0.36
30.	Ministry of External Affairs (MEA)	99.62	0.38
31.	Department of Agricultural Research and Education (DARE)	99.59	0.41
32.	NITI Aayog	99.55	0.45
33.	Ministry of Tourism	99.53	0.47
34.	Department of Rural Development (DoRD)	99.45	0.55
35.	Department of Water Resources, River Development & Ganga Rejuvenation (DoWR, RD & GR)	99.21	0.79
36.	Ministry of Civil Aviation (MoCA)	99.1	0.9
37.	Department of Fertilizers (DoF)	99.05	0.95
38.	Ministry of Electronics & Information Technology (MeitY)	99.04	0.96
39.	Ministry of Ports, Shipping and Waterways (MoPSW)	98.97	1.03
40.	Ministry of Micro Small and Medium Enterprises (MSME)	98.96	1.04
41.	Department of Animal Husbandry and Dairying (DAHD)	98.95	1.05
42.	Ministry of Statistics & Programme Implementation (MoSPI)	98.95	1.05
43.	Department of Administrative Reforms & Public Grievances (DARPG)	98.86	1.14
44.	Ministry of New and Renewable Energy (MNRE)	98.7	1.3
45.	Department of Investment and Public Asset Management (DIPAM)	98.69	1.31
46.	Legislative Department	98.63	1.37
47.	Department of Public Enterprises (DPE)	98.6	1.4
48.	Department of Consumer Affairs (DCA)	98.5	1.5
49.	Ministry of Power	98.12	1.88
50.	Department of Fisheries	98.1	1.9
51.	Department of Financial Services (DFS)	98.01	1.99
52.	Department of Land Resources (DoLR)	97.98	2.02
53.	Ministry of Housing & Urban Affairs (MoHUA)	97.84	2.16
54.	Ministry of Petroleum and Natural Gas (MoPNG)	97.42	2.58
55.	Department of Commerce (DoC)	97.03	2.97
56.	Ministry of Cooperation (MoC)	95.93	4.07
57.	Ministry of Youth Affairs & Sports (MoYAS)	95.81	4.19

58.	Ministry of Steel	95.24	4.76
59.	Ministry of Environment, Forest and Climate Change (MoEFCC)	94.28	5.72
60.	Ministry of Culture (MoC)	93.75	6.25
61.	Department of Health and Family Welfare (DoHFW)	91.37	8.63
62.	Department of Economic Affairs (DEA)	91.1	8.9
		%eFiles less than 90%	%pFiles more than 10%
63.	Ministry of Labour & Employment (MoLE)	89.23	10.77
64.	Ministry of Textiles (MoT)	88.71	11.29
65.	Department of Telecommunications (DoT)	87.55	12.45
66.	Ministry of Education (MoE)	85.48	14.52
67.	Department of Agriculture Cooperation & Family Welfare (DAC&FW)	85.15	14.85
68.	Department of Revenue (DoR)	83.61	16.39
69.	Department of Personnel & Training (DoPT)	79.36	20.64
70.	Ministry of AYUSH	77.04	22.96
71.	Department of Health Research (DHR)	76.72	23.28
72.	Department of Expenditure (DoE)	58.72	41.28
73.	Ministry of Home Affairs (MHA)	51.76	48.24
74.	Department of Official Language (DOL)	28.92	71.08

4.4 Inter-Departmental File Movement



4.5 eReceipts Adoption (% share of eReceipts)

Table 4.3
11 Ministries/Departments have 100% share of eReceipts for August 2023

Department of Biotechnology (DBT)	Department of Scientific and Industrial Research (DSIR)
Department of Drinking Water and Sanitation (DDWS)	Department of Social Justice & Empowerment (DoSJE)
Department of Fisheries	Ministry of Coal (MoC)
Department of Legal Affairs (DoLA)	Ministry of Corporate Affairs (MCA)
Department of Posts (DoP)	Ministry of Tourism
Department of Public Enterprises (DPE)	

4.6 % usage of DSC/eSign* (above 10% for JS/equivalent and above hierarchies)

Table 4.4

S.No	Ministries/Departments	%DSC/eSign
1.	Ministry of Road Transport and Highways	94
2.	Department of Pension & Pensioners' Welfare	74.16
3.	Department of Public Enterprises	64.52
4.	Ministry of Environment, Forest, and Climate Change	63.54
5.	Ministry of Micro Small and Medium Enterprises	61.26
6.	Department for Promotion of Industry and Internal Trade	56.15
7.	Department of Chemicals and Petrochemicals	53.97
8.	Department of Telecommunications	53.66
9.	Ministry of Health & Family Welfare	51.64
10.	Department of Administrative Reforms and Public Grievances	36
11.	Department of Food and Public Distribution	34.6
12.	Department of Fertilizer	23.3
13.	Ministry of Ports Shipping and Waterways	21.8
14.	Department of Pharmaceuticals	16.28

*%DSC/eSign = ((DSC Count + eSign count)/(DSC Count + eSign count + total files without sign Count))

5. In Focus

5.1 Ministry of Coal

a. Introduction

The Ministry of Coal has the overall responsibility of determining policies and strategies in respect of exploration and development of coal and lignite reserves, sanctioning of important projects of high value and for deciding all related issues. These key functions are exercised through the Public Sector Undertakings, namely, Coal India Ltd. and its subsidiaries and Neyveli Lignite Corporation India Limited (NLCIL). Other than Coal India Ltd. and Neyveli Lignite Corporation India Ltd., the Ministry of Coal also has a joint venture with Government of Telangana called Singareni Collieries Company Limited. Government of Telangana holds 51% equity and Government of India holds 49 % equity. Ministry of Coal had freed more than 3023788 sq. ft. during Special Campaign 2.0 from 2nd October 2022 to 31st October 2022. More than 5409.5MT of scrap has been disposed off generating revenue of Rs. 48.5 cr.

b. Notable Best Practices

Swachhata Initiatives

➤ Scrap Yard to Crop Land

As a part of Swachhata Best practices, Scrap Yard in Kothagudem Area, SCCL, Hyderabad was converted into crop land.



Kothagudem area, SCCL, Hyderabad

➤ Kachra Udyan

A garden (Kachra Udyan) was developed by Team CCL at a guest house in the Bokaro and Kigali area from scrap, disposed items, tyres, pipes, cart etc. The unique initiative was appreciated as a step towards waste management. This initiative was a pilot to be scaled up at the proposed Eco- Park and other parks Coal companies. It can be considered as an effort to contribute to the sustainable development of mines and is one of the best examples of 3R (Reduce-Reuse-Recycle) concept which is a consequence of steps on how to manage waste property.



➤ Cleanliness Awareness

Initiatives taken by MoC for the period of Jan to Aug 23 -Cleanliness Awareness through Banner/ Message Display/ Nukkad Nataks/ Seminars and counselling





SCCL

➤ Single Use plastics



NLCIL



SCCL



➤ Recharge Well

For rain water harvesting purpose “Recharge Well “has been constructed in the storm water drain parallel to Kamaraj Road, Block-11. Recharge well is of size 2 X 2 meter and depth of 5 meter filled with graded stone aggregates in layer and layer of sand and then covered with perforated concrete slab. In the downstream side of the Recharge well, small check dam was constructed to retain the water in the drain for recharge.



NLCIL

➤ Waste land to Green

Around 1,08,900 Sq.ft land were unutilized near Thai Moogambigai Temple, Block-8. NLCIL has taken initiative to clear the dense bushes/ vegetation growth and freed up the space. The freed space was utilized for mass tree plantation towards Green Belt Development, segregation of dry and wet solid waste generated at source in depts/ offices/hospital/township and to compost solid waste in the reclaimed land for restoration purpose.



NLCIL



CIL

➤ **Swacchata Pakhwada**

Small air purifier saplings were placed in all Sections of the Ministry with logo there on.



Ministry of Coal, Shastri Bhawan, New Delhi

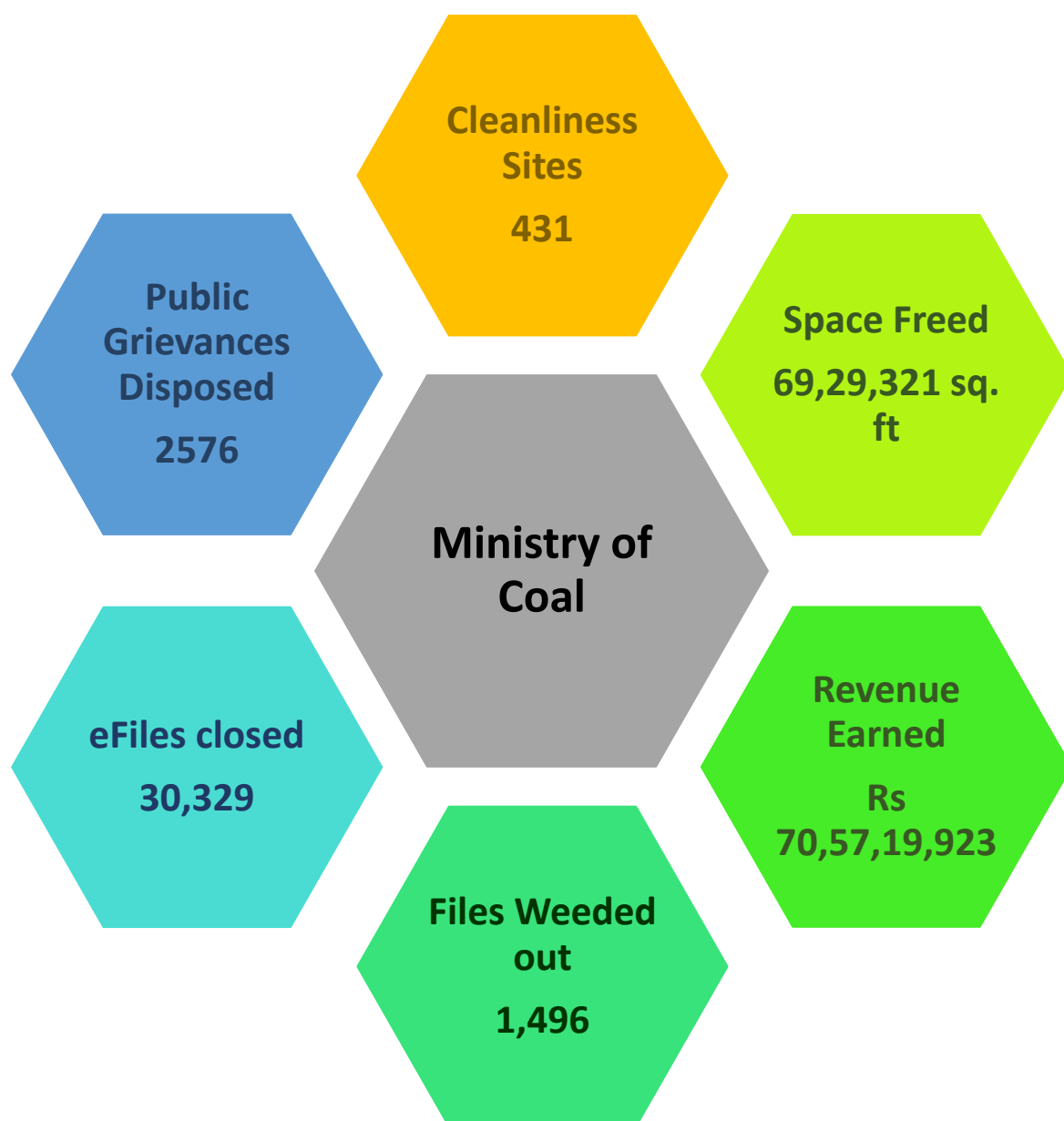
Increasing Efficiency in Decision Making

- Ministry of Coal is **Fully delayered** and financial powers are reviewed on annual basis.
- Full powers have been delegated to the Joint Secretary (Admin) and powers up to INR 50,000 (Recurring in each case) delegated to Director/Deputy Secretary (Admin) for Contingent and miscellaneous expenditures in accordance with schedule V and VI of DFPR, 1978, order dated: 06 December 2022

eOffice





- eOffice version 7.0 adopted.
- % share of eFiles out of new files created in 2023 (Jan-Aug 2023) is 99.5%.
- 100% share of eReceipts for the month of August 2023.

c. Swachhata in Ministry of Coal (Jan- Aug 2023)



6. Office Memorandums

6.1 DO letter on Third Party evaluation report for Increasing Efficiency in Decision Making

<p>वी. श्रीनिवास, आई.ए.एस. V. Srinivas, IAS सचिव SECRETARY</p>	 <small>भारत 2023 INDIA</small> संयुक्त राष्ट्र <small>UNITED NATIONS</small>	 आजादी का अमृत महोत्सव स्वातंत्र्य जयंती	<p><small>भारत सरकार, कर्मिक, 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 BHAVAN, SANJAD MARG, NEW DELHI-110001</small></p>
<p>D.O.No.30011/02/2019-O&M (Part-III)(e.No.5866)</p>		<p>Dated: August 01, 2023</p>	
<p><i>Dear Secretary,</i></p> <p>The Cabinet Secretary reviewed the External Evaluation Report of the Initiative for Increasing Efficiency in Decision Making prepared by the DARPG on July 18, 2023. A copy of the third party evaluation report and the presentation made by DARPG to Cabinet Secretary are enclosed at Annex 1 & 2 respectively.</p> <p>2. The Power Point Presentation on the key findings of the report were shared by DARPG with Nodal officers of Ministries/Departments on 19th July, 2023 and the following road map for timely implementation was suggested.</p> <ul style="list-style-type: none"> • <u>Delaying</u>: Delaying has been widely adopted with the objective of functional levels of disposal being restricted to four. That said there exist Ministries / Departments where the levels of disposal continue to be more than four. All Ministries / Departments requested to review the delegation and rework scope for delegation to ensure that files disposed at Joint Secretary levels and files disposed at Secretary levels are operationalised within four levels of disposal. • <u>Delegation</u>: Delegation of financial powers for contingent and miscellaneous expenditures to be reviewed by the Ministries / Departments in consultation with the Integrated Finance Divisions. eHRMS has proved highly beneficial in effective delegation of administrative powers and Ministries to expeditiously adopt all modules of eHRMS to ensure effective delegation of administrative powers. • <u>E-Office</u>: E-Office has enabled creation of digital office spaces. However, it is observed that select Ministries / Departments continue to create large number of physical files. Ministries / Departments are requested to endeavour to bring down physical files and increase the number of digital files as also operate on 100 per cent digital receipts. <p>3. I would request you to kindly have the External Evaluation Report examined and consider the suggestions contained therein for timely implementation of the Initiative for Increasing Efficiency in Decision Making.</p> <p style="text-align: center;"><i>With best regards,</i></p> <div style="display: flex; justify-content: space-between; align-items: flex-end;"> <div style="width: 60%;"> <p>Encl: As above</p> <p>Secretaries to all Ministries/Departments</p> <p> सूचना को अधिकार</p> </div> <div style="width: 35%; text-align: right;"> <p>Yours sincerely,</p> <p> (V. Srinivas)</p> </div> </div>			
<p>Please Visit our Website : http://darpg.gov.in, http://goicharters.nic.in</p> <p>Ph. : 91-11-23742133, Fax : 91-11-23742546 Email : vsrinivas@nic.in, secy-arpg@nic.in</p>			

6.2 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.

- a) All Ministries/Departments may dedicate 3 hours every week for continuation of activities related to Special Campaign 2.0
- b) The arrangements of Special Campaign 2.0-portal and Nodal Officers will continue to be operational
- c) The campaign may continue to be implemented in outstation offices of Ministries/Departments and autonomous organizations/ subordinate/attached offices also.
- d) 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.
- e) 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:

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

6.3 OM on 'Delaying and Migration to eOffice'

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.

Signed by Jaya Dubey
Date: 04-08-2022 12:54:07
(Jaya Dubey)
Reason: Approved
Joint Secretary of the GOI
Tele no. 23360208

Encl: As Above

6.4 OM on eOffice in all Central Ministries/Departments

N-11016/6/2016-ARC-DARPG

I/1814/2023

No.O-16012/6/2017-ARC-DARPG(e2938)
Government of India
Ministry of Personnel, Public Grievances & Pensions
Department of Administrative Reforms & Public Grievances

5th Floor, Sardar Patel Bhawan,
Sansad Marg, New Delhi

Dated the 21st June, 2023

OFFICE MEMORANDUM

Subject: Guidelines note on e-office in all Central Ministries/Departments.

This is regarding guidelines note on e-office in all Central Ministries / Departments. DAR&PG is coordinating with all Central Ministries/Departments through rigorous review meetings on the status of implementation of e-Office.

2. The DAR&PG have come up with 16th Edition of Central Secretariat Manual of Office Procedure (CSMOP 2022) (copy attached). In this Edition of CSMOP various key features for working in eOffice have been kept. (Chapter - 6 on file management system may be referred)

3. The CSMOP-2022 under the Chapter - 7 'Guidelines on Noting', Box-e7.1 titled 'Recording a note in an electronics file' provides that **"It is mandatory for all officers of the rank of Dealing officers and above or equivalent to use Digital Signature Certificates (DSCs) or e-sign for electronically signing the eFiles in eoffice system before forwarding"**.

4. In the course of monitoring off late it has been noticed that certain Ministries / Departments are showing fall in eReceipts percentage, use of eSigns/Digital Signs and inter-ministerial file movements. The Ministries / Departments were also requested in this regard on 03.01.2023 (copy attached).

5. In accordance with the above mentioned provisions of CSMOP for work in eOffice, Ministries / Departments are requested to ensure the mandatory use of Digital Signature Certificates (DSC)/eSigns, discontinuation of physical receipts and increase in inter-ministerial file movements

6. Suitable instructions may be given to all officers in Departments / Ministries to renew their efforts.

Encl.: as above

Signed by

Narendra Kumar Meena

Date: 21-06-2023 16:17:19

Director

Tel.No.011-23401407

To

The Secretaries to the Govt. of India

Annexure- I Data Upload Status

Ministries yet to upload Data on the Special Campaign Portal for Aug 2023

S No.	Ministry / Department
1.	Department of Defence
2.	Department of Heavy Industry
3.	Department of Legal Affairs
4.	Department of Official Language
5.	Department of Public Enterprises
6.	Department of Space
7.	Department of Youth Affairs
8.	Ministry of Drinking Water and Sanitation
9.	Ministry of Skill Development and Entrepreneurship
10.	Ministry of Statistics and Programme Implementation

Annexure- II- Tables

Fully Delayed Min/Dept	
Department for Promotion of Industry and Internal Trade	Department of Space
Department of Administrative Reforms and Public Grievances	Department of Sports
Department of Animal Husbandry, Dairying	Department of Youth Affairs
Department of Atomic Energy	Legislative Department
Department of Biotechnology	Ministry of AYUSH
Department of Chemicals and Petrochemicals	Ministry of Civil Aviation
Department of Consumer Affairs	Ministry of Coal
Department of Defence Production	Ministry of Corporate Affairs
Department of Empowerment of Persons with Disabilities	Ministry of Culture
Department of Ex Servicemen Welfare	Ministry of Development of North Eastern Region
Department of Expenditure	Ministry of Drinking Water and Sanitation
Department of Fertilizers	Ministry of Earth Sciences
Department of Financial Services (Banking Division)	Ministry of Food Processing Industries
Department of Fisheries	Ministry of Heavy Industry
Department of Food and Public Distribution	Ministry of Housing and Urban Affairs
Department of Health Research	Ministry of Labour and Employment
Department of Higher Education	Ministry of Micro Small and Medium Enterprises
Department of Investment & Public Asset Management	Ministry of Minority Affairs
Department of Justice	Ministry of New and Renewable Energy
Department of Legal Affairs	Ministry of Parliamentary Affairs
Department of Military Affairs	Ministry of PNG
Department of Official Language	Ministry of Ports, Shipping & Waterways
Department of Pension & Pensioners' Welfare	Ministry of Road Transport and Highways
Department of Personnel and Training	Ministry of Skill Development and Entrepreneurship
Department of Pharmaceutical	Ministry of Statistics and Programme Implementation
Department of Public Enterprises	Ministry of Steel
Department of School Education and Literacy	Ministry of Textiles
Department of Science and Technology	Ministry of Tourism
Department of Scientific & Industrial Research	Ministry of Tribal Affairs
Department of Social Justice and Empowerment	Ministry of Water Resources, River Development & Ganga Rejuvenation/ Ministry of Jal Shakti

Partially Delayed Min/Dept

Department of Agriculture, Cooperation and Farmers Welfare	Department of Rural Development
Department of Agricultural Research and Education	Ministry of Panchayati Raj
Department of Commerce	Ministry of Electronics & Information Technology
Department of Defence	Ministry of Home Affairs
Department of Economic Affairs ACC Division	Ministry of Information and Broadcasting
Department of Health & Family Welfare	Ministry of Mines
Department of Land Resources	Ministry of Power
Department of Posts	Ministry of Environment, Forest & Climate Change
Department of Revenue	Ministry of Women & Child Development
NITI Aayog	

43 Ministries/Departments Reviewed and Modified till now (2021, 2022 & 2023)

Reviewed and Modified in 2021	Reviewed and Modified in 2022
Department of Commerce	Department of Agriculture, Cooperation and Farmers Welfare
Department of Science and Technology	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
Ministry of Ayush	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)	Ministry of Coal
Department of Public Enterprise	Department of Military Affairs
Ministry of Labour and Employment	Legislative Department
Ministry of Civil Aviation	Department of Animal Husbandry & Dairying
Ministry of Development of North Eastern Region	Department of Consumer Affairs
Ministry of Drinking Water and Sanitation	Department of Defence
Ministry of Earth Sciences	Ministry of Heavy Industry
Department of Empowerment of Persons with Disabilities	Department of Fertilizers
Ministry of Electronics & Information Technology	Department of Land Resources
Department of Space	Ministry of Information and Broadcasting

Reviewed and Modified in 2023	
Department of Telecommunications	Ministry of Panchayati Raj
Department of Posts	Ministry of Ports, Shipping and Waterways
Ministry of Skill Development and Entrepreneurship	

Annexure- III- List of Abbreviations

S No.	Abbreviation	Name of Min/Dept
1.	CBDT	Central Board of Direct Taxes (Income Tax)
2.	CBIC	Central Board of Indirect Taxes and Customs
3.	DPIIT	Department for Promotion of Industry and Internal Trade
4.	DARPG	Department of Administrative Reforms and Public Grievances
5.	DARE	Department of Agriculture Research and Education
6.	DA&FC	Department of Agriculture, Cooperation and Farmers Welfare
7.	DAH	Department of Animal Husbandry, Dairying
8.	DAE	Department of Atomic Energy
9.	DBT	Department of Bio Technology
10.	DCP	Department of Chemicals and Petrochemicals
11.	DoC	Department of Commerce
12.	DoCA	Department of Consumer Affairs
13.	DoD	Department of Defence
14.	DoDP	Department of Defence Production
15.	DRDO	Department of Defence Research and Development
16.	DEA	Department of Economic Affairs
17.	DEPwD	Department of Empowerment of Persons with Disabilities
18.	DExW	Department of Ex Servicemen Welfare
19.	DoE	Department of Expenditure
20.	DoF	Department of Fertilizers
21.	DFS	Department of Financial Services
22.	Fisheries	Department of Fisheries
23.	DoFPD	Department of Food and Public Distribution
24.	DH&FW	Department of Health & Family Welfare
25.	DHR	Department of Health Research
26.	DHI	Department of Heavy Industry
27.	DHE	Department of Higher Education
28.	DIPAM	Department of Investment & Public Asset Management
29.	DoJ	Department of Justice
30.	DoLR	Department of Land Resources

31.	DoLA	Department of Legal Affairs
32.	DMA	Department of Military Affairs
33.	DoL	Department of Official Language
34.	DPPW	Department of Pension & Pensioners' Welfare
35.	DoPT	Department of Personnel and Training
36.	DoPh	Department of Pharmaceutical
37.	Posts	Department of Posts
38.	DoPE	Department of Public Enterprises
39.	DoR	Department of Revenue
40.	DoRD	Department of Rural Development
41.	DoSEL	Department of School Education and Literacy
42.	DST	Department of Science and Technology
43.	DSIR	Department of Scientific & Industrial Research
44.	DoSJE	Department of Social Justice and Empowerment
45.	DoS	Department of Space
46.	Sports	Department of Sports
47.	DoT	Department of Telecommunications
48.	DoYA	Department of Youth Affairs
49.	LD	Legislative Department
50.	MoAYUSH	Ministry of Ayush
51.	MoCA	Ministry of Civil Aviation
52.	Coal	Ministry of Coal
53.	MCA	Ministry of Corporate Affairs
54.	Culture	Ministry of Culture
55.	MoDoNER	Ministry of Development of North Eastern Region
56.	MoDWS	Ministry of Drinking Water and Sanitation
57.	MoES	Ministry of Earth Sciences
58.	MEITY	Ministry of Electronics & Information Technology
59.	MoEFCC	Ministry of Environment, Forest and Climate Change
60.	MEA	Ministry of External Affairs
61.	MoFPI	Ministry of Food Processing Industries
62.	MHA	Ministry of Home Affairs
63.	MoHUA	Ministry of Housing and Urban Affairs
64.	MIB	Ministry of Information and Broadcasting

65.	MoLE	Ministry of Labour and Employment
66.	MSME	Ministry of Micro Small and Medium Enterprises
67.	MoM	Ministry of Mines
68.	MoMA	Ministry of Minority Affairs
69.	MNRE	Ministry of New and Renewable Energy
70.	MoPR	Ministry of Panchayati Raj
71.	MPA	Ministry of Parliamentary Affairs
72.	MoPNG	Ministry of Petroleum and Natural Gas
73.	MoP	Ministry of Power
74.	MoR	Ministry of Railways (Railway Board)
75.	MoRTH	Ministry of Road Transport and Highways
76.	MoPSW	Ministry of Ports, Shipping & Waterways
77.	MSDE	Ministry of Skill Development and Entrepreneurship
78.	MoSPI	Ministry of Statistics and Programme Implementation
79.	MoS	Ministry of Steel
80.	MoT	Ministry of Textiles
81.	Tourism	Ministry of Tourism
82.	MoTA	Ministry of Tribal Affairs
83.	MoWR&RD	Ministry of Water Resources, River Development & Ganga Rejuvenation
84.	MoWCD	Ministry of Women and Child Development
85.	NITI Aayog	NITI Aayog



Department of Administrative Reforms and Public Grievances

Government of India

5th Floor, Sardar Patel Bhawan, Sansad Marg, New Delhi- 110001