



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 | June-July 2023

Department of Administrative
Reforms and Public Grievances

Table of Contents

1. Key Highlights (June-July 2023)	4
1.1 Swachhata Campaign and Reducing Pendency.....	4
1.2 Increasing Efficiency in Decision Making in Central Secretariat.....	4
1.3 e-Office Analytics and Implementation	5
2. Swachhata Campaign and Reducing Pendency (June-July 2023)	6
2.1 Status of Swachhata Campaign	6
a. Revenue Earned from Scrap Disposal.....	7
b. Space Freed	7
c. Cleanliness Campaign sites.....	8
d. Files Weeded Out (Physical Files)	8
2.2 Analysis of Swachhata Parameters (June-July 2023)	9
2.3 Performance on Pendency Parameters (No. of Min/Dept, % Disposal Wise)	10
2.4 Before-After Pictures/ Best Practices	11
3. Increasing Efficiency in Decision Making in Central Secretariat	14
3.1 DARPG Guidelines	14
3.2 Delaying.....	15
3.3 Delegation	17
3.4 Desk Officer System.....	19
3.5 Impact of IEDM	20
4. eOffice Analytics and Implementation	23
4.1 eOffice Analytics	23
4.2 eOffice version 7.0 Migration Status	23
4.3 Growth in eFiles Adoption in Central Secretariat (% share of eFiles).....	24
4.4 Inter-Departmental File Movement	27
4.5 eReceipts Adoption (% share of eReceipts).....	28
4.6 % usage of DSC/eSign (above 10% for JS/equivalent and above hierarchies)	28
5. In Focus	29
5.1 Ministry of Housing & Urban Affairs.....	29
a. Introduction	29
b. Glimpses of Swachhata	32
c. Notable Best Practices of Ministry of Housing & Urban Affairs	33
d. Swachhata in Ministry of Housing & Urban Affairs (Jan - July 2023)	34
5.2 Ministry of Mines	35

a. Introduction	35
b. Notable Best Practices	35
c. Swacchata in Ministry of Mines (Jan - July 2023).....	40
6. Office Memorandums	41
6.1 DO letter on Third Party evaluation report for Increasing Efficiency in Decision Making	41
6.2 OM on 'Reducing Pendency Matters to the Minimum Possible in Government'	42
6.3 OM on 'Delaying and Migration to eOffice'	43
Annexure- I Data Upload Status	45
Annexure- II	46
Annexure- III.....	49

1. Key Highlights (June-July 2023)

1.1 Swachhata Campaign and Reducing Pendency (June-July 2023)

Swachhata Campaign

- a) **Cleanliness Campaigns conducted at 7,186 sites**
- b) **40.64 lakh sq. ft of Space freed**
- c) **Rs 37.56 Cr of Revenue earned by scrap disposal**

Reduction In Pendency

- a) **Disposed**
 - ✓ **8.63 lakh Public Grievances**
 - ✓ **42,706 Public Grievances Appeals**
 - ✓ **1365 PMO References**
 - ✓ **677 References from State Governments**
 - ✓ **4,014 References from MPs**
 - ✓ **421 IMC References**
- b) **Fulfilled**
 - ✓ **161 Parliamentary Assurances**

Record Management

- a) **3,21,673** physical files reviewed and **1,48,824** physical files weeded out
- b) **172** Files identified under Category A for transfer to the National Archives of India
- c) **1,830** Files identified under Category B for transfer to the National Archives of India

1.2 Increasing Efficiency in Decision Making in Central Secretariat

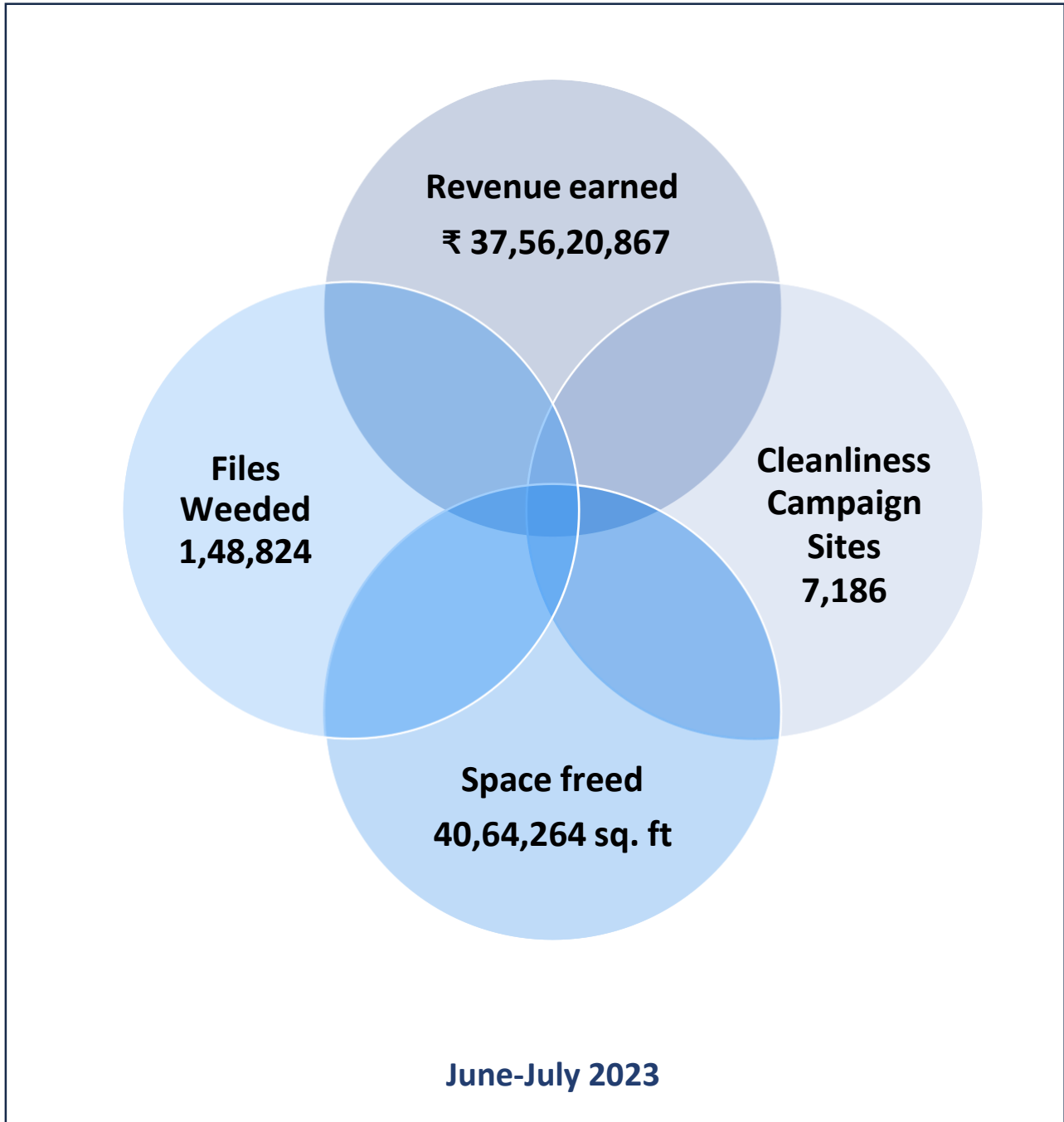
- **Delayering:** **79** Ministries/Department have implemented Delayering on the basis of reporting structure of JS to AS
 - **60** Ministries/Departments have Fully Delayed
 - **19** Ministries/Departments are Partially Delayed
- **Delegation:** **43** Ministries/Departments have reviewed and modified 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

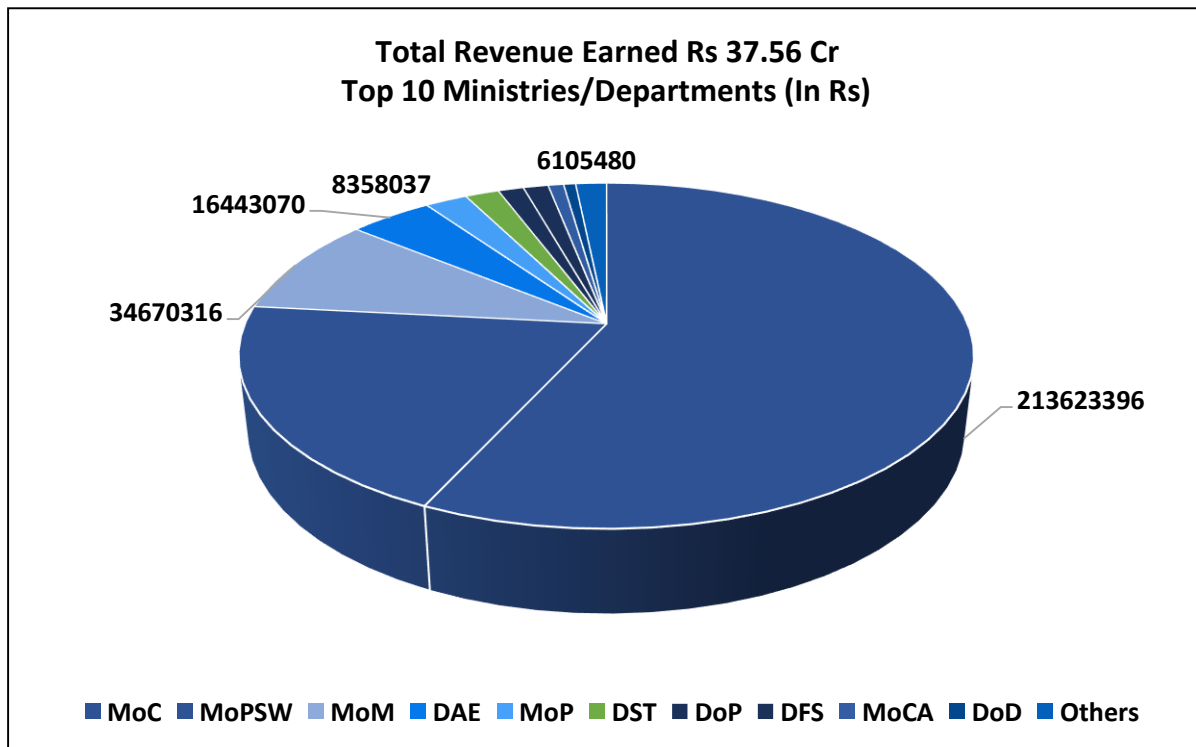
- **10** Ministries/Departments have 100% share of eReceipts in June 2023
- **Overall, 91.92% share of eReceipts in June 2023 against 91.43%** share in May 2023
- eFile Adoption in Central Government is at 90.19%
- **40 Ministries/Departments** have adopted the Desk Officer System, as of March 2023

2. Swachhata Campaign and Reducing Pendency

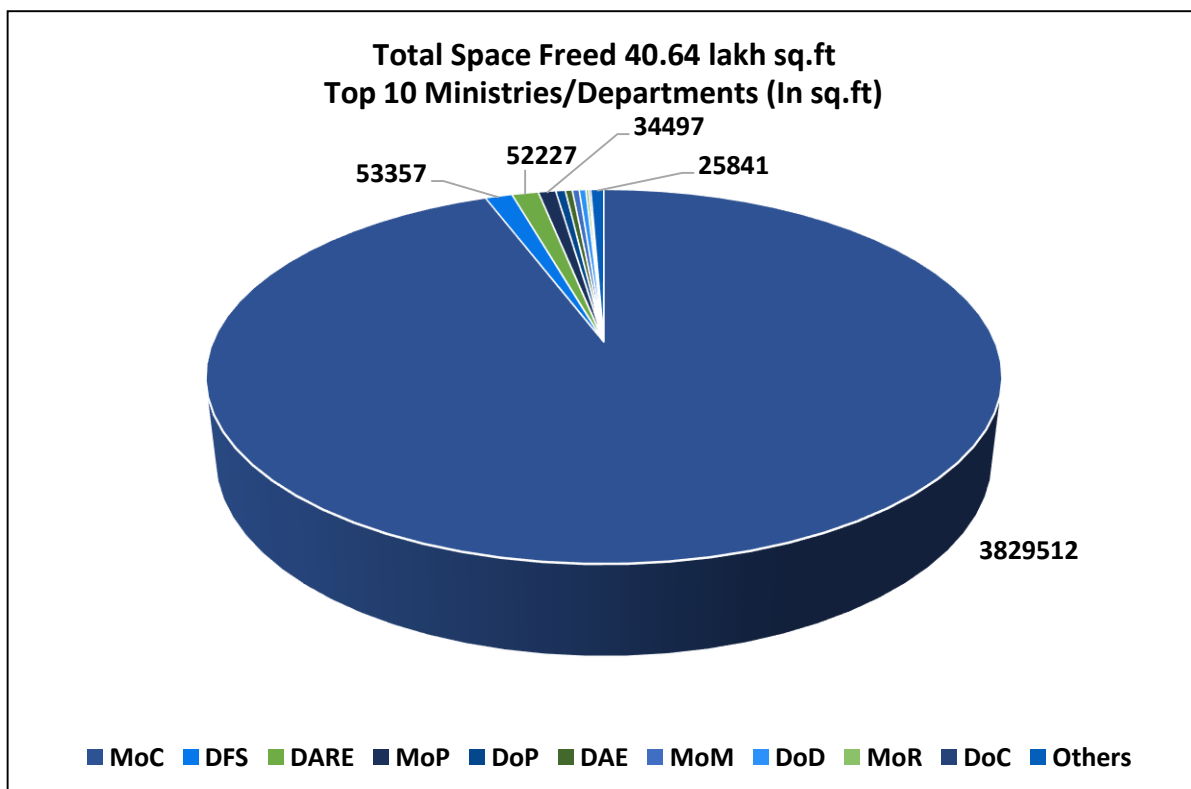
2.1 Status of Swachhata Campaign



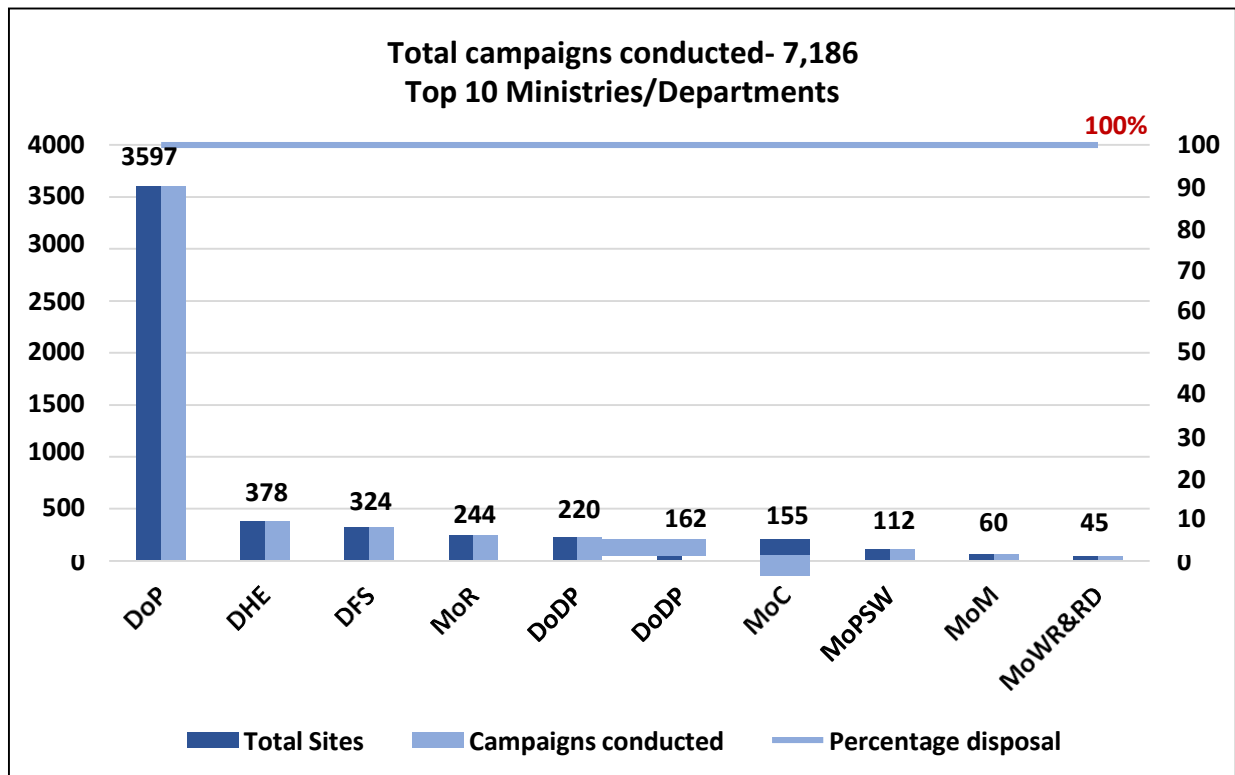
a. Revenue Earned from Scrap Disposal



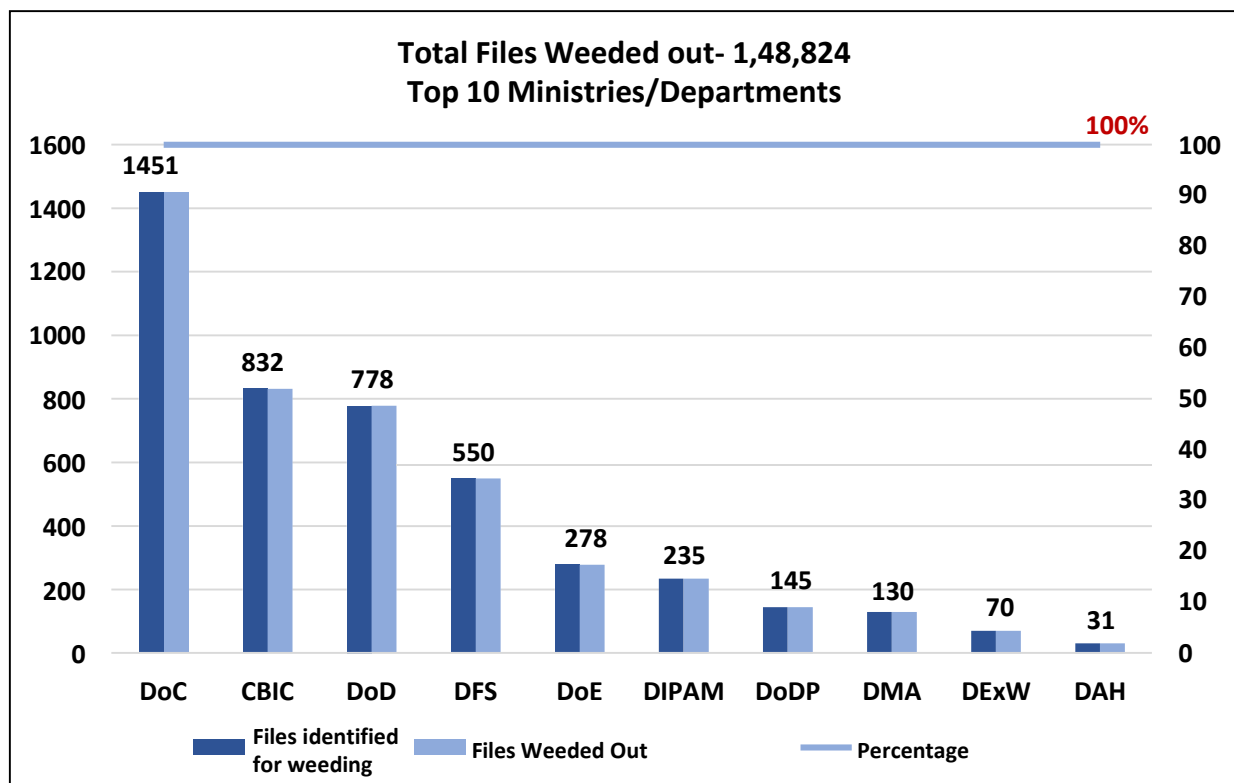
b. Space Freed



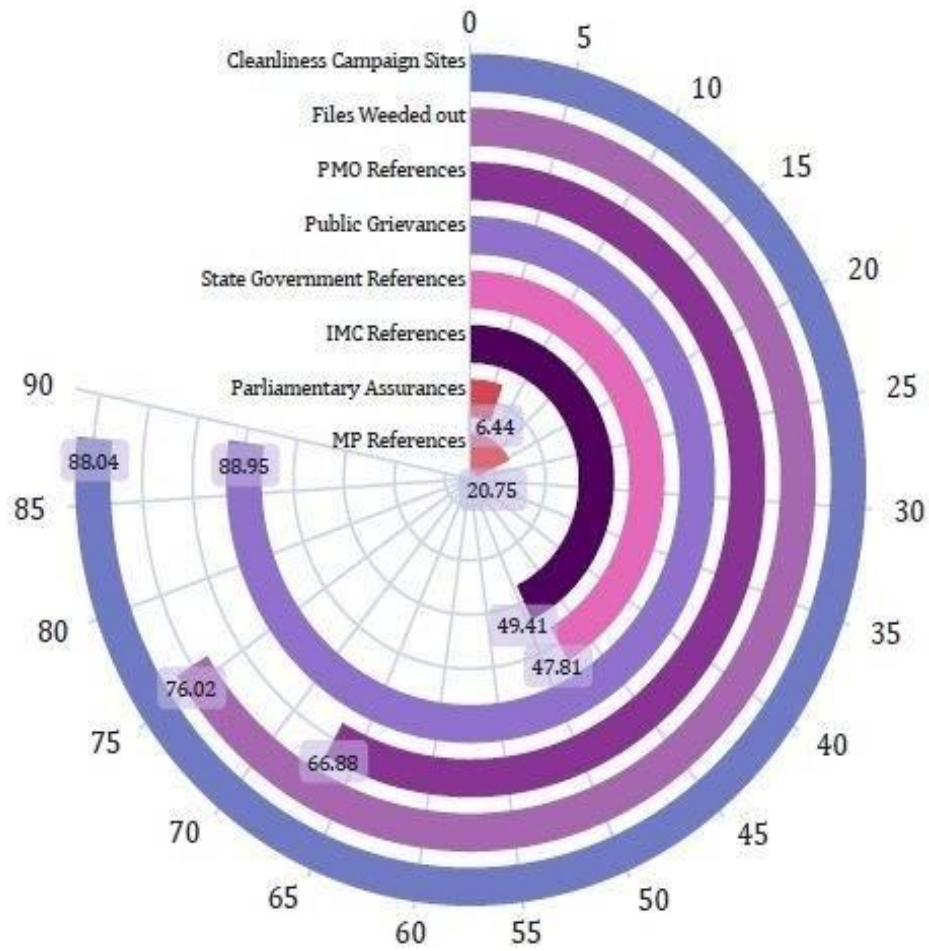
c. Cleanliness Campaign sites



d. Files Weeded Out (Physical Files)

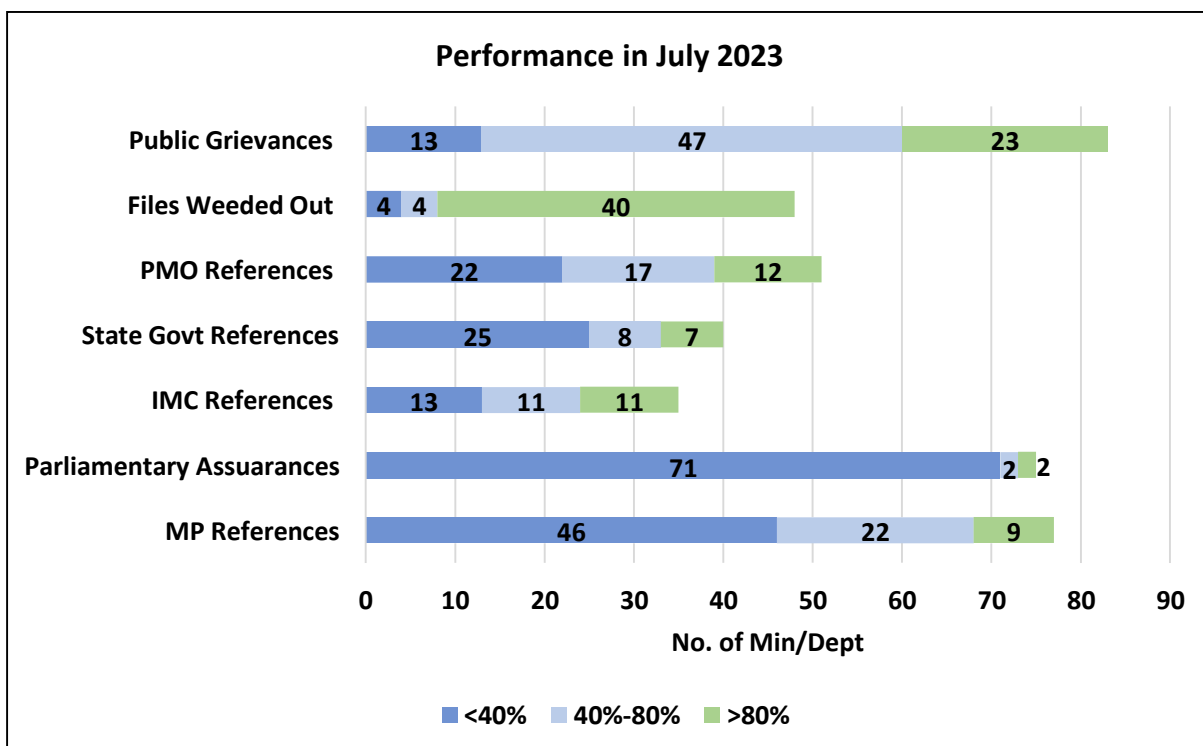
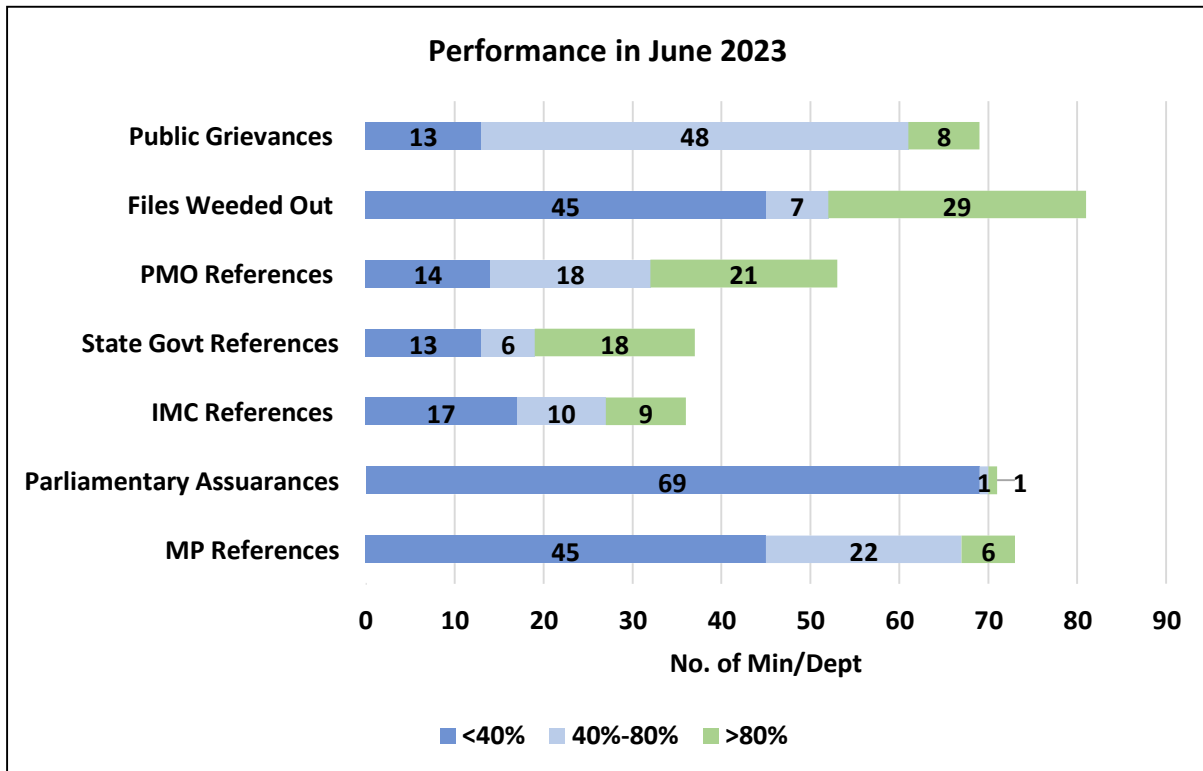


2.2 Analysis of Swachhata Parameters (June-July 2023)



Analysis on the basis of % disposal
June-July 2023

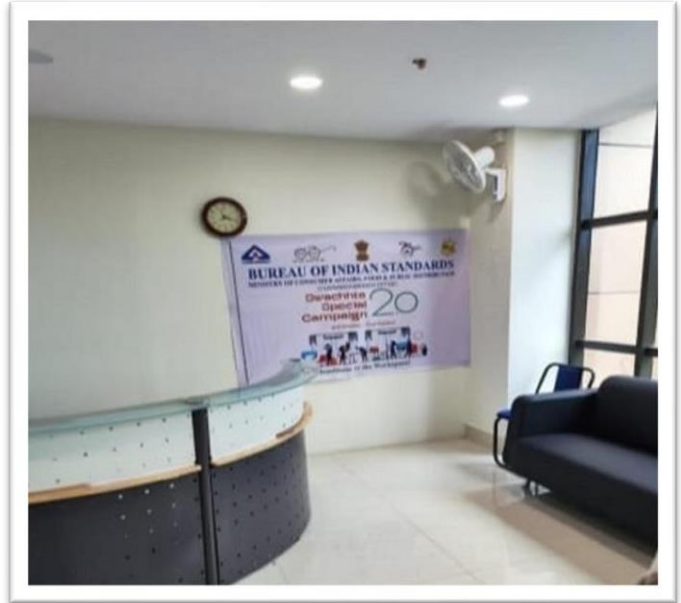
2.3 Performance on Pendency Parameters (No. of Min/Dept, % Disposal Wise)



2.4 Before-After Pictures/ Best Practices



Before

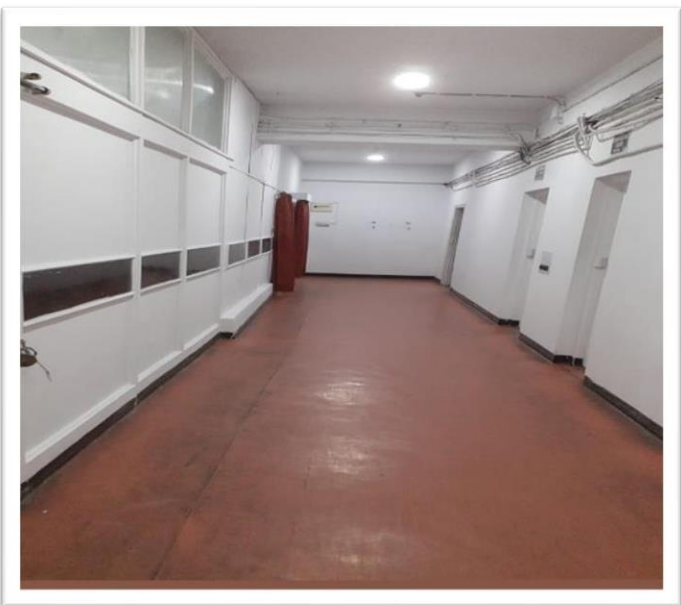


After

Enhancing office spaces, Bureau of Indian Standards; Department of Consumer Affairs



Before



After

Electronic scrap disposal, Office of CGDA, New Delhi; Department of Defence

➤ **“Scrap room converted to Gym”- Department of Telecommunications**

To ensure health and well-being of the employees which will also enable them to contribute more effectively in the discharge of their official duties, a Gym has been set up in Department of Telecommunications Sanchar Bhawan from the Staff Welfare Fund. It was inaugurated by Additional Secretary (Telecom) on 23rd June, 2023.



The Gym at their workplace will make it easier for employees to find time to exercise and improve their health which is expected to increase productivity, improve health and reduce healthcare costs. Treadmills, cross-trainer, cycling, rowing machines and dumbbells/ weights etc. are available in the Gym. A Trainer has also been engaged for guiding/helping the participants. The Gym timings for male & female employees have been scheduled appropriately to ensure easy access as well as reduce eating into office work timings.

INCREASING EFFICIENCY IN DECISION MAKING IN CENTRAL SECRETARIAT (IEDM)

3. Increasing Efficiency in Decision Making in Central Secretariat

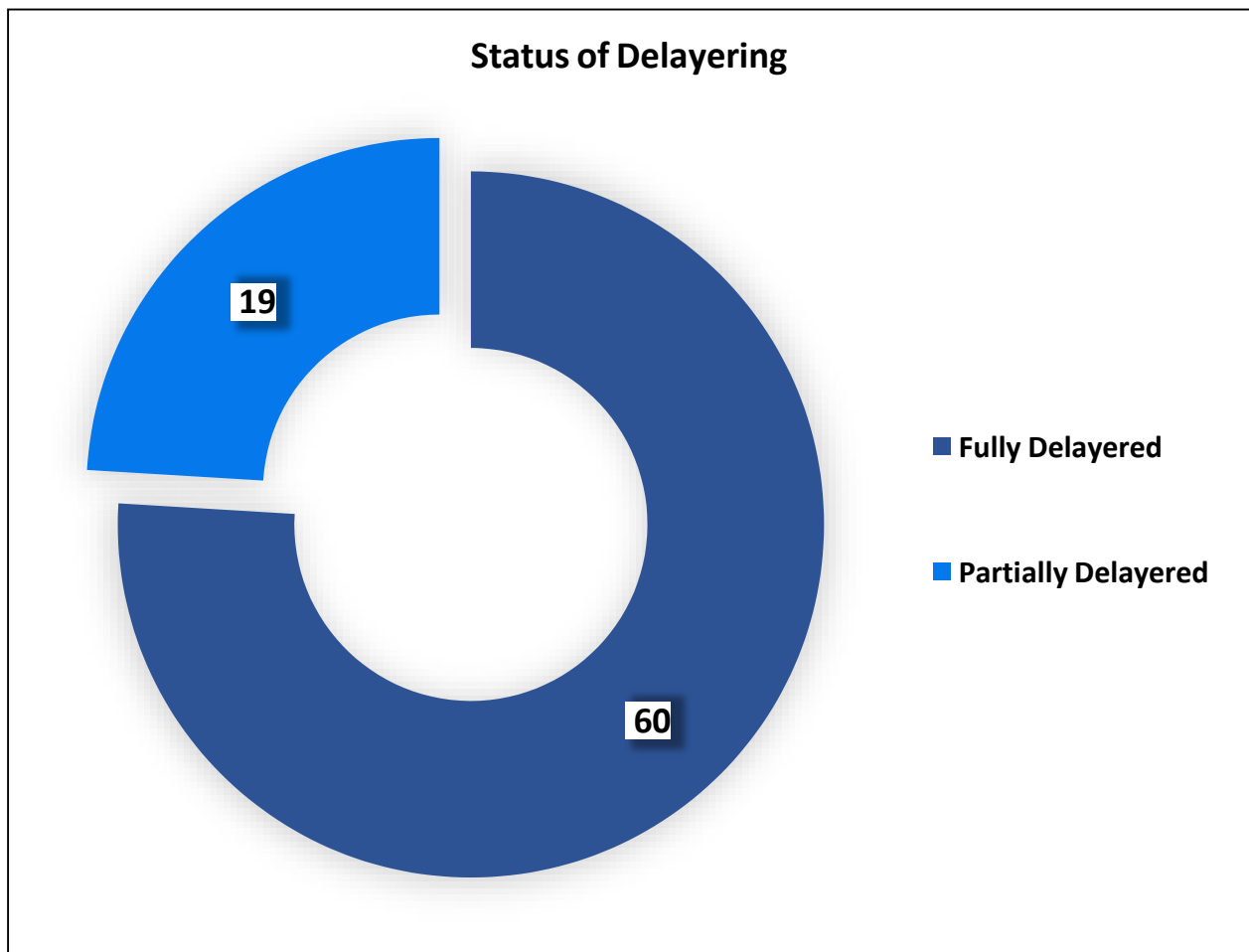
3.1 DARPG Guidelines

- **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.
 - **DELEGATION:** refers to giving powers to lower formations in financial as well administration functioning of officers of Min/Dept.
 - **DESK OFFICER SYSTEM:** refers to operationalization of desk officer system in Min/Dept.
 - **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.
- **Third party Evaluation**
- Physical Visits: 85 Ministries/Departments were covered for the assessment. CBDT, CBIC, and DRDO have not been included in the analysis due to their unique structure.
 - Data analytics: Addendum report and presentation with a deeper analysis of delayering (reporting structure, subjects with more than 4 levels of

submission) and delegation of financial (contingent and miscellaneous) and administrative power.

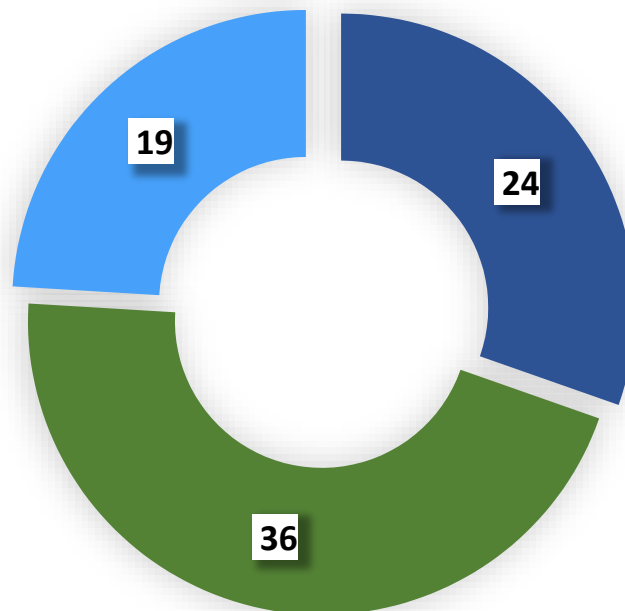
3.2 Delaying

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



- 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

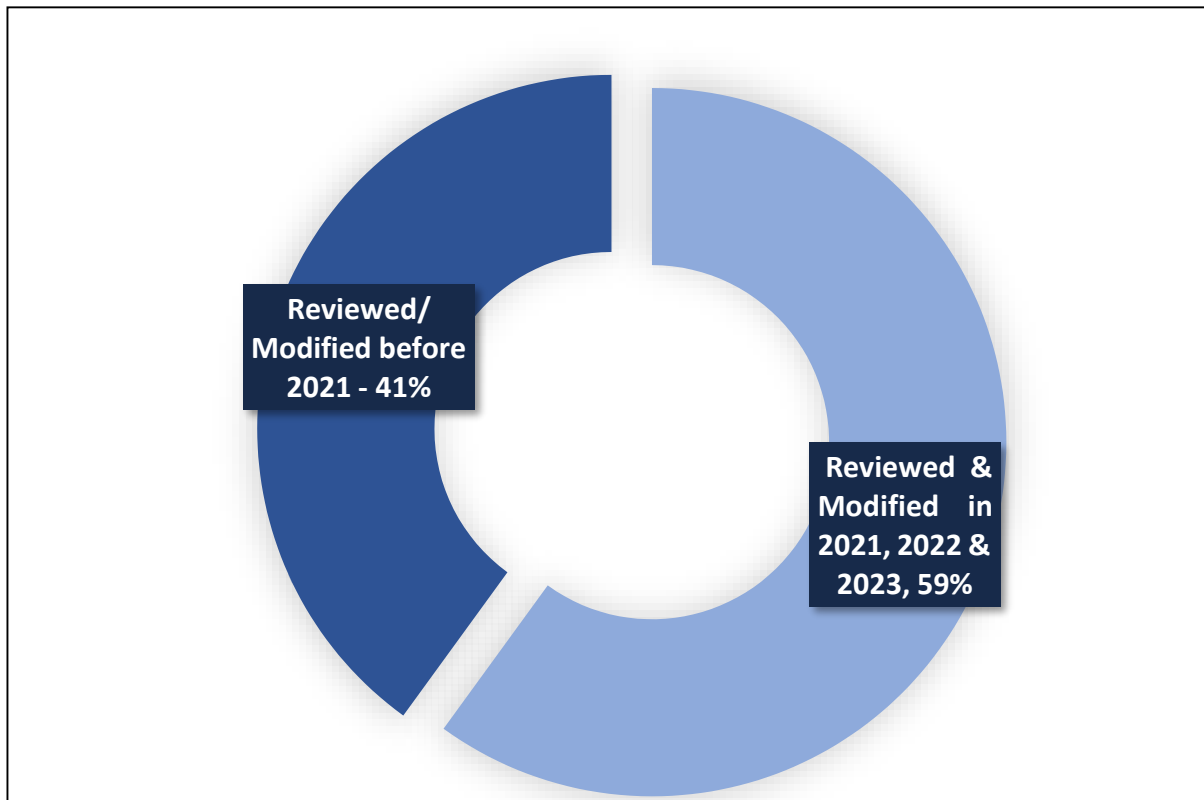
Delegation of Financial Powers (Head of Department- Contingent & Misc Under Schedule V&VI of DFPR)

- 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

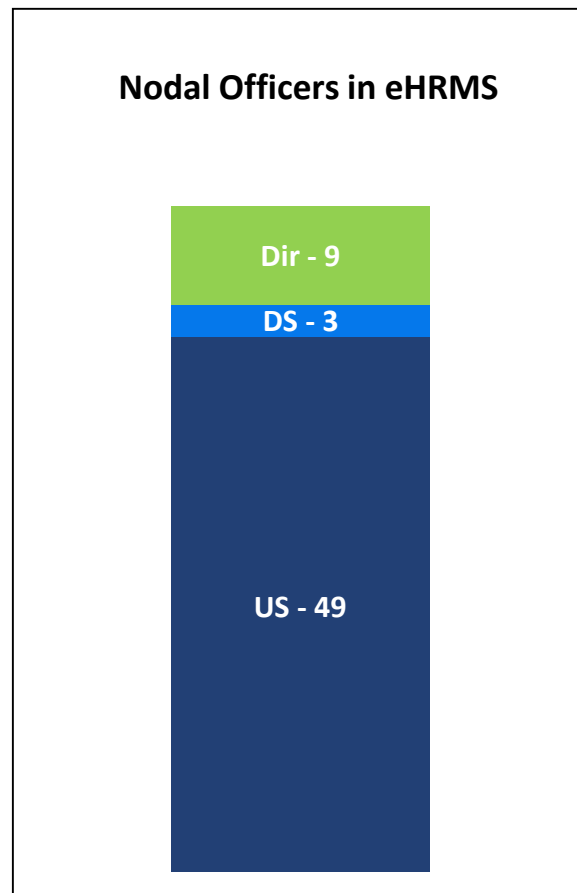
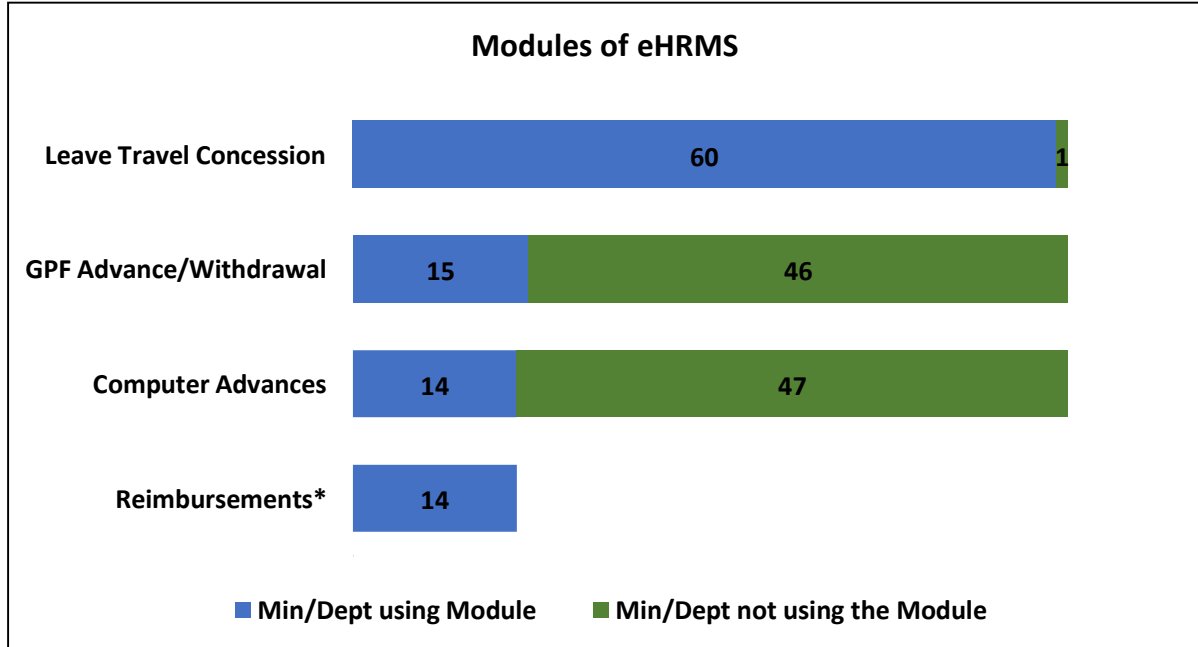
Delegation of Administrative Powers

- 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 Biotechnology**

E-Book, INTRADBT, and eProMIS have been initiated to enable applicants to submit proposals, create a repository of all schemes, and provide a one-stop source of information to the Department employees. eProMIS enable applicants to submit competitive research grant project proposals under various R&D programs of the Department of Biotechnology (DBT) around the year without waiting for specific calls for proposals.

➤ **Department of Commerce**

The Department of Commerce has taken several steps for capacity building and training of its employees. In addition to the annual capacity building plan, 30% of the total employees of the Department have completed their training modules on the Dakshata Programme. The Department has developed an intranet portal accessible to all employees, which helps in data dissemination and digitization of administrative procedures. The portal has provisions for conference room booking, online requisition for stationery, the status of VIP references, uploading of OMs/orders, notice board, dashboard, meetings scheduled on a particular day, download of important forms, etc.

➤ **Department of Defence**

Delegation of Financial Powers to Defence Services (DFPDS) was done in 2021-2022, providing enhanced delegation of Revenue Procurement powers to the Armed Forces resulting in expeditious procurement of equipment for urgent operational necessities.

➤ **Department of Land Resources**

- The Department has developed study material named 'Blue Book' majorly for the purpose of induction of new joiners and internal circulation which gets annually updated. It includes information about the Department and its schemes.

➤ **Department of Pharmaceuticals**

The Department is also in the process of formulating the Annual Capacity Building Plan with the help of the Capacity Building Commission. A specialized cell for capacity building has been set up in the Department, headed by the JS.

➤ **Department of Social Justice and Empowerment**

All corporations of the department i.e., NSFDC, NBCFDC, and NSKFDC, have been migrated to eOffice with 100% electronic files.

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 - May 2023 & June 2023

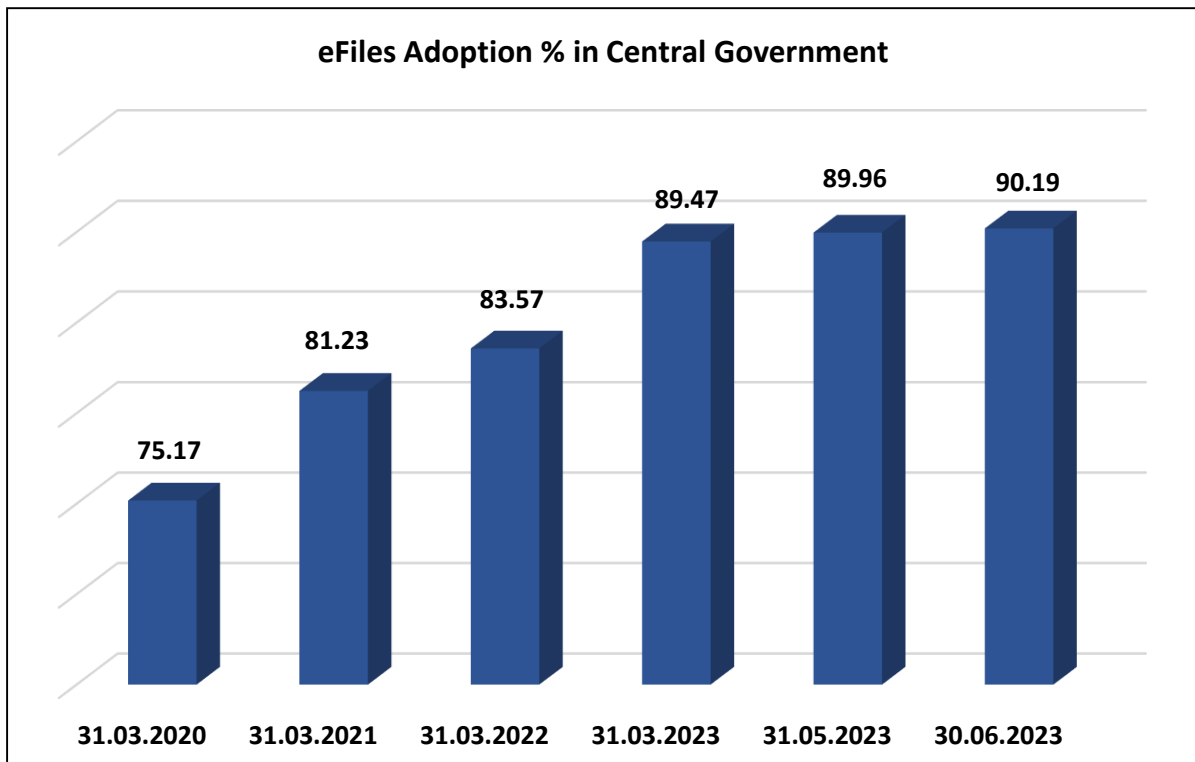
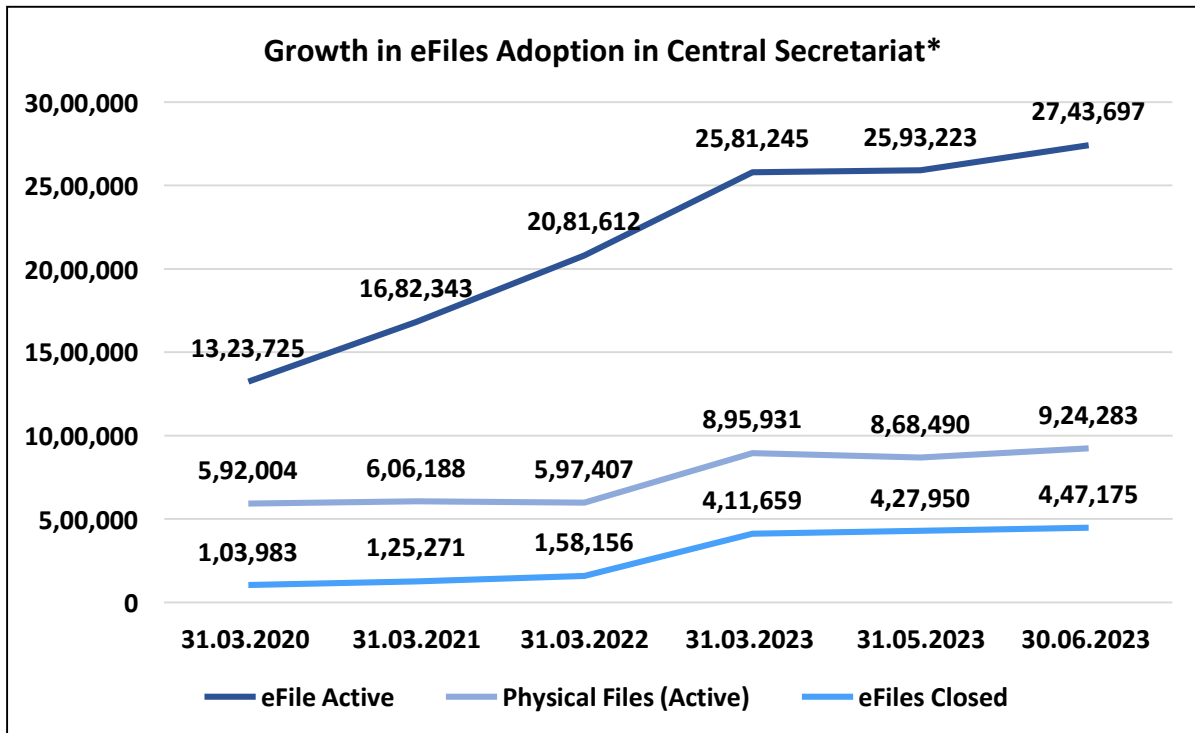
S.No.	Parameters	May 2023	June 2023
1.	eReceipts generated	4,14,757	3,89,092
2.	pReceipts generated	38,868	34,179
3.	Active eFiles	25,93,223	27,43,697
4.	Active pFiles	8,68,490	9,24,283
5.	Inter-Departmental File Movement	8,121	11,399

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)



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

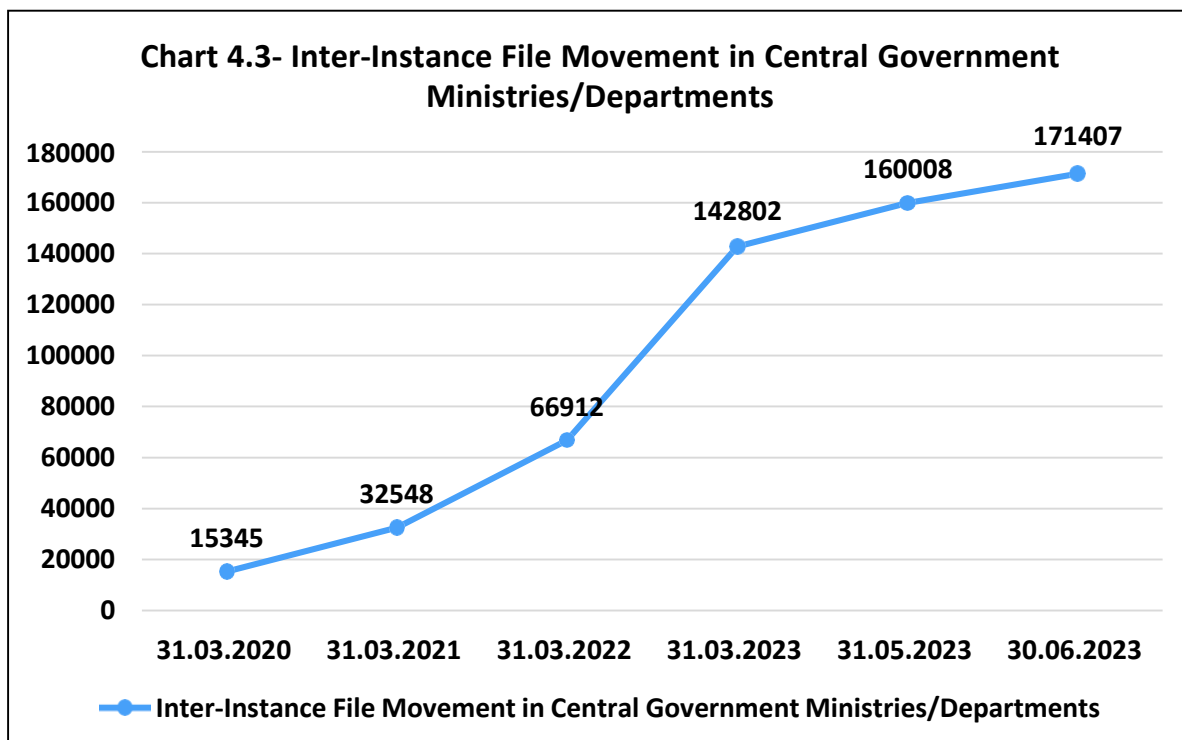
Table – 4.2 % share of eFiles out of total Files created in 2023 (January –June 2023)

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 Food & Public Distribution (DFPD)	100	0
4.	Department of Justice (DOJ)	100	0
5.	Department of Legal Affairs (DoLA)	100	0
6.	Department of Pensions and Pensioners' Welfare (PPW)	100	0
7.	Department of Pharmaceuticals	100	0
8.	Department of Posts (DoP)	100	0
9.	Department of Scientific and Industrial Research (DSIR)	100	0
10.	Department of Social Justice & Empowerment (DoSJE)	100	0
11.	Legislative Department	100	0
12.	Ministry of Corporate Affairs (MCA)	100	0
13.	Ministry of Development of North Eastern Region (MDONER)	100	0
14.	Ministry of Food Processing Industries (MoFPI)	100	0
15.	Ministry of Mines	100	0
16.	Ministry of Panchayati Raj (MoPR)	100	0
17.	Ministry of Parliamentary Affairs (MPA)	100	0
18.	Ministry of Women and Child Development (MoWCD)	100	0
19.	Ministry of Tourism	99.96	0.04
20.	Department of Empowerment of Persons with Disabilities (DEPWD)	99.94	0.06
21.	Ministry of Coal (MoC)	99.94	0.06
22.	Department of Chemicals and Petrochemicals (CPC)	99.88	0.12
23.	Department for Promotion of Industry and Internal Trade (DPIIT)	99.86	0.14
24.	Department of Science & Technology (DST)	99.85	0.15
25.	Ministry of Road Transport & Highways (MoRTH)	99.81	0.19
26.	Ministry of Skill Development and Entrepreneurship (MSDE)	99.79	0.21

27.	Ministry of Minority Affairs	99.78	0.22
28.	Ministry of Electronics & Information Technology (MeitY)	99.68	0.32
29.	Ministry of Earth Sciences (MoES)	99.65	0.35
30.	Department of Agricultural Research and Education (DARE)	99.55	0.45
31.	Ministry of External Affairs (MEA)	99.49	0.51
32.	Department of Rural Development (DoRD)	99.48	0.52
33.	NITI Aayog	99.48	0.52
34.	Ministry of Heavy Industries (MHI)	99.46	0.54
35.	Ministry of Statistics & Programme Implementation (MoSPI)	99.44	0.56
36.	Department of Land Resources (DoLR)	99.43	0.57
37.	Ministry of Ports, Shipping and Waterways (MoPSW)	99.16	0.84
38.	Department of Animal Husbandry and Dairying (DAHD)	99.1	0.9
39.	Department of Water Resources, River Development & Ganga Rejuvenation (DoWR, RD & GR)	98.95	1.05
40.	Ministry of New and Renewable Energy (MNRE)	98.91	1.09
41.	Department of Fertilizers (DoF)	98.87	1.13
42.	Department of Public Enterprises (DPE)	98.73	1.27
43.	Department of Administrative Reforms & Public Grievances (DARPG)	98.69	1.31
44.	Ministry of Power	98.67	1.33
45.	Department of Consumer Affairs (DCA)	98.63	1.37
46.	Ministry of Housing & Urban Affairs (MoHUA)	98.45	1.55
47.	Department of Fisheries	98.43	1.57
48.	Ministry of Tribal Affairs (MoTA)	97.57	2.43
49.	Ministry of Cooperation (MoC)	96.93	3.07
50.	Ministry of Petroleum and Natural Gas (MoPNG)	96.9	3.1
51.	Department of Commerce (DoC)	96.74	3.26
52.	Ministry of Culture (MoC)	95.84	4.16
53.	Ministry of Youth Affairs & Sports (MoYAS)	95.34	4.66
54.	Ministry of Micro Small and Medium Enterprises (MSME)	95.2	4.8
55.	Department of Telecommunications (DoT)	94.97	5.03
56.	Ministry of Steel	94.2	5.8
57.	Ministry of Textiles (MoT)	92.55	7.45

58.	Department of Agriculture Cooperation & Family Welfare (DAC&FW)	90	10
		%eFiles less than 90%	%pFiles more than 10%
59.	Ministry of Civil Aviation (MoCA)	89.62	10.38
60.	Ministry of Labour & Employment (MoLE)	88.51	11.49
61.	Ministry of Health & Family Welfare (MoHFW)	88.31	11.69
62.	Ministry of Environment, Forest and Climate Change (MoEFCC)	87.68	12.32
63.	Ministry of Education (MoE)	85.72	14.28
64.	Ministry of Finance (MoF)	82.02	17.98
65.	Department of Personnel & Training (DoPT)	78.2	21.8
66.	Ministry of AYUSH	77.4	22.6
67.	Ministry of Home Affairs (MHA)	64.29	35.71
68.	Ministry of Information & Broadcasting (MIB)	35.63	64.37
69.	Department of Official Language (DOL)	32.97	67.03

4.4 Inter-Departmental File Movement



4.5 eReceipts Adoption (% share of eReceipts)

Table 4.3-10 Ministries/Department have 100% share of eReceipts for June 2023

Department of Biotechnology (DBT)	Department of Social Justice & Empowerment (DoSJE)
Department of Drinking Water and Sanitation (DDWS)	Ministry of Coal (MoC)
Department of Legal Affairs (DoLA)	Ministry of Corporate Affairs (MCA)
Department of Public Enterprises (DPE)	Department of Investment and Public Asset Management (DIPAM)
Department of Scientific and Industrial Research (DSIR)	Ministry of Parliamentary Affairs (MPA)

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

Table 4.4

S.No	Ministries/Departments	%DSC/eSign
1.	Department of Pension & Pensioners' Welfare	88.33
2.	Ministry of Environment, Forest and Climate Change	61.73
3.	Department of Telecommunications	55.2
4.	Department of Administrative Reforms and Public Grievances	49.04
5.	Department of Fertilizers	44.89
6.	Ministry of Ports, Shipping and Waterways	42.68
7.	Department of Chemical & Petrochemical	45.01
8.	Department for Promotion of Industry and Internal Trade	39.18
9.	Department of Pharmaceutical	14.71
10.	Department of Public Enterprises	10

5. In Focus

5.1 In Focus: Ministry of Housing & Urban Affairs

a. Introduction

Advancing the vision of 3R (Reduce, Reuse and Recycle) during the Swachhata Special Campaign 2.0 of DARPG, the Ministry of Housing and Urban Affairs proposed to Ministries/ Departments to set up 3R Kiosks led by women Self Help Groups (SHGs) with emphasis on collecting paper waste (used paper, old records/reports, file boards, packaging items, cardboard boxes etc.) from offices to further put to reuse. Similar request was made to States/UTs through State Urban Development Department/ State Urban Livelihood Mission to organize 3R Kiosks in government offices and at Urban Local Bodies (ULBs) to propagate the concept of 'Reduce, Reuse and Recycle' with the active involvement of community members through local SHGs promoted under DAY-NULM scheme. Guidelines on installation of 3R Kiosks was issued by MoHUA to facilitate this initiative. In response, various central Ministries/Departments came forward and expressed willingness to install 3R Kiosks led by SHGs in their office premises and subordinate offices. As result, 3R Kiosks operated in **225 locations** across the country from 3rd - 31st October, 2022 in which **327 SHGs** participated. SHGs collected over **100 quintals** of paper waste generated from host offices which they used as raw material for making different handmade products. SHGs earned an average of ₹ **10,000** per SHG from sale of products made by them from paper waste. The major activities in 3R Kiosks were:

- Awareness generation on the concept of 'Reduce, Reuse and Recycle'
- Collection of waste paper generated in offices and put them to reuse
- Display and sale of handmade products made out of waste by SHGs

State/UT wise summary of 3R Kiosks installed is as below:

Sl. No.	State	No. of locations where 3R Kiosks installed	No. of SHGs involved	No. of SHG members involved	Waste Collected by SHGs (in Kg)
1	Telangana	13	19	52	1,027
2	Tripura	22	26	78	135
3	Mizoram	15	33	106	625
4	Himachal Pradesh	17	26	26	20
5	Assam	15	24	68	390
6	Maharashtra	2	4	8	980
7	Andhra Pradesh	17	34	52	2,500
8	Odisha	2	11	35	76
9	Delhi	7	10	20	385
10	Chhattisgarh	36	36	45	1,856
11	Nagaland	3	8	26	73
12	Uttar Pradesh	4	8	30	136
13	Madhya Pradesh	31	44	286	1,865
14	West Bengal	3	6	7	13
15	Tamil Nadu	38	38	38	678
	Total	225	327	877	10,758

Snapshots of 3R Kiosks

3R Kiosk at Shastri Bhawan, Delhi;
Ministry of Coal



3R Kiosk at Greater Warangal
Corporation, Telangana



3R Kiosk at SMMU; TULM, Tripura



b. Glimpses of Swacchata

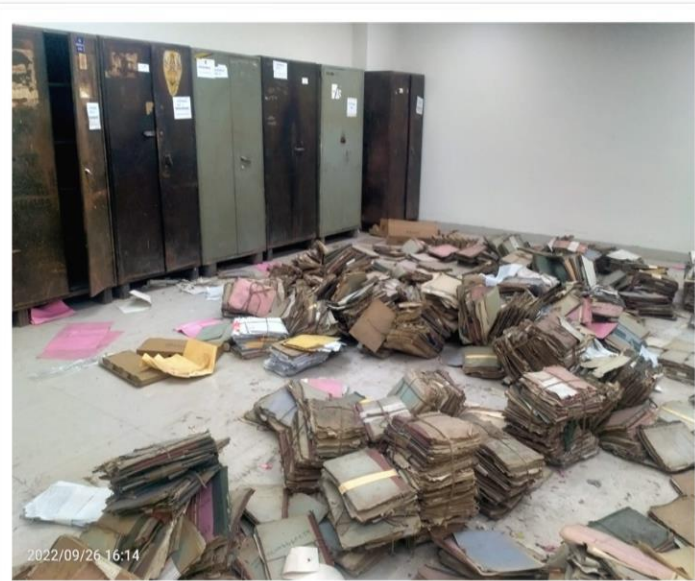


Before

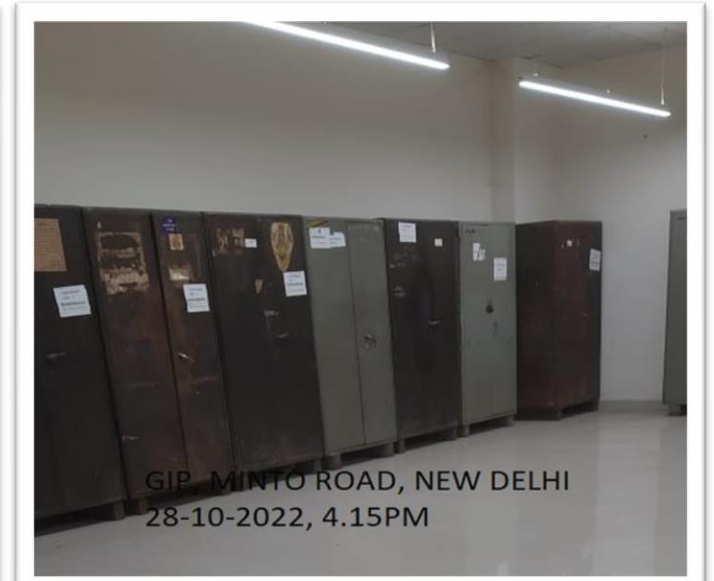


After

Scrap Disposal at ADG, Hyderabad, CPWD; Nirman Bhawan



Before



After

Record Management, GIP Minto Road

c. Notable Best Practices of Ministry of Housing & Urban Affairs (MoHUA)

Swachhata

- Installed a Waste Converter plant to convert wet waste into compost which is used in the gardens of premises.
- Female Washrooms have been equipped with sanitary napkin vending machines.
- Installed Gym with modern equipment in Nirman Bhawan for use of its employees.
- Constructed a Constitutional Wall highlighting the Preamble to the Constitution. In addition, screens are also installed for awareness of Swachhata and COVID appropriate behavior.
- Swachhata posters have been displayed on the wall.
- Potted plants are placed in the corridors which is regularly maintained by Horticulture Department of CPWD.
- Electric Vehicle Charging Stations have also been installed in the premises.
- Waste segregation system with three different colored bins (green: wet waste, blue: dry waste and black: hazardous waste).

Increasing Efficiency in Decision Making

- Ministry of Housing & Urban Affairs is **fully delayered** and financial powers are reviewed on annual basis.

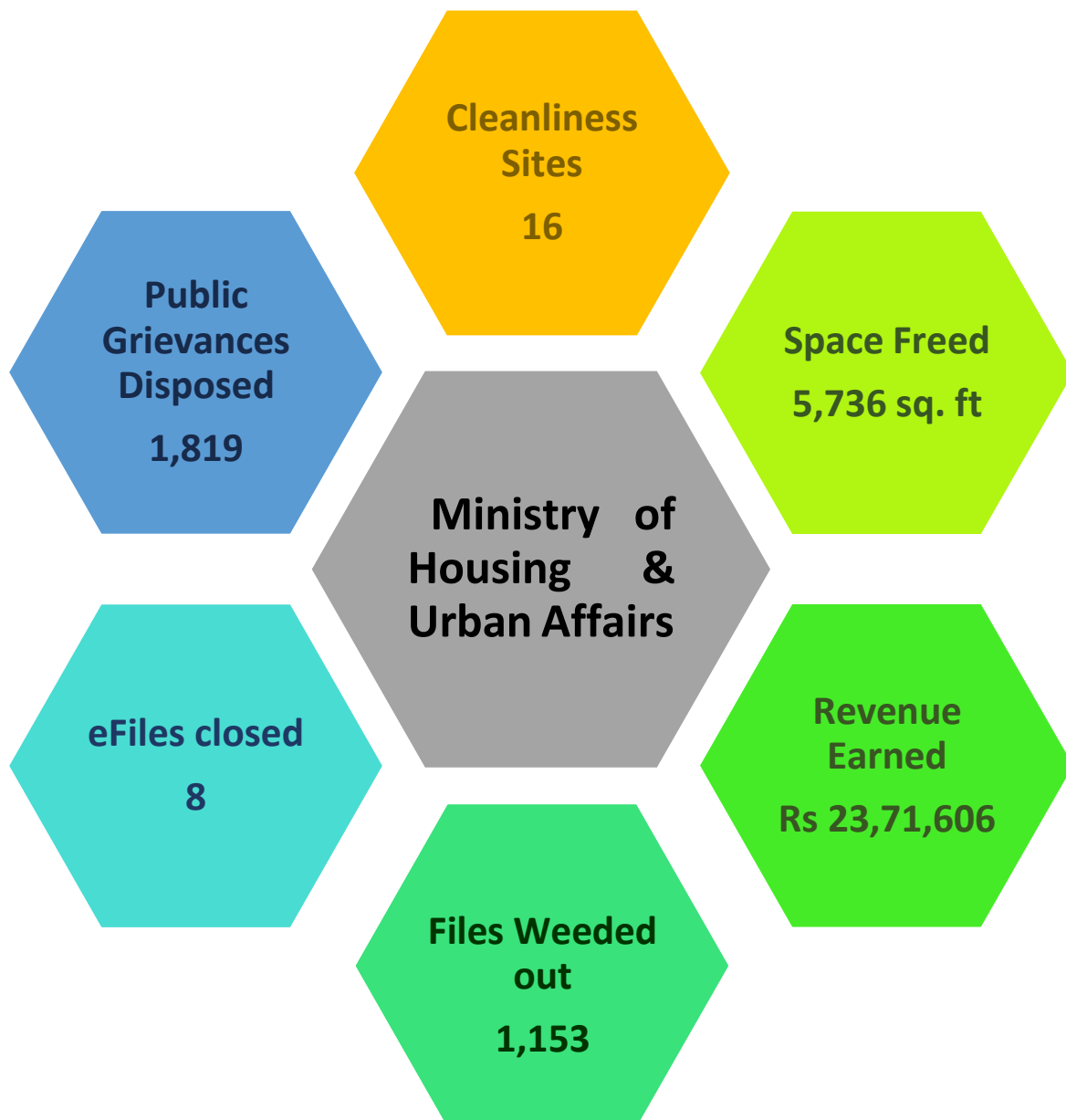
Total no. of JS	Total no. of JS Equiv.	Status of Reporting (JS/JS (Eq.) to AS/AS (Eq.))	No. of Subjects where the Channel of submission is >4	Reasons/Remarks
8	5	3 JS (eq.) to AS	111	Some matters are Parliamentary Matters and in some inputs for delayering are awaited.

- JS (A) as the HOD has delegated powers up to Rs 7,00,000 for contingent and miscellaneous expenditure (R)
- MoHUA has 28 desk officers for subjects such as Zonal development plans, matters related to NDMC, GNTCD, Policy regularization, General housing policy.

eOffice

- Digital receipts will be fully adopted and onboarding on eOffice version 7.0 is complete.
eOffice: Converted all physical files as e-files and is working on e-files.
- In 2023, 98.45% eFiles were created against creation of only 1.55% pFiles.

d. Swacchata in Ministry of Housing & Urban Affairs (Jan - July 2023)



5.2 Ministry of Mines

a. Introduction

The Ministry of Mines had taken up the theme “Giving back to the nature” during Special Campaign 2.0. Throughout the year the Ministry and its offices have been endeavoring to work on this theme to ensure holistic implementation of the Campaign. As a part of the Campaign the Ministry had adopted various initiatives for the benefit of Environment, Employees as well as Citizens, while simultaneously striving to create better / appealing workplace, not only in the field offices but also in Shastri Bhawan, New Delhi in which it is stationed along with several other Ministries.

b. Notable Best Practices

Environment friendly practices

➤ Compost Plant

Offices of Ministry of Mines across India having green areas have built compost plant to use green and organic waste in a sustainable manner.



HCL Vermicompost plant- ICC unit,
Ghatsila,



Vermicompost plant at
NALCO, Damanjodi, Odisha

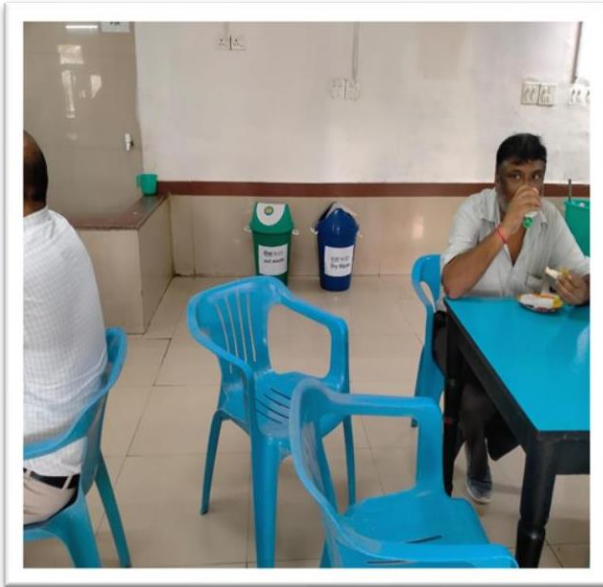
➤ **Rainwater Harvesting System**

The Ministry ensured that all the offices under its administrative control throughout the country install Rainwater Harvesting Systems. This is helping offices to utilize the Rainwater efficiently. Following are some glimpses of rainwater harvesting at HCL.



MECL Rainwater harvesting

Swachhata Initiatives



➤ Segregation of Waste

The departmental canteens in the Headquarters office at Shastri Bhawan have effectively adopted the practice of Waste Segregation for the purpose of creating compost.

- IBM, Bhubaneswar Regional office built an Herbal Garden within the office premises. About 50 Nos. of different herbal species like, Cinnamon, Black Peper, Lemon Grass, Curry Leaves, Amla, Aloe Vera, Turmeric, Pudina, etc. were planted



Decluttering of Space

The Ministry has been provided with limited office space in Shastri Bhawan since the building is shared by several other Ministries / Departments. However, it has been the endeavor of the Ministry to utilize the available space to its fullest extent and make it a happy and user-friendly experience. The sections have been provided with modular furniture with workstations for each functionary. The Departmental Records Room is kept clutter free through regular periodic review of physical files. Unserviceable and obsolete furniture / office equipment are weeded out on regular basis after adopting due procedure. Even the corridors have been made

brighter and more appealing with framed photographs and motifs of campaigns such as Mission LiFE etc.



Before



After

IBM, Chemical Division, SR, Hyderabad



Before



After

IBM, Hingna , Nagpur

Increasing Efficiency in Decision Making

- Ministry of Mines is **Partially delayed** and financial powers are reviewed on annual basis.

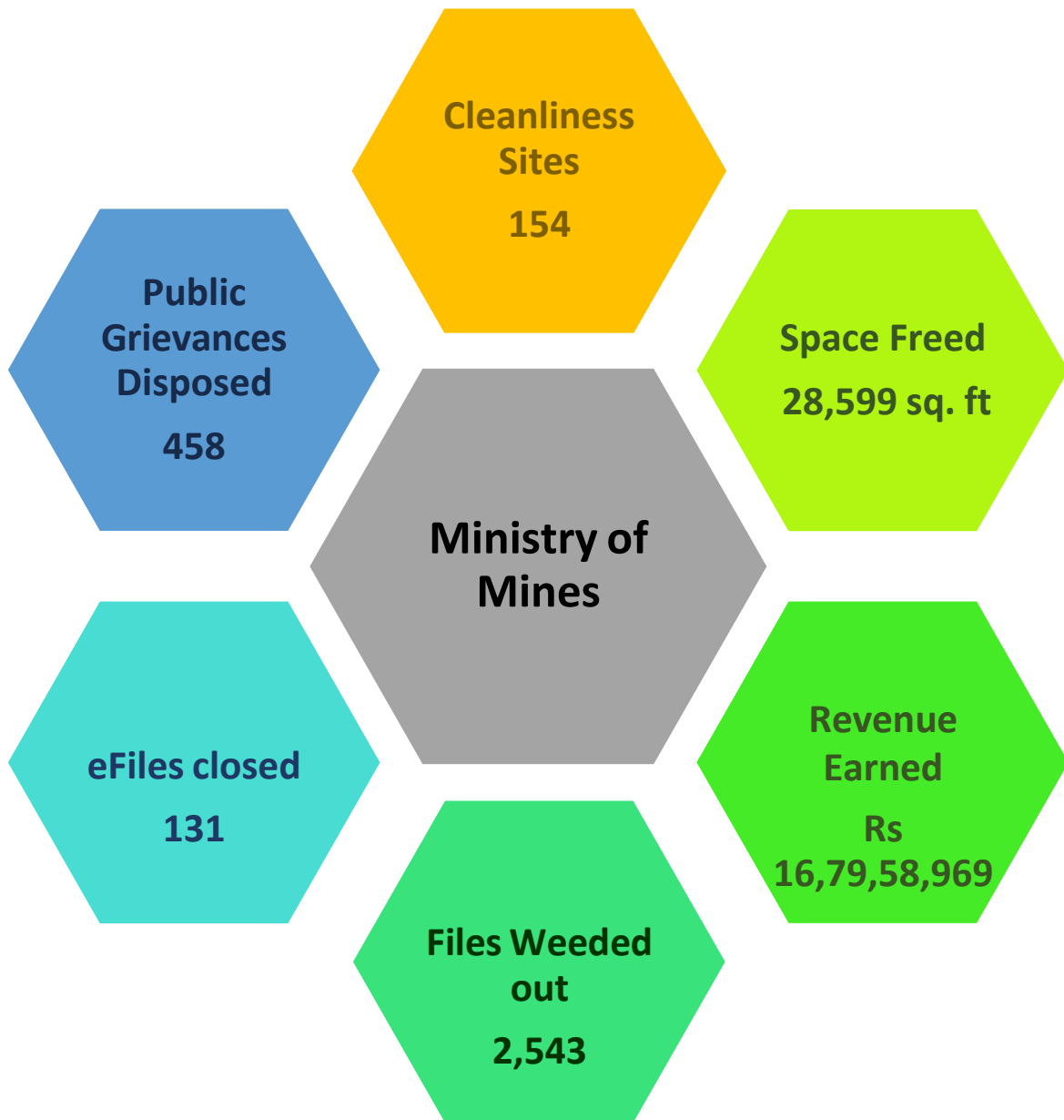
Total no. of JS	Total no. of JS Equiv.	Status of Reporting (JS/JS (Eq.) to AS/AS (Eq.))	No. of Subjects where the Channel of submission is >4	Reasons/Remarks
4	1	1 JS to both AS and Secy 1 JS Eq.to bothAS and Secy	1	Files/cases depending upon whether it is routed via Hon'ble MoS or not.

- Dir (A) as the HOD has delegated powers up to Rs 75,000 for contingent and miscellaneous expenditure (R)
- MoM has 9 desk officers for subjects such as Public Grievances and RTI matters, Investigation and vigilance, Proposal of Composite Licenses, All auction related matters, Policy and Legislation.

eOffice

- Digital receipts will be fully adopted and onboarding on eOffice version 7.0 is complete.
eOffice: Converted all physical files as e-files and is working on e-files.
- In 2023, the Ministry created 100% eFiles against no creation of pFiles

c. Swacchata in Ministry of Mines (Jan - July 2023)



Office Memorandums

6. Office Memorandums

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

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

सत्यमेव जयते

आजादी का
अमृत महोत्सव

भारत सरकार,
कार्यिक, लोक शिक्षण तथा पेशा निकाय,
प्रशासनिक सुधार और लोक शिक्षण विभाग,
सचदार 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

D.O.No.30011/02/2019-O&M (Part-III)(e.No.5866) Dated: August 01, 2023

Dear Secretary,

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.

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.

- **Delaying:** 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.
- **Delegation:** 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.
- **E-Office:** 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.

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

with best regards,

Encl: As above

Secretaries to all Ministries/Departments

सूचना की
अधिकार

Yours sincerely,

(V. Srinivas)

Please Visit our Website : <http://darpg.gov.in>, <http://goicharters.nic.in>
Ph. : 91-11-23742133, Fax : 91-11-23742546 Email : vsrinivas@nic.in, secy-arp@nic.in

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 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 June- July2023

S No	Ministry / Department
JUNE 2023	
1.	Department of Official Language
2.	Department of Personnel and Training
3.	Legislative Department
4.	Ministry of Tourism
JULY 2023	
1.	Department of Legal Affairs

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.	DoF	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.	DoP	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.	MoC	Ministry of Coal
53.	MCA	Ministry of Corporate Affairs
54.	MoC	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 Rejuv
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