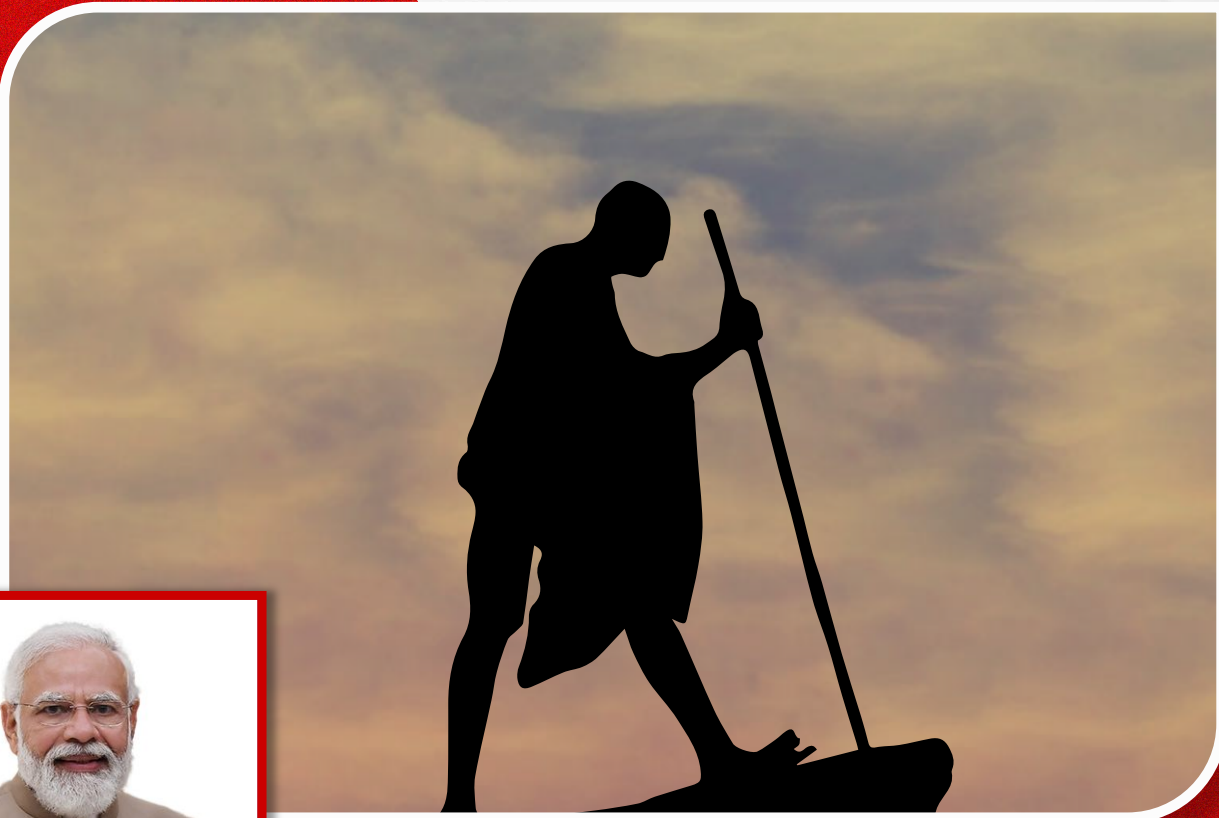




सत्यमेव जयते

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



Secretariat Reforms

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

Monthly Report | January 2023

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 E-Office 7.0. Government has decided that the activities of the Special Campaign would be continued and monitored on a monthly basis. The Initiative for Increasing Efficiency in Decision Making is an ongoing initiative envisaging delaying, delegation of financial powers, digitization of central registration units and adoption of desk officer system. The timelines for migration to e-Office version 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 published the first edition of “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) E-Office. This is the second comprehensive publication on Secretariat Reforms for January 2023. 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

- **6,864 Cleanliness Campaigns** were to be conducted (Brought forward – 2189, January 4675) out of which **4,711** campaigns were conducted **(68.63%)**
- **10,45,939 sq. ft of Space** were freed in the month of January
- **INR 17,49,91,167 of Revenue** was earned by scrap disposal in the month of January

Reduction in Pendency

a. References from MPs

- Total Receipts **7,713** (Brought forward- 4764; January, - 2949) out of which **2034** were disposed of **(26.37%)**

b. Parliamentary Assurances

- Total Receipts **1,224** (Brought forward- 1058; January - 166) out of which **98** were disposed of **(8.0%)**

c. IMC References

- Total Receipts **229** (Brought forward – 76; January – 153) out of which **112** were disposed of **(48.9%)**

d. State Government References

- Total Receipts **581** (Brought forward- 346; January- 235) out of which **217** were disposed of **(37.34%)**

e. Public Grievances

- Total Receipts **4,40,671** (Brought forward – 42,291; January- 3,98,380) out of which **3,94,805** were disposed of **(89.59%)**

f. PMO References

- Total Receipts **657** (Brought forward – 223; January – 434) out of which **349** were disposed of **(53.12%)**

g. Record Management

- Total physical files due for Record Management were **4,34,517** (Brought Forward- **1,54,248**) out of which **2,52,480** were reviewed. **1,79,175** files were identified for weeding, out of which **1,63,664** were weeded (**91.34%**)
- Total E-Files **9,046** put up for review, out of which **4270** were closed
- **15** Files (Category A) to be transferred to National Archives of India

h. Easing of Rules/Processes

- Total identifications were **115** (Brought forward- 75: January- 40) out of which **34** were simplified (**29.56%**)

i. PG Appeals

- Total Receipts were **31,697** (Brought forward – 13,004; January- 18,693) out of which **17,966** were disposed of (**56.68%**)

2.2 Increasing Efficiency in Decision Making in Central Secretariat

- **Delaying:** **64** Ministries/Department have implemented Delaying.
 - **42** Ministries/Departments have Fully Delayed
 - **22** Ministries/Departments have Partially Delayed
 - **7** Ministries/Departments have Not Delayed
- **Delegation:** **69** Ministries/Departments have implemented Delegation

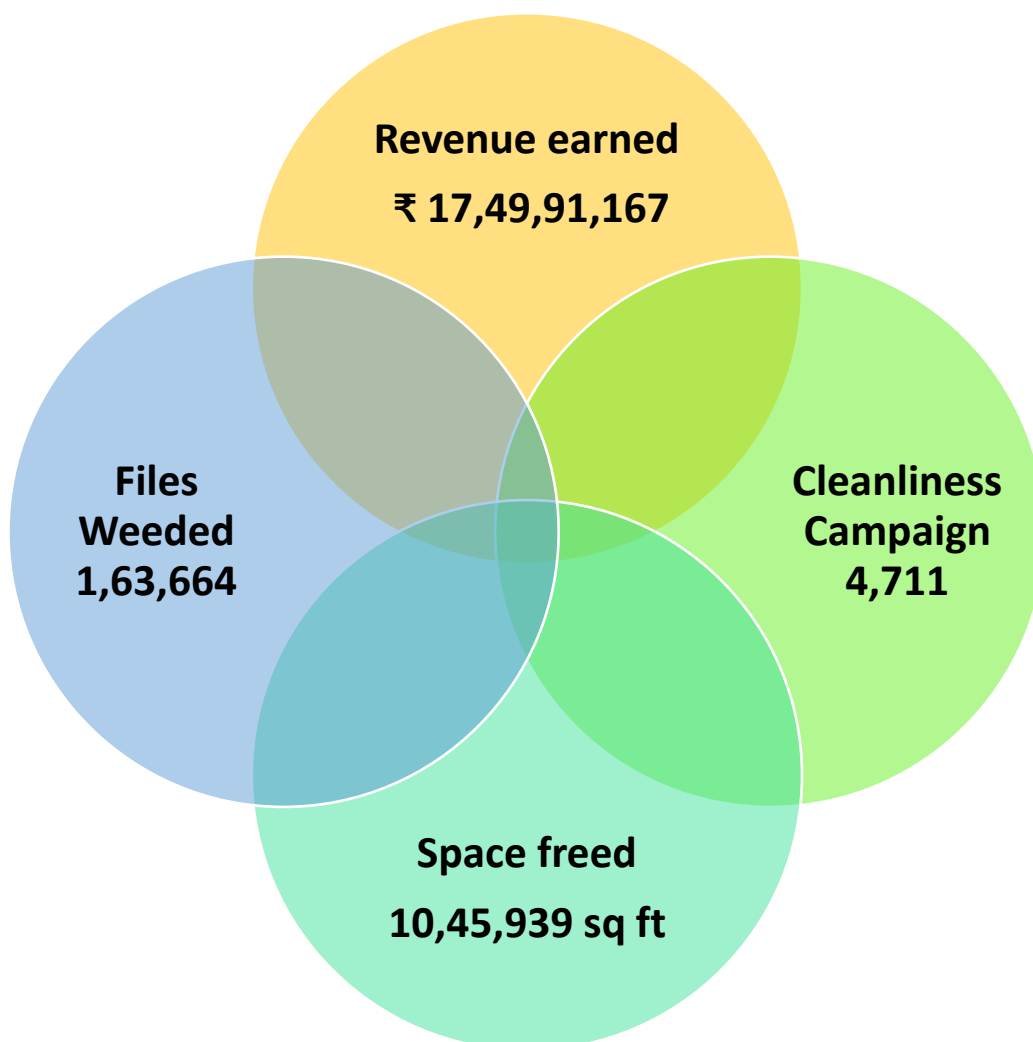
2.3 E-Office Implementation and Analytics

- **E-Office:** **72** Ministries/Departments have adopted E-Office 7.0
- **Yet to Migrate to E-Office:** **3** Ministries/Department are expected to migrate to E-office 7.0 by February 2023

Swachhata Campaign and Reducing Pendency to Minimum Levels

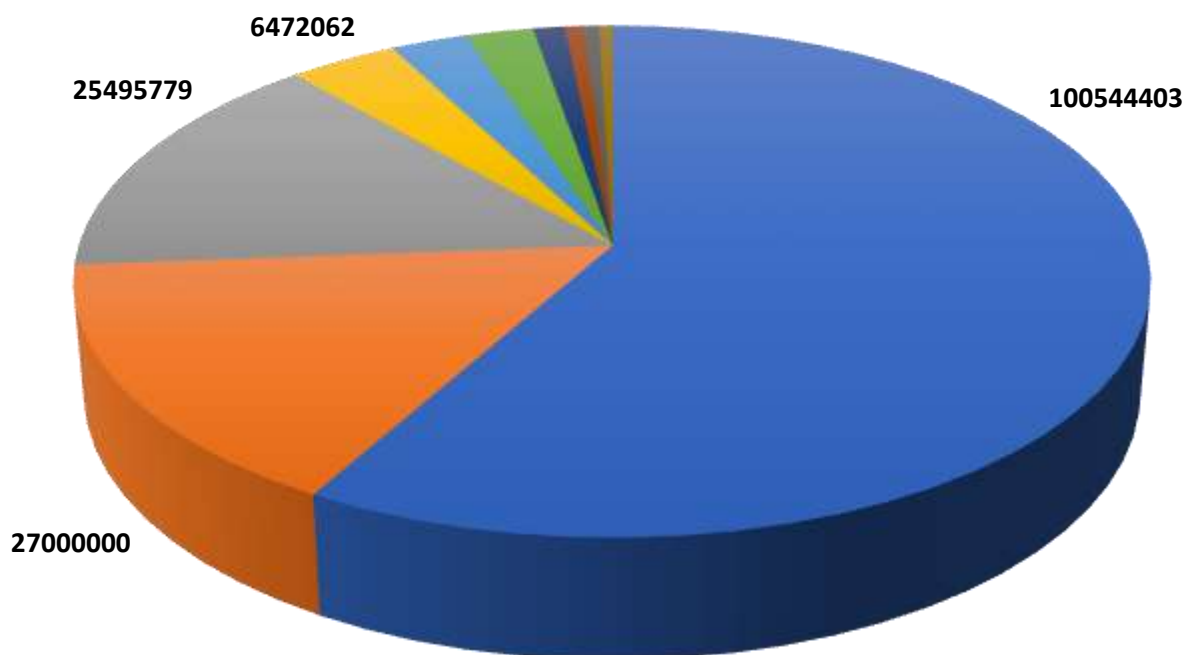
3. Swachhata Campaign and Reducing Pendency to Minimum Levels

3.1 Status of Swachhata Campaign



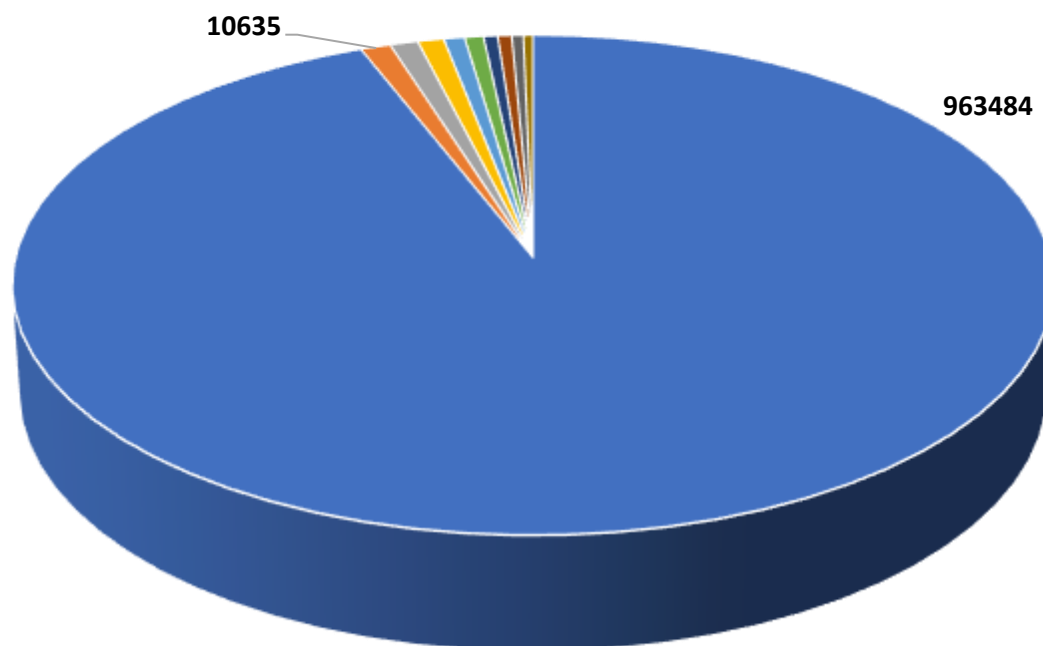
January 2023

a. Revenue Earned from Scrap Disposal (In Rs)

Total Revenue Earned in January - Rs 17.49 Cr
Top 10 Ministries/Department**Top 10 Ministries/Departments**

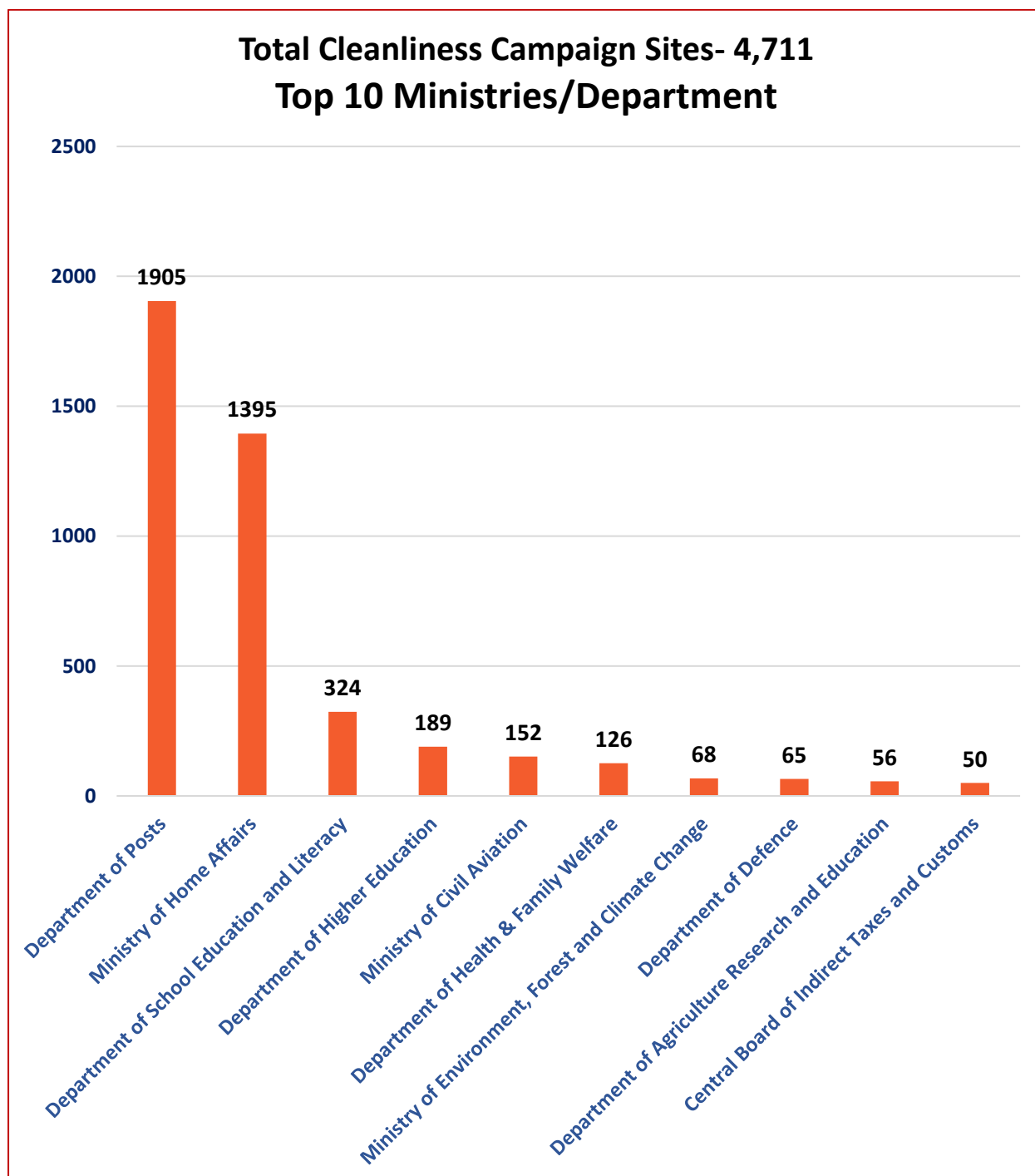
- Ministry of Information and Broadcasting
- Ministry of Mines
- Ministry of Shipping
- Department of Empowerment of Persons with Disabilities
- Ministry of Civil Aviation
- Department of Atomic Energy
- Department of Defence
- Ministry of Skill Development and Entrepreneurship
- Department of Posts
- Department of Agriculture Research and Education

b. Space Freed (In Sq. Ft)

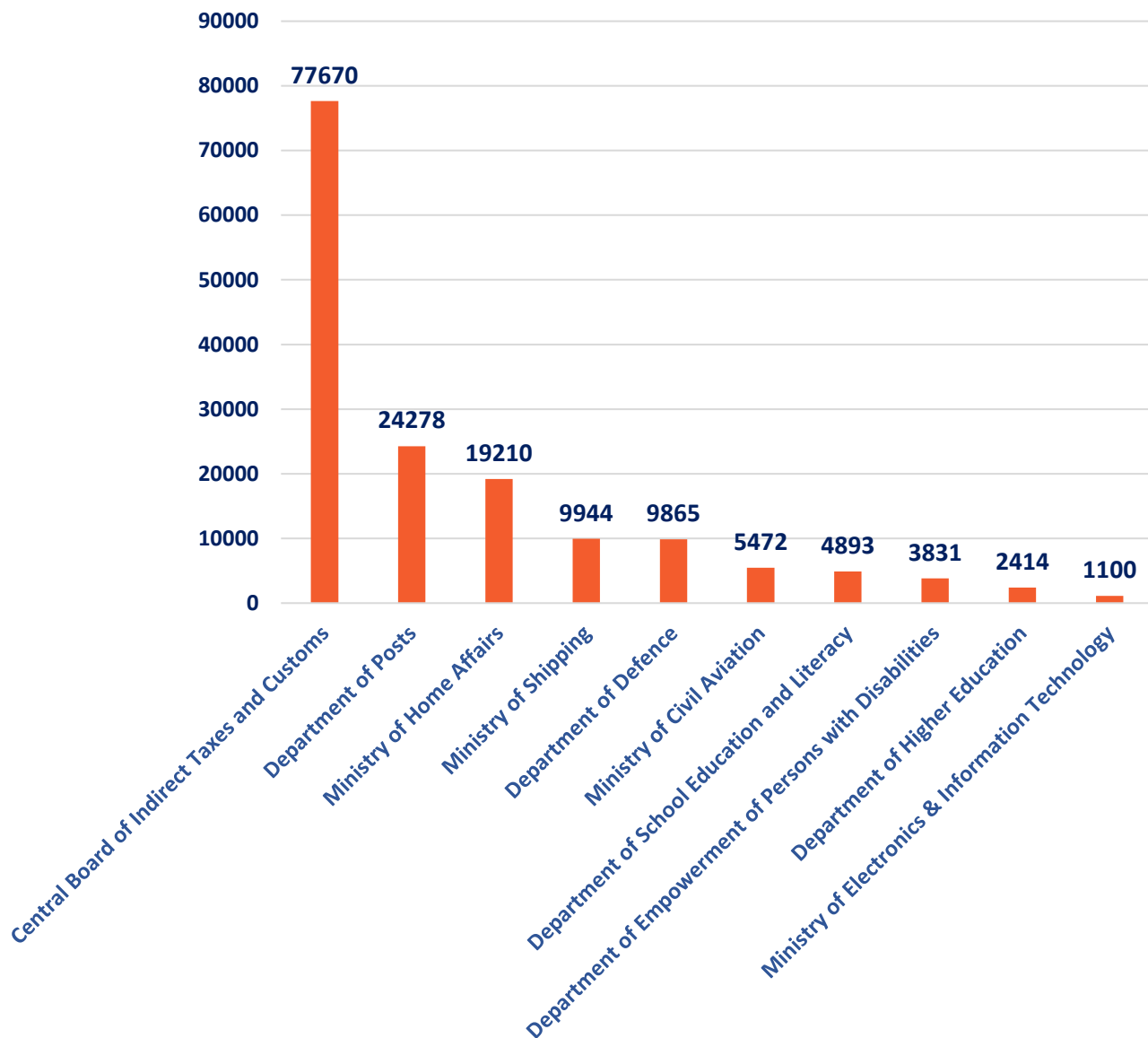
Total Space Freed in January - 10.45 Lac Sq. ft
Top 10 Ministries/Department**Top 10 Ministries/Departments**

- Ministry of Information and Broadcasting
- Department of Higher Education
- Ministry of Civil Aviation
- Department of School Education and Literacy
- Department of Empowerment of Persons with Disabilities
- Department of Agriculture Research and Education
- Department of Economic Affairs
- Department of Atomic Energy
- Department of Defence
- Department of Posts

c. Cleanliness Campaign Sites



d. Files Weeded Out

Total Files Weeded out- 1,63,642
Top 10 Ministries/Departments

3.2 Best Practices



Awareness programme on importance of Cleanliness and conversion of farm waste to wealth for School Children at KVK Solapur; **Department of Agricultural Research and Education**



Commissioning of Road Sweeping Machines and E-Cars; **Ministry of Shipping**



Segregation of waste from the source, Vijayawada station; **Ministry of Railways**



Wheelchair facilities to old age visitors, EPFO Gorakhpur; **Ministry of Labour and Employment**

3.3 Before – After Pictures



Before



After

Cleanliness of Office Corridors; **Department of Administrative Reforms and Public Grievances**



Before



After

Cleanliness site, BARC Mumbai; **Department of Atomic Energy**



Before



After

Creation of Office spaces after scrap disposal; **Department of Consumer Affairs**



Before

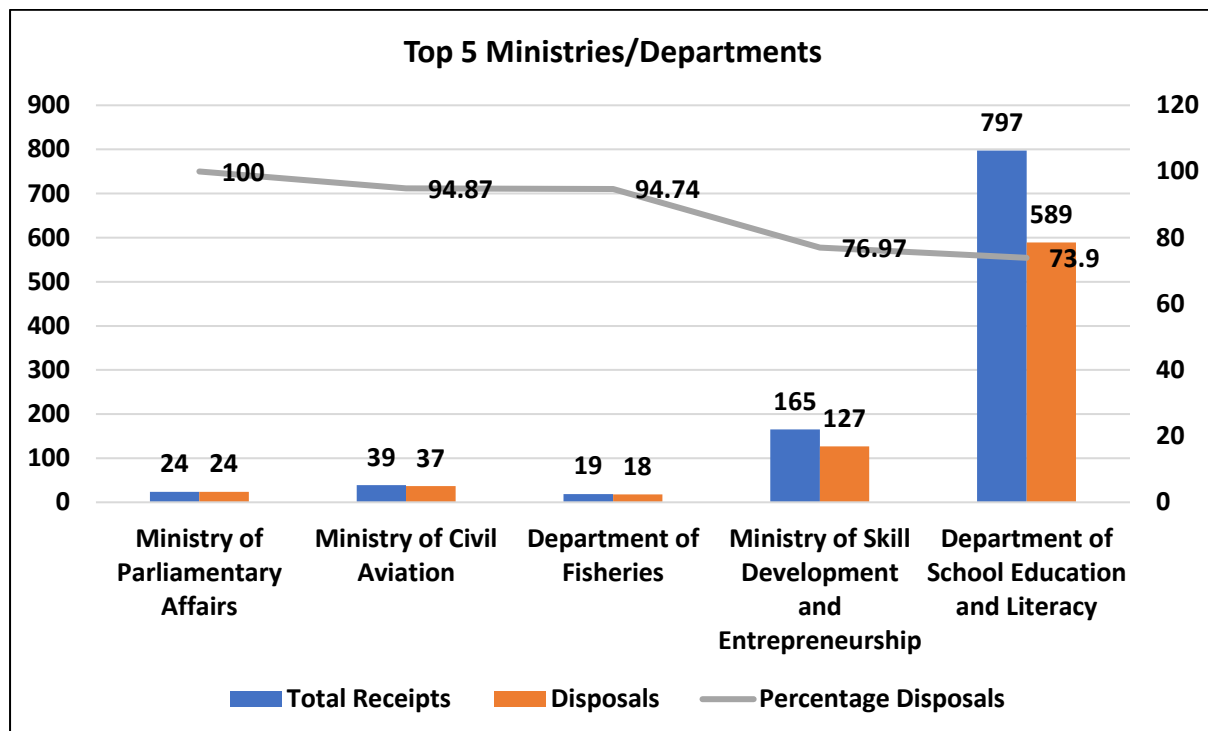


After

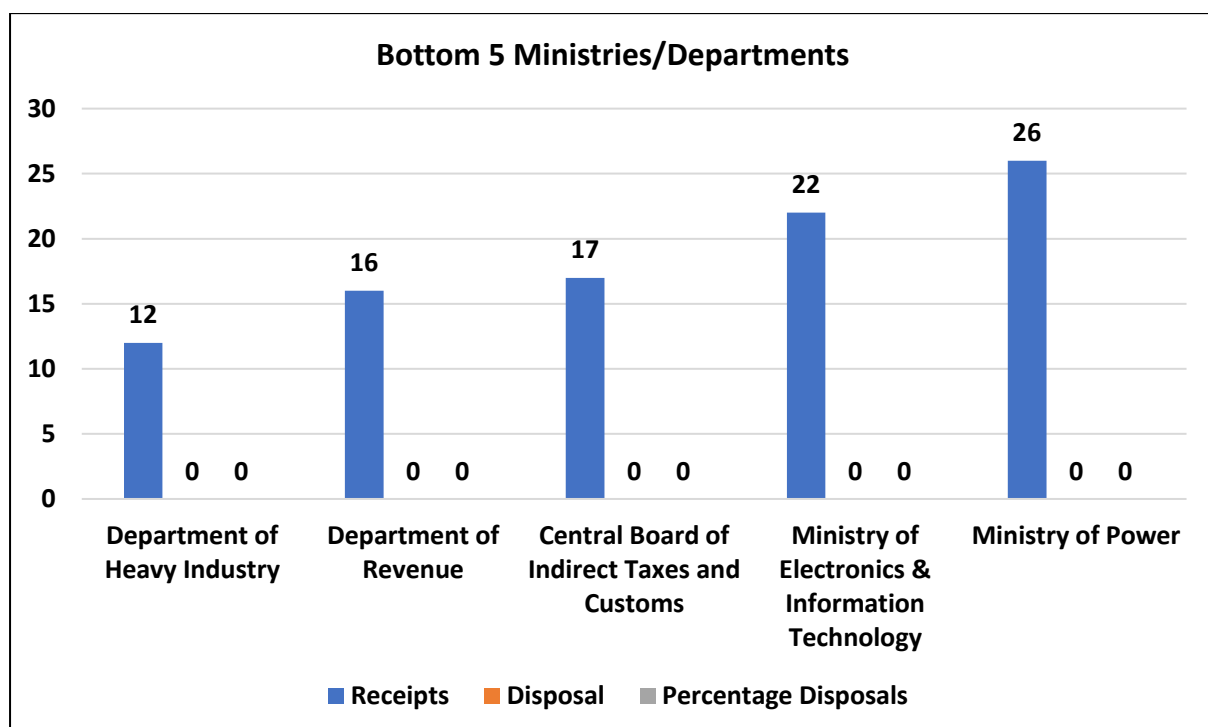
Enhancement of Office premises, South Block; **Department of Defence**

3.4 Performance of Ministries/Departments on Pendency Parameters (% Disposal wise performance)

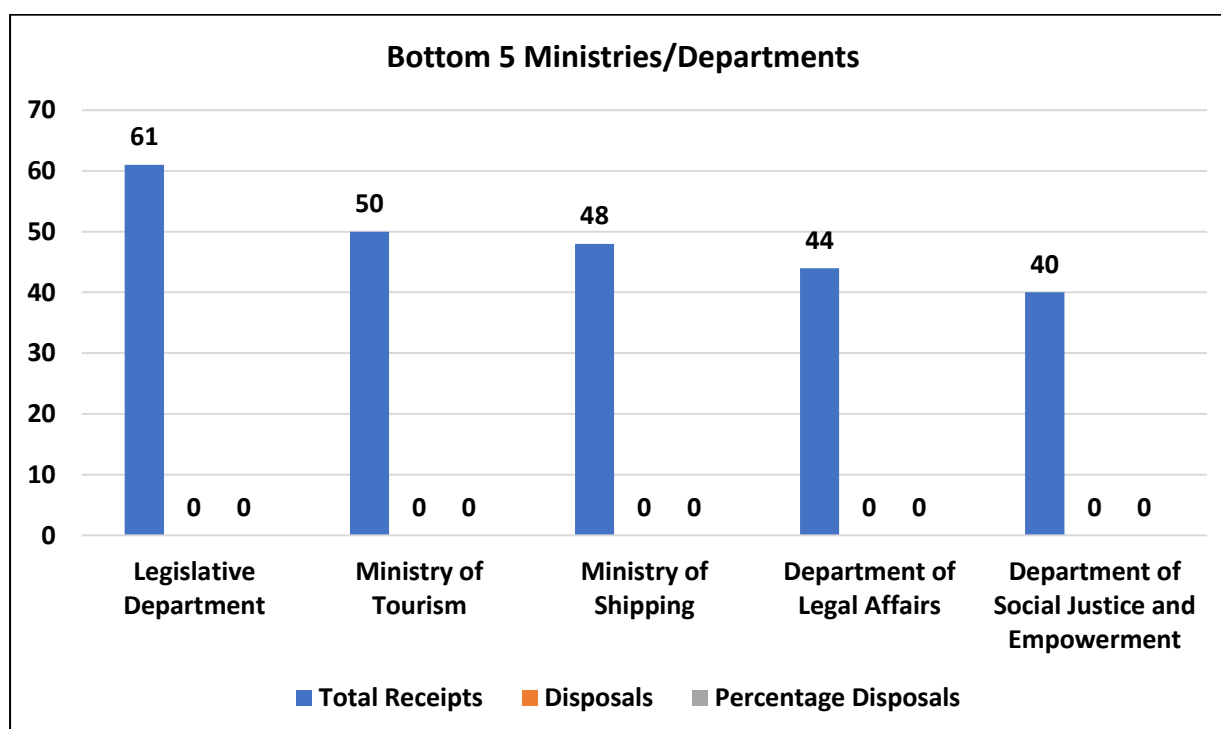
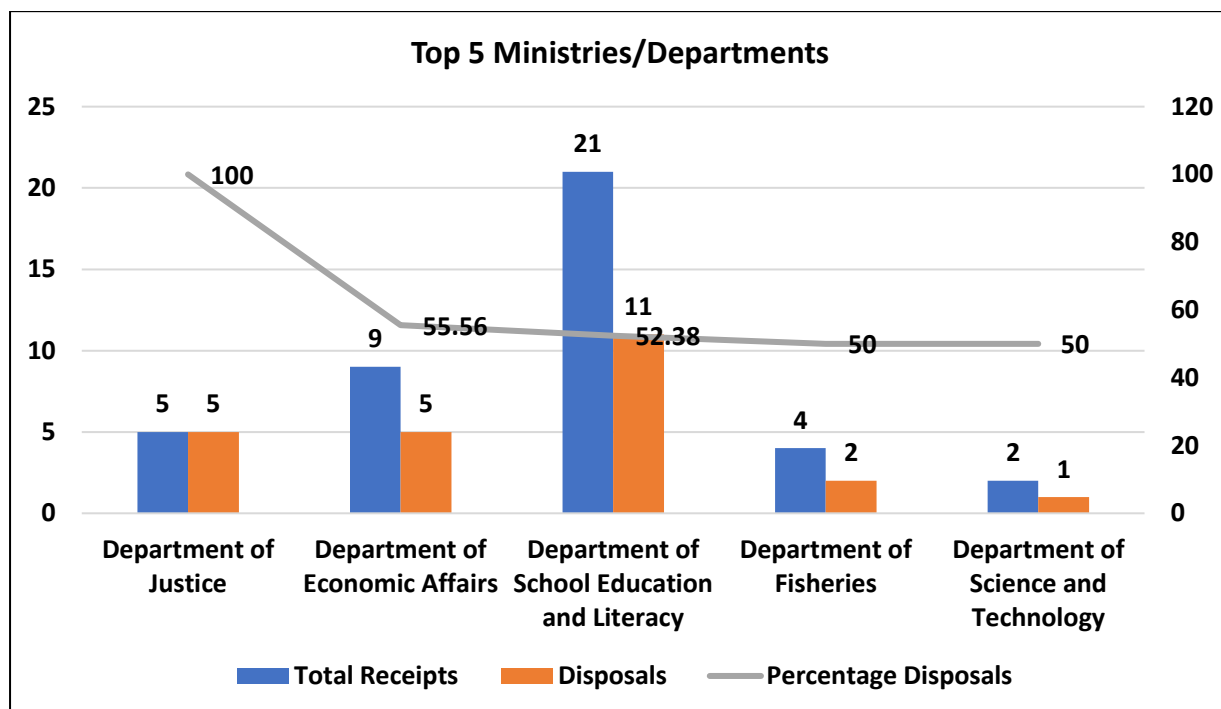
a. References from MPs



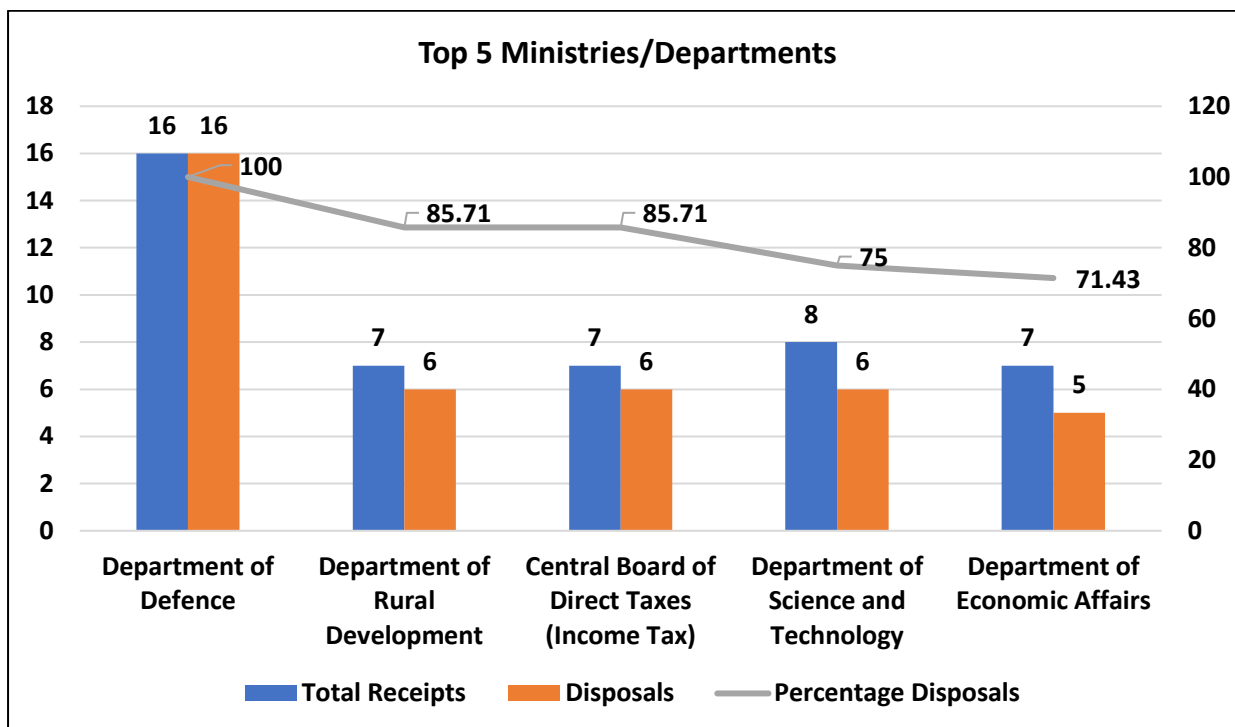
Note: Ministries/Departments are with targets greater than 10 MP References



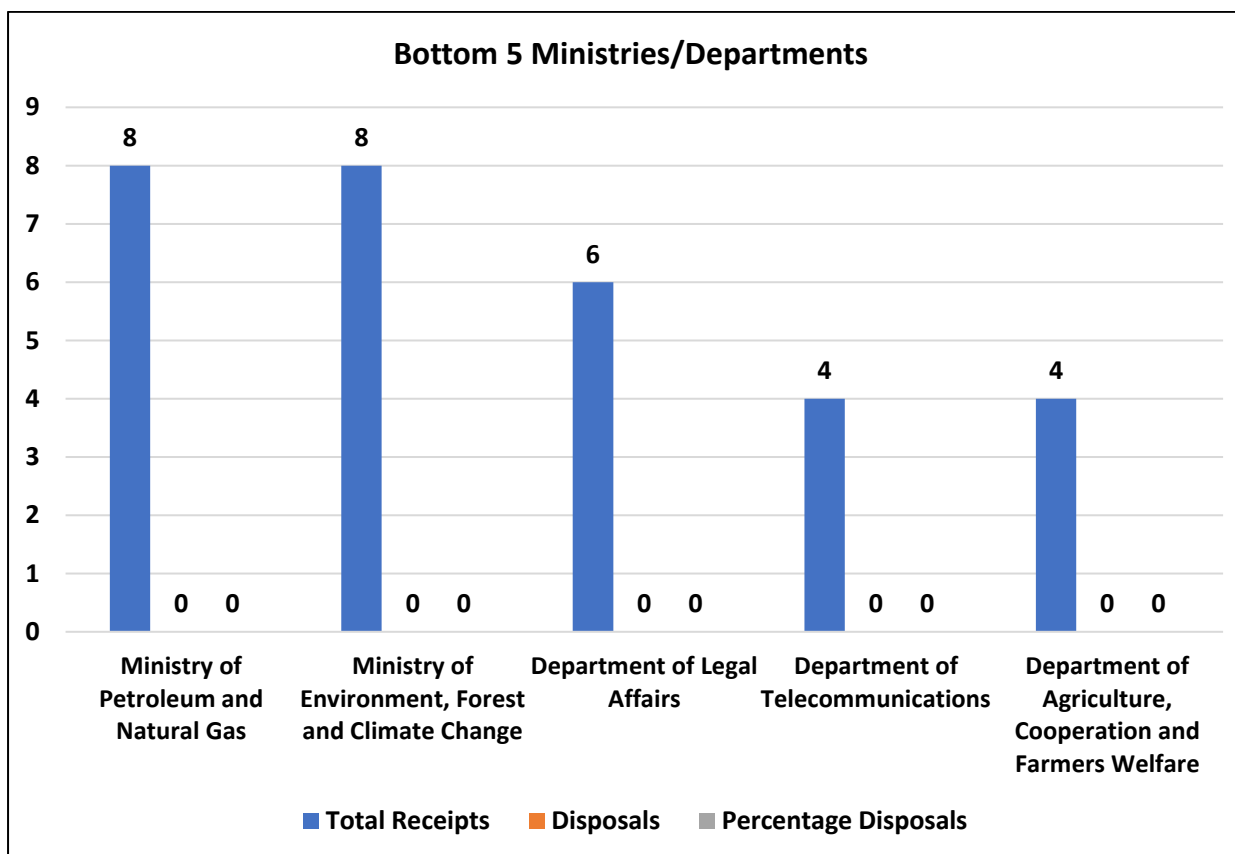
b. Parliamentary Assurance



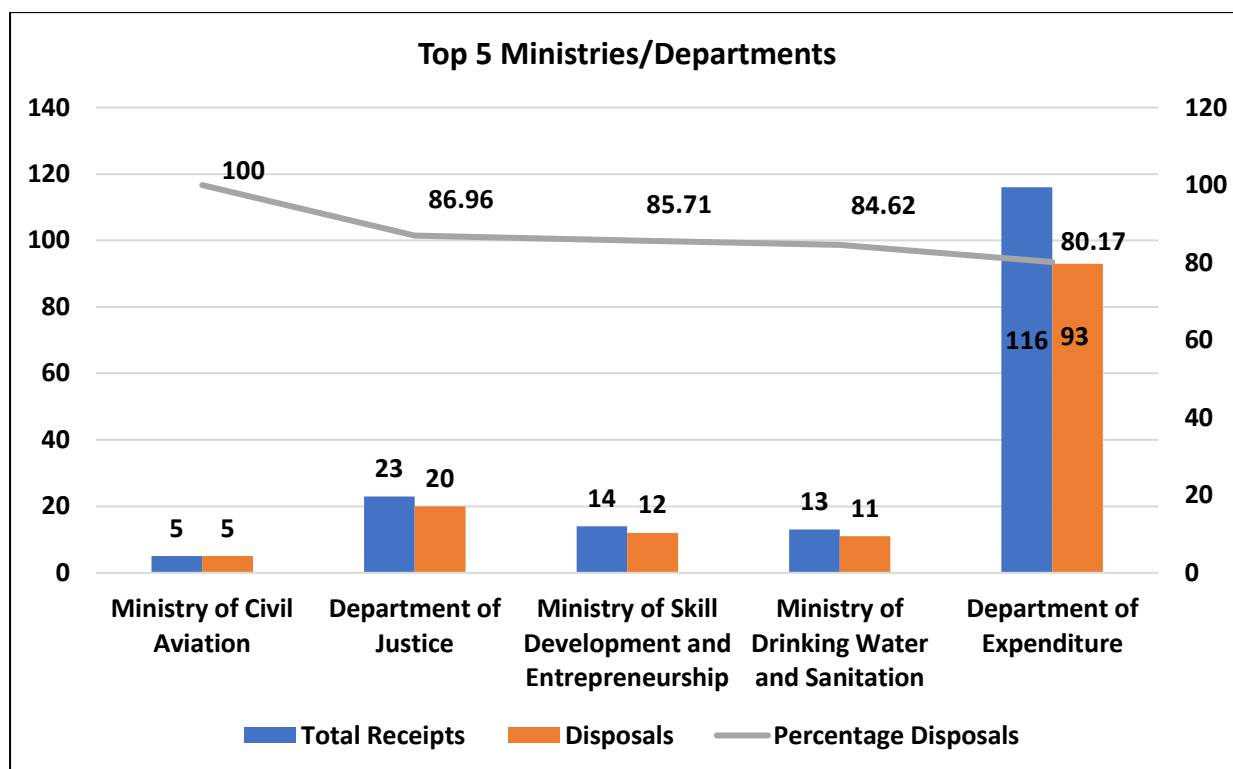
c. IMC References (Cabinet Proposals)



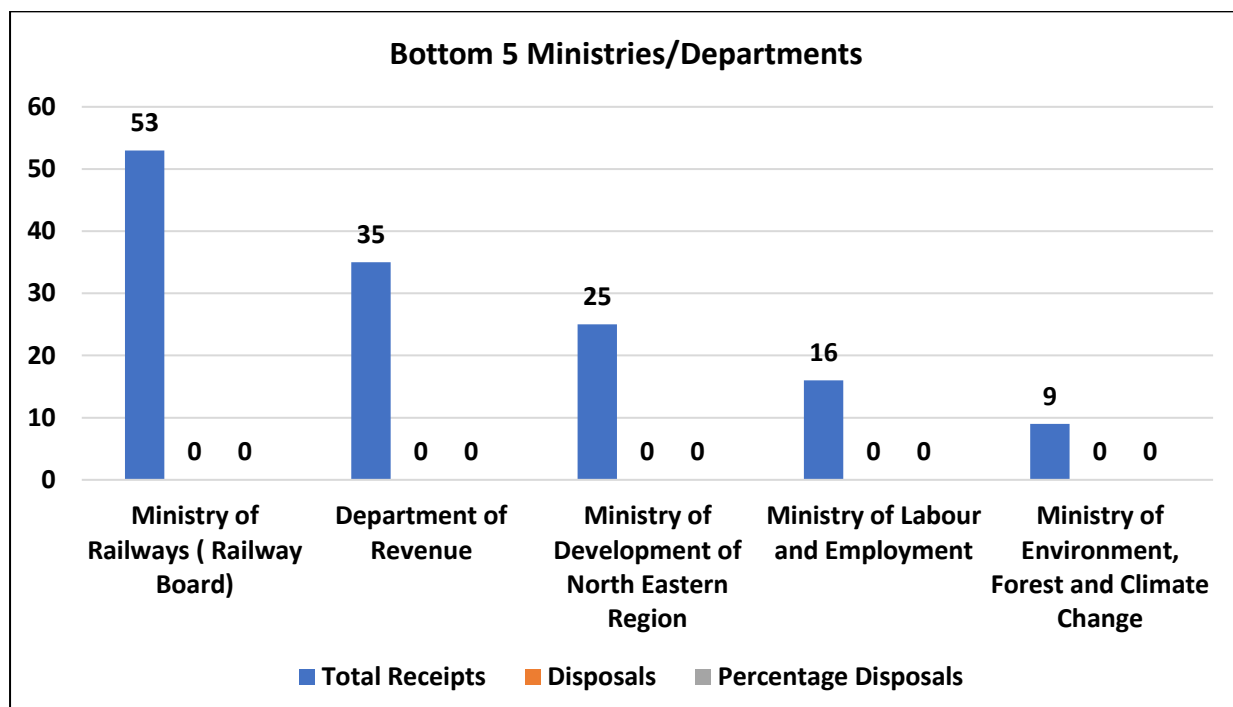
Note: Ministries/Departments are with targets greater than 3 IMC References



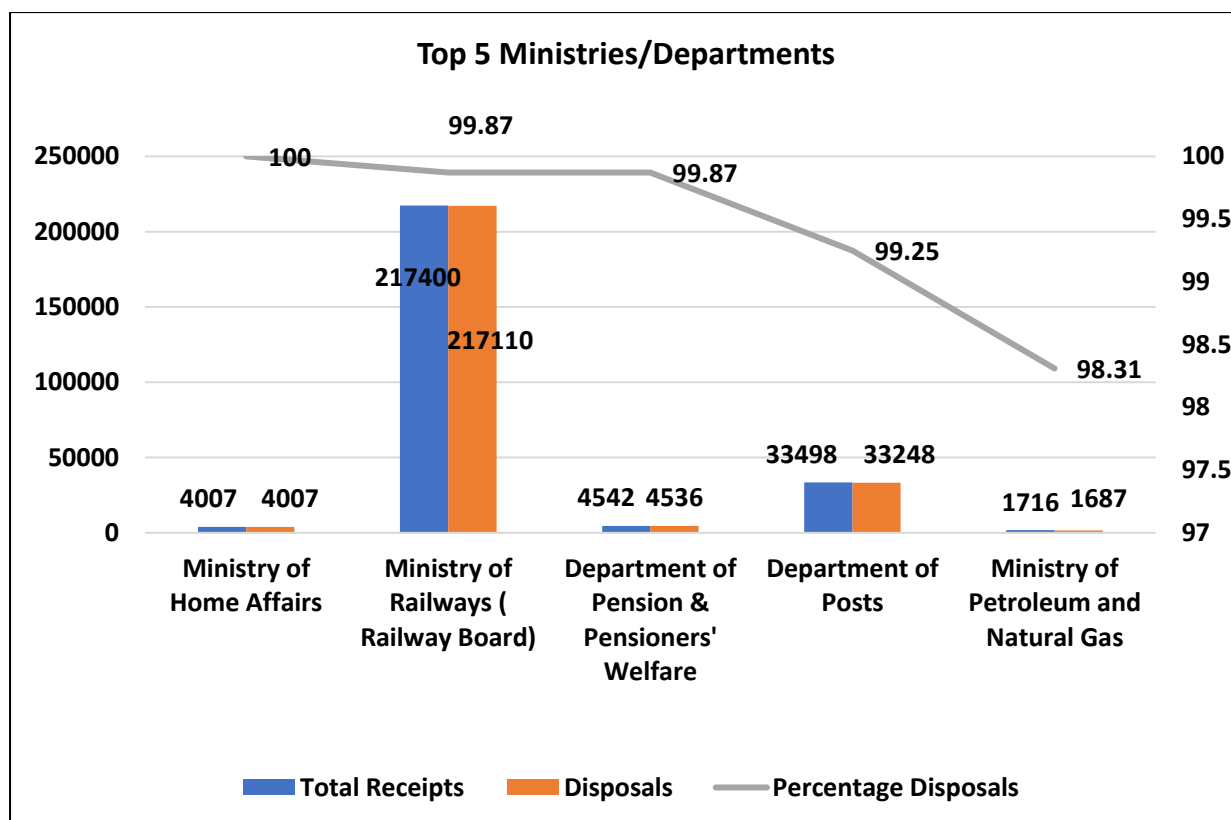
d. State Government References



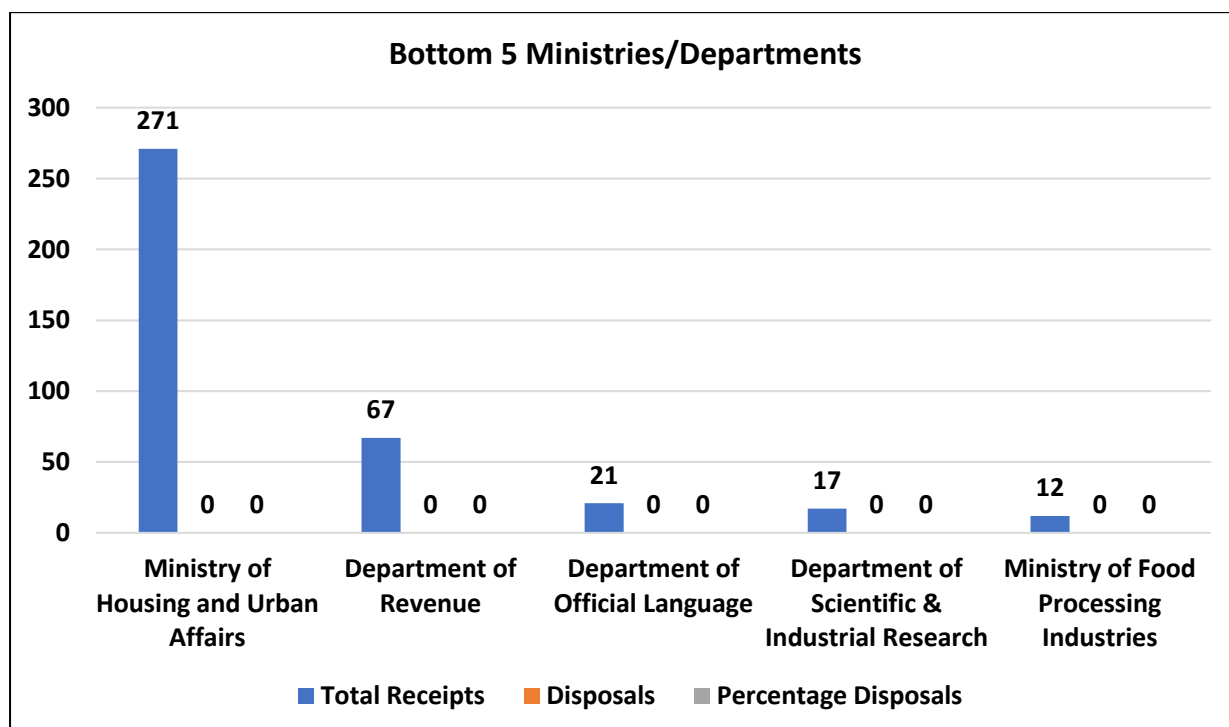
Note: Ministries/Departments are with targets greater than 4 State Government References



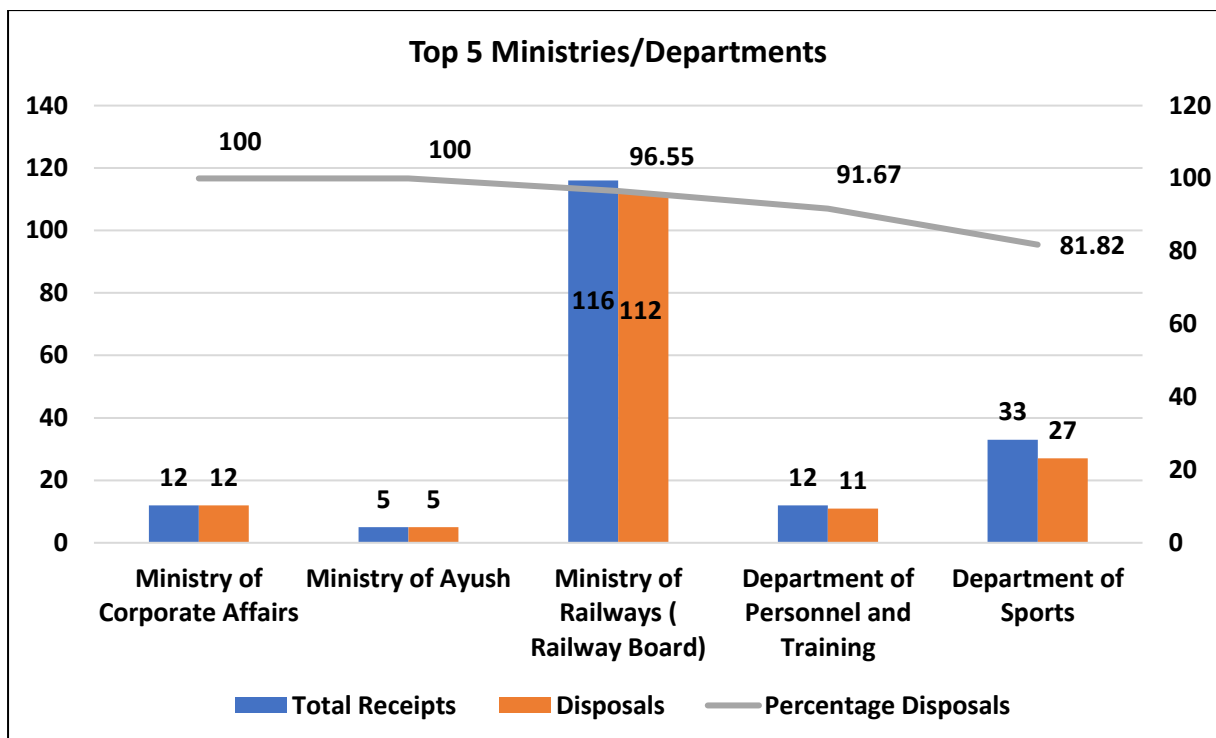
e. Public Grievances



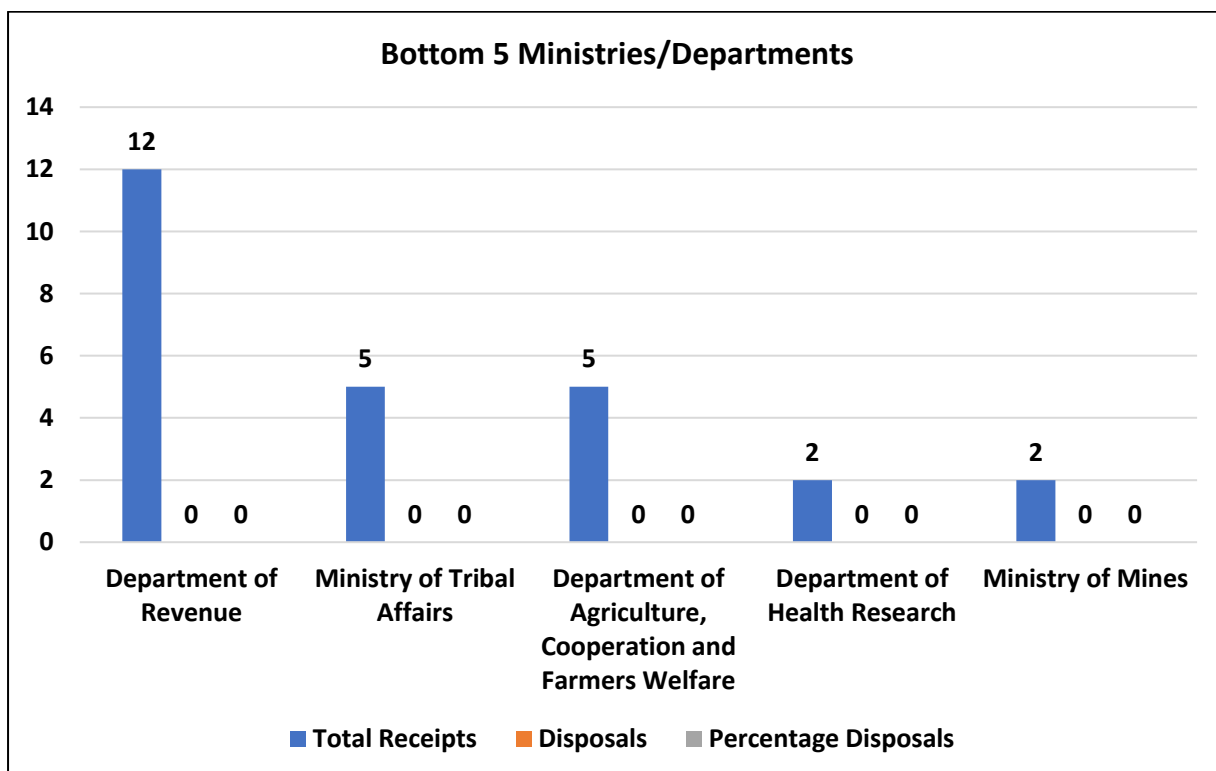
Note: Ministries/Departments are with targets greater than 100 Public Grievances



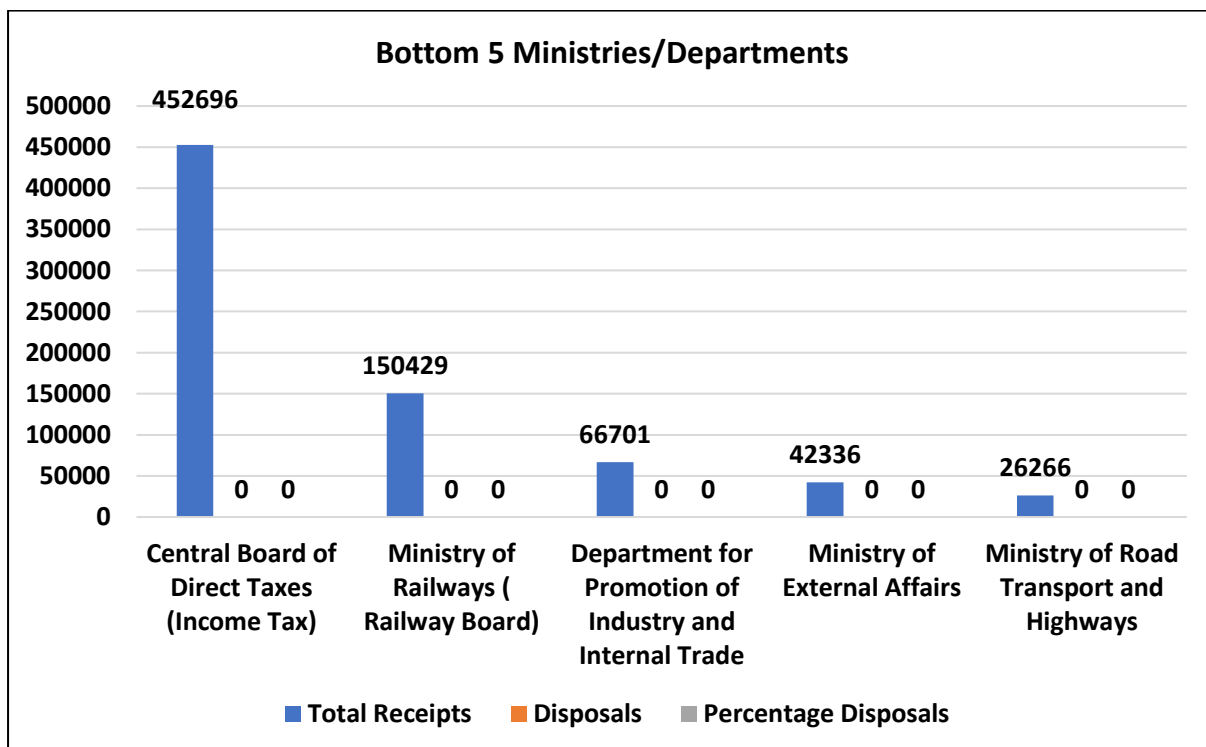
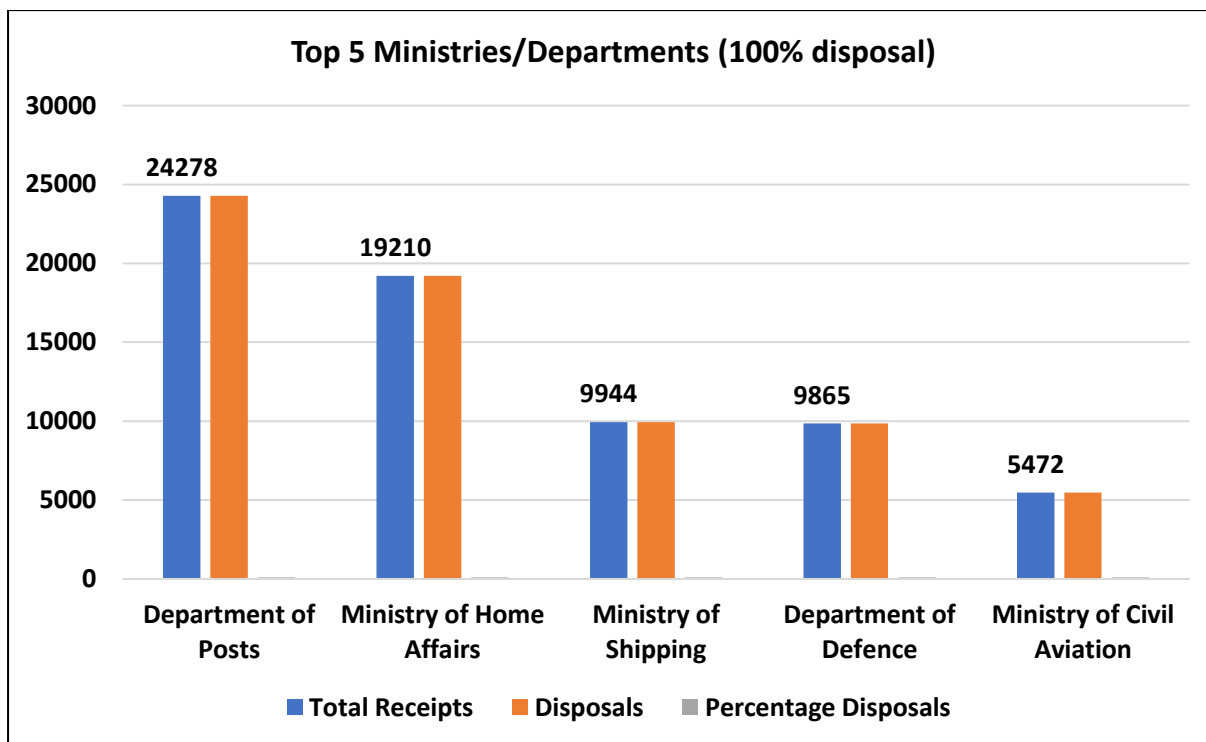
f. PMO References



Note: Ministries/Departments are with targets greater than 4 PMO References



g. Files Weeded Out

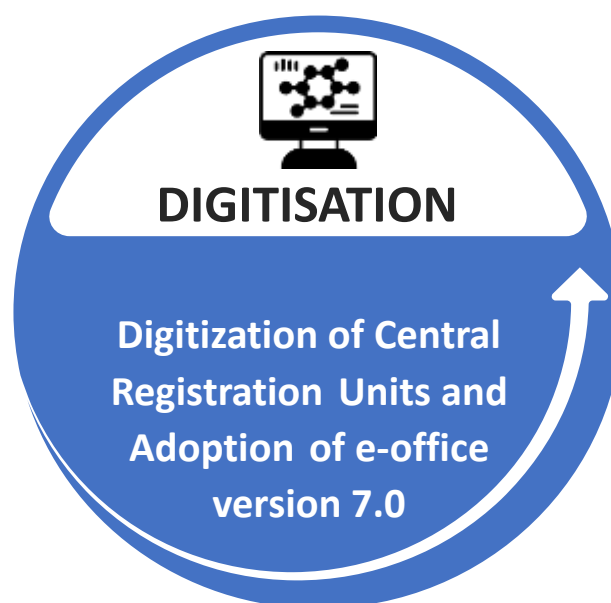


Increasing Efficiency in Decision Making in Central Secretariat (IEDM)

4 Increasing Efficiency in Decision Making in Central Secretariat

4.1 About IEDM

➤ Four-Pronged Approach

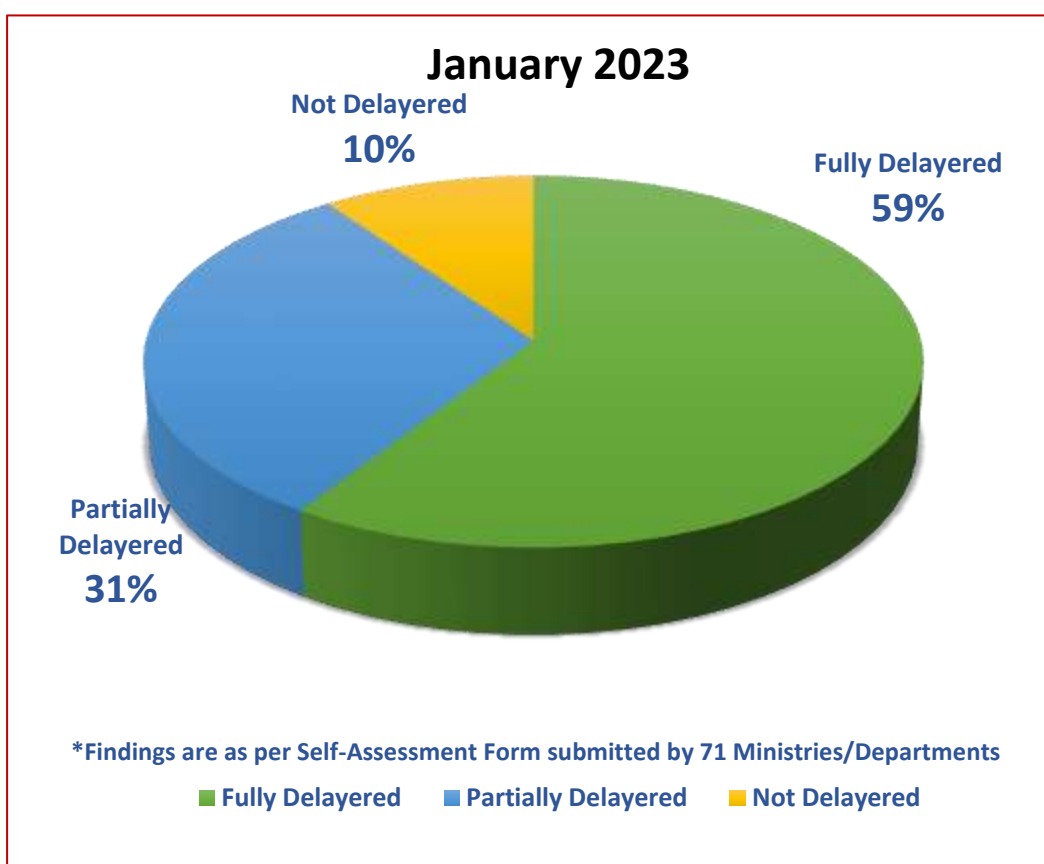


➤ **DARPG guidelines**

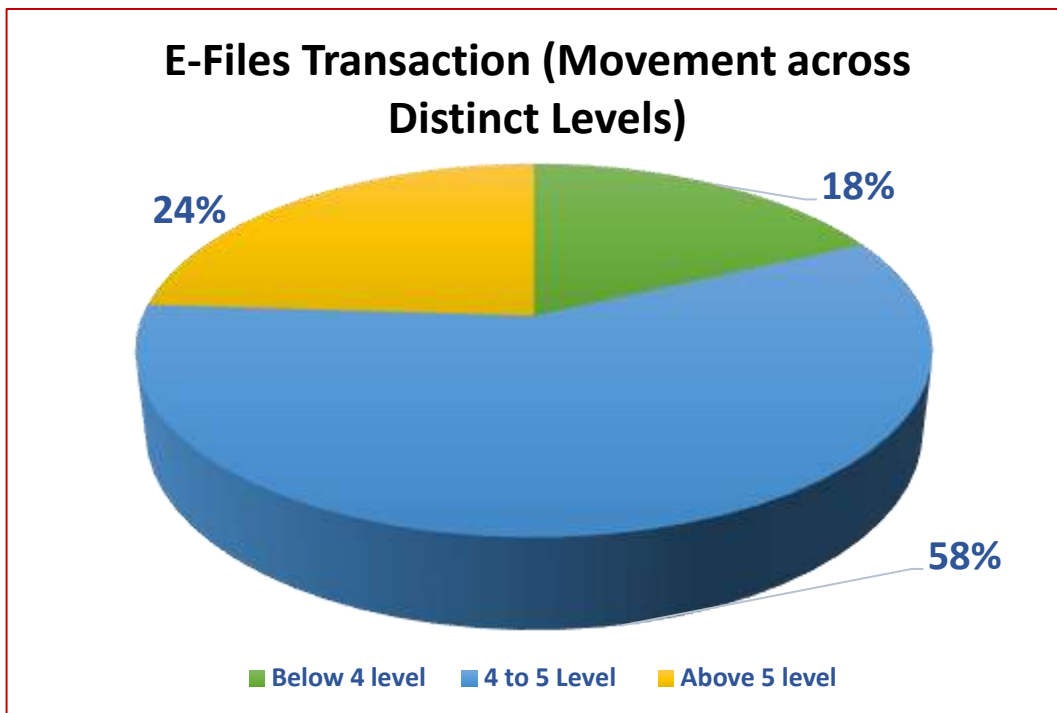
- Ministries must be advised that no physical papers or receipts should be generated for inter/intra Ministerial circulation
- The deployment of e-Office Version 7 should be expedited and NIC should increase its resources for the same
- E-Office analytics should be developed to measure the performance 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 Delayering

- Though 90% of Ministries/Departments* have delayed we find that there are still a few Ministries where JS is reporting exclusively through Additional Secretary
- Fully Implemented to delayering implies that all JS/equivalent report directly to Secretary or US/DS report directly to AS/equivalent



- Average disposal levels from 01-01-2023 to 31-01-2023 (% distribution of Ministries/Departments)



Ministries/Department with average disposal above 5 levels

Department of Drinking Water and Sanitation	Ministry of Earth Sciences
Department of Fertilizers	Ministry of Mines
Department of Food & Public Distribution	Ministry of Minority Affairs
Department of Rural Development	Ministry of Panchayati Raj
Department of Social Justice & Empowerment	Ministry of Parliamentary Affairs
Legislative Department	Ministry of Power
Ministry of AYUSH	Ministry of Road Transport & Highways
Ministry of Civil Aviation	Ministry of Textiles
Ministry of Women and Child Development	Ministry of Youth Affairs & Sports

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	Legislative Department

Partially Delayed

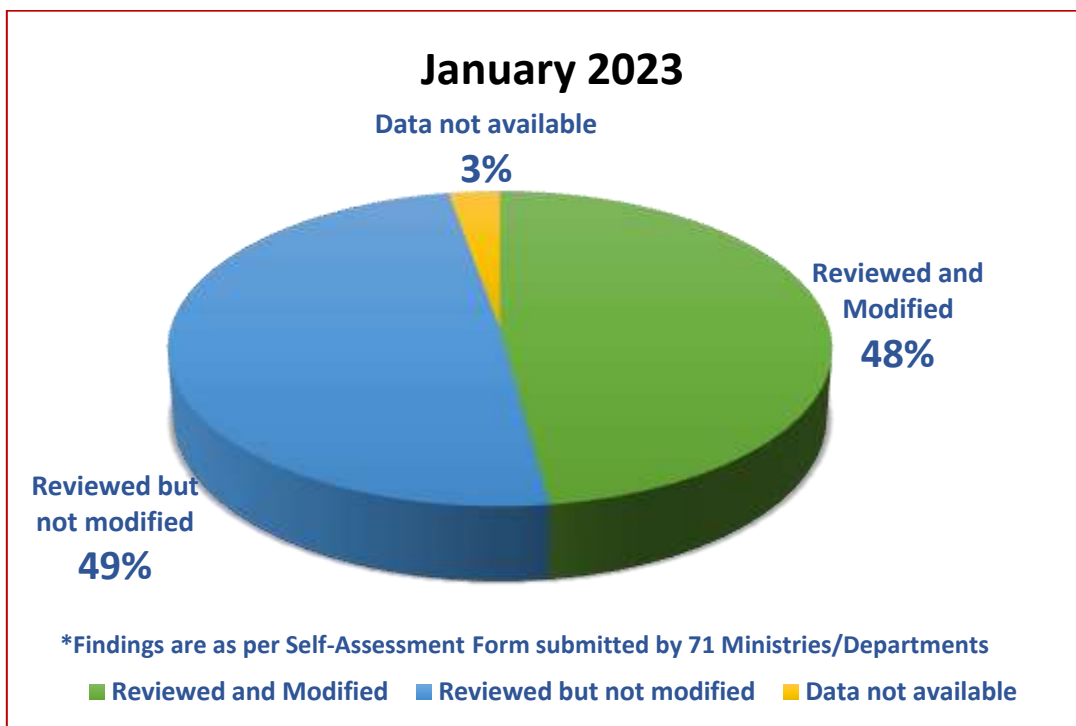
Department of Financial Services	Ministry of Electronics & Information Technology
Ministry of Coal	Ministry of Mines
Ministry of Water Resources, River Development & Ganga Rejuvenation	Department of Economic Affairs
Ministry of Shipping	NITI Aayog
Department of Consumer Affairs	Department of Personnel 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	Ministry of Labour Employment

Not Delayed

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

4.3 Delegation

- Though 97% of Ministries/ Department* have issued Orders of Delegation, we find that only 48% have reviewed and modified the same in the last 2 Financial Years



34 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)
Ministry of Coal	Department of Public Enterprise
Department of Military Affairs	Ministry of Labour and Employment
Legislative Department	

a. Noteworthy Best Practices

➤ **Department of Agriculture Cooperation and Famer's Welfare**

- Extensive review was undertaken including in attached/subordinate offices
- Reduction in proposals being submitted to IFD for concurrence and in particular from the Attached/Subordinate office
- For example, General Administration: Division(s) is able to procure IT equipment, desktop etc. without referring the matters to IFD

➤ **Ministry of Railways**

- Full powers have been delegated to General Managers for acceptance of tenders in 2022
- Powers to sanction detailed/revised estimates have also been enhanced powers of Zonal Railways and other units have been liberalized

➤ **Department of Posts**

- More financial powers have been delegated to Heads of circles in 2021-2022
- Reduction in cases being referred to Postal Directorate by more than 90%
- Financial Powers have also been delegated to Postal Accounts officers as they lead large establishment
- Better financial management, faster decision making and avoidance of delays

➤ **Defence Research and Development Organisation, Ministry of Road Transport and Highway**

- Extensive delegation undertaken across all attached/subordinate offices including field offices

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

*As on December 31, 2022

E-office Implementation and Analytics

5. E- Office Implementation and Analytics

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.

5.1 E-office version 7.0 Migration Status

➤ Ministries/Department

- Total number of Ministries/Departments on E-office 7.0 – 72

Schedule for migration to e-office version 7.0 for remaining 3 Ministries/Departments

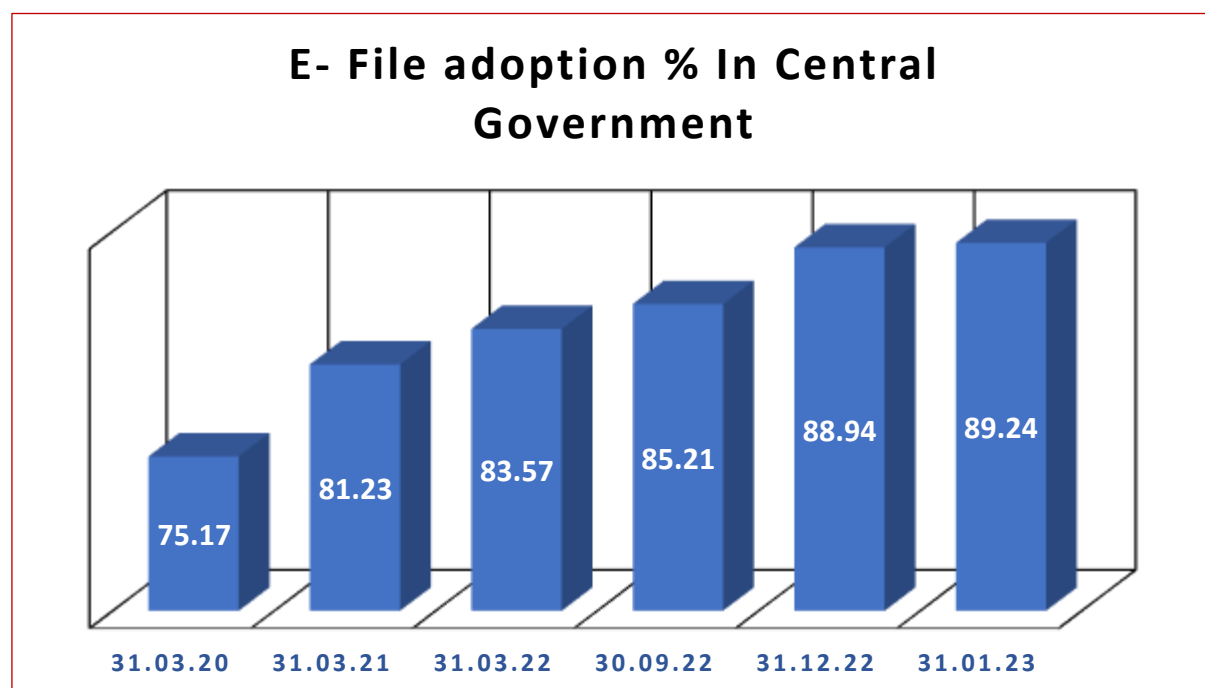
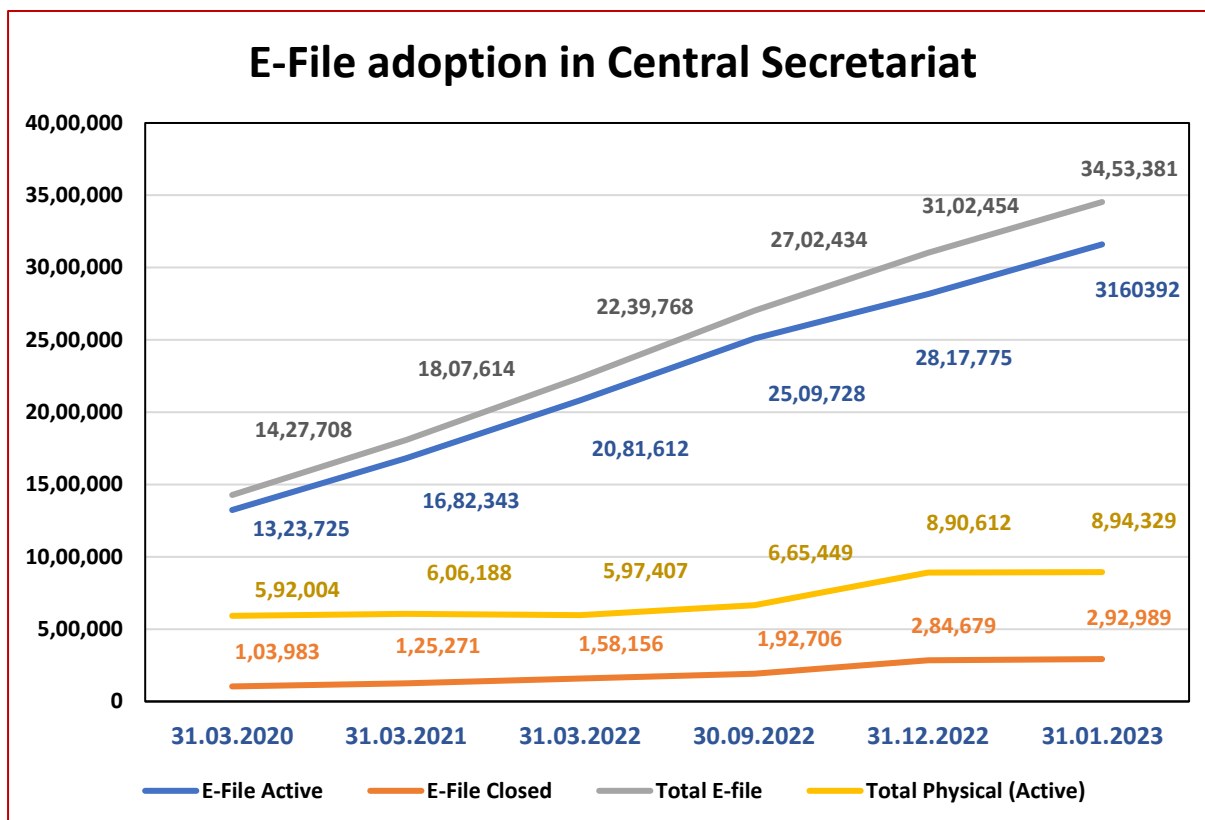
S. No.	Ministry/Department	From Date	To Date
1.	Ministry of Tribal Affairs	10-Feb-23	13-Feb-23
2.	Department of Commerce	10-Feb-23	13-Feb-23
3.	Ministry of Cooperation	24-Feb-23	27-Feb-23

Ministries/Department who have migrated in second fortnight of January 2023

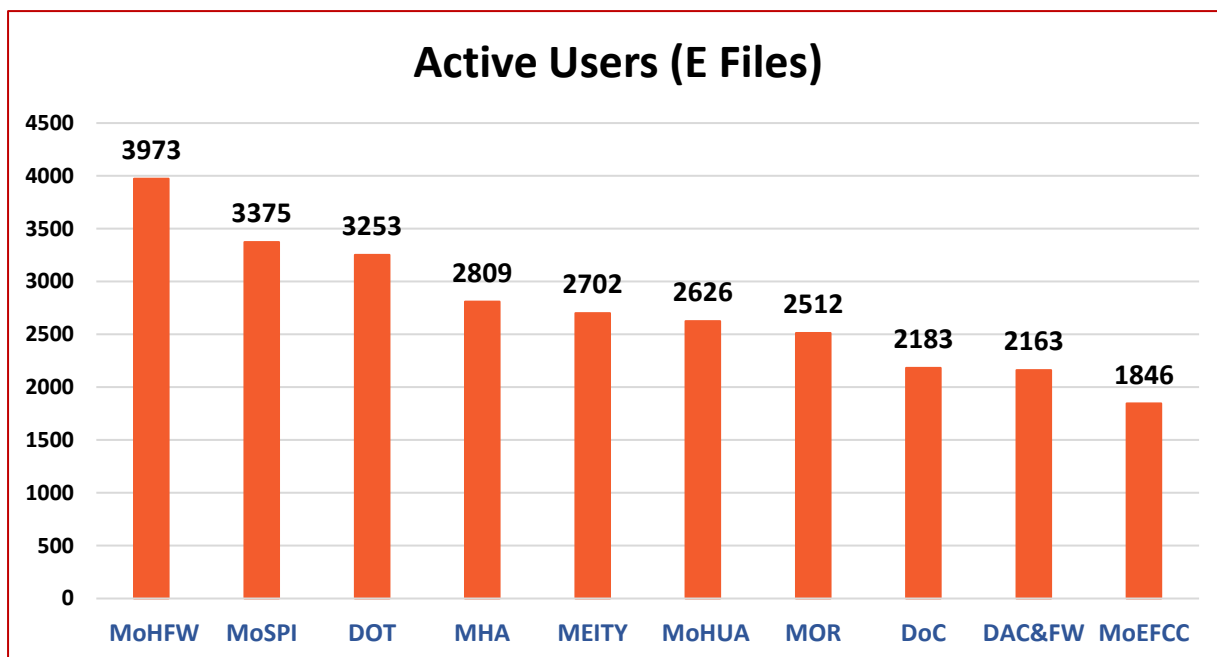
S. No	Ministry/Department
1.	Ministry of Parliamentary Affairs
2.	Ministry of External Affairs
3.	Ministry of Road Transport & Highways
4.	Ministry of Petroleum and Natural Gas
5.	Ministry of New and Renewable Energy
6.	Ministry of Textiles

5.2 Growth in E-File adoption (% share of e-files)

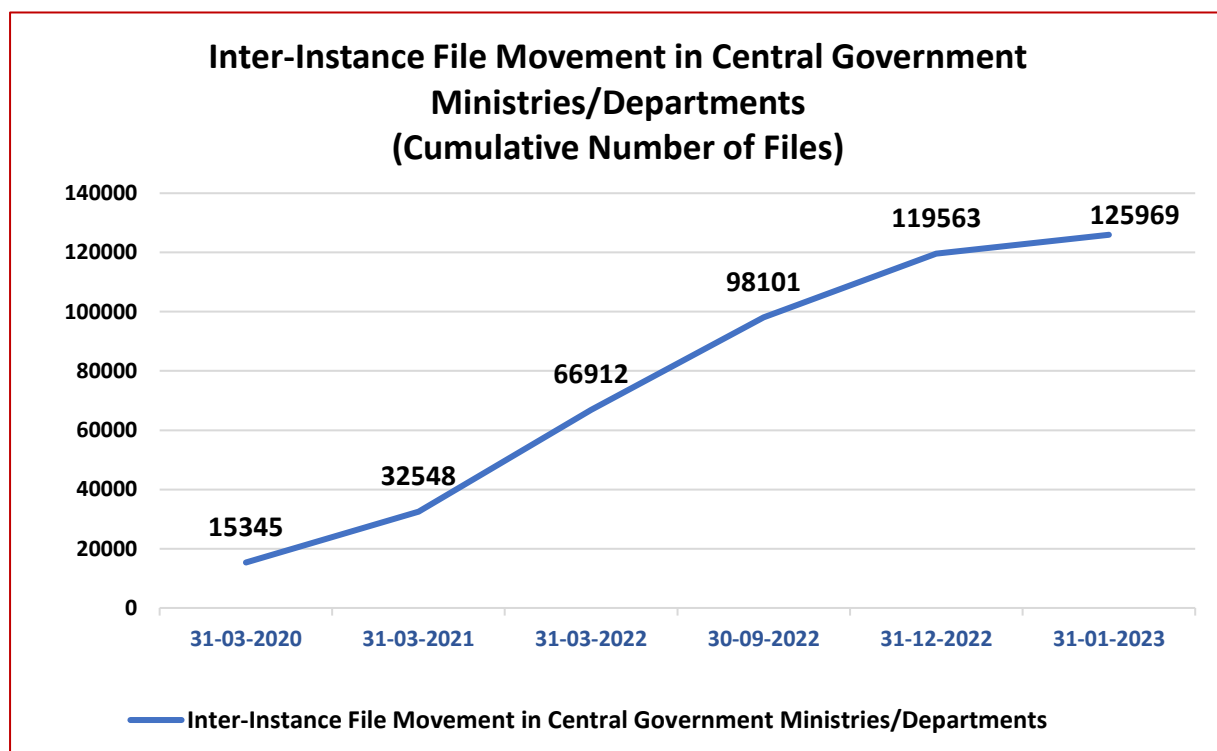
- 42 Ministries/Departments have reduced number of physical files from 31.12.2022 to 31.01.2023



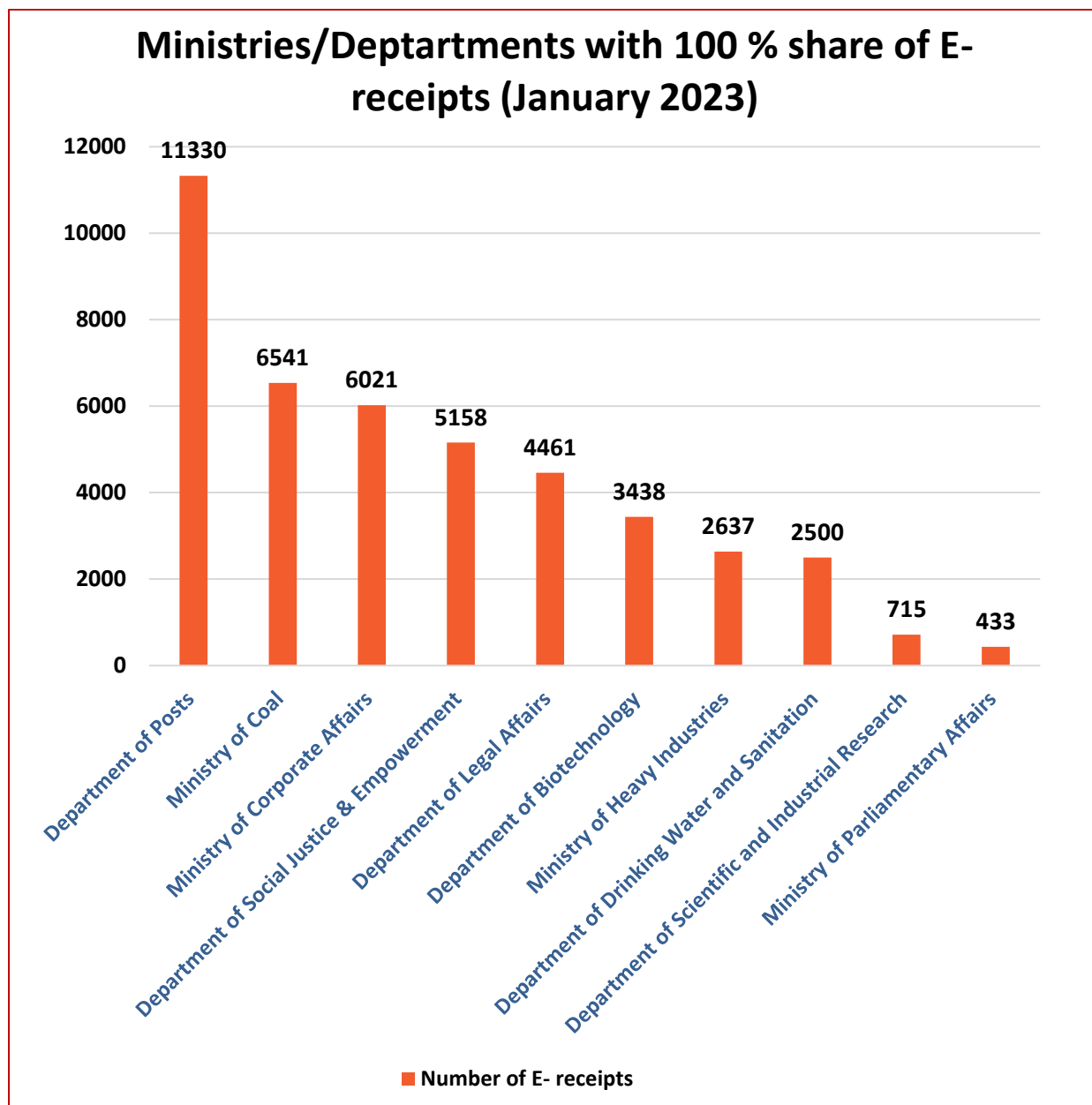
5.3 Top Ten Ministries/Departments with number of Users as on 31.01.2023



5.4 Inter-Departmental File Movement



5.5 E- Receipt adoption (% share of E-Receipts)



Office Memorandums

6. Office Memorandums

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'

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

1/1407/2022

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'

वी. श्रीनिवास, आई.ए.एस.

V. Srinivas, IAS

सचिव

SECRETARY



सत्यमेव जयते



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, SANAD 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. This was to be completed by 31 December, 2022.

- 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.
- 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.
- 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
Secretary
Ministry of Cooperation
Atal Akshya Urja Bhawan
CGO Complex,
New Delhi - 110003



सूचना का
अधिकार

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Annexure- I Data Upload Status

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

S No	Ministry / Department
1.	Department of Defence Research and Development
2.	Department of Fertilizers
3.	Department of Investment & Public Asset Management
4.	Department of Official Language
5.	Department of Revenue
6.	Department of Scientific & Industrial Research
7.	Department of Space
8.	Legislative Department
9.	Ministry of Development of North Eastern Region
10.	Ministry of Power
11.	Ministry of Tourism



Department of Administrative Reforms and Public Grievances

Government of India

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