



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 | March 2023

Department of Administrative
Reforms and Public Grievances

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1. Key Highlights for the month of March, 2023

- **45** Ministries/Departments have Fully Delayered
- **9,364** Inter-Ministerial e-File movement in March 2023 against 7,569 Inter-Ministerial movement in February 2023
- Some **Ministries/Departments** have delegated financial powers to their field units resulting in faster decision making
- **40 Ministries/Departments** have adopted Desk Officer System as of March 2023 against 28 Ministries/Departments in March 2022

1.1 Swachhata Campaign and Reducing Pendency

Swachhata Campaign

- **1,282 Cleanliness Campaigns** were conducted
- **3,86,004 sq. ft** of **Space** was freed
- **Rs 23,28,49,088** of **Revenue** was earned by scrap disposal

Reduction In Pendency

- a) **3,89,522 Public Grievances** were disposed
- b) **11,513 Public Grievances Appeals** were disposed
- c) **883 PMO References** were disposed
- d) **2,116 References from MPs** were disposed
- e) **160 Parliamentary Assurances** were fulfilled
- f) **146 IMC References** were disposed
- g) **275 References from State Governments** were disposed

Record Management

- a) Total **1,30,784** physical files were reviewed and **80,026** physical files were weeded out
- b) Total **58,723** eFiles were closed in the month of March
- c) **425** Files identified under Category A for transfer to National Archives of India

1.2 Increasing Efficiency in Decision Making in Central Secretariat

- **Delaying:** 69 Ministries/Department have implemented Delaying.
 - 45 Ministries/Departments have Fully Delayed
 - 24 Ministries/Departments have Partially Delayed – 2 Ministries are new addition - Department of Agriculture, Cooperation and Farmers Welfare and Ministry of Environment, Forest and Climate Change
 - 5 Ministries/Departments have Not Delayed
- **Delegation:** 72 Ministries/Departments have issued Orders of Delegation out of which 42 Ministries/Departments have reviewed and modified Orders of Delegation in 2021, 2022 & 2023
 - 4 Ministries/Departments Reviewed and Modified in 2023
 - 22 Ministries/Departments Reviewed and Modified in 2022
 - 16 Ministries/Departments Reviewed and Modified in 2021

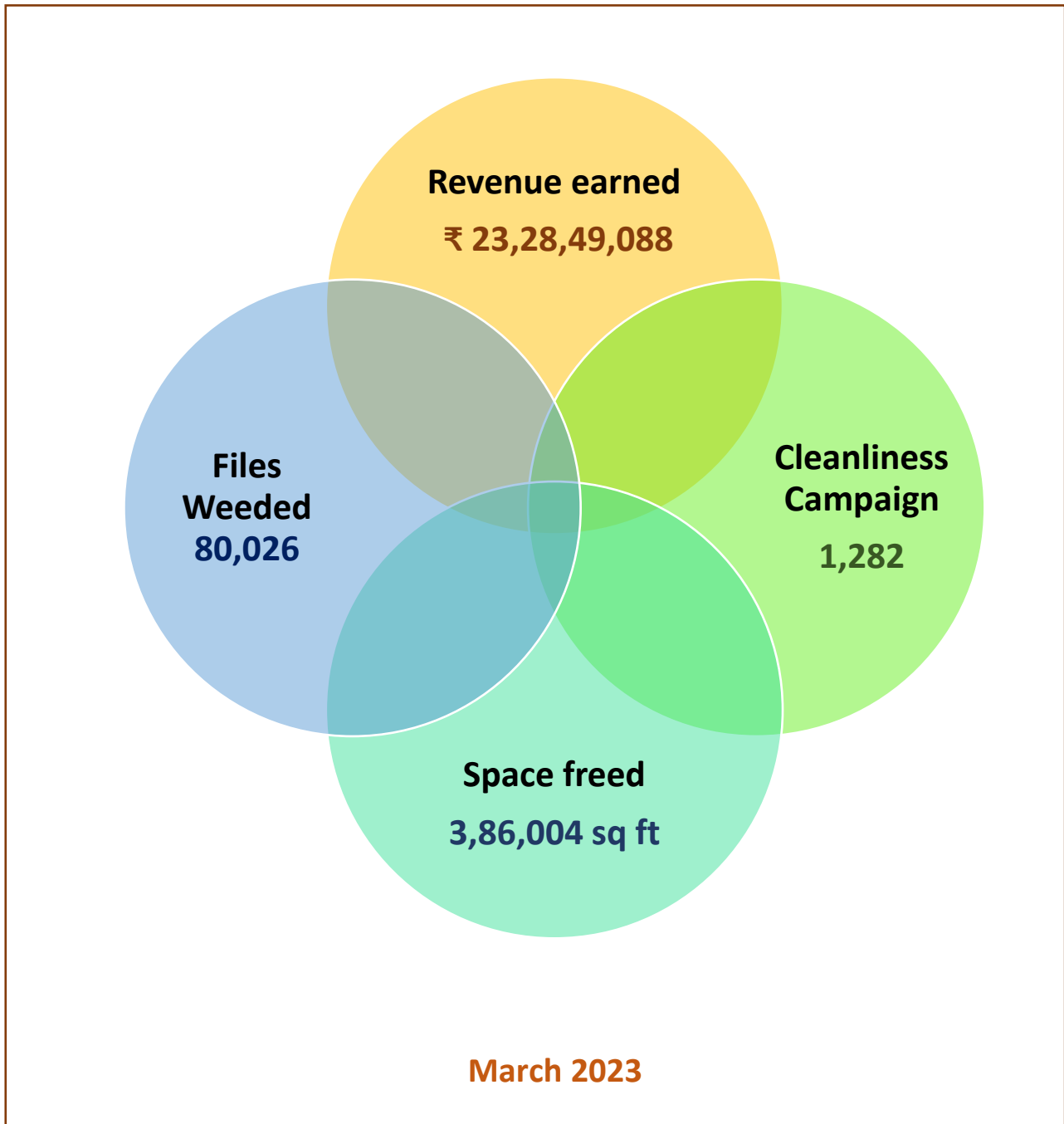
1.3 eOffice Implementation and Analytics

- 9 Ministries/Departments have 100% share of eReceipts for March 2023
- 91.1% share of eReceipts in March 2023 against 90.94% share in February 2023

SWACHHATA CAMPAIGN AND REDUCING PENDING

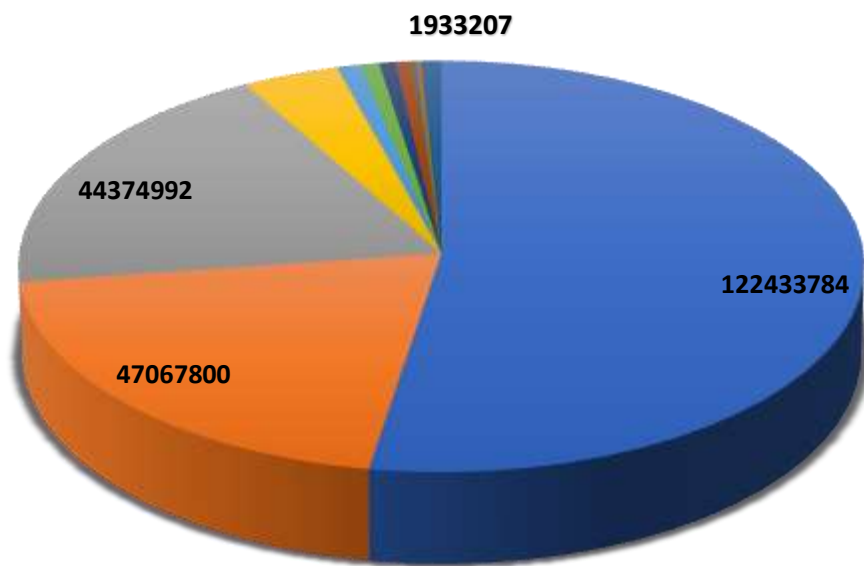
2. Swachhata Campaign and Reducing Pendency

2.1 Status of Swachhata Campaign



a. Revenue Earned from Scrap Disposal

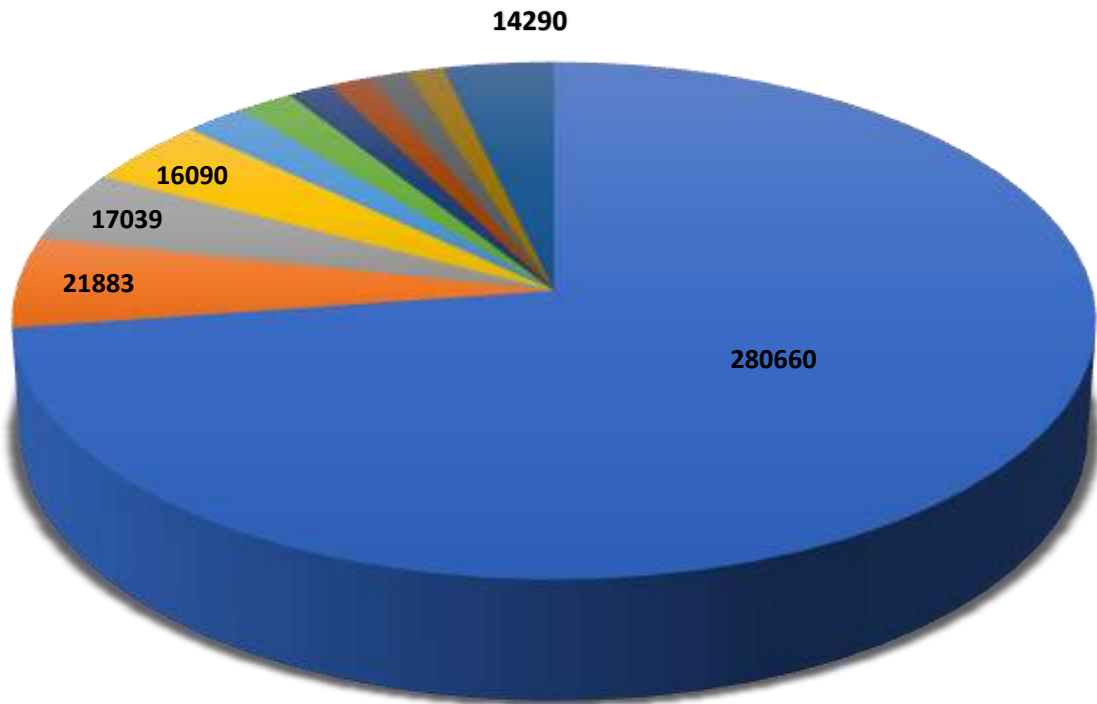
**Total Revenue in March- Rs 23.28 Cr
Top 10 Ministries/Departments (In Rs)**



- Ministry of Coal
- Ministry of Shipping
- Department of Defence
- Ministry of Civil Aviation
- Ministry of Railways (Railway Board)
- Others
- Ministry of Mines
- Department of Atomic Energy
- Department of Posts
- Ministry of Skill Development and Entrepreneurship
- Ministry of Panchayati Raj

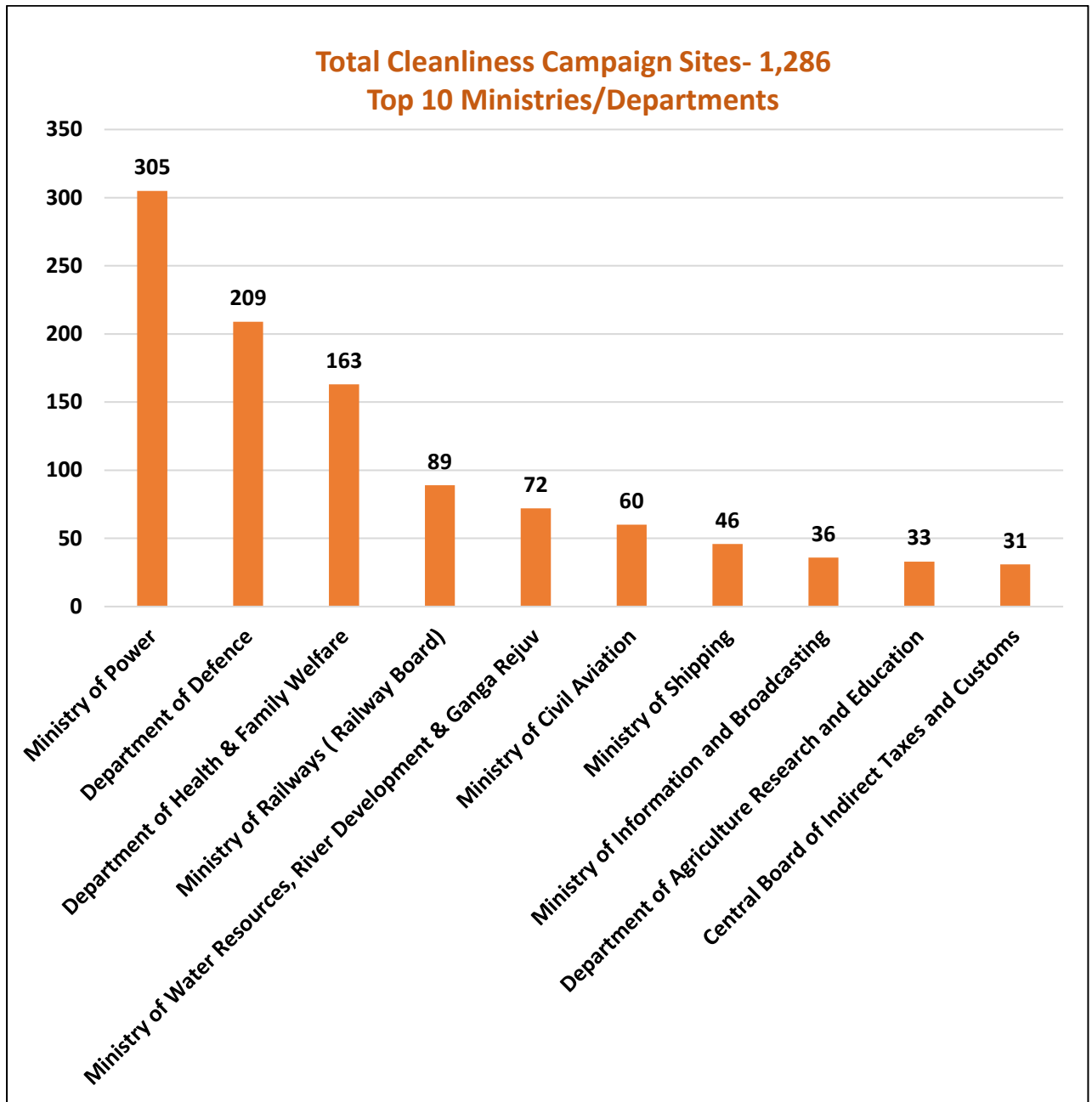
b. Space Freed

**Total Space Freed in March- 3.86 lac sq. ft
Top 10 Ministries/Departments (In Sq. ft)**

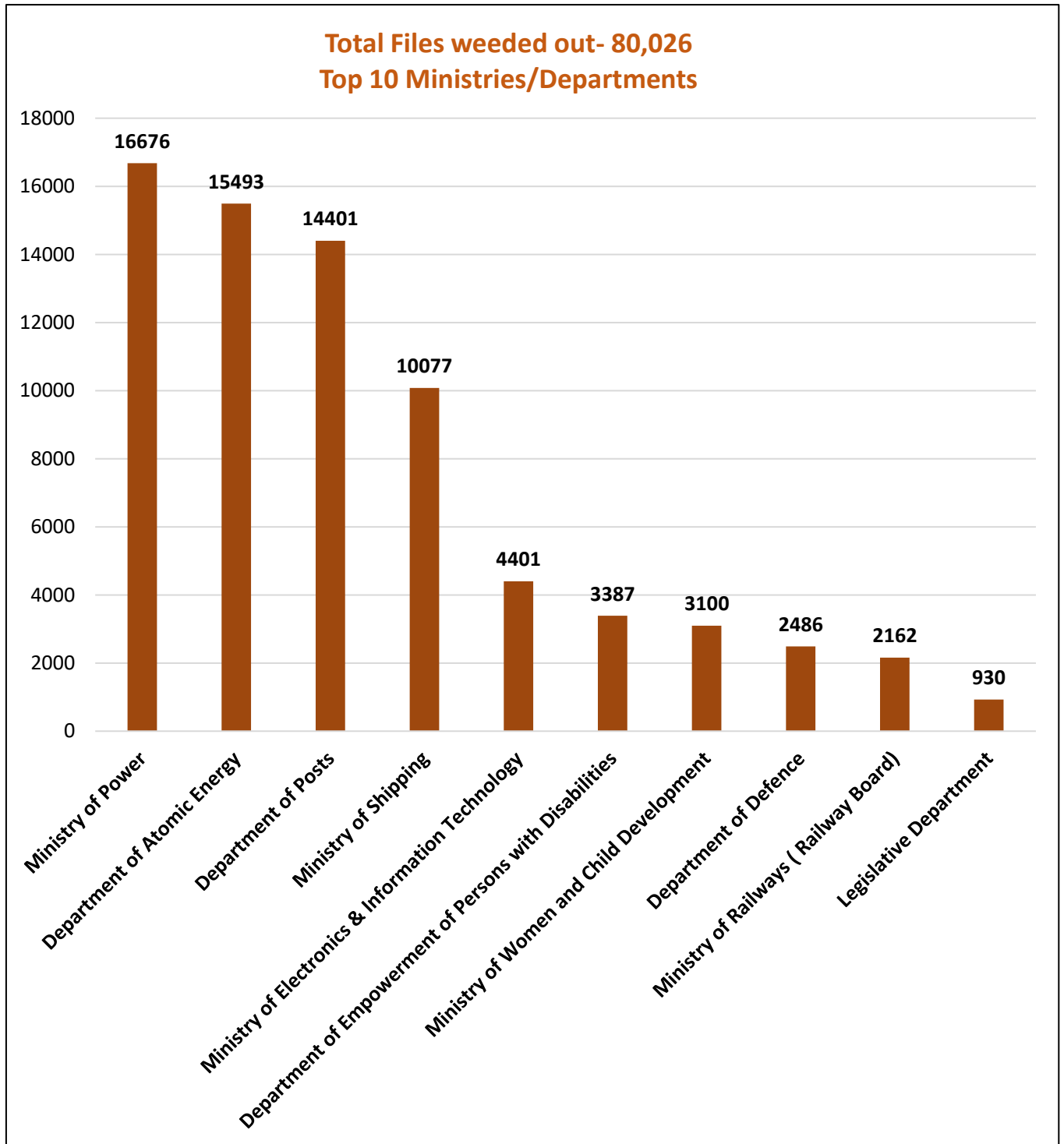


- Ministry of Coal
- Department of Defence
- Department of School Education and Literacy
- Department of Science and Technology
- Ministry of Power
- Department of Posts
- Department of Agriculture Research and Education
- Ministry of Civil Aviation
- Department of Economic Affairs
- Department of Atomic Energy
- Others

c. Cleanliness Campaign Sites



d. Files Weeded Out (Physical Files)



2.2 Best Practices



Special Swacchata drive from 1st April 2023 - 30th April 2023; Ministry of Skill Development and Entrepreneurship



eWaste disposal drive at National Academy of Customs, Indirect Taxes & Narcotics; Central Board of Indirect Taxes and Customs



**Cleanliness drive at Air force Station Post office under Bengaluru East Division;
Department of Posts**



**Cleanliness drive at Farm machinery training and testing institute, Anantpur;
Department of Agriculture and Farmers Welfare**

2.3 Before-After Pictures



Before



After

Cleanliness site at JIPMER, Puducherry; Department of Health and Family Welfare



Before



After

New free space created at Shastri Bhawan; Ministry of Water Resources, River Development



Before

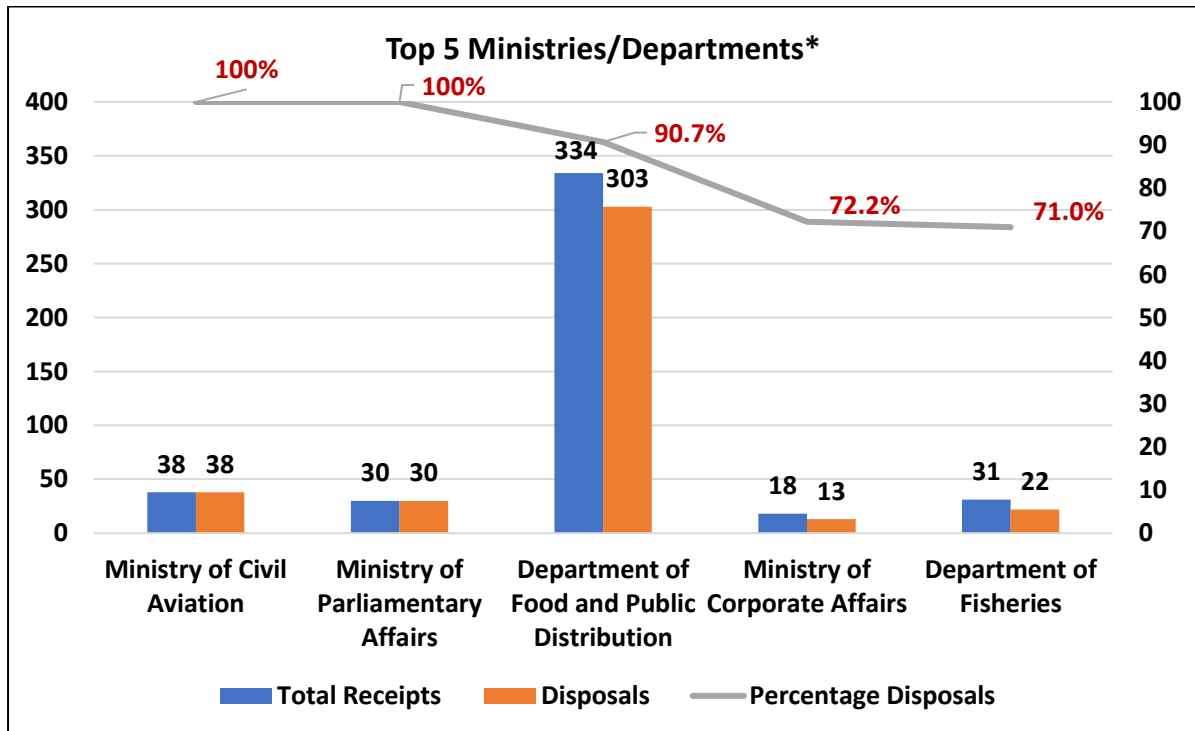


After

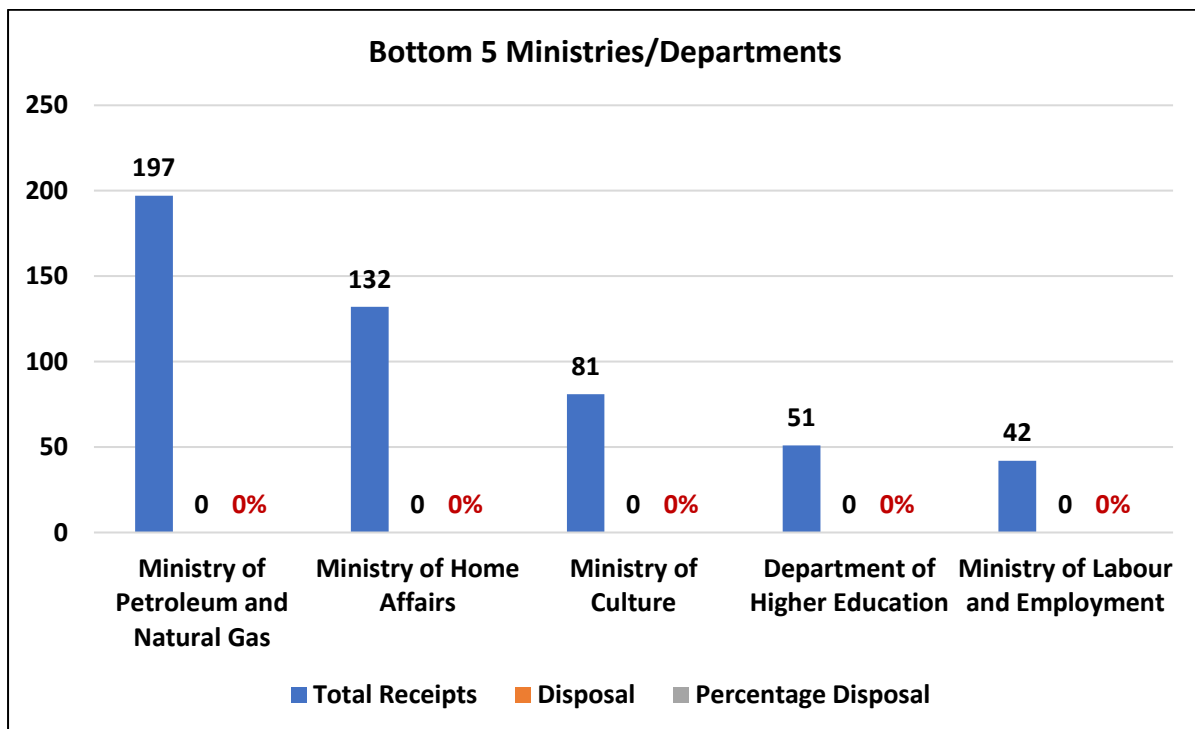
Scrap Disposal and Record Management Store, RO, CWC, Bhopal; Department of Food and Public Distribution

2.4 Performance of Ministries/Departments on Pendency Parameters (% Disposal Wise)

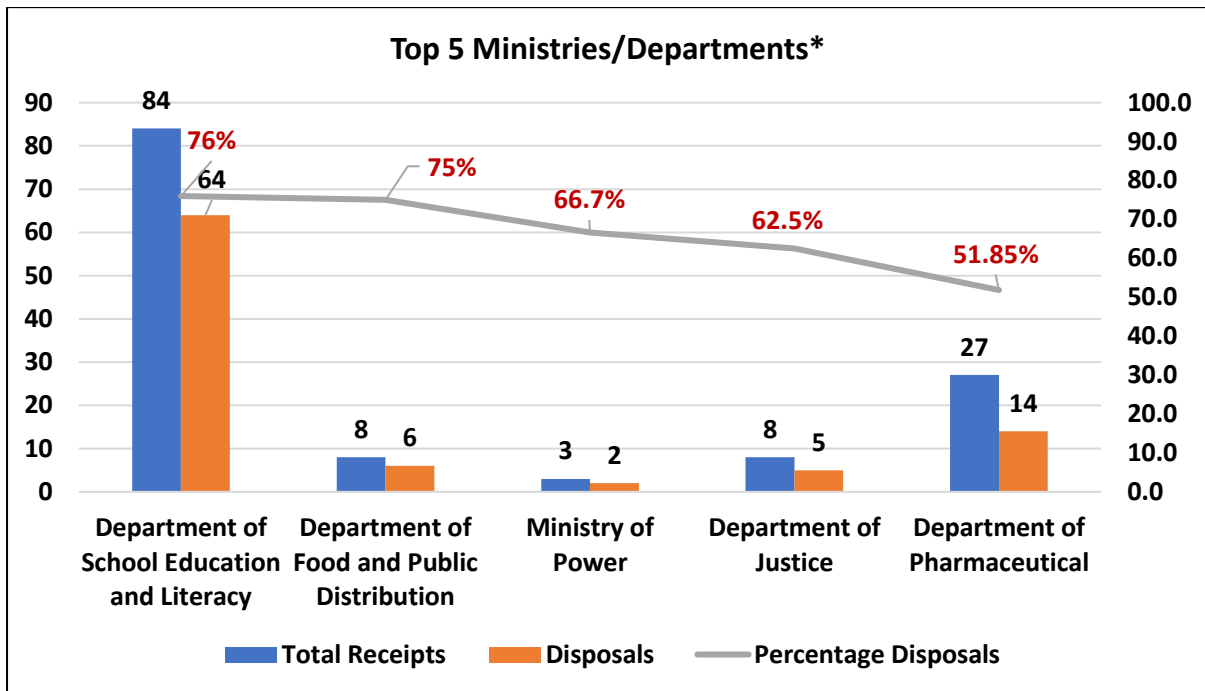
a. References from MPs



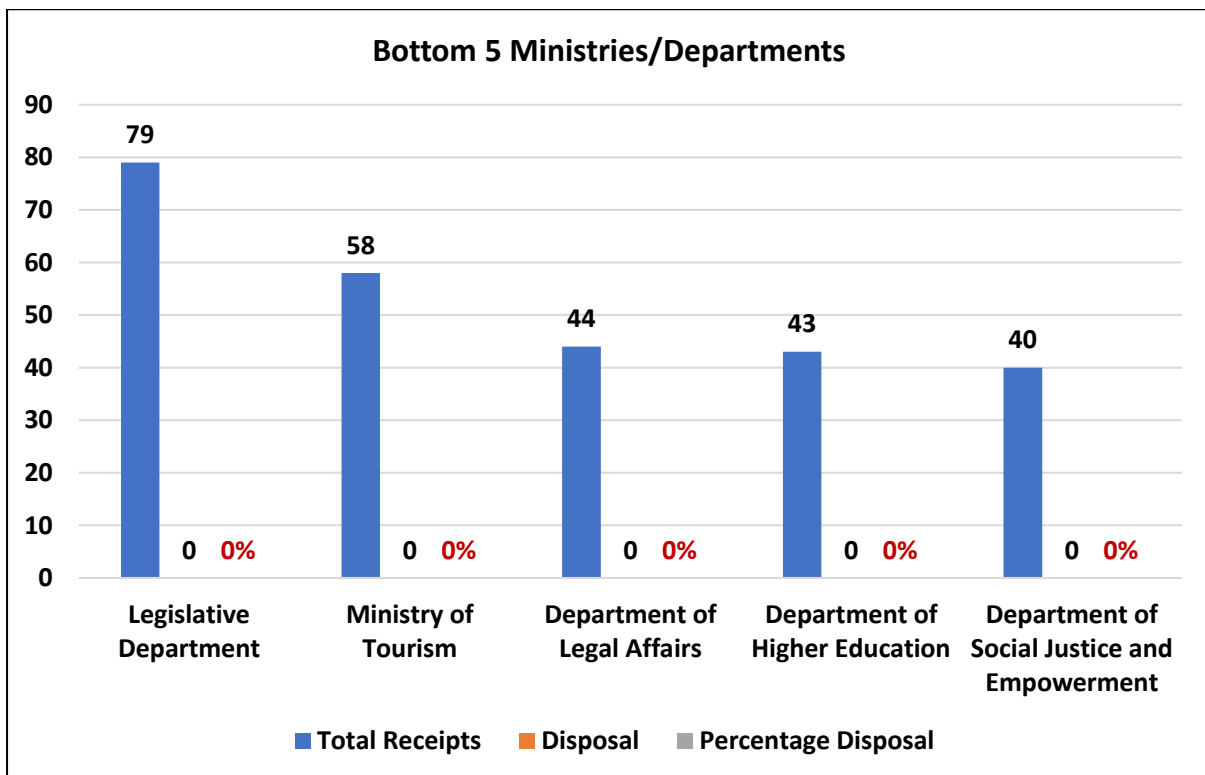
*Note: Ministries/Departments with targets greater than 10 MP References



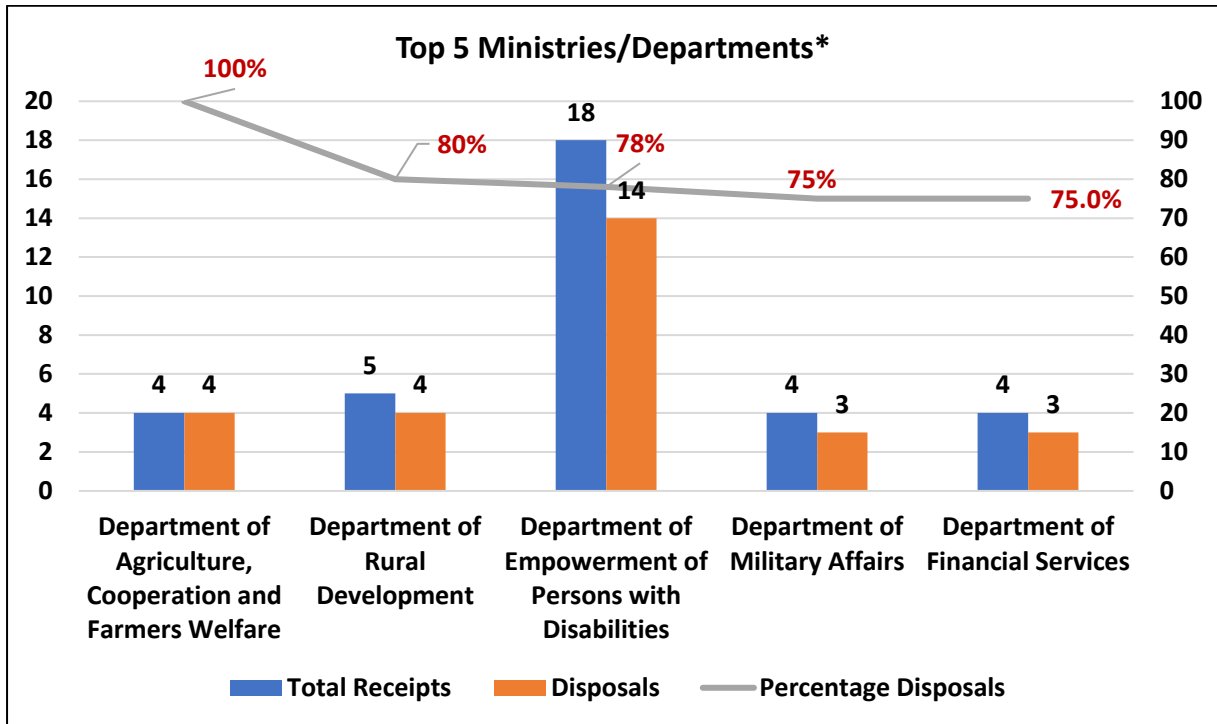
b. Parliamentary Assurance



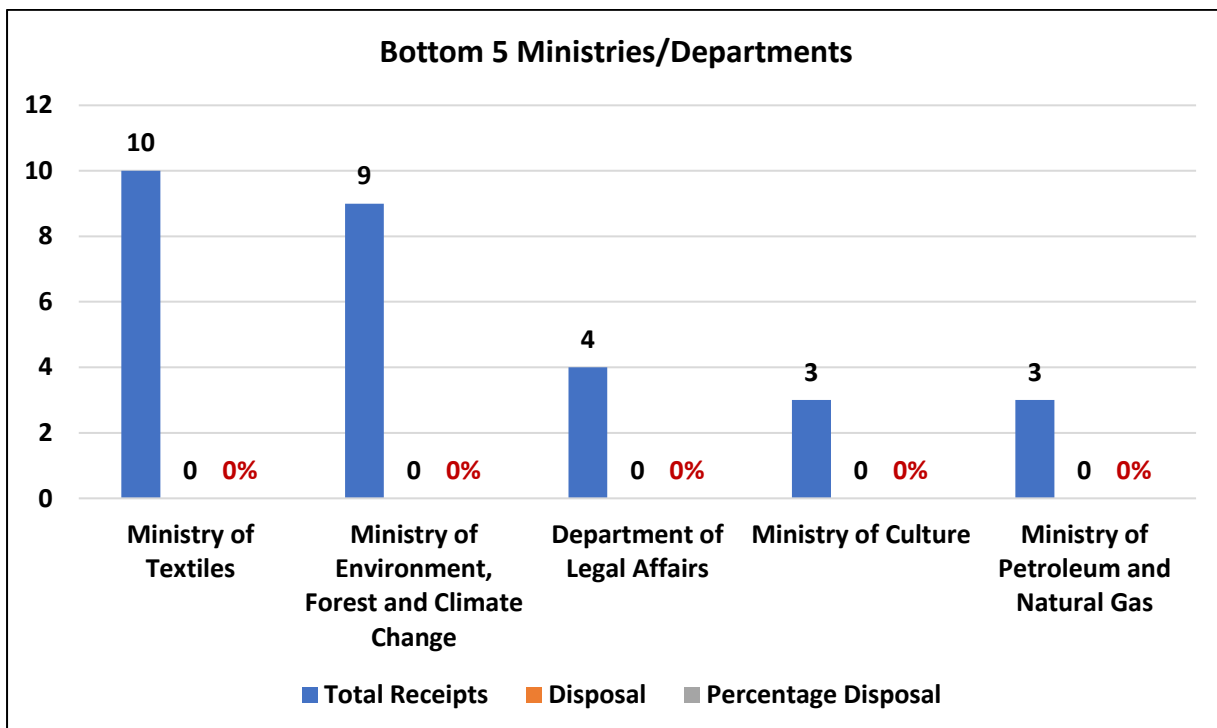
*Note: Ministries/Departments with targets greater than 2 Parliamentary Assurances



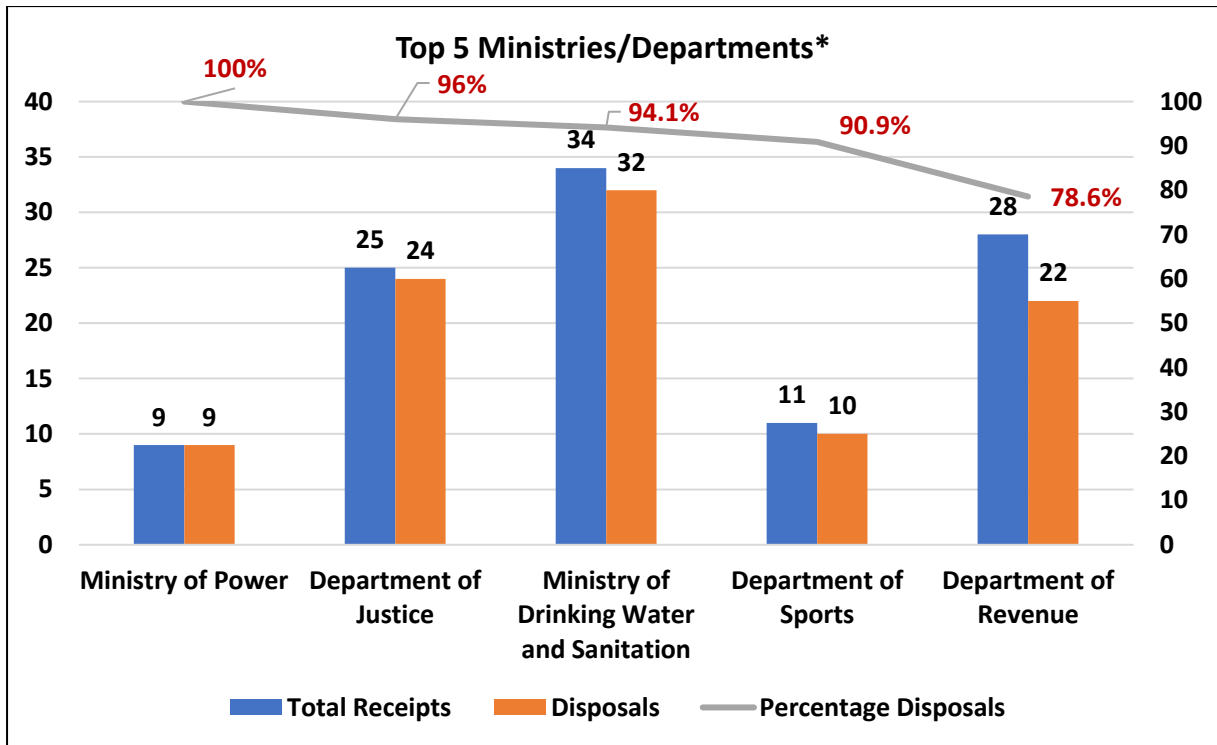
c. IMC References (Cabinet Proposals)



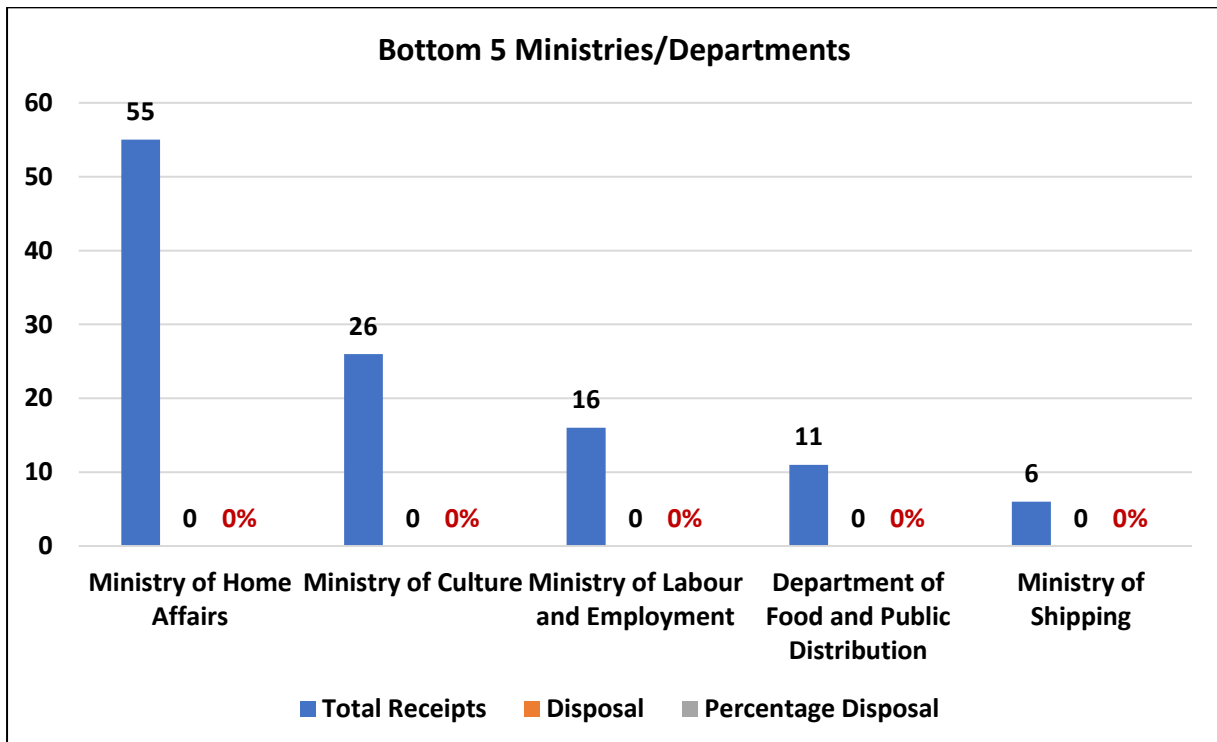
*Note: Ministries/Departments with targets greater than 2 IMC References



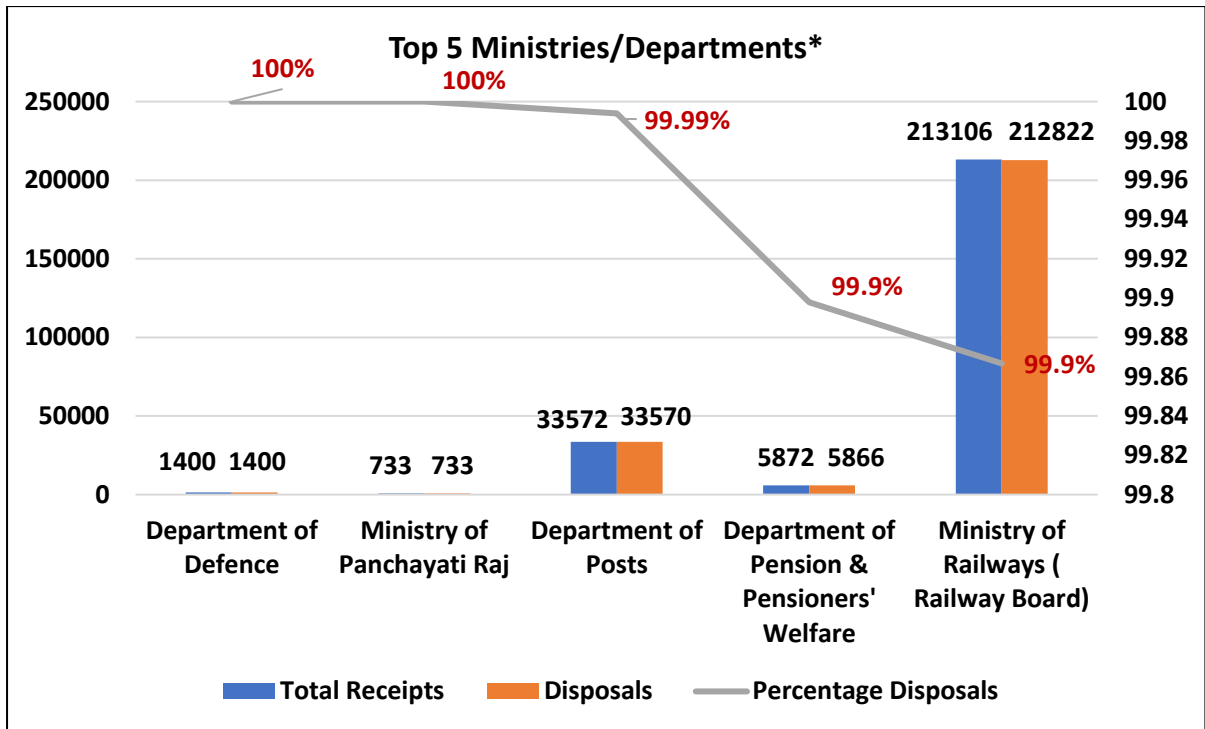
d. State Government References



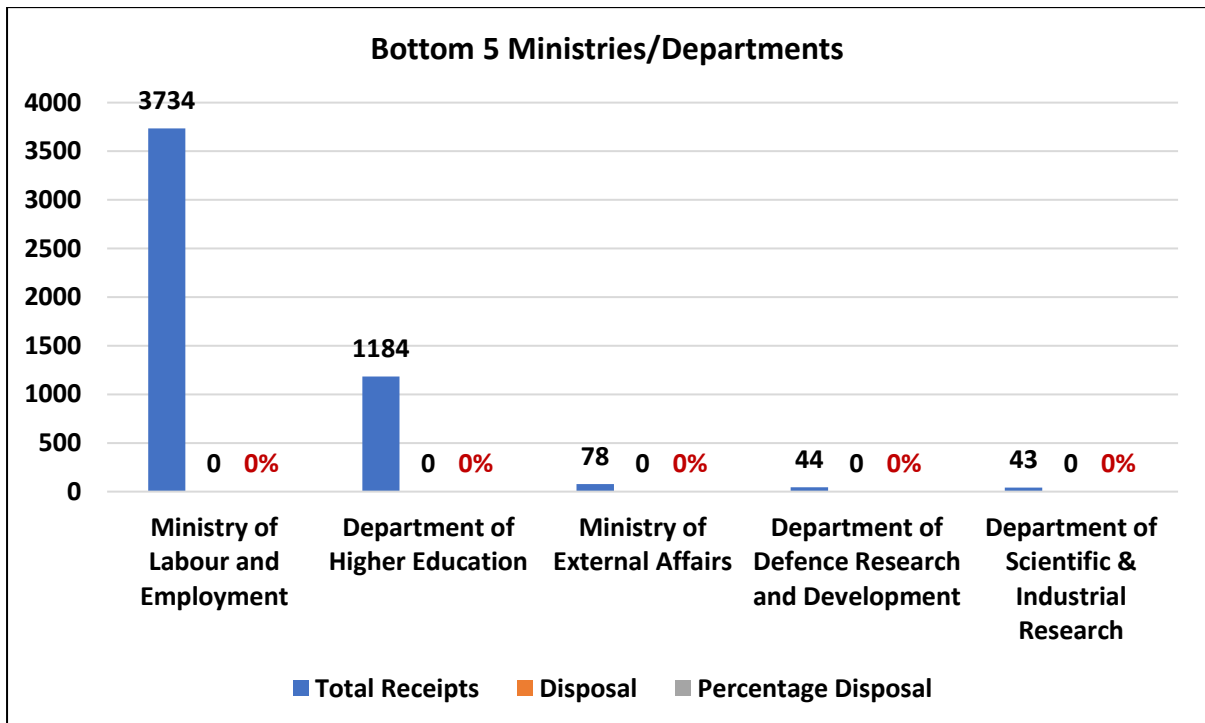
*Note: Ministries/Departments with targets greater than 8 State Government References



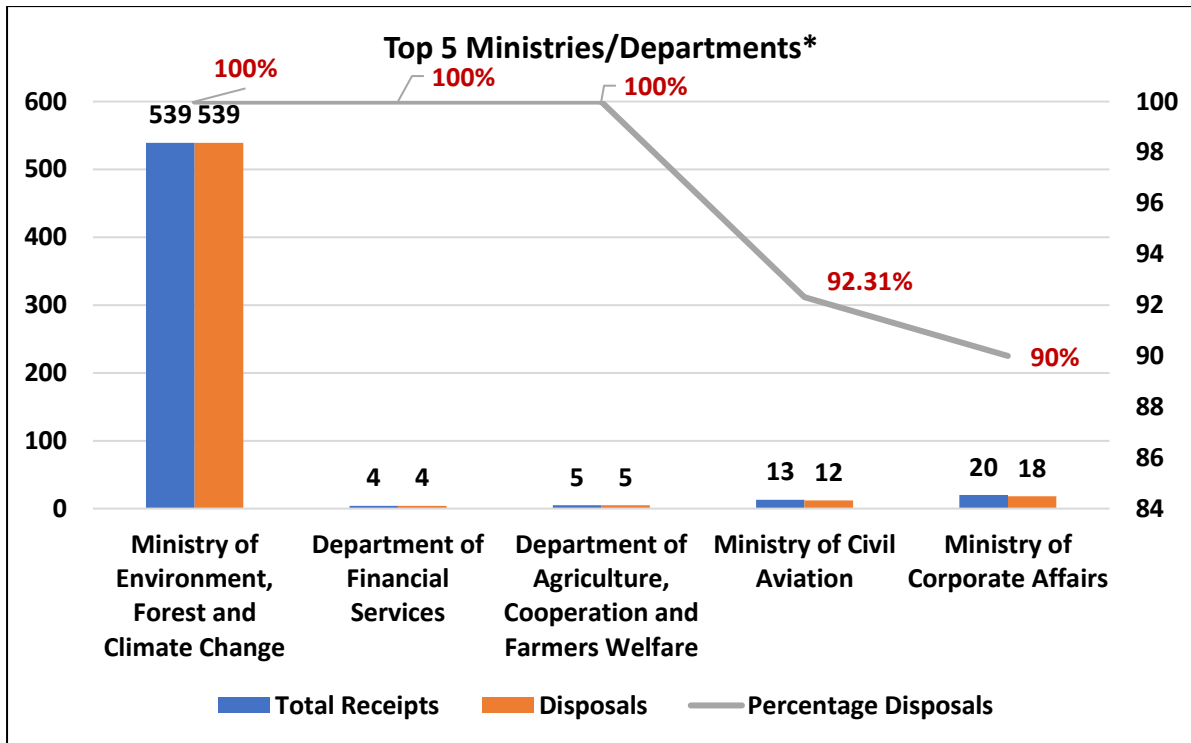
e. Public Grievances



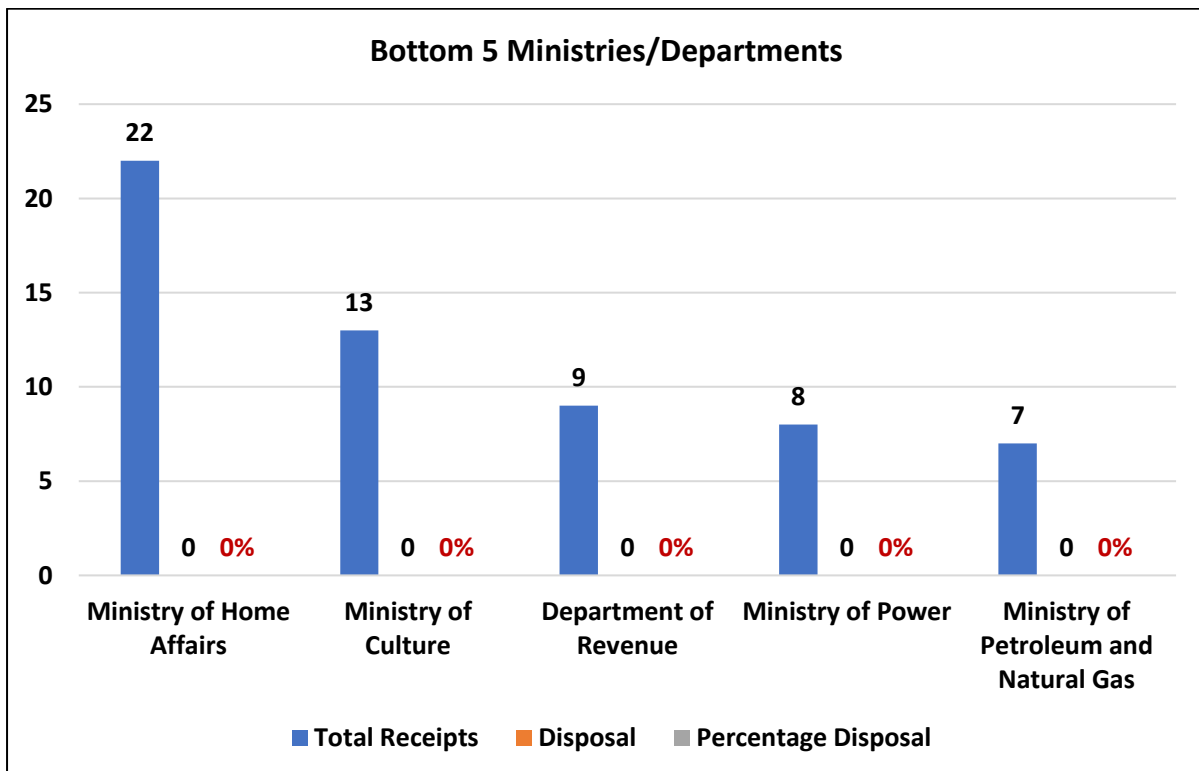
*Note: Ministries/Departments with targets greater than 100 Public Grievances



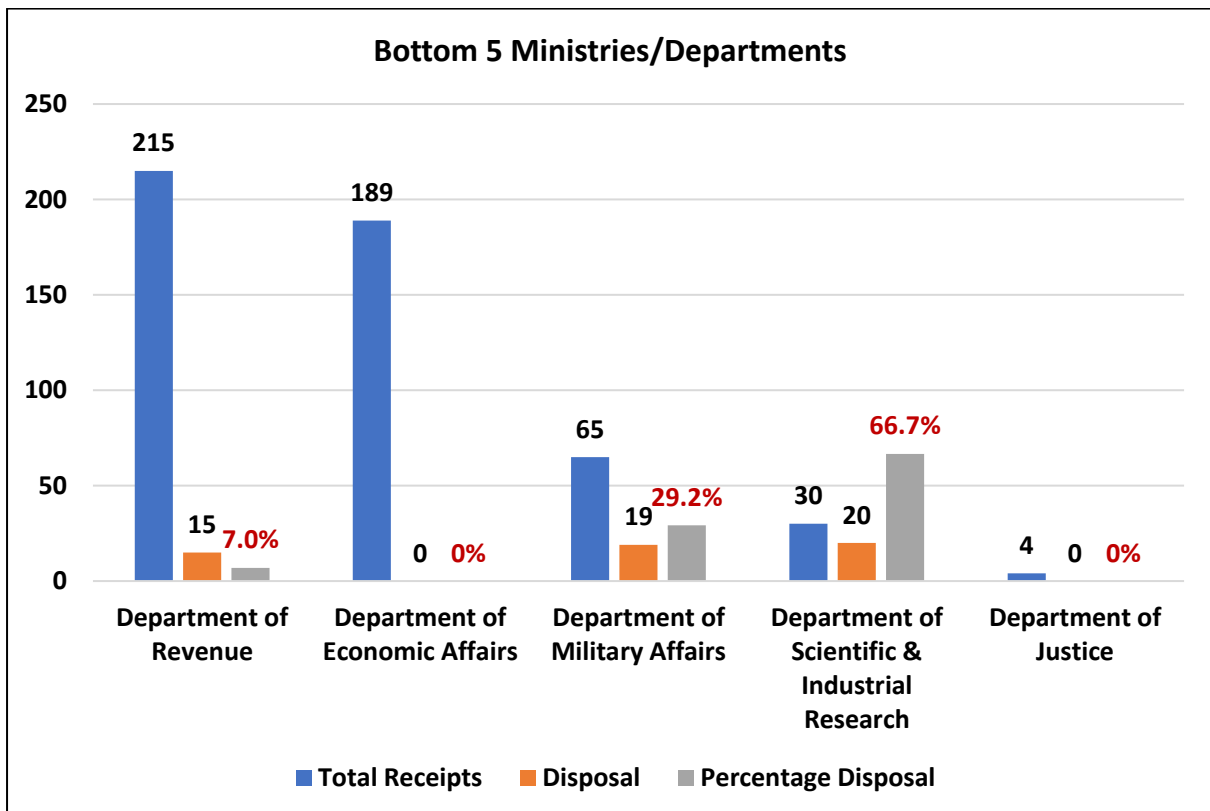
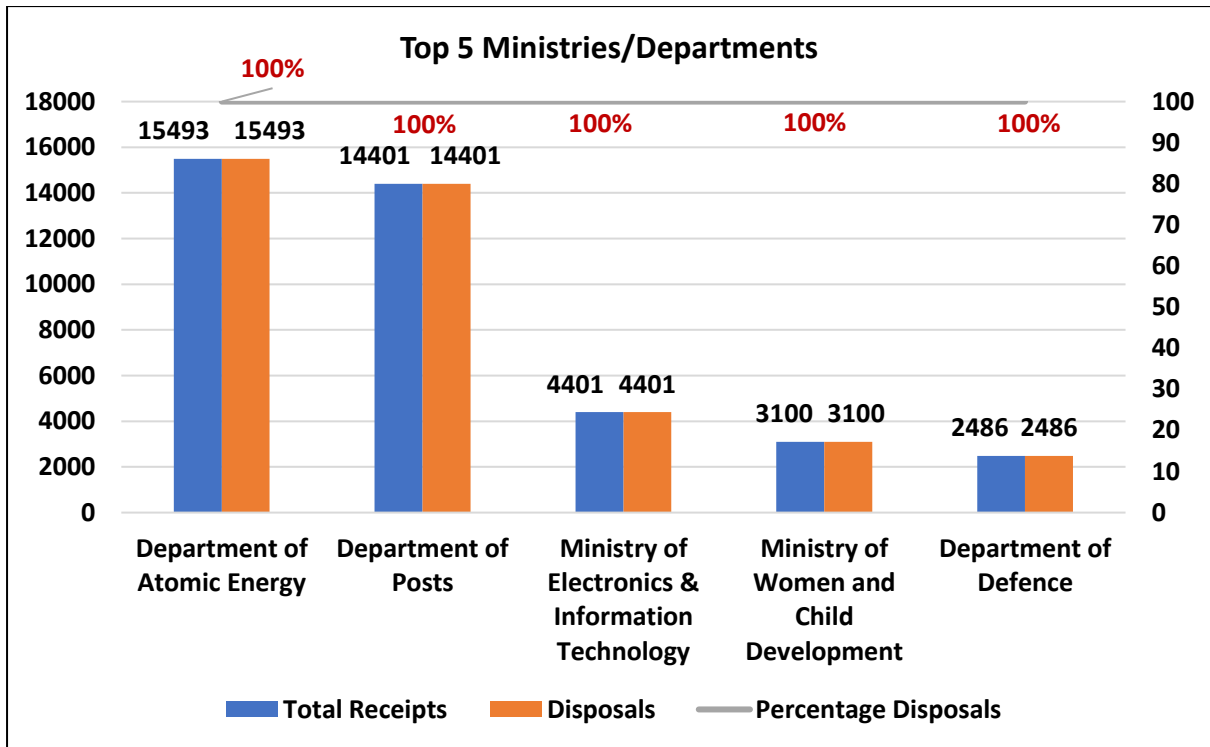
f. PMO References



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



g. Files Weeded Out

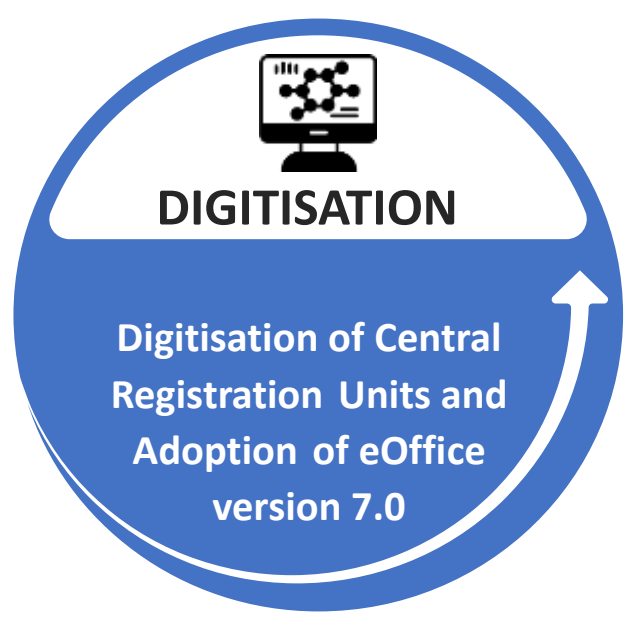


INCREASING EFFICIENCY IN DECISION MAKING IN CENTRAL SECRETARIAT (IEDM)

3 Increasing Efficiency in Decision Making in Central Secretariat

3.1 About IEDM

➤ Four-Pronged Approach

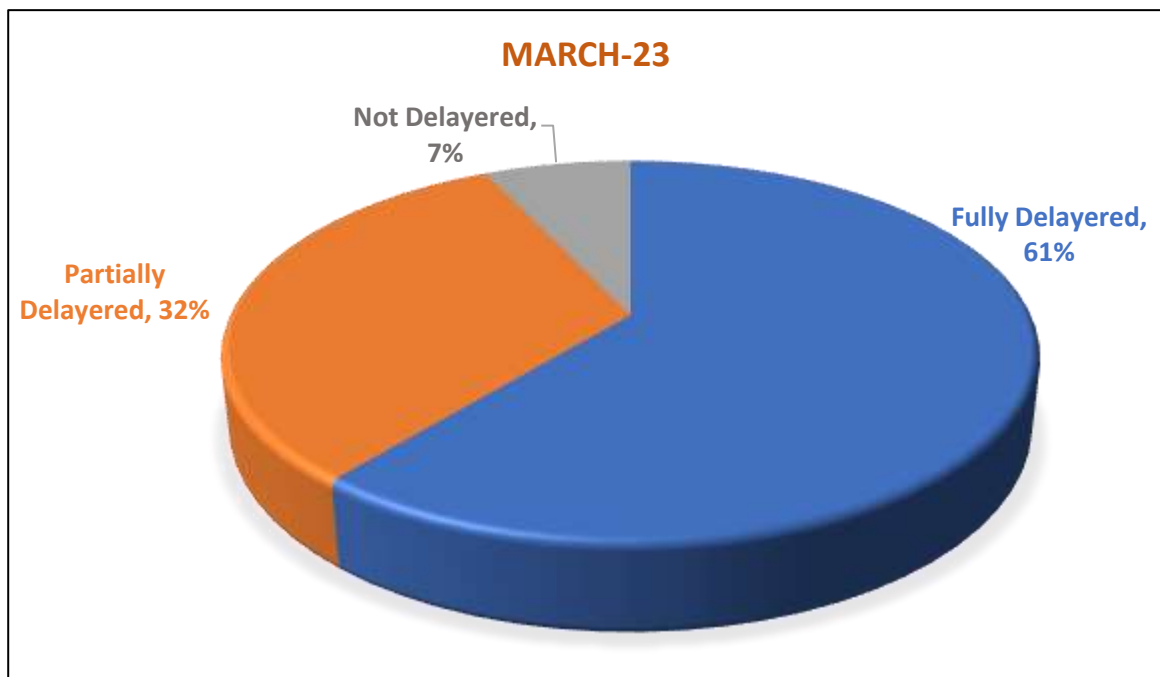


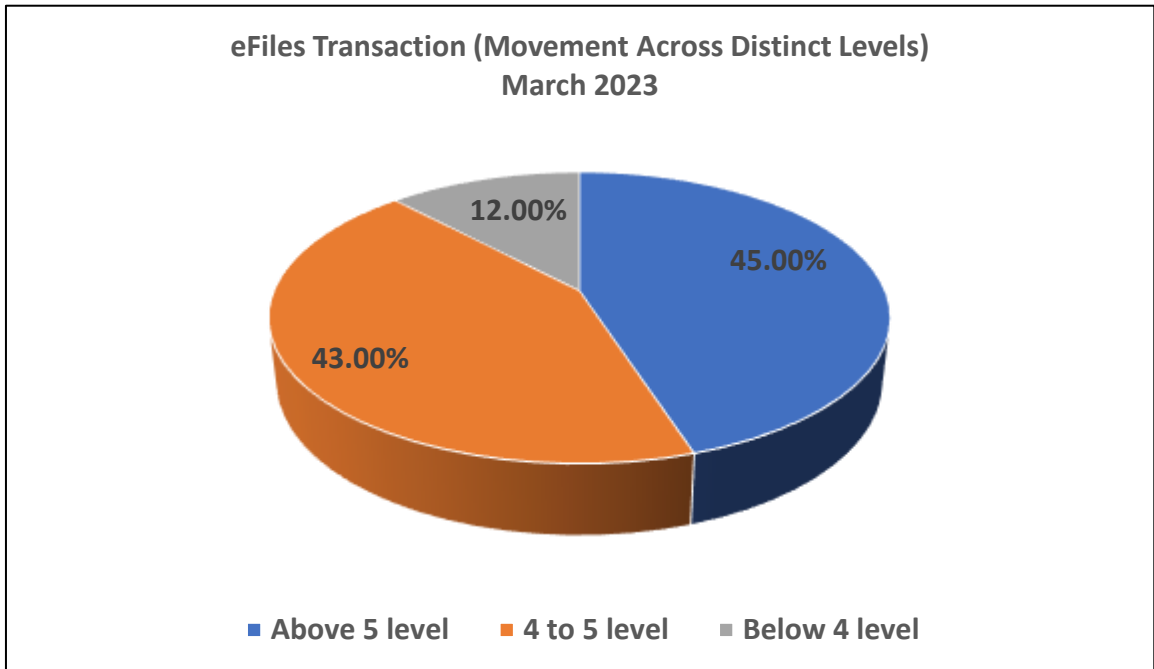
➤ **DARPG guidelines**

- Ministries must be advised that no physical papers or receipts should be generated for inter/intra Ministerial circulation
- eOffice 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 levels
- To have a workshop of all Secretaries to disseminate best practices and strategy for further increasing efficiency in functioning of the Central Secretariat system

3.2 Delaying

- Out of 74 Ministries/Departments which have submitted Self-Assessment Forms, 93% of Ministries/Departments are delayed. However, there are still five Ministries (MHA, DMA, Panchayati Raj, Official Language, Health and Family Welfare) where Joint Secretary is reporting through Additional Secretary
- Full implementation of delaying implies that all JS/equivalent report directly to Secretary or US/equivalent report directly to JS/equivalent and DS/equivalent report directly to AS/equivalent





Average transaction levels from 01-03-2023 to 31-03-2023 for active files created (% distribution of Ministries/Departments)

Fully Delayed

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

Partially Delayed

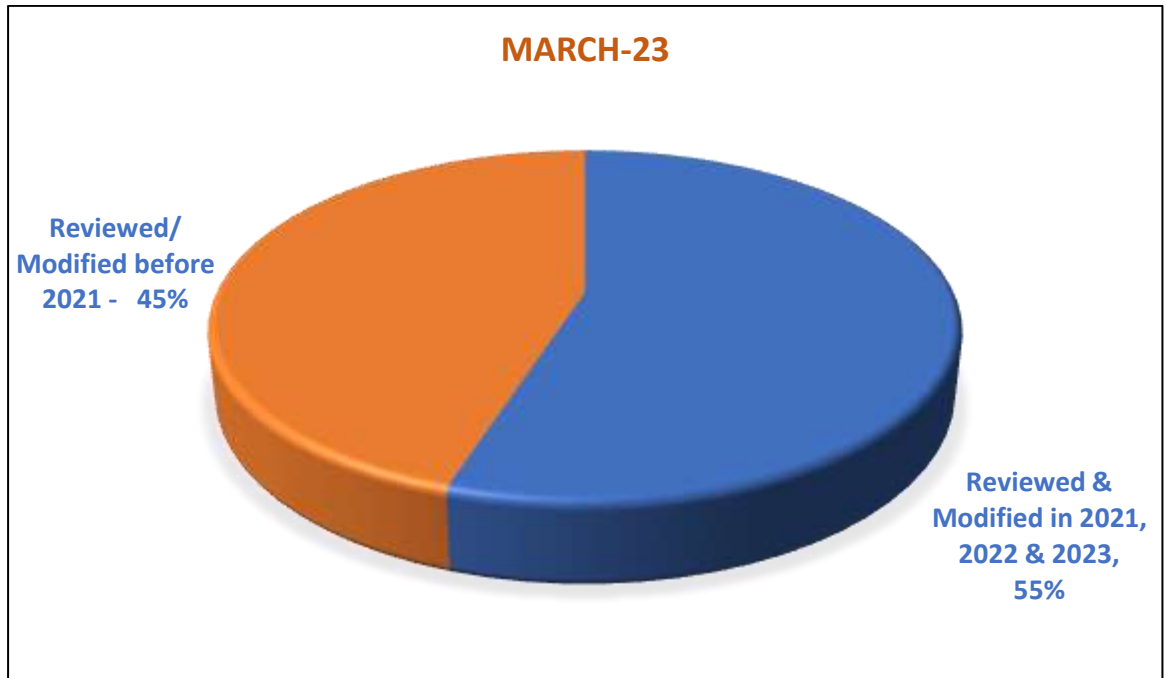
Department of Financial Services	Ministry of Electronics & Information Technology
Ministry of Coal	Ministry of Mines
Ministry of Water Resources, River Development & Ganga Rejuvenation	Department of Economic Affairs
Ministry of Shipping	NITI Aayog
Department of Consumer Affairs	Department of Personnel 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
Department of Agriculture, Cooperation and Farmers Welfare	Ministry of Environment, Forest and Climate Change

Not Delayed

Ministry of Home Affairs	Department of Military Affairs
Ministry of Panchayati Raj	Department of Official Language
Department of Health and Family Welfare	

3.3 Delegation

- Out of 80 Ministries/Departments which have been taken into consideration, 97% of Ministries/ Department have issued Orders of Delegation.
- 55% have reviewed and modified the same in 2023, 2022 & 2021.



42 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	Department of Biotechnology
Department of Ex-servicemen	Ministry of Minority Affairs
Department of Justice	Ministry of New and Renewable Energy
Department of Expenditure	Ministry of Tribal Affairs
Department of Food and Public Distribution	NITI Aayog
Ministry of Ayush	Ministry of Food Processing Industries
Ministry of Women and Child Development	Department of Economic Affairs
Ministry of Mines	Ministry of External Affairs
Ministry of Railways (Railway Board)	Department of Fisheries
Department of Public Enterprise	Ministry of Coal
Ministry of Labour and Employment	Department of Military Affairs
Ministry of Civil Aviation	Legislative Department

Ministry of Development of North Eastern Region	Department of Animal Husbandry & Dairying
Ministry of Drinking Water and Sanitation	Department of Consumer Affairs
Ministry of Earth Sciences	Department of Defence
Department of Empowerment of Persons with Disabilities	Department of Fertilizers
Ministry of Electronics & Information Technology	Department of Land Resources
Department of Space	Ministry of Heavy Industry

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

a. Best Practices (IEDM)

In pursuance to the direction of Cabinet Secretary, 2nd Third Party Impact Evaluation of the Initiatives for Increasing Efficiency in Decision Making in the Central Secretariat was conducted by DARPG. Following are the best practices across the Central Secretariat highlighting the impact of these initiatives.

➤ Department of Telecommunications

The Department generates a '**File Pendency Report**' for all employees every month. The number of files pending with each employee for 0-3 days, 4-5 days, 6-7 days, 8-15 days, and > 15 days are reviewed monthly.

➤ Department of Empowerment of Persons with Disabilities; Department for Promotion of Industry and Internal Trade

In some matters such as Parliament questions, VIP references, etc. JS directly reports to the Minister level, expediting file movement and leading to faster decision-making.

➤ Department of Commerce

Delaying has led to improved efficiency and quicker decision-making. For instance, in the RTI division, channels of submission have been reduced from 3 levels to 2 levels, and in the O&M division, the channel of submission has been reduced to 2 levels only.

➤ Department of Atomic Energy

Financial powers have been delegated to various research facilities like BARC for R&D work, procurement of research materials through imports, and repair/maintenance of Plant equipment and machinery.

➤ Department of Telecommunications

Attached Offices - Field units (LSA & CCA) under the administrative control of DG/T and CGCA have been delegated adequate financial powers in September 2022, which was a long-standing demand, especially LSAs.

3.4 Desk Officer System

40 Ministries/Departments have implemented Desk Officer System*

S. No	Ministries/Departments	No of Desk Officer
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	11
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	21
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		623

*As on March 31, 2023



eOFFICE IMPLEMENTATION AND ANALYTICS

5. eOffice Implementation and 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 digital Secretariat in the Central Government.

eOffice Analytics for January 2023 & February 2023

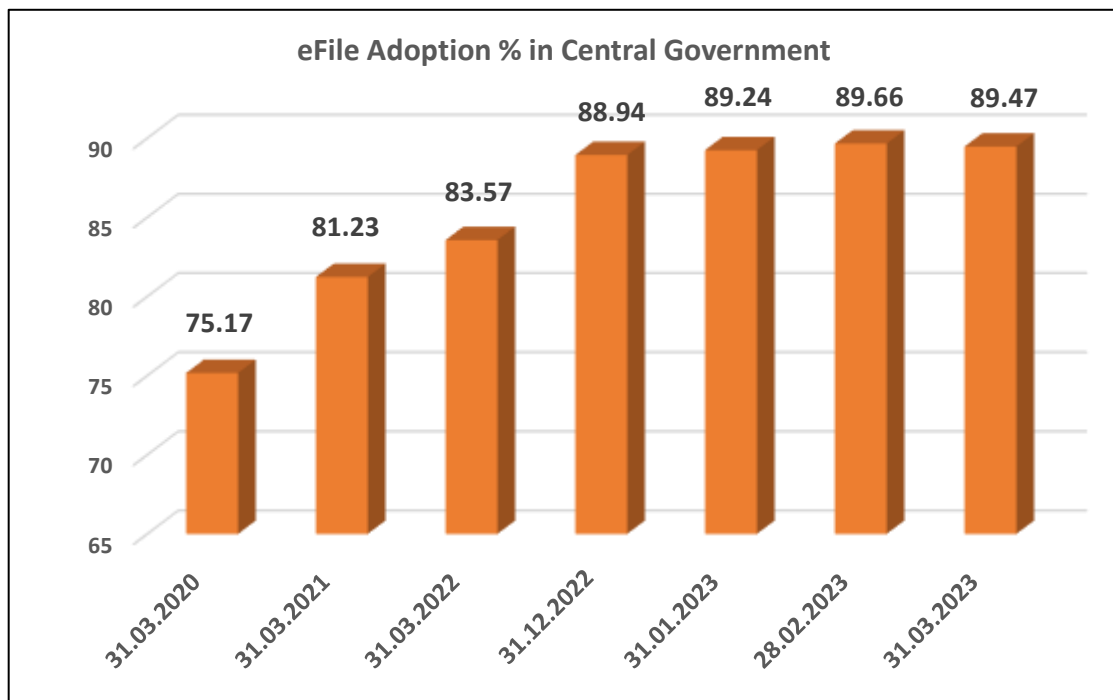
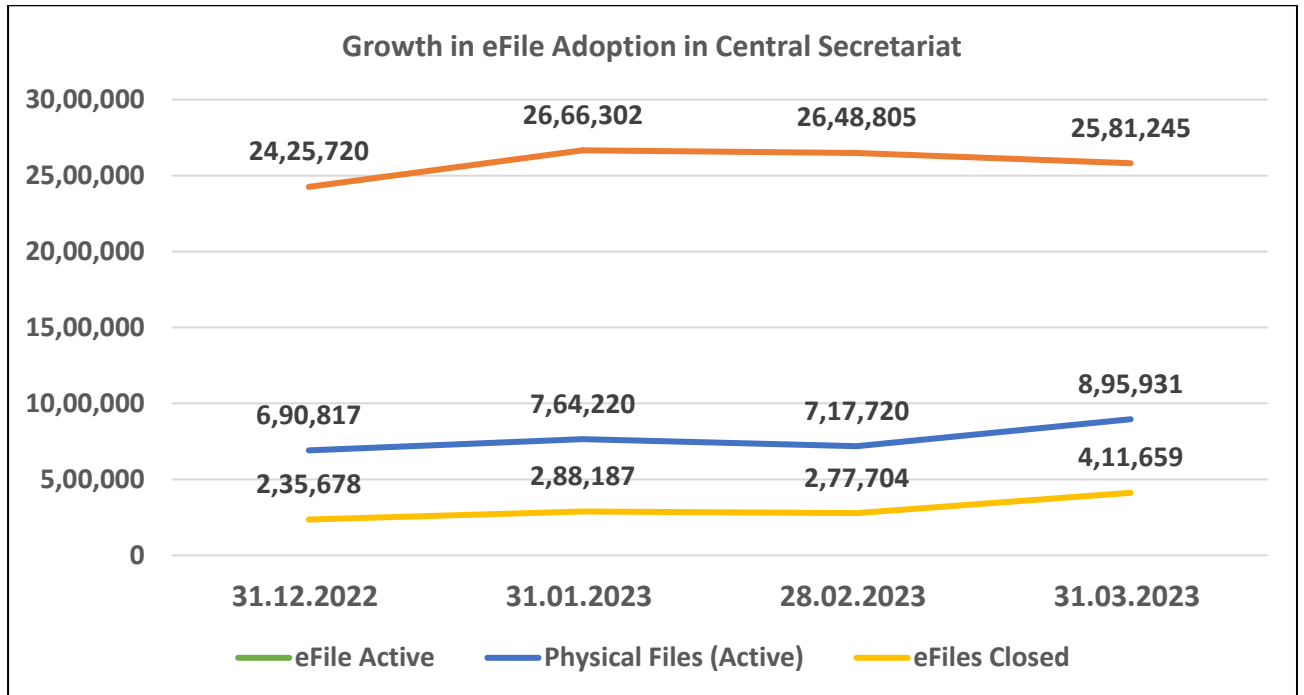
S.No.	Parameters	February 2023	March 2023
1.	eReceipts generated	3,79,862	4,37,694
2.	pReceipts generated	37,824	42,701
3.	Active eFiles	26,48,805	25,81,245
4.	Active pFiles	7,17,720	8,95,931
5.	Inter-Departmental File Movement	7569	9364

5.1 eOffice version 7.0 Migration status

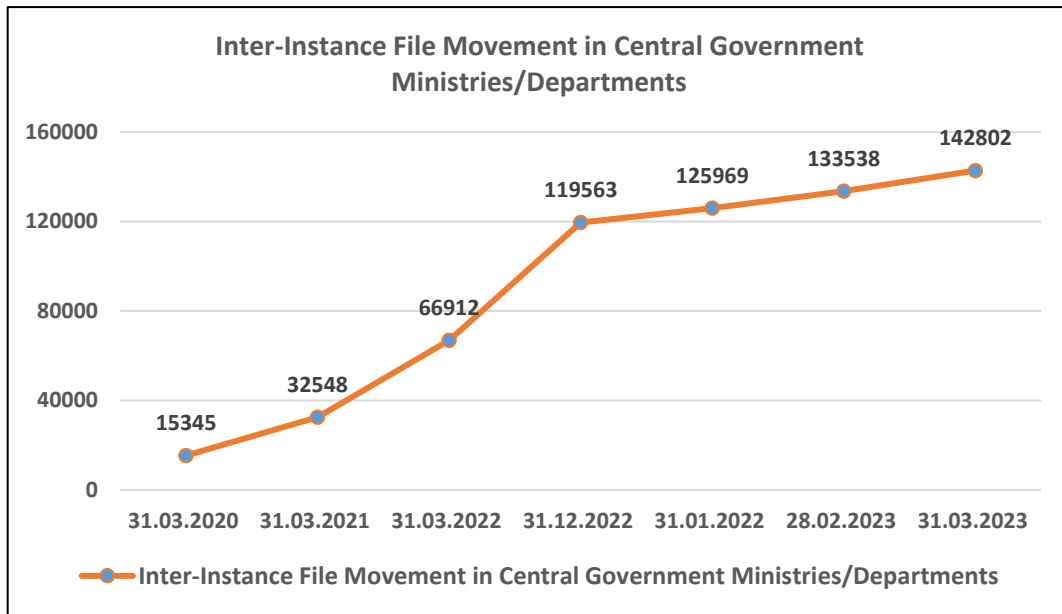
➤ Ministries/Department

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

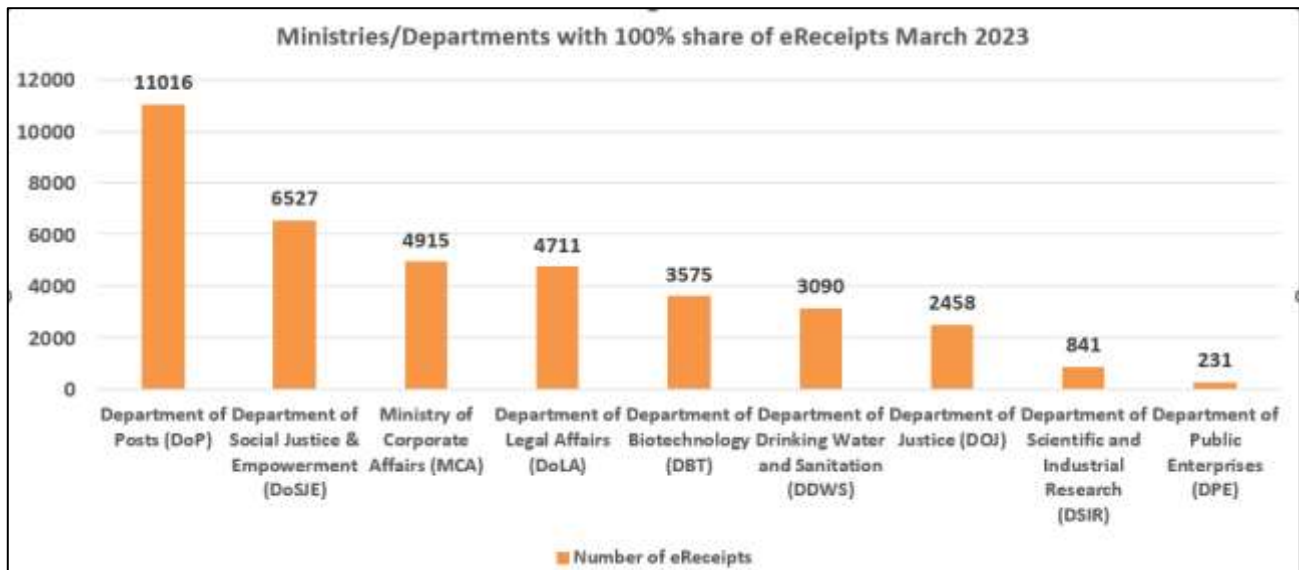
5.2 Growth in eFile Adoption in Central Secretariat (% share of eFile)



5.3 Inter-Departmental File Movement



5.4 eReceipt Adoption (% Share of eReceipt)



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 eOffice'

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

I/1407/2022

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: 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 'eOffice 7.0 Migration'

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



75
आजादी का
अमृत महोत्सव

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, SANASAD MARG,
NEW DELHI-110001

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

Dated: January 02, 2023

Dear Shri Gyanesh Kumar ji,

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

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

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

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

With best regards,

Yours sincerely,



(V. Srinivas)

Encl: As above

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



Please Visit our Website : <http://darpg.gov.in>, <http://goicharters.nic.in>

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Annexure- I Data Upload Status

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

S No	Ministry / Department
1.	Department of Higher Education
2.	Department of Defence Research and Development
3.	Department of Legal Affairs
4.	Department of Official Language
5.	Ministry of Food Processing Industries
6.	Ministry of Labour and Employment
7.	Ministry of Development of North Eastern Region
8.	Ministry of Tourism





Department of Administrative Reforms and Public Grievances

Government of India

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