



प्रशासनिक सुधार और लोक शिकायत विभाग

DEPARTMENT OF  
ADMINISTRATIVE REFORMS &  
PUBLIC GRIEVANCES

# VIKSIT BHARAT

## Transforming Governance



**ASCI 68<sup>th</sup> Foundation Day Lecture**

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## VIKSIT BHARAT – TRANSFORMING GOVERNANCE

V. Srinivas

*“In this decade of Amrit Kaal, we will give priority to Next Generation Reforms. We will ensure that all facilities like service delivery should reach citizens up to the last mile; it should reach the last person seamlessly, without hesitation or any kind of difficulty. For the overall development of the country, unnecessary interference by the Government and Government processes in the lives of the people has to be ended” – Prime Minister Narendra Modi<sup>1</sup>*

### ASCI’s 68<sup>th</sup> Foundation Day

It is my great privilege to deliver ASCI’s 68<sup>th</sup> Foundation Day Lecture in the Bella Vista Campus of the College. The tradition of ASCI’s Foundation Day Lecture dates back to 1967, and a number illustrious luminaries who have rendered distinguished services to the Nation have delivered the ASCI Foundation Day Lecture. I am deeply grateful to Shri K. Padmanabhaiah, Chairman ASCI for inviting me to deliver the 2024 ASCI Foundation Day Address on the subject **“Viksit Bharat – Transforming Governance”**. Shri K. Padmanabhaiah is role model and an inspiration, his commitment to public policy and governance covering nearly 60 years is legendary, and he has contributed significantly to National policy making and the strengthening of ASCI as a pre-eminent public policy institution in the Country.

The Administrative Staff College of India as an institution of excellence and national importance has served the Nation with great distinction in progressive public policy making. As the apex think tank for public policy, ASCI has collaborated successfully with DARPG in implementing the “Prime Minister’s Awards for Excellence in Public Administration”, the formulation of the “Vision India@2047 on Governance”, documentation of case studies on innovations in Governance in the Union Territory of Jammu & Kashmir, as a Knowledge Partner for Implementation of Sevottam Program

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<sup>1</sup> English rendering of the text of PM’s address from the Red Fort on 75<sup>th</sup> Independence Day, 15<sup>th</sup> August 2021

for capacity building of grievance redressal officers, strengthening of the Centre for Innovations in Public Systems. ASCI's value statement "***Sangachhandhvam Samvaddhavam so-vo Manamsi Jantam***" – Let us be together, let us interact together, and may our minds comprehend together fits well with the National theme of "One Earth, One Family, One Future"

Let me introduce you to the subject "**Viksit Bharat – Transforming Governance.**"

## Introduction

As India celebrated its Amrit Kaal period, Prime Minister Modi has given a clarion call for adoption of Next General Reforms by bridging the gap between government and citizens.

In his address at the Special Session of Parliament, Prime Minister Modi said

*"The first rays of Amrit Kaal are illuminating the Nation with a new belief, fresh self-confidence, new enthusiasm, new dreams, new resolutions and a renewed strength of the Nation. Achievements of Indians are being discussed everywhere and with a great sense of pride. This is the result of a collaborative effort in our 75-year Parliamentary history. As a result, today the echo of our accomplishments is being heard world-wide"*

The Prime Minister in his historic 3<sup>rd</sup> term has laid down an ambitious and results oriented agenda for Good Governance which envisages each Ministry and Department to formulate initiatives and ideas for implementation as part of "Panch Pran" (five resolutions) announced in the independence-day address of Prime Minister on August 15, 2022. The Panch Pran of Amrit Kaal represent the vision of our Nation's Good Governance Principles and Practices – the goal of a developed India, to remove any trace of colonial mindset, take pride in our roots and unity and sense of duty among citizens. Prime Minister asked the Nation to focus attention on the "Panch Pran" for the coming 25 years, while empowering citizens and reaching the last mile

as the priorities for Viksit Bharat @ 2047 when the Nation celebrates 100 years of independence.

An agenda of “Maximum Governance – Minimum Government” envisages a digitally empowered citizen and a digitally transformed institution. Bringing Government and Citizens closer using technology is important for ease of living and ease of doing business. Accordingly, the Government seeks to effect qualitative improvements in the grievance redressal systems to make them more sensitive, accessible and meaningful. A whole of government approach to be adopted in formulating and implementing policies and schemes and concerted steps are proposed to be taken for India to become the 3<sup>rd</sup> largest economy in the world. This will necessitate upskilling and Government has said suitable incentives will be provided for encouraging officers to take full advantage of the capacity building courses and modules available on iGot Karmayogi portal. Further, governance models need periodic monitoring of quality assessments by developing effective metrics to foster a competitive spirit amongst States and District to encourage them to adopt reforms in different areas of governance particularly in respect of statutory clearances and approvals. Another major area of action is the development of comprehensive action plans for implementing the concept of women led development.

At the heart of effective policy is the deep commitment to principles of social equity, justice, transparency and accountability. Social justice is at the heart of policy making and the Government has worked to provide equitable opportunities to everyone. Saturation approach of priority sector schemes has been the defining the goal of Government’s all-round, all-pervasive and all-inclusive development model. The important priority sector schemes where saturation approach has been adopted include the Har Ghar Jal Yojana, PM Awas Yojana, Mission Indradhanush, PM Ujjwala Yojana, PM Jan Arogya Yojana, PM SVANidhi, PM Matru Vandana Yojana, PM Vishvakarma Yojana, PM Mudra Yojana, PM Poshan Yojana and Kisan Credit Cards Scheme. The vision of Sabka Saath, Sabka Vikas, Sabka Vishwas, Sabka Prayas has been the overarching national development goal.

## **CPGRAMS – A Foundation for SMART Governance**

Government envisages that each Ministry and Department shall seek to effect qualitative improvements in their grievance redressal systems to make them more sensitive, accessible and meaningful. The Department of Administrative Reforms and Public Grievances is the nodal agency in respect of policy initiatives on public grievance redressal mechanisms and citizen centric initiatives.

Governance in order to be citizen centric should be participative and transparent. It should be effective, efficient and responsive to citizens. Furthermore, the ethos of serving citizens should permeate all organizations. Last but not the least, Government organizations should be accountable to the people. As one of the primary functions of the State is to promote the welfare of its citizens, an evaluation of the functioning of the institutions of governance will ultimately have to be based on the satisfaction they provide to the common man. In this regard prominence would need to be attached to the voice of the citizens themselves.

Centralised Public Grievance Redress and Monitoring System (CPGRAMS) is an online platform available to the citizens 24x7 to lodge their grievances to the public authorities on any subject related to service delivery. The citizen can access the system online through the portal [www.pgportal.nic.in](http://www.pgportal.nic.in). The CPGRAMS portal is integrated with all State Grievance portals, operational in all regional languages and extensively uses artificial intelligence for handling big data. The performance of Ministries and Departments on the CPGRAMS portal is benchmarked through the Grievance Redressal Assessment Index. Feedback of citizens filing public grievances is taken through a feedback call centre. Inclusivity and outreach of the portal is ensured through Common Service Centres. The status of the grievance filed in CPGRAMS can be tracked with the unique registration ID provided at the time of registration of the complainant. CPGRAMS also provides appeal facility to the citizens if they are not satisfied with the resolution by the Grievance Officer.

The CPGRAMS has pursued technology upgradation through collaboration with Indian Institute of Technology Kanpur, National Institute of SMART Governance and Centre for Good Governance Hyderabad. The CPGRAMS has developed two advanced dashboards for data analytics – the Intelligent Grievance Monitoring System and the Tree Dashboard which enables monitoring category wise, district wise, priority sector scheme wise grievance redressal.

It is important to mention the institutional support for CPGRAMS which comes from a myriad of institutions and experts. The National Informatics Centre has played a key role in upgradation, development and maintenance of CPGRAMS. It is also responsible for Technical Support, Data Security and Privacy, Training and Capacity Building and Monitoring and Reporting. The Data Strategy Unit has engaged in creating awareness amongst Departments and Ministries on the analytical aspects of grievances. The Bharat Sanchar Nigam Limited is responsible for undertaking satisfaction surveys and ratings from citizens and operates the Feedback Call Centre. The feedback taken includes citizen satisfaction and service rating. The Feedback Call Centre provides an end to end solution to grievance redressal, and provides Government with a first-hand feedback from the citizens on the quality of resolution.

The Common Service Centres integrated CPGRAMS with the CSC portal and made the application available at more than five lakh CSC's. The CSC's have played an important part in grievance registration, information collection, documentation and verification, forwarding and follow-up and awareness and assistance. For increased outreach, CSC-CPGRAMS day is celebrated on 20<sup>th</sup> of every month when a massive outreach through Face book is conducted for a particular Ministry or Department. The C-DAC and Bhashini have enabled translation of the CPGRAMS portal into 22 Indian languages.

The Quality Council of India is responsible for several initiatives like universalization of CPGRAMS in all Ministries and Departments, automatic forwarding of lodged grievances to respective last mile officers, drop-down menus and the COVID-19 dashboard. The QCI teams also conceptualized the monthly reports for CPGRAMS

for Ministries & Departments, assist the Department in monthly review meetings, and social media outreach.

The grievances received by the Department of Administrative Reforms and Public Grievances are forwarded to the concerned Ministries and Departments, State Governments and Union Territories who deal with the substantive functions linked with the grievance for redress under intimation to the complainant. India's policy for grievance redressal has placed emphasis on timely grievance redressal and quality of grievance redressal.

The implementation of CPGRAMS 10-Step reforms has resulted in a significant increase in the number of public grievances being redressed every month to over 100,000 grievances and reduction in timelines for disposal in central ministries and departments. The CPGRAMS portal has mapped 101675 Grievance Redressal Officers, and 27,00,000 lac citizens have registered themselves to file nearly 30,00,000 grievances/ year. Over 70,00,000 public grievances have been redressed in the period 2022-2024. The grievance redressal time has come down from 28 days in 2022 to 16 days in August 2024.

Presently CPGRAMS is the world's largest citizen interface platform. The CPGRAMS has been adopted and implemented across all Central Ministries/ Departments, attached, subordinate and autonomous bodies. By integrating advanced technologies, supporting multiple languages and providing comprehensive tracking and feedback mechanisms, CPGRAMS ensures that citizen's grievances are addressed promptly and effectively, contributing to improved governance and public service delivery. In 2023, the initiatives of Intelligent Grievance Monitoring System, the CPGRAMS mobile app, training and capacity building using Sevottam has resulted in increased volume of resolution, enhanced public trust, accountability, efficiency, inclusivity and accessibility.

The performance of Ministries and Departments on the CPGRAMS portal are monitored by the Grievance Redressal Assessment and Index (GRAI) across four dimensions – efficiency, feedback, domain and organizational commitment. The four



dimensions are further divided into eleven indicators – percentage of grievances resolved within timeline of 30 days, percentage of appeals redressed, percentage of resolution of grievances under corruption category, average resolution time, percentage pendency with Grievance officers, percentage appeals filed, percentage resolution with satisfied remarks, percentage resolution of complaints labelled as urgent, adequacy of categorization of grievances, ratio of grievance officers vis a vis grievances received, percentage of active grievance redressal officers. The GRAI report 2023 shows that 85 of the 89 Ministries and Departments have shown significant improvement and progress from the GRAI report 2022. Around 10 percent have shown more than 50 percent growth, 28 percent have shown growth between 25-50 percent, and 51 Ministries and Departments have shown growth up to 25 percent. The GRAI findings indicate improved resolution rates, high volume of grievances, data analytics and continuous improvement.

The CPGRAMS reforms received considerable national and international appreciation. The India Today magazine featured CPGRAMS reforms as amongst 100 big tech ideas for the revolution needed in 10-key sectors to make India a developed Nation by 2047. In April 2024, at the 3<sup>rd</sup> Biennial Meeting of the Pan-Commonwealth Heads of Public Service/ Secretaries to the Cabinet on “Institutionalization of SMART Government to enhance public service delivery”, the CPGRAMS was recognized as a state of the art grievance redressal system that has engaged and empowered citizens across India which has had a transformative impact on the transparency and accountability of government. The evolution of India’s vision to use AI for further policy, process and people-related changes, to operationalize the CPGRAMS mobile app and adopt the CPGRAMS 7.0 version in all States/ UT’s have been recognized as futuristic governance models for replication and adoption across many countries.

Government has further refined its approach to Effective Redressal of Public Grievances with the Comprehensive Guidelines in August 2024. The key points of the August 2024 policy contain creation of an integrated grievance filing platform with integration of various public grievance platforms for a single window experience. Further the 2024 policy guidelines focus on appointment of experienced and competent nodal officers for redressal of public grievances, defining the roles of nodal



officers for better categorization, monitoring and analysis. The creation of dedicated grievance cells in Ministries/ Departments to support grievance redressal, reducing the timelines for resolution from 30 days to 21 days, escalation process with the appointment of appellate officers, grievance closure guidelines, feedback mechanism through various channels like SMS, email, WhatsApp and ChatBot, promoting awareness about grievance filing systems, regular training of Grievance Redressal Officers and Regular Review of grievance cases by senior officers. The dissemination of the policy guidelines was discussed in the National Workshop on Effective Redressal of Public Grievances in November 2024.

There are also several best practices in States and Ministries/ Departments. I must mention the Rail Madad portal of Ministry of Railways, the SCORES portal of SEBI as top performers for improving service delivery in the country. The top performing State grievance portals include SWAGAT portal of Gujarat, JK-SAMADHAN of Jammu & Kashmir and Jan Sunwai – SAMADHAN of Uttar Pradesh.

Several State Administrative Training Institutes have come forward to collaborate with Department of Administrative Reforms and Public Grievances. The Haryana Institute of Public Administration, the Institute of Management and Governance, the HCM Rajasthan Institute of Public Administration, the Dr RVP Noronha Academy of Public Administration, the Assam Administrative Staff College have all collaborated to implement the Sevottam Scheme for capacity building of grievance officers.

## **Karmayogi Competency Model**

In October 2024, Prime Minister unveiled the Karmayogi Competency Framework while asking civil servants to keep themselves abreast with latest technological developments so as to meet the rising standards. Mission Karmayogi envisions a future ready civil service that needs to keep itself abreast with artificial intelligence and information processing, presenting challenges and opportunities. The goal to create human resources that will become the driving force of our Nation's development to help us achieve Viksit Bharat by 2047.

The Karmayogi Competency Model has identified CHAR SANKALP (four resolves) that every Karmayogi, as a representative of Government, should internalize and actively demonstrate by embodying the CHAR GUN (four virtues) through their associated competencies. The Mission Karmayogi can be divided into Ethos, Ethics, Equity and Efficiency. The Ethos includes a people first approach, strategic thinking, organizational awareness, commitment to the organization and leading others.

The CHAR SANKALP are

- VIKASA – resolve for a developed Bharata/ India
- GARVA – be proud of Bharata's / India's legacy
- KARTAVYA – fulfil your duties
- EKATA – strength in unity

The CHAR SANKALP can help achieve the designed outcomes of Mission Karmayogi – enhance performance, ensure accountability, deliver citizen centric governance, create a future ready civil services. The Government of India's new paradigm in capacity building Mission Karmayogi seeks to improve efficiency in bureaucracy and develop a people centric approach in governance rooted in Indian civilizational ethos.

The Mission Karmayogi encapsulates three transitions – transition from Karmachari to Karmayogi, workplace transformation and shift from rule-based to role based civil servant. The Karmayogi competency model seeks identification and assessment of skill needs of civil service, enhance focus on behavioural and functional capacity building needs, enhance role-based capacity building and empowering officials to take charge of own professional journey, drive standardization, harmonization and shared learning capacity building practices and demand driven capacity building. A Karmayogi will be able to inculcate the Virtues and strive towards the vision by attaining competencies.

The Karmayogi Competency Model consists of 13 Behavioural Competencies split across 8 Core Competencies and 5 Leadership Competencies (13 associated sub-themes). The Behavioural Competencies are (1) Self Awareness (2) Personal Effectiveness (3) Solution Orientation (4) Communication (5) Outcome Orientation (6)

Collaboration (7) Service Orientation (8) Operational Excellence (9) Creativity & Innovation (10) Strategic Leadership (11) Collaborative Leadership (12) Team Leadership (13) Decision Making.

The Karmayogi Competency Model consists of 21 Functional Competencies and 68 associated sub-themes. The Functional Competencies are (1) Citizen Centricity (2) Policy Architecture (3) Cabinet Note Preparation (4) Government Program Formulation (5) Project Management (6) Public Procurement (GFR) (7) Material Management (GFR) (8) Monitoring & Evaluation (9) Financial Management (10) Digital Fluency (11) Data Analytics (12) Establishment & HR (13) Office Management (14) Handling Parliamentary Matters (15) Handling RTI Matters (16) Grievance Redressal (17) Vigilance Administration (18) Litigation Management (19) Information & Communication Management (20) Change Management (21) Administration Matters.

Mission Karmayogi is very important grooming civil servants of the country as it can help 24x7 basis interactive sessions amongst trainers and trainees. In today's fast-paced and ever changing working environments, ongoing learning has become a necessary part of the workflow.

## **Increasing Efficiency in Government**

The initiatives for increasing efficiency in government adopted a two pronged approach across all Ministries and Departments –

1. *Initiative for Increasing Efficiency in Decision Making*
2. *Special Campaign for Institutionalizing Swachhata and Reducing Pendency in Government*

The Initiative for Increasing Efficiency in Decision Making in Government is one of the pioneering administrative reforms to speed-up decision making to meet the expectations of citizens. It represented one of the most complicated and far reaching administrative reforms witnessed in the central secretariat bringing a silent reform in work culture, reduced hierarchies and resulted in a significant adoption of technology.

It has also enabled responsive communication and enhanced efficiency in processing of receipts.

Government adopted a flatter organizational structure and put in place appropriate delegation at various levels to ensure speed and efficiency in decision making in government. This was undertaken after a comprehensive review of the extant practices and procedural frameworks, levels of disposals, channels of submission and existing delegations. The Central Secretariat Manual of Office Procedure was revised in 2019 to incorporate the provisions of e-Office to enable the march to a digital central secretariat. The guidelines for increasing efficiency in central government entailed review of channel of submission for creating flatter organizations, the delegation of financial and administrative powers to lower functionaries, adoption of desk officer system to ensure single points of file disposal, adoption of e-Office version 7.0 and digitization of all receipts in central registration units.

The channel of submission was brought down from 8.01 in January 2020 to 4.48 levels in September 2024 across 84 Ministries/ Departments. Officers were divided into separate categories with Additional Secretary and Joint Secretary being placed in category II and Deputy Secretary and Under Secretary being placed in category III across Ministries and Departments. Level jumping was adopted so that officers of one level did not put up files to another officer in the same category which meant that they worked in parallel, horizontal organizational structures. The review of the channel of submission resulted in identification of surplus manpower who could be redeployed to other Ministries and Departments. Administrative and Financial delegation for contingent and miscellaneous expenditures across Ministries and Departments was reviewed to bring a degree of uniformity across Government. The administrative delegation was monitored through enhanced adoption of e-HRMS.

Technology adoption by optimizing the e-Office Platform was promoted by due amendments in the Central Secretariat Manual of Office Procedure. This was done to bring transparency, efficiency and accountability in the Government transactions leading to increased promptness and productivity. The reskilling and upskilling of staff was addressed and seamless movement of files across Ministries/ Departments was

rolled out. The Central Secretariat digitizes 5 lac receipts and processes them as e-receipts every month. Nearly 40 lac files are being handled as e-Files across government. The proliferation of e-Office in the Central Secretariat was further promoted by adopting a saturation approach to extend e-Office to all attached/ subordinate/ autonomous offices of Government of India. Government developed e-Office analytics to monitor use of VPN's, inter-ministerial movement of files and levels of file disposal. Government also focused on enhancing cybersecurity of e-Office platform and sensitization workshops on cyber Swachhata were introduced.

Special Campaigns represents the vision of Prime Minister Modi for institutionalizing Swachhata and reducing pendency in government, for changing old practices, weeding out old files and papers in Government Offices better utilization of free space improve sanitization protocols and above all technology adoption. Special Campaigns are implemented to focus on digitization, efficient management of office spaces, enhancement of office premises, environmental friendly practices, inclusivity, sanitation protocols and mechanisms for waste disposal. This effort for "Ek Kadam Swachhata Ki Or" in institutions of Government has enabled a new thinking in the country that office spaces can be aesthetically beautiful and clutter free and work environment can be enhanced.

The Special Campaign for Institutionalizing Swachhata and Reducing Pendency in Government is implemented from October 2-31, every year from 2021 onwards. Government has decided to implement the Special Campaign for next 5 years, adopting a saturation approach to cover all field offices, focus on public centric ministries, overseas missions and posts, banks and public sector undertakings. The Special Campaign focused on Swachhata in office spaces, and targeted reduction in MP's references, Parliamentary assurances, PMO references, Inter-Ministerial references, State Government references, Public Grievances, Records Management Practices and monitored through a single digital platform. In the period 2021-2024, Special Campaign covered 11.5 lakh offices, 131.4 lac files were weeded out, 643 lakh sq. feet of space was freed and Rs. 2364 crores of revenue earned. The Special Campaigns represented a whole of government approach and brought significant

reductions in pendency. Consistent monitoring enabled increasing efficiency in Government.

The Special Campaign 4.0 implemented from October 2-31, 2024 covered 5.97 lac offices with revenue earned from scrap disposal of Rs. 650 crores, 190 lakh sq. feet of office space freed and represented India's largest campaign for institutionalizing Swachhata and reducing pendency in government offices. Several best practices including an exhibition of archival records "Sushasan aur Abhilekh" was presented from the Official Records accessed by National Archives of India under Special Campaigns.

Prime Minister Modi commended the Special Campaign 4.0 in a post on X on November 10, 2024 as follows:

*"Commendable!*

*By focusing on efficient management and proactive action, this effort has attained great results. It shows how collective efforts can lead to sustainable results, promoting both cleanliness and economic prudence."*

In the 116<sup>th</sup> edition of PM's Mann Ki Baat on November 24, 2024, Prime Minister Modi addressed the significant benefits from Special Campaign for institutionalizing Swachhata and Reducing Pendency as follows:

*"My dear countrymen, you must have noticed that as soon as someone mentions a 'government office', a picture of a pile of files emerges in your mind. You must have seen something similar in films too. So many jokes are made on these piles of files in government offices; so many stories have been written. These files used to gather dust after lying in offices for years and years and would start accumulating dirt.*

*A Special Swachhata Abhiyan was launched to remove such decades old files and scrap. You will be happy to know that this campaign has brought amazing results in government departments. Cleanliness has freed up a lot of space in offices. This has*

*also brought in a sense of ownership among people working in the offices. They have also become serious about keeping their work place clean”*

## **Developing State/ District Metrics**

The development of credible, transparent and timely metrics for assessing the quality of governance and service delivery has been an important aspect of Viksit Bharat. Two important metrics for assessing the quality of governance and service delivery were developed based on the recommendations of the Sectoral Group of Secretaries on Governance in the period 2019-2024 were the following:

1. The Good Governance Index
2. The National e-Services Delivery Assessment

The Good Governance Index is a comprehensive and implementable framework to assess the state of Governance across States/ Union Territories. It is a tool to study the impact of different interventions taken up by the Central and State Governments, to formulate a comparative picture amongst States while developing a competitive spirit for development. The Good Governance Index encompassed 10 Governance sectors and 64 Governance indicators. The sectors cover agriculture and allied sector, commerce and industry, human resource development, public health, public infrastructure and utilities, economic governance, social welfare and development, judiciary and public safety, environment and citizen centric governance. The raw data is sourced from the authentic sources and normalized using the dimensional index method and used for ranking purposes after applying respective weightages. The Good Governance Index also measures incremental progress made by States which represents an additional measure of comparative matrices. The data indicates, India's governance in States is showing positive trends across States in each of the 10 Sectors.

Gujarat, Tamil Nadu and Maharashtra have been consistently amongst the top performers of Good Governance Index. Gujarat is a top performer amongst 5 sectors including commerce & industry, human resource development, public infrastructure &



utility, economic governance and citizen centric governance. Tamil Nadu is a top performer amongst four sectors agriculture & allied sector, human resource development, public health and judiciary & public safety. Maharashtra has performed well in agriculture & allied sector, human resource development and social welfare & development. In the North Eastern States Sikkim is a top performer and Uttarakhand has been a top performer in Hill States. As part of the way forward, the Good Governance Index is proposed to further expanded from 64 indicators to 78 indicators in its next iteration. Further the universalization of the District Good Governance Index covering all Districts of India is also envisaged.

The District Good Governance Index (DGGI) represents a next generation administrative reform in benchmarking governance at district level. The District Good Governance Index was prepared after extensive consultations with State Governments on a number of indicators under different sectors. The ranking brings healthy competition amongst districts to address existing gaps, plan to bridge identified gaps and aid decision making tools. The DGGI was formulated for 20 districts of Jammu & Kashmir, 33 districts of Gujarat, 25 districts of Arunachal Pradesh, 36 Districts of Maharashtra and 75 districts of Uttar Pradesh.

The Government of Maharashtra has designed a dashboard for DGGI for continuous monitoring of Districts, covering 161 indicators in 10 sectors. As a next step, establishing the DGGI as a regular activity with sustainable data collection methods can address performance gaps and ensure real time monitoring of governance quality, authenticity and outreach to citizens. Depending on the requirements, the Government of Maharashtra can incorporate additional indicators for further strengthening the DGGI in design and scope.

The Government of Uttar Pradesh has been a top performer in Citizen Centric Governance. The DGGI of Uttar Pradesh provides a better understanding of the success story in grievance redressal. All 75 Districts of Uttar Pradesh have consistently performed well in Effective Redressal of Public Grievances. Muzaffarnagar, Moradabad, Etawah, Shamli, Saharanpur have been top performers in the State. The Jan Sunwai – Samadhan portal is monitored closely from the highest

levels of administration in the State government. The e-District portal has been introduced in all 75 districts with the aim of ensuring effortless, efficient and transparent delivery of government services to citizens. All 75 Districts have been able to successfully dispose 99 percent of the applications received on the portal. This can be understood as a positive outcome for faceless delivery of public services in the State. The Common Service Centers have emerged as the backbone for online government services as the backbone for online government services at Gram Panchayat level. UP's districts have the highest number of CSC's per Gram Panchayat.

Gujarat has been a consistent top performer on the Good Governance Index of India. The Gujarat model of governance has focused on all round progress across multiple sectors. The DGGI of Gujarat documents the comprehensive developmental model adopted by Government of Gujarat, and top performers in each of the sectors come from different districts of the State. The composite rankings are topped by Navsari, Rajkot and Ahmedabad. 18 of the 33 districts are in the range of 5.66 to 5.0 score indicating an overall well-governed district administration.

To encourage innovation and progress for government services in the country, there is a need to assess and benchmark e-Governance service delivery across Central Ministries/ Departments and States. Government formulated the National e-Services Delivery Assessment (NeSDA) study to assess the depth and effectiveness of e-Governance service delivery. The NeSDA study of 2023 examined 1400 e-Services and noted an improvement in mandatory e-services saturation level from 69 percent in 2021 to 74 percent in 2023. 36 Central Ministries/ Departments were studied and improvements in all the assessment parameters were observed. The top performing Central Ministries/ Departments portals include the Central Public Procurement Portal of Ministry of Finance, the Bhavishya Portal of Department of Pension and Pensioners Welfare, the CPGRAMS portal of Department of Administrative Reforms and Public Grievances, the GSTN portal of Ministry of Finance, the Department of Commerce portal of Government e-Market Place and NIC's Jeevan Pramaan.

It can be said that Nation-wide e-Governance has strengthened with more e-Services. There was also convergence in State and UT portal quality with several portals scoring 100 percent compliance in assessment parameters.

DARPG designed the NeSDA – Way Forward portal and status of implementation dashboard in line with the focus areas of e-Governance. While Central and State Governments are taking utmost care to improve their service delivery through digital platforms, the NeSDA – Way Forward dashboard aims to create the baseline for e-Services delivery and build an inclusive digital ecosystem. The monthly reports institutionalize the Nation's endeavors for improved service delivery to promote suo-moto entitlement-based delivery of services, identification of bottlenecks and dissemination of best practices. In the period April 2023 to October 2024, the Nation's e-Services have increased from 11,500 to 17500. It is expected that the number of e-Services will reach saturation by 2025.

The top e-Services availed by citizens include caste certificate, income certificate, birth certificate, death certificate, e-payment of electricity bills. The identified ministries are PAN card application/ corrections; e-filing income tax returns, apply for learner's & driver's license, new/ renew passport application, Jeevan Pramaan – Digital Life Certificate for pensioners. The key features driving higher satisfaction rates are online payment facility, password recovery/ reset, search features, status update/ alerts, tracking of applications/ grievances.

*“At the core of Good Governance is service delivery at the grassroots level. In Amrit Kaal, we remain resolute in our efforts towards making a positive impact in people's lives and creating a developed India” Prime Minister Modi*

## **Recognizing Meritocracy**

India observes 21<sup>st</sup> April every year as Civil Services Day – the day is marked as an occasion for civil servants to rededicate themselves to citizens and renew their commitment to public service and excellence in work. The theme of the 16<sup>th</sup> Civil

Services Day on 21st April 2023 was “Viksit Bharat – Empowering Citizens and Reaching the Last Mile”.

Prime Minister Modi addressed 26000 civil servants and said

*“The Civil Services Day should become an opportunity to infuse new energy within us to make new resolutions. We should handhold the new officers with new enthusiasm. We should infuse them with enthusiasm to be a part of this system.”*

The 2022 PM's Awards were awarded for innovations in Central Government, State Government and District level innovations. In Priority Sector Programs, District Performances were evaluated for Har Ghar Jal Yojana, Health and Wellness Centres, Samagra Shiksha and Aspirational Districts Program. 743 District Collectors submitted 2520 nominations for PM's Awards 2022. This was 97 percent of the total districts of the country who participated in the scheme. The nominations are evaluated by Screening Committees chaired by Additional Secretaries, Expert Committee of Secretaries and Empowered Committee chaired by Cabinet Secretary.

Today, I present two of the Award winning nominations – PM GatiShakti and Aspirational Districts Program.

## **PM GATISHAKTI**

PM GatiShakti National Master Plan is a comprehensive plan launched by the Department for Promotion of Industry and Internal Trade to facilitate the mapping of social and economic infrastructure planning in India through GIS enabled platform and institutional mechanisms. This allows Government Departments to break their operational silos and operate in a whole of Government approach. PM GatiShakti National Master Plan was conferred the Prime Minister's Award for Excellence in Public Administration 2022 for Innovation (Centre) Category on April 21, 2022.

The key aspects of the PM GatiShakti National Master Plan are (a) Integrated and holistic development approach to develop world class infrastructure including roads, railways, highways, airports, waterways, and pipelines to facilitate seamless movement of goods and people across the country, (b) Development of intelligent transport systems to enhance transportation efficiency and safety. Visualization of infrastructure layers and other advanced technologies such as GPS and sensors and communication networks are used to improve traffic management, reduce congestion and enhance safety, (c) The NMP aims to improve logistics efficiency by reducing the time and cost of transportation, simplifying procedures and creating a transparent and efficient logistics ecosystem, (d) Focus on capacity building of many policy and decision makers across all layers of the government for sensitization on the use of PM GatiShakti NMP through i-GOT platform of Department of Personnel and Training and (e) Cooperative Federalism has been ensured through integration of institutional mechanisms at Central and State level. Whole of Government approach has been followed for synchronization at planning stage minimizing clearances.

The impact of PM GatiShakti has been significant. 800+ data layers of States/ UT's and 500 + layers of Central Ministries uploaded on NMP through use of Geo Spatial data resulting in easy, accurate and cost efficient project planning. Detailed Project Reports are getting ready in 2-3 months (including ground truthing) which used to take 6-8 months through simultaneous visualization of all relevant details available on the platform. The NMP identifies critical infrastructure gaps in key sectors including coal, steel, and ports through analysis of first and last mile connectivity. A tool for land parcel valuation has been developed facilitating cost estimations more accurately. Network Planning Groups evaluate projects track progress against predetermined milestones. *"PM GatiShakti has played a critical role in adding momentum to India's infrastructure journey. It is using technology wonderfully in order to ensure projects are completed on time and any potential challenge is mitigated."* Prime Minister Modi

## **ASPIRATIONAL DISTRICTS PROGRAM – INNOVATIONS IN GOVERNANCE**

Prime Minister Modi launched the Aspirational Districts Program (ADP) in January 2018 to quickly and effectively transform 112 most under-developed districts across India. The broad contours of the program are convergence of central and state schemes, collaboration between central/ state level nodal officers and District Collectors, and competition amongst Districts through monthly delta ranking. The Aspirational Districts Program monitors the incremental progress in 49 key performance indicators covering health & nutrition, education, agriculture & water resources, financial inclusion and skill development and infrastructure. The delta ranking of Aspirational Districts Program is presented on the Champions of Change dashboard.

The Prime Minister's Awards Scheme for Excellence in Public Administration recognized the innovations in governance in the Aspirational Districts since 2019. In 2022, Gumla District in Jharkhand and Baramulla District in Jammu & Kashmir were conferred the Prime Minister's Awards for Excellence in Public Administration.

In Gumla District, the Ragi Mission was adopted by 5500 farmers to overcome the prevalence of anemia and malnutrition among the local population, with 270 percent increase in production and 219 percent increase in net sown area. Looking ahead, 26000 acres of farm land have been proposed for ragi cultivation. The Education infrastructure was strengthened with all secondary and senior secondary schools being provided with IT classrooms, Smart classes setup and laboratories. Digital Library facilities were provided with Wi-Fi facilities at block level. Community mobilization for poultry and egg related activities and animal husbandry activities was promoted. Sports infrastructure was promoted.

In Baramulla District, labour rooms were established in health facilities to provide comprehensive obstetric services, emergency resuscitation rooms were augmented, universal screening services were strengthened. Mushroom production, honeybee keeping, poly-green houses cultivation, support for high density apple plantation were introduced to promote agriculture activities. 100 percent electrification and drinking water was provided in all schools along with better school infrastructure and separate toilets for girls and establishment of model schools. Rural/ urban housing was

promoted under the Pradhan Mantri Awas Yojana, 402 common service centres were established, 1.59 lac households were provided with potable water and extensive Swachh Bharat Mission plan was implemented in all Gram Panchayats.

The UNDP evaluation report said *“Overall, ADP is a very successful model of local area development. It is aligned to the principles of “leave no one behind” – the vital core of the SDGs. Political commitment at the highest level has resulted in rapid success of the program. It should serve as a best practice for several other countries where regional disparities in development status persist for many reasons.”*

*“By reimagining the paradigm of development, our Aspirational Districts Program transformed the most remote areas and empowered our citizens.” – Prime Minister Modi*

## **Scheme for National Awards on e-Governance**

DARPG also implements the Scheme for National Awards for e-Governance. This scheme is recognized as amongst the most competitive and prestigious digital governance awards schemes in the Nation. In the year 2024, 484 nominations were received of which 16 nominations were conferred National Awards. The National Annual e-Governance Conferences were held at Mumbai in 2020, Hyderabad in January 2022, Katra in November 2022, Indore in 2023 and Mumbai in 2024. The National e-Governance Conferences have had significant spillover effects into the e-Governance in States/ Union Territories where they were held. The biggest transformations were witnessed in Maharashtra and Jammu & Kashmir. The adoption of e-Office in Mantralaya, Mumbai and Jammu & Srinagar Secretariats as also the significant increase in e-Services was witnessed. The dissemination of the National e-Governance Awards through the National e-Governance Webinar series is a new initiative of DARPG.

## **Regional Conferences**



The Department of Administrative Reforms and Public Grievances regularly conducts Regional Conferences for replication of good governance practices and e-Governance practices. The Regional Conferences emanated from the Prime Minister's advice that India's governance models should be disseminated to the State capitals. In the years 2022-2024, Regional Conferences were held at Srinagar, Bengaluru, Itanagar, Mumbai, Bhopal, Jaipur, Guwahati and Raipur. Regional Conferences attended by 500 officers / conference have helped in presenting the State's best governance practices in addition to PM's Award-winning nominations. DARPG has also commenced Regional e-Governance Conferences which have enabled in dissemination of e-Governance practices. The regional conferences have enabled strengthening of the movement for saturation of e-services across the Nation.

## Good Governance Week

The Department of Administrative Reforms and Public Grievances organized the Nation-wide weekly celebrations of good governance in 2021, 2022 and 2023. The hall mark event of the Good Governance Weeks 2021 and 2022 was the week-long Nation-wide campaign "*Prashasan Gaon ki Ore*" aimed at redressal of public grievances and improving service delivery.

Prime Minister Modi in his message on the eve of Good Governance week 2021 said

*"In the Amrit Period of Independence, we are marching ahead rapidly to create a transparent system, efficient processes and smooth governance to make development all-round, all-pervasive and all-inclusive. In this context, the theme of the week – Prashasan Gaon ki Ore assumes even greater significance."*

Through the Nation-wide campaigns conducted from December 19-24, in 2021, and 2022, Government tried to make the eco-system transparent and faster by simplifying procedures and processes at every level. Various citizen centric initiatives including redressal of public grievances, disposal of service delivery applications, Government sought to expand the outreach of service delivery mechanisms and make them more effective. The emphasis was on projecting the immense potential of technology to

bring citizens and government closer, as a powerful tool to empower citizens as well as a medium to optimize transparency and accountability in day-to-day functioning. During Prashasan Gaon ki Ore Campaign, District Collectors organized special camps/ events at Tehsil Headquarters/ Panchayat Samitis to resolve public grievances for improved service delivery. The Campaign was monitored centrally on a real time basis through a dashboard created for this purpose on the 'Prashasan Gaon ki Ore' Portal. The Good Governance Week events also included a series of workshops on good governance to formulate visions for Districts@100 and present district level innovations.

## **Improving Pensioners Welfare**

Pensioners form an important constituent of India's society. The Government of India has 64 lac pensioners of whom 32 lacs are Defence pensioners, 10 lac Central Civil Service pensioners, 15 lac Railway pensioners, 3 lac Posts pensioners and 3.69 lac Telecom pensioners. There are 17 Pension Disbursement Banks, with State Bank of India handling 38 lac Pensioners and Punjab National Bank handling 6.5 lac Pensioners.

The Government's major schemes for Improving Pensioners Welfare envisage timely sanction of pension on BHAVISHYA portal, timely payments of pensions, timely redressal of pensioner grievances, digital empowerment of pensioners through the Jeevan Pramaan App (Digital Life Certificate), ANUBHAV awards for recording of administrative memoirs of individual officers. Further Government has notified the National Pension Scheme with effect from January 1, 2004 and has extended the benefits of retirement gratuity and death gratuity to the Central Government NPS beneficiaries on the same terms as applicable under CCS (Pension) Rules.

An important administrative reform for pensioners has been Pension Adalat which was introduced to resolve chronic grievances of Central Government Pensioners. Since 2017 Pension Adalats have been conducted across various Ministries, Departments, and Organizations on a single day throughout the country, including all Central Armed Police Forces and non-civil Ministries like Defence, Railways, Telecom, and Posts.

The objective was to provide on-the-spot resolution of unresolved grievances in CPENGRAMS Portal. In the period 2017-2024 over 18000 cases were redressed in Pension Adalats.

It is also pertinent to mention that Government has pursued Digital Empowerment of Pensioners as a stated policy objective. The Nation-wide Digital Life Certificate campaigns held in 2022, 2023 and 2024 have significantly enhanced the digital empowerment of pensioners, with nearly 4.5 crore pensioners availing the benefits of Jeevan Pramaan over the 3 DLC Campaigns. Face Authentication was introduced in November 2021 and more than 30 percent of the DLC's were submitted using face authentication in 2024. Technology adoption by Pensioners has been a significant success.

Prime Minister Modi addressed the Digital Empowerment of Pensioners in the 116<sup>th</sup> Edition of Mann Ki Baat on November 24, 2024 as follows:

*“As you know as per rules, all pensioners have to submit Life Certificates once a year. Till 2014, the process was such that the elderly had to go to the banks and submit it themselves. You can imagine how much inconvenience it used to cause to our elderly. Now this system has changed.*

*Now, by enabling the Digital Life Certificate, things have become very simple; the elderly do not have to go to the bank. Youths have a major role in ensuring that the elderly do not face any problem on account of technology. They keep making the elderly of their neighbourhood aware about it. Not just that, they are also making the elderly tech savvy. Today with such efforts, the number of people receiving Digital Life Certificates has crossed the 80 lac mark. Among these, more than 2 lacs are such elderly people whose age has crossed even 80.”*

## **Vision India @2047**

The DARPG is amongst the Ministries/ Departments of Government that is formulating its Vision India@2047. The DARPG constituted an Advisory Group under the

chairmanship of Minister of State for PMO, Personnel, PG and Pensions with 15 Sector Specialists including National Experts from Senior Civil Servants, IITs, IIMs, Central and State Universities, and Public Policy Research Organizations. A working group under the chairmanship of Secretary DARPG was constituted for formulation of the Vision India@2047 under the overall supervision of the Advisory Group. The Indian Institute of Public Administration served as the Knowledge Partner of DARPG in formulating its Vision India@2047. The Advisory Group held three rounds of Meetings and Working Group held 7 rounds of meetings. Based on deliberations of working group and Advisory group DARPG prepared a Vision India@2047 document with the theme of Bringing Citizens and Government together.

### **Chintan Shivir – A Futuristic Model of Governance**

The Chintan Shivir lays down a futuristic model of governance representing far reaching administrative reform in the Amrit Kaal period. In 2023, the Chintan Shivir as a concept has gained considerable momentum following deliberations in the Council of Ministers that every Ministry should conduct internal in-house deliberations to take a fresh look at their governance models. In fact, the meetings of the Council of Ministers in which all Secretaries to Government of India also participate represents an administrative best practice where desiloization and free exchange of views has been possible. Team building exercises of similar nature in Ministries/ Departments breaking vertical silos are conceptualized as Chintan Shivirs with an average duration of 48-72 hours.

The Ministry of Personnel, Public Grievances and Pensions had conducted its Chintan Shivir on 17-18 February 2023. The Prime Minister's meeting with officials was the key highlight of the Chintan Shivir deliberations of Ministry of Personnel, Public Grievances and Pensions. *Prime Minister Modi shared his vast experience in governance, urged officials that impersonal governance models need to find life through deep personal commitment. This could be achieved through personal interactions, spending time together to think about common good and seeking to find happiness in every job assigned.* The corollary is that lack of commitment, inability to work in teams, inertia at work place results in institutional decay.

The Chintan Shivir of Ministry of Personnel, Public Grievances and Pensions, ideated on the theme “Improving Service Delivery”. This broad theme contained 2 subjects of the Departments headed by me – “Redressal of Public Grievances” of the Department of Administrative Reforms and Public Grievances and “Improving Pensioners Welfare” of the Department of Pension and Pensioners Welfare. Deep commitment in the case of “Redressal of Public Grievances” necessitates a holistic merger of technology with citizen engagement. Such citizen engagement will necessitate all levels of the Department to study individual grievances and engage with citizens on a regular basis to find solutions.

The Chintan Shivir deliberations were the first of its kind held in the long history of DARPG and DPPW. The 2-day Chintan Shivir deliberations were conducted Department wise in which 25 officials participated in each of the breakout sessions. Officials from the highest level to the lowest level deliberated on the same table, had lunch on the same table, watched the cultural evening and had dinner together. The deliberations lasted 5 hours and the officials ideated on their thematic areas. Officials of all levels participated in the deliberated to their best capacities. The best ideas for reform came from outside the subject division. Ministerial participation kept the enthusiasm levels high and discussions focused. Tremendous enthusiasm was witnessed in the dance/ drama/ vocal music events as also in poetry recitation and all events were entertaining.

The following are some of the feed-back received:

Smt. Jaya Dubey, Joint Secretary DARPG said

*“The message was loud and clear that we are in a new regime. A regime where everyone was equal. A work culture that should be based on collective wisdom and collaborative approach.”*

Smt. Prisca Mathew, Deputy Secretary said

*“It was a very fulfilling experience, true spirit of public service and working as a team breaking silos. Our Hon’ble Minister in the opening interactive session, being a doctor, knew that ‘laughter is the best medicine and made us all laugh often by sharing anecdotes which made us feel at ease to bond for the ensuing sessions.”*

Smt. Vibhuti Panjiyar, Under Secretary said

*“The path from “I” to “We” is not too far. The only requisite is to come out of our self-made silolar jail.”*

Smt. Priyanka Kapoor, Section Officer said

*“Main Nahin Hum” mantra is very appropriate and thoughtful which made us re-remind the power of team work”.*

Sahil Soni, Assistant Section Officer said

*“The key takeaway of the Chintan Shivir was the lesson to serve the Nation by assuming oneself in the same condition as the citizen of the India.”*

The DARPG has institutionalized the Chintan Shivir theme into monthly ideation sessions on core areas of work in which opportunity is provided to Under Secretaries, Section Officers, Assistant Section Officers to present their thoughts.

## **Translating the Lessons of Chintan Shivir into Governance Models**

*Transforming Impersonal Models of Governance into Live/ Vibrant Models:*

I have witnessed institutions rise and fall with individuals. Higher institutional energy existed when the governance models were marked by workshops, working group meetings, webinars, conferences, symposia and publications. I have witnessed the

Central Secretariat as an institution where vertical exchanges were the predominant means of communication and horizontal exchanges were only at senior levels of governance – the Ministers offices/ Secretary level/ JS level. Technology has made National level campaigns from Central Secretariat possible.

*Improving Inter-Personal Relations in Vertical Organizations:*

Political leadership has the innate capacity to engage with vertical and horizontal organizations in a seamless manner. For bureaucracy to interact in vertical and horizontal organizational structures is more difficult. Senior Officers Meetings are the only areas where horizontal exchanges exist to a certain extent. Travel and conferences enable some bonding, but the Chintan Shivirs are a good way to improve and build horizontal relations. “*What is not inspected is not done*” said A. D. Gorwala in 1951 and introduced weekly Senior Officers Meetings in Central Secretariat. Horizontal linkages can enable a reduction in supervisory oversight. Further it can reduce organizational conflict and needless tensions at work.

**International Collaborations**

The Department of Administrative Reforms and Public Grievances in collaboration with the International Institute of Administrative Sciences would be hosting the IIAS-DARPG Conference from February 10-14, 2025 at New Delhi. The Conference would be attended by representatives from the IIAS membership and would witness intense discussions on the theme “Bringing Government and Citizens Closer”.

The DARPG has entered into bilateral collaborations with Governments of Singapore, Australia, Malaysia, Portugal, France, United Kingdom, The Gambia, Cambodia for exchange of best practices in public policy and governance. The bilateral engagements are sustained through regular meetings of Joint Working Groups and webinars on issues of common interest.



Further, the National Centre for Good Governance (NCGG) has emerged as one of India's largest capacity building institutions for International Civil Servants. The NCGG has scaled up its international capacity building programs from five programs/year in 2018-19 for one country to 47 programs/ year in 2024-25 for 34 countries. 74 Capacity Building Programs have been conducted for 2700 Bangladesh Civil Service officers, 34 Capacity Building Programs have been conducted for 1050 Maldives Civil Service Officers, 5 Capacity Building Programs have been conducted for 200 Sri Lanka Administrative Service Officers, 7 Capacity Building Programs for 280 Cambodia Civil Service Officers and 5 programs for 200 The Gambia Civil Service Officers.

The NCGG has also diversified into conducting multi-country programs for Latin American Countries, Indian Ocean Region Countries, Forum for India-Pacific Cooperation Countries and BIMSTEC (Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation) Countries. The emphasis is on sharing India's good governance practices with countries of the Global South under the Indian Technical and Economic Cooperation Program. It is envisaged that over the next 5 years, the NCGG would conduct capacity building programs for an additional 8000 international civil servants.

The NCGG has successfully created a global outreach and interest in India's governance model, with webinars covering 54 countries and a national outreach through the National Good Governance Webinars. Further the NCGG has successfully established collaborations with a number of apex public policy institutions in India and capacity building programs for State Civil Servants have also been held.

The NCGG has developed and conducted one-week programs for Permanent Secretaries, two-week programs for Secretary Generals/District Collectors/Deputy Secretaries. The focus areas for capacity building programs included administrative reforms and effective redressal of publicgrievances, digital public infrastructure as a global good, open network for digital commerce, bringing transparency to government procurement, Making of Aadhar: A tool forGovernance, Ayushman Bharat Pradhan Mantri Jan Arogya Yojana, India's Fiscal Policy Reforms, Poverty Alleviation Initiatives in India, NITI Aayog – Vision India@2047, Mission Karmayogi, Capacity Building of

Officials – Indian initiatives, Anti-Corruption strategies, Lok Pal in India, Pricing of Goods in India, PM GatiShakti, India's COVID-19 vaccine journey etc. Country specific subjects included bilateral relations with India, leadership and motivation, ethics in administration, group discussions and presentation.

The High Commission of the Republic of Gambia acknowledged the NCGG after the successful completion of the program for Permanent Secretaries on 27 May 2022 as *“The Special Training Program will be of immense help to the Senior Government Officials as they work on the implementation of the National Development Plan of the new Government.”*

The Civil Services Commission of Maldives following the India-Maldives workshop on Good Governance on 24 February 2023 said that

*“We have received very good feedback from the participants of the workshop. They found the workshop to be very informative and speakers to be very inspirational and shared valuable guidance pertinent to current times.”*

During the capacity building programs a lot of emphasis has been placed on group work, and creation of horizontal linkages in organizations in line with the Chintan Shivar model of Government of India. The focus has been on adopting in technology in governance to reduce the interface between citizens and government.

The Deputy Prime Minister of the Kingdom of Cambodia following the 4<sup>th</sup> Training Program on Public Policy and Governance for Civil Servants of Cambodia said that

*“The collaboration between MoEYS and NCGG has been instrumental in enhancing the skills and knowledge of our officials, enabling them to contribute more effectively to the development and progress of our education system. We would like to commend NCGG for their exceptional expertise, professionalism, and commitment throughout the training program. The impact of the training program on our official's professional growth and our organization's overall performance cannot be overstated. I would like to express our profound appreciation to NCGG for their invaluable contribution”.*

The NCGG has also conducted domestic capacity building programs for State Civil Service officers for the States of Gujarat, Arunachal Pradesh and the Union Territory of Jammu & Kashmir. 75 officers of the Gujarat Administrative Service, 310 officers of the Jammu & Kashmir Administrative Service and 150 officers of the Arunachal Pradesh Administrative Service have attended capacity building programs at the NCGG.

For further dissemination of India's Good Governance practices, the NCGG conducts a number of international webinars called the "ITEC-NCGG" webinars on a range of subjects. The 2020 webinar series called "Good Governance Practices in a Pandemic" witnessed participation of over 400 officials from over 50 ITEC member countries.

## **Working with States**

The Department of Administrative Reforms and Public Grievances has engaged extensively with States/ Union Territories in the period 2019-2024. The engagement was diverse and covered a gamut of areas of good governance. It also enabled many significant reforms emanating in State Governments.

*Maharashtra:* DARPG's collaboration with Government of Maharashtra envisaged comprehensive collaboration with the State Government's Committee on Good Governance. The collaboration resulted in the comprehensive revamping of the State Secretariat Manual of Office Procedure 1961 as Manual of Office Procedure 2023, adoption of Initiative for Increasing Efficiency in Decision Making as Mantralaya Reforms, the adoption of a Digital State Secretariat with e-Office, significant increase in e-Services by adoption of recommendations of National e-Services Delivery Assessment, and revamping of the Aaple Sarkar Portal for grievance redressal on lines of CPGRAMS reforms. DARPG collaborated with Government of Maharashtra for the 27<sup>th</sup> National e-Governance Conference at Mumbai, Regional Conferences on e-Governance at Mumbai and Nagpur and the formulation of the District Good Governance Index for the State. DARPG work also entailed collaboration with YASHDA Pune for conduct of the National Workshop on Effective Redressal of Public Grievances.

*Jammu & Kashmir:* DARPG's collaboration with Jammu & Kashmir entailed several significant steps for administrative reforms and good governance in the Union Territory. The revamping of the Awaz e-Awam portal as JK-IGRAMS and then further revamping as JK-SAMADHAN necessitated a number of interactions with District Collectors, and field functionaries. The deployment of last mile grievance officers, the focus on timely, effective and meaningful redressal of public grievances was an important area of focus for the Government of Jammu & Kashmir. Regional Conferences with the aim of promotion of Good Governance were held in Jammu and Srinagar – the “Sushasan Sankalp and the Jammu Ghoshana” was adopted in the Jammu Regional Conference which was followed by the “Kashmir Aelamiya” adopted in the Regional Conference at Srinagar. The Capacity building programs for JKAS officers at NCGG enabled State Capacity Building. The conduct of the 25<sup>th</sup> National e-Governance Conference at Katra had significant positive spillovers. The scale of digital transformation of Jammu & Kashmir Government with the e-UNNAT portal offering 1185 services online represented a milestone. The adoption of e-Office for Jammu and Srinagar Secretariats enabled simultaneous functioning of both Secretariats while cutting down administrative expenditures associated with the Darbar movement. Several Good Governance Practices of Jammu & Kashmir were documented as Case Studies by the Administrative Staff College teams.

*Right to Services Commissions of Haryana, Uttarakhand, Maharashtra and Meghalaya:* DARPG collated the best practices of the Right to Services Commissions of Haryana, Uttarakhand, Maharashtra and Meghalaya with the findings of the National e-Services Delivery Assessment in promoting e-Services across the States.

*Collaborations with North Eastern States:* DARPG worked closely with North Eastern States, the 23<sup>rd</sup> National e-Governance Conference was held at Shillong, which imparted considerable momentum to e-Governance in the North Eastern States. The *Shillong Declaration* adopted envisaged greater adoption of e-Office in NE States. Manipur became the first State to fully adopt e-Office up to the last mile. Regional Conferences were held at Itanagar, Arunachal Pradesh, Guwahati in Assam. Capacity

building programs for Arunachal Pradesh Administrative Service Officers enabled building of state capacity in the North Eastern States.

## Conclusion

I have tried to collate the vast gamut of work undertaken in ushering in the technology revolution in governance from 2019- 2024 that has enabled millions of Indians to reap the benefits of transparency in governance, faster timelines of disposal and quality decision making.

It can be said that the imposing 182- meter Statue of Unity of Sardar Vallabhai Patel provides inspiration for the Nation's relentless commitment to excellence in the Amrit Kaal Period.

To conclude, I quote the words of Hon'ble Prime Minister from his address to the US Congress in June 2023:

*“When I first visited the US as Prime Minister, India was the tenth largest economy in the world. Today, India is the fifth largest economy. And, India will be the third largest economy very soon. We are not only growing bigger but we are also growing faster. When India grows, the whole world grows. After all, we are one sixth of the world's population. In the last century, when India won its freedom, it inspired many other countries to free themselves from colonial rule. In this century when India sets benchmarks in growth, it will inspire many other countries to do the same. Our vision is Sabka Saath, Sabka Vikas, Sabka Vishwas, Sabka Prayas.”*

Jai Hind.

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## Brief CV of V. Srinivas, IAS

V. Srinivas serves as Secretary to Government of India, Department of Administrative Reforms and Public Grievances and Department of Pension and Pensioners Welfare in the Ministry of Personnel, Public Grievances and Pensions from 2021-2024. He represents India on the Council of Administration of the International Institute of Administrative Sciences, Brussels since 2018-2024. He has served as Director General National Centre of Good Governance and Director General National Archives of India. V.Srinivas served as Special Secretary, Additional Secretary, Joint Secretary and Deputy Secretary to Government of India from 2000-2021. He has served as Advisor to Executive Director (India) International Monetary Fund, Washington DC from 2003-2006. AS Joint Secretary Textiles he served as India's nominee to the International Cotton Advisory Committee Washington DC from 2010-2013. In Government of Rajasthan he has served as Chairman Board of Revenue and Chairman Rajasthan Tax Board, Secretary to Government from 2007-2010 in Departments of Finance, Planning, Health & Family Welfare and Science & Technology, as also District Collector of Jodhpur and Pali.

V.Srinivas is a recipient of the Rashtriya Kirti Puraskar 2024, the Digital India Award 2020, Certificate for Outstanding Public Service from Chief Minister Rajasthan 2019, the AIIMS Leadership Excellence Award 2017 and the Kaya Kalp (Clean Hospital) Award 2016. He is a recipient of 2 Indian Council of World Affairs Book Research Fellowships in 2017 and 2022 for his books (i) India's Relations with International Monetary Fund: 25 Years in Perspective 1991-2016 published in 2019 and (ii) G20@2023 The Roadmap to Indian Presidency published in 2023. He has also authored a comprehensive book on public policy titled "The March to New India: Governance Transformed 2014-2019". V.Srinivas published over 250 papers on public policy and public finance, and delivered over 150 orations.

He is a senior administrator, a respected academician and an institution builder par excellence.





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