



Vision India@2047

BRINGING CITIZENS AND GOVERNMENT CLOSER



सत्यमेव जयते

Government of India

Ministry of Personnel, Public Grievances and Pensions

Department of Administrative Reforms and Public Grievances

Vision India@2047 – DARPG

BRINGING CITIZENS AND GOVERNMENT CLOSER

"In the Amrit period of Independence, we are marching ahead rapidly to create a transparent system, efficient process and smooth governance to make development all-round and all-inclusive. The Government is committed to strengthening good governance, that is pro-people, and pro-active governance. Guided by the 'citizen first' approach, we remain untiring in our efforts to further deepen the outreach of our service delivery mechanisms and make them more effective."

. Prime Minister Narendra Modi^[1]

Vision and Mission

Vision

The Department of Administrative Reforms and Public Grievances (DARPG) defines its vision as driving administrative reforms throughout government as well as redress all grievances in public services. DARPG shall endeavour to ease citizen interaction with the Government by adopting best global practices and by documenting and disseminating good governance practices. The DARPG shall undertake research in public management, liaison with State governments, professional institutions etc in public management matters. The DARPG shall administer the Central Secretariat Manual of Office Procedure.

Mission

The DARPG shall facilitate the move from digitization to digitalization to digital transformation in creation of an agile, collaborative and connected government using Artificial Intelligence (AI) and Machine Learning (ML) and evidence-based policy making.

The DARPG shall foster excellence in governance and pursuit of administrative reforms through improvements in government policies, structures and processes, promoting citizen-centric governance with emphasis on grievance redressal, innovations in e-governance, awards and documentation & dissemination of best practices.

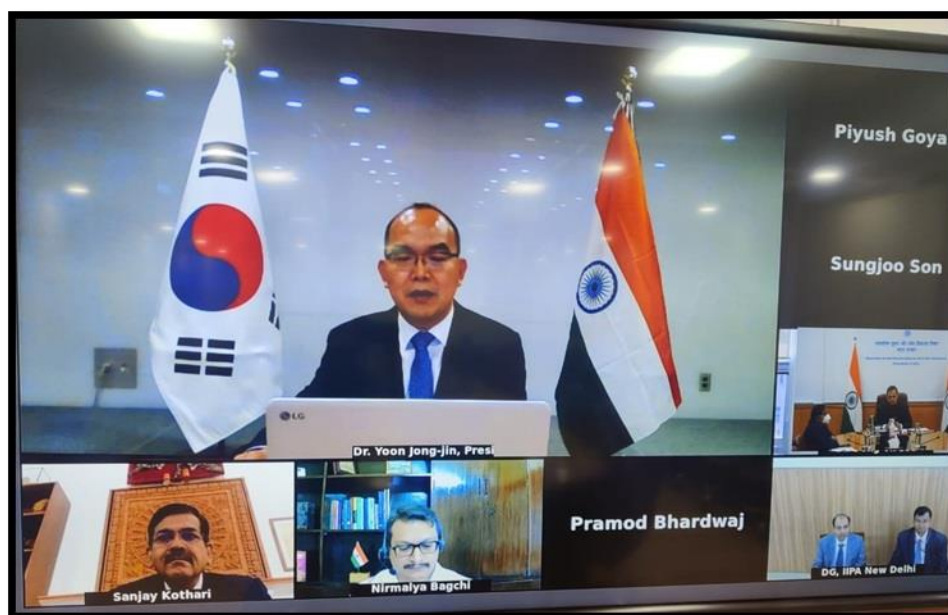
Vision India@2047 DARPG

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 with National Experts from Senior Civil Servants, IIT's, IIM's 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 Consultation meetings of the Advisory Group formulated the broad contours of India's futuristic governance plan. The consensus amongst the Sector Specialists was that technology would play a critical part in the futuristic governance models of India redefining citizen and government relations where technology is an enabler and citizen is the master. Governance would also be data driven, in which evidence based futuristic indices for benchmarking governance would be drawn up. The foundational and non-negotiable values of ethics and integrity – a quest for Naitik Bharat would continue to be emphasised. The Advisory Group deliberated on the importance of interactions between young start-up innovators from private sector entrepreneurs and young technology experts with young innovators in government. Building digital institutions using block chain, designing projects for innovations at the district level with an inclusive internet ecosystem was envisaged. The Advisory Group focused on Governance models providing thousands of citizen-centric services using 6G technology with assured connectivity and speed.



The Working Group held 6 rounds of meetings. A 3-day workshop between young civil servants-academia-start-ups was held at IIT Madras from 7th – 9th March 2022 which was attended by 400 delegates. The Working Group studied the gamut of governance reforms undertaken from 2014-2022 in creating digital institutions and enabling infrastructure.

DARPG's 5 Year Vision 2019-2024

1. PM's Awards Scheme & Civil Services Day and National Good Governance Webinar Series

The Scheme was restructured in 2020 and 2021 to make it more representative in terms of services covered. The restructured scheme focused on individual leadership and enterprise of civil servants. The innovations category was broad-based to include more awards at separate levels i.e. Central, State and District level innovations. The Awards selection under the restructured and broad-based scheme was undertaken in the years 2021 and 2022.

- The Prime Minister's Award for Excellence in Public Administration may consider broad-basing by including an Award category for "Replication of Best Practices and Sustainability" aspect of the replicated initiative.
- The participation in Prime Minister's Awards for Excellence in Public Administration can be broad-based by including an award for Officials / Civil Servants / Government Officers of other services in the field of Scientific Organizations, Education, Healthcare, Environment conservation etc.
- The Prime Minister's Awards may be made mandatory for all collectors to participate.
- Overall the priority schemes considered in the PM's Awards should showcase the Whole of Government approach; "Jan Bhagidari" or People's participation; sense of duty or "Kartavya" of the citizen towards implementation of the scheme; aim at having a saturation approach and inculcate an aspect which would bring about behavioral change.

- To encourage replication of good governance practices, DARPG is conducting a series of 13 National Good Governance Webinars, one Webinar a month over the year 2022-23, commencing from on 28th April, 2022.
- The 13 webinars are planned on different themes under the good governance initiatives that have been felicitated with the Prime Minister's Award for Excellence in Public Administration since its inception in 2006. The themes selected for the Webinars cover various sectors like health, education, environment, disaster management, priority programmes, Jal/water management, public grievance redressal, service delivery etc.
- The awardees present their exemplary work in these National Webinars, the purpose being to highlight the best practices adopted by the award-winning initiatives for replication by other States/Districts. The initiative of conducting Webinars to highlight the best practices adopted by the Awardees of Prime Minister's Award shall continue in coming years.



2. Reforms of Central Public Grievance Redressal and Monitoring System (CPGRAMS):

The CPGRAMS reforms envisage capturing the grievance through drop-down menus in the form of a questionnaire, ensure that the grievance reaches the concerned field office responsible for resolution of the grievance, enable auto-escalation of the grievance to the next higher level if not resolved by the sub-ordinate office within the stipulated time identified for resolution, enable better identification of gaps between policy and delivery and address the same as also to enable regular grievance analysis.

- 88 Ministries/Departments are already got on-board on CPGRAMS 7.0. The action in respect of all Ministries/Departments will be completed shortly.
- The grievance redressal time has been brought down to 30 days and citizen satisfaction has increased significantly.
- Further the DARPG has entered into collaboration with IIT Kanpur and established a Data Governance Quality Unit for use of AI and ML in improved analytics of the CPGRAMS.
- A One Nation - One Portal Digital platform will be operationalized across Govt. of India and State Governments for seamless digital processing of Grievances adopting a whole of Government approach.
- Maximum outreach to citizens through various outreaching campaign will be done. The service of grievance redressal will be available at 5.1 lakh Common Service Centers (CSC) to empower poorest of the poor citizens to make their voice heard by the Government. A unique id will be generated by the CSC which the Citizen can use to monitor the status of his/her grievance.
- A feedback call centre has been operationalized to seek the feedback from the Citizens on disposed grievances.
- The Government shall use latest digital technology through AI / ML informed quality of grievance redressal.
- A Grievance Redressal Index will be published to rank Ministries/ Departments on the quality of Grievance Redressal on regular basis.
- The resolution status of grievance to be monitored at Grievance Resolution Officer i.e. through AI/ML enabled monitoring dashboard.
- Service Delivery will be ensured as per the Citizen expectation/satisfaction. Citizen Charter will be upgraded / promoted to ensure citizen empowerment.

3. Implementation of e-Office under Secretariat Reforms:

As a part of Digital Secretariat, e-Office has been implemented in all Ministries / Departments in Government of India. DARPG is monitoring implementations of e-Office in the Central Secretariat. Almost all Ministries/Departments are using e-Office and majority of them have achieved more than 80% work in e-Office.

The DARPG convened the National Workshop for Implementation of e-Office under Secretariat Reforms in February, 2020 which was attended by over 400 officials of Central / State Governments. For the creation of Digital State Secretariats, the DARPG convened a workshop on e-Office with all North Eastern States.

The e-Office version 7.0 was adopted in most Ministries/ Departments. Under the State Collaboration Initiative, e-Office projects have been sanctioned for North Eastern States of Sikkim, Meghalaya and Manipur as also for the Union Territory of Jammu & Kashmir. The Central Secretariat has over 27 lac e-files and physical files have come down to less than 10 lac files.

At present, the Department, in close coordination with e-Office PMU of NIC (MeitY), is in the process of migration of all Central Ministries / Departments to version 7.0 of e-Office. As on date 37 Ministries / Departments have migrated to the e-Office version 7.0.

The timelines for migration of all Ministries / Departments have been fixed by December, 2022. e-Office PMU is already working on it. The Department will also facilitate the implementation of e-Office in NER States which includes the initiation of e-Office, migration to the latest version and providing funds to these states under State Collaboration Initiative Scheme of this Department.

4. Developing Good Governance Index :

On the recommendations of the Group of Secretaries (GoS) on Governance to develop an Index to gauge the performance of the States, the Department launched the Good Governance Index (GGI) 2019. Good Governance Index (GGI) ranks States and UTs under various sectors based on selected Indicators. It is used as a tool which can be used uniformly across the States/ UTs to assess the status of governance and impact of various interventions taken up by Central and State Governments including Union Territories (UTs) and provides useful information to formulate and implement suitable strategies.

It was decided that GGI will be published once every two years. Therefore, the second edition of GGI (GGI 2020-21) was released on 25th December, 2021. GGI 2019 framework covered ten sectors and 50 indicators, while GGI 2020-2021 framework covered ten sectors and 58 indicators. The next GGI is proposed to be conducted in 2022-23 and released on 25th December, 2023.

DARPG has also developed District Good Governance Indicator (DGGI) for J&K. Further, DGGI for UP, Gujarat and Arunachal Pradesh is being prepared. During 2022-24, it is proposed to further broad-based GGI/DGGI to cover more Sectors/ Indicators/States.



5. National Conferences on e-Governance and National e-Governance Award's Scheme

DARPG in association with the MeitY and one of the State Governments has been organizing the NCeG every year since 1997. Till date, 24 National Conferences on e-Governance have been successfully held. Government implements the National Awards for e-Governance Scheme.

The National e-Governance Awards initiatives are disseminated for replication through the National Conference of e-Governance held every year.

The last 3 National e-Governance Conferences namely, 22nd, 23rd and 24th were held at Shillong, Meghalaya in 2019 , at Mumbai, Maharashtra in 2020 and at Hyderabad, Telangana in 2022 respectively.

The 25th National Conference for e-Governance is proposed to be held in November, 2022 in Jammu. Various Government Departments, Dignitaries from the Ministries, solution providers on e-governance exchange their views, issues and e-governance problem mitigation measures.

The 26th NCeG is proposed to be held in 2023 and the 27th NceG is proposed to be held in 2024 in a State that elicits interest in hosting the National Conference on e-Governance.



6. Regional Conferences

Effective and speedy public grievances redress system, transparency and Right to Information and dissemination of best practices has been one of the main mandates of the Department of Administrative Reforms & Public Grievances under the Guidance of the Hon'ble Prime Minister. The Regional Conferences are organized with a view to bring National and State level organizations along with other stakeholders including NGOs, intelligentsia, media etc. on the same platform to share experiences in the formulation and implementation of good governance practices. Senior officers of the Central and State Governments responsible for implementing good governance practices, officials from cutting edge level, representatives of the NGOs/consumer organizations, etc. have all participated in the Conference.

The main objective of the Conference is to generate awareness amongst the participants about the recent reforms for promotion of good governance. Seniors officers of Government of India responsible for implementing good governance, officers from States Governments and experts in the area of governance and administration are the main partner/participants of such conferences.

At least 4 Regional Conferences will be organized every year for the next 4 years. It will be a continuous process for the objectives mentioned above.

7. Good Governance Day/ Special Campaign for Disposal of Pending Matters/ Swachhata campaign/Secretariat Reforms

In 2021, India's Next Generation Administrative Reforms witnessed three major initiatives undertaken by DARPG - (a) the successful implementation of the special campaign for Disposal of Pending Matters from October 2-October 31, 2021 which has been adopted on a continuum basis as the "Campaign for Achieving Zero Pendency in Government" (b) the Initiative for Increasing Efficiency in Decision Making in Central Secretariat from March - October 2021 and (c) the Good Governance Week from December 20-25, 2021 - Prashasan Gaon ki Aur campaign, each of which was implemented across thousands of digital platforms across thousands of government institutions.

Good Governance Day (GGD) is celebrated every year on the occasion of birthday of former Prime Minister Sh. Atal Bihari Vajpayi on 25th December. On the occasion, workshops and programmes are organized by the Department to celebrate the GGD.

During 2021, a week-long event i.e. Good Governance Week was organized and a campaign (*Sushasan Saptah - Prashasan Gao ki Aur*) - a nationwide campaign was launched for redressal of public grievances and improving public service delivery in all districts, states and Union Territories. In 2022 also, a similar campaign is proposed to be launched.

The Special Campaign for Disposal of Pending Matters was implemented in Central Government from October 2-October 31, 2021. Under the Special Campaign, 3.5 lac public grievances were redressed, cleanliness campaign was carried out in 6154 sites, 21.90 lac files were weeded out, 12.01 lakh square feet of space was freed, and scrap disposal earned Rs.62.54 crores.

It is proposed to make this an annual exercise over the next 5 years.

8. Initiative for Increasing Efficiency in Central Secretariat

The Central Secretariat adopted the Initiative for Increasing Efficiency in Decision Making in the Government. Under this initiative, a four-pronged approach was adopted by the Central Government with DARPG as the nodal department.

- Review of Channels of Submission for creating flatter organizations – the channel of submission was reduced to not more than 4 levels from 7-8 levels.
- Delegation of Financial/Administrative powers to lower functionaries.
- Adoption of Desk Officer System to ensure single points of file disposal.
- Adoption of e-Office version 7.0.
- Digitalization of all receipts in the Central Registration Units.

It is proposed to make this a constant and continuous exercise. The impact may be for many decades.

9. **National Centre for Good Governance as an apex Institute for Good Governance**: The DARPG developed the National Centre for Good Governance as an apex institute for good governance conducting top management leadership programs for international civil servants, augmenting the capacity of State civil servants, implementing capacity building programs under the ITEC program of MEA and conduct workshops/webinars on furthering good governance processes. 4750 International Civil Servants participated in NCGG programs in the period 2019-22.

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VISION 2024-29

1. Focus on Young Civil Servants



In a unique initiative, DARPG, in coordination with IIT Madras, organized a 3-day symposium between young civil servants-academia-start-ups at Chennai from 7th - 9th March 2022. During the symposium, forty young civil servants teamed with forty young faculty of IIT Madras, forty seed-stage entrepreneurs and forty established young entrepreneurs brainstormed to evolve what they would like India to be in 2047. Forty nucleus teams were formulated during the conference and four such nucleus teams formed a cell team. A cell team is responsible for one of the 10 themearias viz. Energy and Net Zero, Education, Health Care and Assistive Technology, Water, Infrastructure and Communications, Transport and Mobility, Urbanization and Housing, Rural Development and Agriculture, Fintech and Inclusion, Information Security and Defence. These ten thematic areas were based on the challenging futuristic governance policy endeavours that civil servants would face in their career.

2. Digital Transformation of Governance/ National e-Governance Service Delivery Assessment (NeSDA)

Department had constituted the National e-Governance service Delivery Assessment (NeSDA) as part of its mandate to boost the e-government endeavours and drive digital government excellence. The study assesses States, Union Territories (UTs), and focus Central Ministries on the effectiveness of e-Governance service delivery. NeSDA helps the respective governments to improve their delivery of citizen-centric services and shares best practices across the country for all States, UTs and Central Ministries to emulate.

The NeSDA framework covers G2C and G2B services across sectors. The first NeSDA was published for 2019. Under the biennial study of NeSDA, the Department has undertaken NeSDA 2021. Similarly for NeSDA 2023, the process has already been initiated. On the biennial basis, the NeSDA study will be undertaken by the Department.

3. Benchmarking Governance

It is proposed to further broad-base Good Governance Index to cover more Sectors/ Indicators, keeping in view the global norms of governance. As it has been decided to publish GGI on biennial basis, next editions of GGI will be released on 25.12.2025, 25.12.2027 and 25.12.2029.

Developing Universal District Good Governance Index (UDGGI)

District is the cutting edge and basic unit of field administration and governance, implementing various programmes and innovative projects for the well-being of citizens. Therefore, its performance on various governance indicators must be measured and benchmarked to attest the development. In January, 2022, the first ever District Good Governance Index (DGGI) for any State / UT was released for the UT of Jammu & Kashmir. Thereafter, DARPG has initiated action for development and design of DGGI, Uttar Pradesh, Gujarat and Arunachal Pradesh.

It is proposed to formulate and design a Universal District Good Governance Index (UDGGI), which will cover all States and UTs of the country and will serve to benchmark status of Governance in them. The first edition of Universal District Good Governance Index (UDGGI) is expected to be launched in 2023-24.

As the first edition of Universal District Good Governance Index (UDGGI) is expected to be launched in 2023-24, during later years (2024-29), it will be further broad-based with experience from initial years. UDGGI is also expected to be released on biennial basis.

4. Deepening Secretariat Reforms, Swachhta Campaign

Special Campaign for Disposal of Pending Matters :

It is proposed to make this an annual exercise over the next 5 years.

Initiative for Increasing Efficiency in Central Secretariat

It is proposed to make this a constant and continuous exercise. The impact may be for many decades.

5. Redressal of Public Grievances & Improving Service Delivery/Public Grievance Redressal

- A One Nation - One Portal Digital platform will be operationalized across Govt. of India and State Governments for seamless digital processing of Grievances adopting a whole of Government approach. The next phase of District level integration will also be considered in next five years.
- Integration of CPGRAMS with CSC has been initiated. The optimum utilization of 5.1 lakhs centre of Common Service Centers (CSC) will be taken up for strengthening CPGRAMS advertisement/popularization in next five years.
- A feedback call centre has been operationalized to seek the feedback from the Citizen on disposed grievances. Other services related to Grievance redressal like lodging the grievances, follow up actions, survey work related to citizen expectation etc. will also be incorporated in next five years.
- The Government shall use latest digital technology through AI / ML informed quality of grievance redressal. Next Gen CPGRAMS will be operationalized.
- A Grievance Redressal Index will be published to rank Ministries/ Departments on the quality of Grievance Redressal on regular basis. The Index will also continue in next five years.
- The resolution status of grievance to be monitored at Grievance Resolution Officer i.e. through AI/ML enabled monitoring dashboard. The mechanism will be strengthened in next five years to evaluate the best performance.

- Service Delivery will be ensured as per the Citizen expectation/satisfaction. Citizen Charter will be upgraded/promoted to ensure citizen empowerment in next five years also.
