



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



**THIRD PARTY EVALUATION  
OF  
“SCHEME FOR ADMINISTRATIVE  
REFORMS”  
OF  
DEPARTMENT OF  
ADMINISTRATIVE REFORMS &  
PUBLIC GRIEVANCES (DAR&PG)**

Conducted by

Indian Institute of Public Administration

# **Report**

on

**Third Party Evaluation of “Scheme for Administrative Reforms” of  
Department of Administrative Reforms & Public Grievances (DAR&PG)**

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## **Sponsored by**



**Department of Administrative Reforms & Public Grievances  
Ministry of Personnel, Public Grievances and Pensions  
Government of India**

## **Conducted by**



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## FOREWORD

Public service delivery is one of the most critical aspects of governance. The citizens judge the quality of governance by their experience in receiving essential public services. Indeed, public service delivery is the main channel of contact that people have with the government. Effective public service delivery entails improving the quality of services, valuing taxpayer's money, setting out standards for the delivery, a redressal mechanism and making rules/procedures and schemes more transparent for the citizens. Improving the quality of administration and providing a responsive interface between the citizen and the public services requires initiatives to make administration accountable, transparent, citizen-friendly and taking measures to motivate civil services.

Department of Administrative Reforms and Public Grievances (DAR&PG) being a service provider is bound to meet people's needs and aspirations. It has to develop and enable itself to meet the rising demands and aspirations of the empowered and enlightened citizenry. Effective and timely redressal of public grievances is a hallmark of responsive and responsible governance. The Centralized Public Grievance Redress and Monitoring System (CPGRAMS), a web-based portal launched by the Department of Administrative Reforms and Public Grievances in 2007 for receiving, redressing, and monitoring of grievances from the public provides the facility to lodge a grievance online from any geographical location. However, CPGRMS is still an IT system that needs a proactive response from the field offices to deliver effectively. Many state governments have passed the Right to Public Service (RTPS) legislation with a focus on delivering public services in a time-bound, decentralized and citizen friendly manner. It is pertinent to assess the citizen-centric initiatives taken by governments for administrative responsiveness in public service delivery and address the concerns and challenges in their implementation.

IIPA as an organisation has always aimed at building capacity for Good Governance. Inspired by the vision and built on a strong foundation of ethical values, IIPA functions in training, research, consultancy, and information dissemination domains, for the government ministries, departments, and employees. With the help of the evaluation study, IIPA gives

recommendations on ‘Scheme for Administrative Reforms’, by focussing on two important components of the scheme i.e., ‘Modernization of Government Offices’ and ‘Pilot Projects on Administrative Reforms’ with various sub-components under it. The study has recommended to incorporate new measures that fit the ‘New India’s’ realities of field administration. The outcomes of this report would help to fine-tune the existing reforms for efficient public service delivery and provide solutions to strengthen the empowerment process of the components facing challenges.

I compliment Dr. Neetu Jain, Associate Professor and Dr. Surabhi Pandey, Assistant Professor for undertaking the study and documenting the report for wider circulation.

Shri. S N Tripathi IAS (Retd.)

Director General , IIPA



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Shri. S N Tripathi IAS ( Retd.)

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

AS&FA	Additional Secretary & Financial Adviser
ASI	Annual Survey of Industries
ASTT.DIR.	Assistant Director
AR	Administrative Reforms
CPD	Coordination & Publication Division
C&A	Coordination & Administration
CORD.	Coordination

DAR&PG	Department of Administrative Reforms & Public Grievances
D&D	Documentation and Dissemination
DG	Director General
DIR	Director
DS	Deputy Secretary
DY. DIR.	Deputy Director
e-GOV	E Governance
JT. ADV	Joint Adviser
JT. DIR.	Joint Director
JCM	Joint Consultative Machinery
JD	Joint Director
ICT	International Coordination & Training
IE&C	International Exchange and Cooperation
IPMD	Infrastructure and Project Monitoring Division
MDG	Millennium Development Goals
O & M	Organization & Method
PAO	Pay & Accounts Office
PG	Public Grievances
R&P	Research & Publication
RTI	Right to Information
SC/ST	Scheduled Caste/Tribe
SDG	Sustainable Development Goals
TRG.	Training
TOR	Terms of Reference
US	Under Secretary
JS	Joint Secretary

# **EXECUTIVE SUMMARY**

## EXECUTIVE SUMMARY

Department of Administrative Reforms & Public Grievances, Ministry of Personnel, Public Grievances and Pensions, Government of India entrusted Indian Institute of Public Administration with Third Party Evaluation of its scheme titled “**Scheme for Administrative Reforms**” for continuance during the next finance commission cycle.

### Terms of Reference

The terms of reference for this evaluation study, as mandated are as below:

The evaluation study is expected to assess:

1. Implementation mechanism and progress,
2. Performance of the scheme based on the NITI Aayog’s Output/Outcome Indicators,
3. Training / Capacity building of administrators/facilitators,
4. Asset / Service creation & its maintenance plan,
5. Coverage of beneficiaries,
6. IEC activities,
7. Need for extension of the implementation period and required time frame,
8. Justification for restructuring of scheme,
9. Achievement of deliverables,
10. Gaps in achievement of outcomes,
11. Key bottlenecks & challenges,
12. Input use efficiency,
13. Vision for the future, and
14. Recommendation for scheme with reasons.

### Scheme for Administrative Reforms

The Department through its plan scheme, referred to as “Scheme for Administrative Reforms” has also been contributing into transforming Indian governance from being system-centric to citizen-centric.

The plan scheme has two components, namely:

**1. Modernization of Government Offices**

The Scheme emphasizes on integrated and comprehensive planning for modernization of offices with a view to promote efficiency and effectiveness in government functioning.

**2. Pilot Projects on Administrative Reforms**

This component further involves six subcomponents, namely, National Conference on e-Governance, Fostering Good Governance, Learning from Successes (Documentation & Dissemination), Sevottam, State Collaboration Initiatives (SCI), and International Exchange & Cooperation.

## **Objective of the Study**

The main objective of the study is to carry out a comprehensive evaluation of the plan “Scheme for Administrative Reforms” covering the following parameters:

- To assess if the scheme has achieved the desired level of coverage and evaluate its performance.
- To determine the financial allocation and fund utilization under the different components of the scheme.
- To analyse the achievements and contributions of the scheme in fulfilling the developmental needs of the beneficiary Departments / Ministries and Administrative Training Institute.
- To assess the problems/bottlenecks challenges faced during the implementation of the different components of the scheme.
- To provide further suggestions and recommendations to ensure greater efficacy and impact.

## **Observations and Findings**

According to the dashboard on DAR&PG website, as on 5 April 2021, the following observations have been made:



1. The Centralized Public Grievance Redress and Monitoring System (CPGRAMS) portal has been able to dispose 5,70,244 grievances out of 6,82,676 received. The high disposable rate is evident of the effectiveness of the portal and DAR&PG's efforts at improving public delivery systems in the country.
2. The number of COVID-19 grievances received is 1,82,148 since March 30, 2020.
3. The e-Office portal has been able to create 20,57,504 e-files, of which 26,280 files were added in the last 14 days.
4. A total of 78 e-Service Delivery Assessed.
5. 12 Civil Services Days have been organized. The first function on Civil Services Day was held in Vigyan Bhawan, New Delhi in 2006.
6. 1989 nominations have been submitted under different categories of PM Awards.
7. 34 Regional Conferences have been held so far across the States.
8. 49 initiatives have been funded under State Collaborative Initiative (SCI) component.
9. 86 Documentary films have been produced by the D&D Division of DAR&PG.
10. 258 Officers have been trained under the Foreign Training Programme conducted by DAR&PG.
11. 2079 international civil servants have been trained at NCGG.
12. 1377 nominations under e-Gov Awards have been received. 611 awards have been given.

Based on the data analysis, following observations and findings were made:

1. Over the three years i.e., 2017 to 2020, the total amount of Rs. 21,84,54,875/- has been sanctioned pertaining to modernization work in different Departments/Ministries in Delhi / NCR.
2. The last National Conference on e-Governance i.e., the 23rd NCeG was organized in Mumbai, Maharashtra with the sanctioned amount Rs. 100 Lakhs which is also the double the amount sanctioned in each previous year.
3. The last regional conference held was at Nagpur, Maharashtra in December 2019. There were no Regional Conference organized in the year 2020 in view of the COVID-19 Pandemic situation and Government regulations.
4. During the last three years (2017-2020), DAR&PG has undertaken about 20 SCI projects, of which 10 projects have been completed and 10 are still ongoing. Jammu & Kashmir has received the highest funding to the tune of Rs. 17,50,50,000 followed by

Chandigarh (Rs. 6,26,93,000), Uttar Pradesh (Rs. 3,58,39,000) and Telangana (Rs. 3,30,00,000).

## **Suggestions and Recommendation**

Based on the observations and findings made by IIPA study team during the third-party evaluation of the Scheme, the suggestions and recommendations are as the following:

### **1. Modernization of Government Offices Scheme**

- The Scheme may be restructured to address the overlapping nature of the fund's disbursement both by DAR&PG and the various ministries.
- The scheme may accommodate proposals focused on making offices modernized in a manner which recognizes the need for more accessibility for people with disabilities.
- Budget provided by DAR&PG under this component may be relooked as per the actual requirements of the ministries.

### **2. Pilot Projects on Administrative Reforms**

#### **2.1. National Conference on e Governance**

- The Department can hire young professionals as interns to save the cost and solve the demand side issue while improving the supply of efficient human resources.
- The budget of the National Conference on e- Governance should be increased to 1.5 crores. This would also help attracting more States to volunteer for organizing National Conference on e- Governance.

#### **2.2. Fostering Good Governance**

- The Priority category may have programmes catering to the economic interests of a district by incorporating commercial oriented schemes. The Priority category may also be enhanced by including 'education' as one of the components through with Education centric schemes may be highlighted.

- There is a need to encourage a greater number of research and evaluation studies on PM Award winning initiatives showcasing the efforts of innovators.
- The prize money awarded to District/organization may be revised from 10 lakhs to 20 lakhs for effective implementation of project/ programme.

## **2.3. Learning from Successes**

### **2.3.1. Financial Assistance to States / UTs**

- This should continue in its present form.

### **2.3.2. Production of Documentary Films on Best Practices**

- This component may incorporate a provision for translating the documentary film in different regional languages as well for better outreach to public.

### **2.3.3. Regional Conferences**

- Department may also consider organizing such events using new information technology tools such as webinars as well.
- Keeping in view the significance and outcome of the Regional conferences the proposed budget for the Regional conferences may be increased to around twice the current amount.

### **2.3.4. Books on Best Practices**

- DAR&PG may collaborate with some renowned international publications like SAGE, Bloomsbury, IJSSR and IJSSHR etc. for publication of books on best practices.
- It is recommended that the department may collaborate with the National Digital Library, so that the users of DAR&PG's library can also access digital version of additional books available on National Digital Library portal.

### **2.3.5. Minimum Government- Maximum Governance**

- As an e-Magazine MGGM can be designed by making use of innovative visuals and graphics which can provide a new look and feel to the e-Magazine.
- The department may invite papers for publication in the said e- Magazine from international scholars as well. The caption of 'Invite for Papers from International scholars on the theme' may be added on the DAR&PG website.

### **2.4. Sevottam**

- DAR&PG may coordinate and exchange updates with all ATIs on a quarterly basis every year. This will enable ATIs in effectively utilising the funds and also deliver good results on their set targets.
- DAR&PG may give clear guidelines and aid the ATIs in their application for BIS certification.
- The Department shall periodically revise its prescribed Training modules to re-align them with changes in citizens' needs and other developments that can enhance public service delivery capabilities.
- DAR&PG may evaluate the performance of the ATIs on few parameters like number of trainings conducted by ATIs, impact of trainings on service delivery, Framing of procedure for Citizen Charter, timely completion of courses etc.
- DAR&PG may organize national level workshops for all the ATIs working under Sevottam to initiate discussions and exchange of ideas in furthering the objectives of Sevottam.
- Similar to CPGRAMS, a dedicated portal may be created for Sevottam on the official website of DAR&PG, wherein progress reports and achievements of different ATIs may be highlighted.

### **2.5. State Collaboration Initiatives**

- In order to enhance coverage, conferences and joint consultations may be conducted at different places / regions which would help popularising and enhancing the reach of the said SCI scheme.

- An evaluation mechanism may be established by DAR&PG in order to compare the maximum assistance availed by different States and the cost shared among the concerned stakeholders.

## **2.6. International Cooperation**

- DAR&PG may expand its scope of activities and take lead in organizing International Conferences with countries like USA, Canada, United Kingdom, France, and others.
- DAR&PG may also sign MoU for International Cooperation and Exchange with some of the premier institutes like Lee Kuan Yew School of Public Policy, National University of Singapore, Singapore, University of Malaysia, Malaysia, Seoul National University, South Korea, Indiana University, Bloomington, U.S.A., Harvard Kennedy School, Cambridge, U.S.A., Korea University, South Korea, and University of Georgia, U.S.A.
- In order to assess whether the learning has resulted into on-the job outcomes post-training/ exposure evaluation should also be conducted within six months of the visit. For this purpose, the participants of exposure visit should submit a white paper or report entailing their learnings and its application in their respective areas of work to their departmental Head.

## **CPGRAMS**

- It is recommended that a Project Management Unit (PMU) may be set up under CPGRAMS for working on the following aspects: Overall project management, Recruitment of consultants, finalizing of procedures and guidelines, Development of annual work plans and budgets, Coordination with different Ministries / Departments, Preparation of quarterly and bi-annual monitoring reports, and Assisting in formulation and implementation of policy reforms.
- It is recommended to increase the budget for this component of CPGRAMS.
- Advanced IT tools may be used in this process of grievance redressal which will lead to quality and timely redressal of grievances. Artificial Intelligence along with predictive analytics may be used for better feedback and redressal mechanism.

- The various handbooks published on CPGRAMS have not been updated and revised since 2010, therefore considering the requirements of the present time, the handbooks may be revised and published at definite time intervals.
- The CPGRAMS portal may introduce chat bots which would provide an interactive way of reaching out to the complainants.
- DAR&PG may put in a mandatory internal evaluation to be conducted by respective departments / ministries at regular interval in order to find proactive solution and prevent future grievances which are repetitive in nature.
- The department may collaborate with agencies like Quality Council of India (QCI) and Standardisation Testing and Quality Certification (STQC) for carrying out the third-party audit of CPGRAMS.

### **E-Office**

- There is a need to implement e-Office in remaining Ministries/Departments in order to maximize working on e-Office to realize the dream of Digital India. This would also help bringing all the Attached and Subordinate Offices of these Ministries/Departments on the common platform.
- For hierarchical stacking of files within an organization it is important to have e-dispatch.
- DAR&PG may consider on having a separate cloud-space for its e-office.
- It is suggested that e-Office may be interlinked with centralised digital payment processing systems like PFMS for ease of handling financial transactions with proper transparency and accountability.
- It is recommended to replace Department specific IDs with Officer specific IDs for each government official. This unique ID will ensure smooth and faster functioning between different departments and ministries.
- Functioning of the e-Office may work both ways i.e., horizontally, and vertically in an organizational structure of respective Departments/Ministries.
- In implementing new versions of e-Office, the costs up to 100 users may be exempted and for users over and above 100, the cost of Rs. 1 Crore may be charged by NIC for providing proper infrastructure, deployment, resources, e-Dispatch, training, and thin client architecture for five years.



# **CHAPTER 1: INTRODUCTION**

# 1. INTRODUCTION

## 1.1. BACKGROUND

The Department of Administrative Reforms & Public Grievances conceptualises and launches many of the administrative reforms initiatives of the Government of India. The reforms process involves a multi-disciplinary approach by bringing together diverse elements, performing rigorous analysis, and pursuing cohesive advocacy to bring about change in systems, processes, and structures of government.

The Department of Administrative Reforms & Public Grievances thus functions as an internal consultant to the Government in the context of reforms. It provides a formal platform for exchanging and disseminating reform related ideas and successful best practices. It also acts as a clearing house for reform measures and also functions as one-stop facility for incubating, documenting, disseminating, and assisting in replication of best practices.

According to the *Second Administrative Reforms Commission (ARC)* which was constituted on August 31, 2005, as a Commission of Inquiry, under the Chairmanship of Shri Veerappa Moily for preparing a detailed blueprint for revamping the public administrative system, the system of administration presented in the report indicated an excellent use of modern technology. The Commission was of the view that a similar system should be installed at the State and district levels because a decentralized system would benefit a larger number of citizens on the one hand and would also help in improving the effectiveness of field offices on the other. The Commission also suggested measures to achieve a proactive, responsive, accountable, sustainable, and efficient administration for the country at all levels of the Government. The Commission had presented the following 15 Reports to the Government for consideration:

1. Right to Information: Master Key to Good Governance
2. Unlocking human capital: Entitlements and Governance – A Case Study
3. Crisis Management: From Despair to Hope

4. Ethics in Governance
5. Public Order: Justice for each - Peace for all
6. Local Governance
7. Capacity Building for Conflict Resolution – Friction to Fusion
8. Combating Terrorism
9. Social Capital – A Shared Destiny
10. Refurbishing of Personnel Administration – Scaling New Heights
11. Promoting e-Governance – The Smart Way Forward
12. Citizen Centric Administration – The Heart of Governance
13. Organisational structure of Government of India
14. Strengthening Financial Management System
15. State and District Administration

The Government has taken decision on 13 reports and decision on the remaining 2 reports is awaited. Total number of recommendations contained in these 13 reports is 1251. Out of these, 1005 recommendations have been accepted by the Government. Action has been completed in 430 recommendations and 575 are under implementation. In this regard, the Department of Administrative Reforms & Public Grievances has been playing a role of prime importance in processing these reports, submitting them to the Government for consideration and ensuring that the recommendations are implemented by the concerned Ministries/ Departments in a time bound manner.

DAR&PG has undertaken various initiatives to improve upon the current systems of governance and instil a greater sense of responsiveness, accountability and transparency in public administration and achieving excellence in the context of public service delivery, good governance, public service reform, capacity building and skills up-gradation. The centrality of democracy and good governance in a developing nation is well recognised for promoting the development of a healthy governance environment, and DAR&PG has always acted as a catalyst to foster the national growth and in more recent times building 'New India'.

## **1.2. Department of Administrative Reforms and Public Grievances (DAR&PG)**

In March 1985, the Department of Personnel and Administrative Reforms was elevated to a full-fledged Ministry of Personnel and Training, Administrative Reforms, Public Grievances and Pensions. On December 10, 1985 Ministry of Personnel and Training, Administrative Reforms, Public Grievances and Pensions was re-designated as the Ministry of Personnel, Public Grievances and Pensions with three departments namely, Department of Personnel and Training (DOPT), Department of Administrative Reforms and Public Grievances and Department of Pension and Pensioners Welfare. This Ministry was placed under the overall charge of the Prime Minister assisted by a Minister of State.

The **Department of Administrative Reforms and Public Grievances** under the Ministry of Personnel, Public Grievances & Pensions, is the nodal agency of the Government of India for administrative reforms as well as redressal of public grievances relating to the States in general and those pertaining to Central Government agencies in particular. It serves as a think tank involved in research with the mission to act as an enabler, in consultation with Central Ministries / Departments, States / UT Administrations, Organisations and Civil Society Representatives, to improve Government functioning through process re-engineering, systemic changes, Organisation and Methods, efficient Grievance handling, promoting modernization, Citizens Charters, award schemes, e-governance and best practices in government.

As per the Government of India Allocation of Business Rules, the following subjects have been allocated to the Department of Administrative Reforms & Public Grievances:

1. Administrative reforms, including e-governance and dissemination of best practices.
2. Organization and Methods.
3. Policy, coordination, and monitoring of issues relating to-
  - a) Redress of public grievances in general; and
  - b) Grievances pertaining to Central Government agencies.
4. Research in public management and Liaison with State Government, professional institutions etc. in public management matters.

## **Vision of DAR&PG**

Facilitate pursuit of excellence in governance for the benefit of all citizens.

## **Mission of DAR&PG**

To foster excellence in governance and pursuit of administrative reforms through:

- Improvements in government structures and processes
- Promoting citizen-centric governance with emphasis on grievance redressal
- Innovations in e-Governance.
- Documentation and dissemination of good practices.

## **Objectives of DAR&PG**

The objectives of the department are:

- Promotion of administrative reforms in government policies, structures, and processes
- Formulation of policy and coordination of issues relating to redress of grievances.
- Dissemination of governance knowledge and good practices
- Promotion of reforms through e-Governance

## **Functions of DAR&PG**

The functions of DAR&PG are as follows:

- Matters relating to administrative reforms.
- Organization of Civil Services Day and Inter- Service Workshops
- Capacity building change management and Government Process Re-engineering to provide reform through e- Governance.
- e- Office Mission Mode Project (MMP) under National e- Governance Plan (NeGP)
- Organization of National Conference on e- Governance
- Management of Public Grievance Redressal Mechanism
- Documentation and dissemination of good governance practices- innovations, adaptation, and replication

## Organizational Structure of DAR&PG

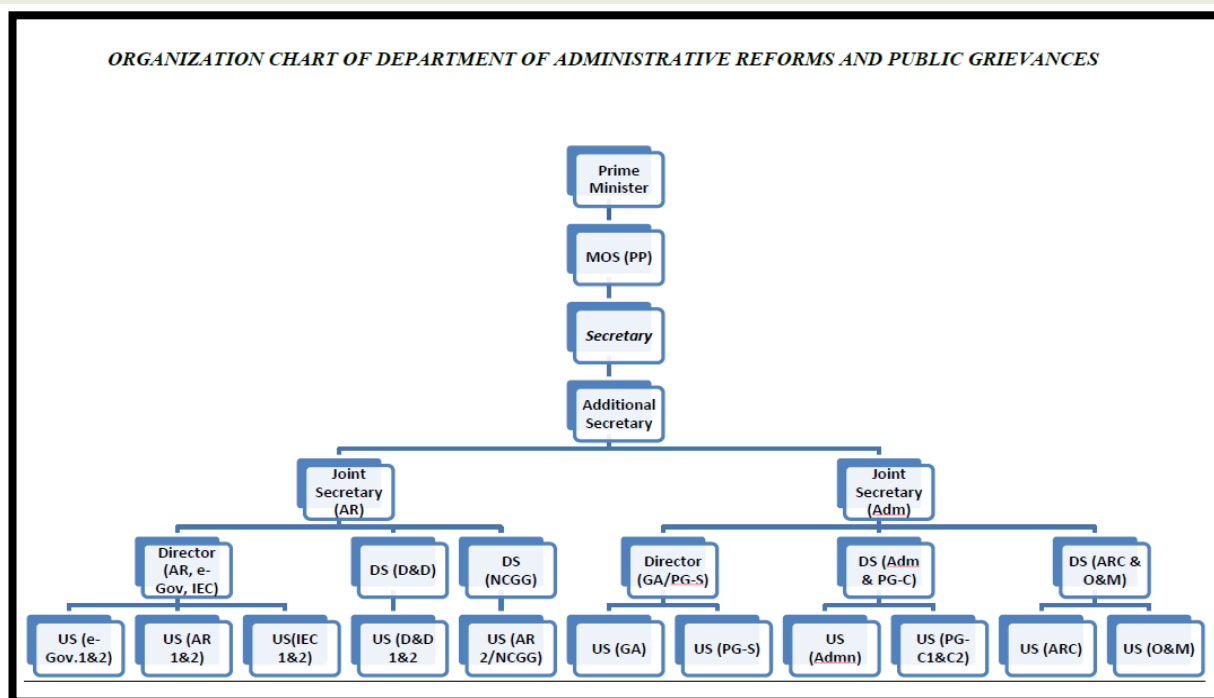


Figure 1 Organizational Structure of DAR&PG

### Initiatives of DAR&PG

DAR&PG has been continually involved in bringing about revolutionary measures in terms of research, reforms, and rewards in the domains of policy, governance, and public administration related matters in the country. The implementation of initiatives like modernization of government offices, promotion of e-Governance through national conferences, facilitation of e-Office implementation, rationalization of affidavits and rewarding excellence in the fields of public administration are a few examples of the outstanding work being carried out by the Department.

The Department through its plan scheme “**Scheme for Administrative Reforms**” has also been contributing to transformation of Indian governance from being system-centric to citizen-centric. The plan scheme has two components, namely:

- I. Modernization of Government Offices
- II. Pilot Projects on Administrative Reforms: National Conference on e-Governance, Fostering Good Governance, Learning from Successes, Sevottam, State Collaboration Initiatives, International Exchange, and Cooperation



### 1.3. Divisions of DAR&PG



Figure 2 Six Divisions of DAR&PG

The Department functions through following six divisions, namely:

- I. Administrative Reforms
- II. Documentation and Dissemination
- III. E-Governance
- IV. International Exchange and Cooperation
- V. Public Grievances
- VI. Organization and Method

#### I. Administrative Reforms Division

The Administrative Reforms Division of DAR&PG carries out various functions including:

- Follow up action with the nodal ministries and the States relating to the implementation of the accepted recommendations of the Administrative Reforms Commission (ARC)
- Follow up action with regard to reports of the ARC where action lies with multiple ministries / departments with regard to the implementation of the recommendations.

- Submit action taken status on each of the ARC Reports to the Cabinet
- Organizing Civil Services Day on April 21<sup>st</sup> every year
- Processing selection of awardees for “Prime Minister’s Awards for Excellence in Public Administration”
- Parliamentary matters/Standing Committee matters relating to Administrative Reforms.

## **II. Documentation and Dissemination Division**

The Documentation and Dissemination Division primarily carries out the activities of documentation, incubation, and dissemination of good governance practices of Centre, State / Union Territory (UT) governments with a view to sharing of experiences with each other and replication. It also brings out periodic publications and maintains repository of reference material concerning public administration, management, information technology and human resource development in the form of a well- equipped library.

## **III. E-Governance Division**

The E-Governance Division carries out the following functions:

1. Coordinates and supports implementation of National e-governance Plan of Government of India through:
  - a) Promotion of excellence in e-Governance through organizing National Conference on e-Governance and National Awards on e-Governance
  - b) e-Office Mission Mode Project (Electronic workflow)
  - c) Capacity Building through Master e-Governance Training Plan
  - d) Monitoring of 11th report of Second Administrative Reforms Commission
2. Cyber Security and IPv6 Policy of the Department in association with departmental National Informatics Centre (NIC)
3. DAR&PG website in association with departmental NIC

## **IV. International Exchange and Cooperation Division**

The International Exchange and Cooperation Division serves as the nodal point for matters related to international cooperation in the field of Public Administration and Governance. This Division organises programmes and visits of the foreign delegation to India and visits of Indian delegation abroad as part of projects / bilateral measures taken up in accordance

with the Memoranda of Understanding (MOU) / Agreements signed between India and other countries (bilateral or multilateral). This enables sharing of information, best practice, and personnel across governments.

#### **V. Public Grievances Division**

The Allocation of Business Rules, 1961, allocates to DAR&PG inter alia, the responsibility for Policy, Coordination and Monitoring of issues relating to (a) Redress of Public Grievances in general and (b) Grievances pertaining to Central Government Agencies, in particular. The Public Grievance Division is responsible for this activity since December 1987. From 1997, the Division has also been made responsible for Citizen Centric Initiatives, namely, Citizens Charter. The Public Grievances Division is responsible for issuing policy guidelines and coordinating and monitoring of issues regarding redressal of public grievances and staff grievances for the central government. The grievances related to States are forwarded to concerned State government for appropriate action. The Division also coordinates the implementation of Sevottam which is a part of citizen- centric quality management framework for better service delivery.

#### **VI. Organization and Method Division**

The Organization and Method Division of DAR&PG carries out various functions including:

- Formulation and implementation of common office procedures.
- Publication and updating of the CSMOP and implementation of its provisions.
- Aiding and advising the State Governments on O&M aspects.
- Quality Management in Government including laying down norms and standards for processes.
- Implementation of the Plan Scheme of Modernization of Government offices.
- Any other subject allocated by the Secretary.

## 1.4. Scheme for Administrative Reforms

The Department, through its plan scheme, referred to as “**Scheme for Administrative Reforms**” has been contributing to transforming governance from being system-centric to citizen-centric. The Department had identified strengthening of governance as a major thrust area in the XII Financial Commission plan.

The plan scheme has two components, namely:

- I. Modernization of Government Offices
- II. Pilot Projects on Administrative Reforms

These components are aligned to the ever-increasing, instrumental, and desirable role of digitization in catalysing good governance, efficient service delivery with enhanced levels of accountability and transparency.

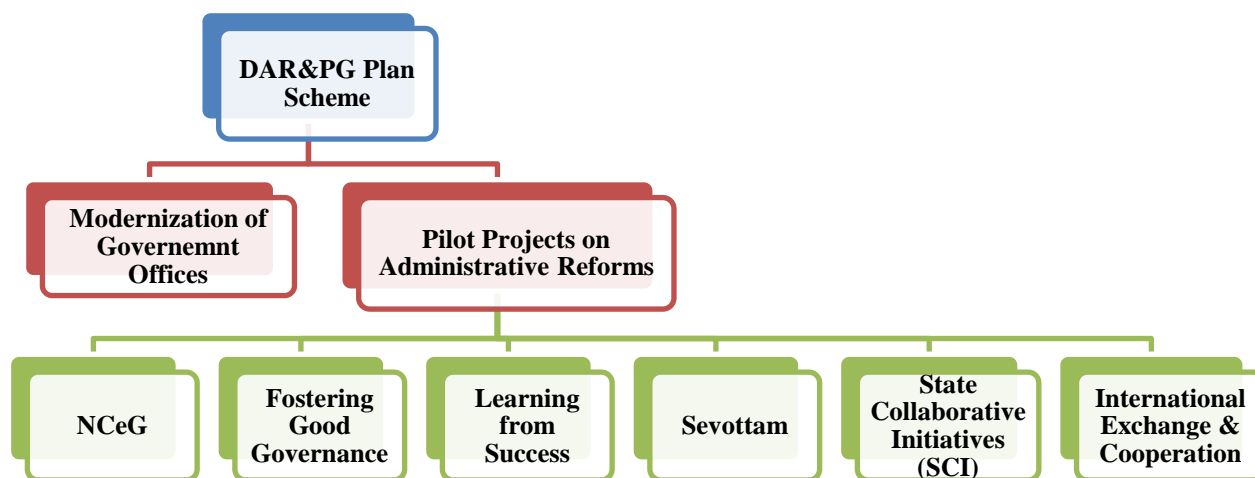


Figure 3 Components of Scheme for Administrative Reforms

### 1.3.1. Modernization of Government Offices

Modernization of Government Offices scheme is implemented to foster excellence in governance and administrative reforms through improvements in government structures and processes. The scheme was conceptualized on the notion that modern workplaces in

government offices can help in improving staff morale, promoting efficiency in use of office space, and improving the service environment in the ministries and departments.

The Strategy Plan document of DAR&PG very aptly states that development of a healthy governance environment is central to a well-functioning democracy. Accordingly, the Department has been encouraging and supporting the cause of modernizing government offices for enhancing efficiency and productivity of the workforce with better public service delivery and public satisfaction. The Plan Scheme is being carried out by the O&M Division of DAR&PG as an overall process of Administrative Reforms.

Modernisation of Government Offices which has been in implementation since 1987-88, creates sample modern offices on a pilot basis by providing the seed money to beneficiary Ministries / Departments / Offices located in the city of Delhi for giving an impetus / catalytic effect to the overall process of Administrative Reforms. Under the Scheme, Ministries/Departments are asked to draw integrated and comprehensive proposals for modernization and prioritize identified offices/units under the same for funding and to forward the same to this Department in a prescribed proforma.

The Scheme aims at improvement of the work environment by adopting a holistic approach involving introduction of functional lay-out for office premises, creation of open offices to facilitate better supervision, redressal of public grievances and better service to the public, creation of modern workstations with space for computers, local area network (LAN), printers, telephone, etc. for the purpose of efficient file management and cost effective and space effective records management. It emphasizes on integrated and comprehensive planning for modernization of offices with a view to promote efficiency and effectiveness in government functioning.

At present, the Scheme is confined to the Government of India Ministries / Departments, attached offices and statutory bodies located in Delhi. The Scheme is being carried out through the Central Public Works Department (CPWD) and Ministry of Urban Development, Government of India (GoI).

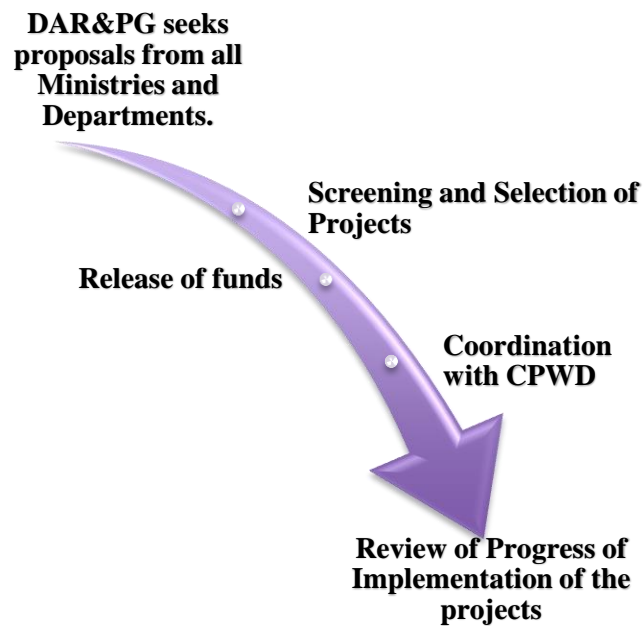


Figure 4 Implementation Mechanism of Modernization of Government. Offices

### Financial Assistance

Under the scheme 75% of the total cost of the project is met from the funds provided by DAR&PG and 25% cost of the project is contributed by the concerned Ministry. The Modernization proposals are considered by a Screening Committee headed by the Additional Secretary, Department of Administrative Reforms & Public Grievances with members drawn from the Ministry of Urban Development, National Informatics Centre, NITI Aayog, Internal Finance Division and the concerned Ministries / Departments.

### 1.3.2. Pilot Projects on Administrative Reforms

Pilot Projects on Administrative Reforms are a set of umbrella initiatives of pioneering, path-breaking, and trend-setting nature in the domains of awareness generation, Business Process Re-engineering (BPR), capacity building, documentation and dissemination of best practices, e-governance through e-Office, fostering good governance, grievance redressal, introduction of Information and Communication Technologies (ICTs), International cooperation for imbibing best practices etc.



This component is being used to undertake various studies leading to change in procedures and processes, trying out initiatives on a pilot basis like e-Governance, Fostering Good Governance, Learning from Successes, Sevottam, International Cooperation etc. or supporting new initiatives having replication potential. It incorporates following components:

### 1. National Conference on e-Governance (NCeG)

The project on organizing of National Conference on e-Governance every year aims to promote best practices of e-Governance across the country. The objective of DAR&PG under this component is to ensure the following:

- To improve efficiency, consistency, and effectiveness of government response.
- To reduce turnaround time and to meet the demands of the citizen charter.
- To provide for effective resource management to improve the quality of administration.
- To reduce processing delay, and
- To establish transparency and accountability.

Under this initiative, a National Conference on e-Governance is organized every year to provide a platform to Central Ministries, State Governments, Academia, and Industry to collectively draw road map for e-governance initiatives in the country. In these conferences, landmark initiatives pertaining to e-governance by the Central and State Governments are also recognized and awarded '*National Awards for e-Governance*' to encourage and further promote innovation in e-Governance practices and initiatives.

Department of Administrative Reforms & Public Grievances (DAR&PG), Ministry of Personnel, Public Grievances & Pensions and Ministry of Electronics and Information Technology (MeitY) have been jointly organizing the National Conference on e-Governance every year in partnership with one State Government since 1997.

In 2017, the National Award for e-governance was given across 12 categories. In 2018, it was reduced to 9 categories, and in 2019, it was further reduced to 6 categories. The reduction in the numbers of categories is on account of merging of some of these categories. This was done

because the number of awards was increasing rapidly, therefore, the need to limit the same was also realized in order to maintain the national nature of these awards.

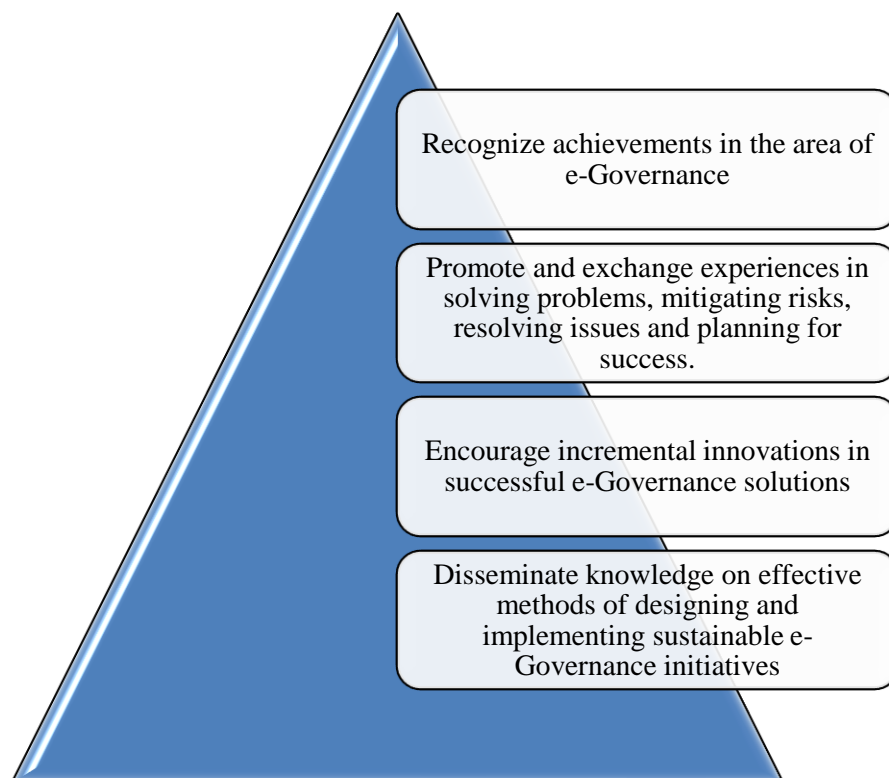


Figure 5 Objectives of PM Awards

All central ministries/departments, state/UT governments, districts, local bodies / central and State government, Public Sector Undertakings (PSUs) / academic and research institutions (whether Government or Non-government), government institutions such as corporations, firms, partnerships or proprietary concerns and Non- Governmental Organisations / Civil Society Organizations are eligible to apply for these awards. Two awards – Gold and Silver are given for each category. Both the awards carry a certificate for the project and one certificate to each team member (not exceeding seven including Project Head) along with a cash award of Rs. 2 lakhs (for Gold award winners), Rs.1lakh (for Silver award winners). This amount is being shared equally among eligible team members.

National e-Governance Conferences are organized by a State government every year. A citation of awards, presentations, case studies, compendium of best practices across the country, list of nominations (sector-wise) received, and list of awards are published on website

by DAR&PG for the National e-Governance Conferences. Compilation of innovations in governance and papers on e-governance related developments and potential are also published for dissemination. It is organized every year to provide a platform to Central Ministries, State Governments, academia, and Industry to collectively draw road map for e-governance initiatives in the country.

## 2. Fostering Good Governance

The scheme “Fostering Good Governance” which inter alia includes two components:

- **PM Awards for Excellence in Public Administration** recognizes and rewards the best practices in public administration across the country and also seeks to replicate the awarded initiatives in other parts. The Scheme for "Prime Ministers Awards for Excellence in Public Administration" was instituted by Government of India in 2005 in order to acknowledge, recognize and reward the extraordinary and innovative work done by officers of the Central and State Governments. The objective of the Scheme is to reward civil servants who deliver outstanding and exemplary performance, beyond their routine discharge of duties and implementation of programs. It motivates the officers to bring in process improvements and innovative approaches in implementation of priority schemes and programs.

### **Financial Assistance**

The Financial assistance may vary from case to case and will be restricted to an upper ceiling of Rupees three lakh (Rs.3 lakh) per case including the expenditure incurred on data collection, surveys, preparation of reports, preparing e-book (electronic), making short documentary film, copies of CDs/DVDs and mailing, etc.

- **Organizing Civil Services Day** - The Civil Services Day is an annual event for the civil servants to rededicate themselves to the cause of citizens and renew their commitment to public service and excellence in work.

### **3. Learning from Successes**

“Learning from Successes”, a component under Documentation & Dissemination (D&D) Division of DAR&PG primarily undertakes documentation and dissemination of good practices and innovations in governance practices. Series of activities undertaken under this component are as follows:

#### **3.1. Financial Assistance for professional documentation of good governance initiatives to States/UTs**

The objective of the Scheme titled ‘Financial Assistance for Professional Documentation of ‘Good Governance Initiatives’ is to provide financial assistance to support professional documentation and dissemination of good governance initiatives by the State / UT governments with a view to sharing experience with each other and replicate elsewhere.

Professional documentation of good governance practices and innovations is the need of the hour in view of their merit and benefits accrued to the stakeholders. This scheme on, Financial Assistance to States/ UTs for documentation and dissemination supports States, UTs and Central Training Institutes to document Governance related proven good practices initiated and instituted by them, with an objective of experience sharing with other States / UTs and promoting replication of such initiatives. The scheme provides a financial assistance of Rs.3 lakhs per documentation.

#### **3.2. Production of Documentary Films on Best Practices**

Under this, documentation of exemplary work is carried out for policy framing and execution so that the lessons may be learnt, and experiences shared. The beneficiary State/UT or Central Training Institute is required to bring out a compilation of successful practices in e-book form (electronic form) along with production of short documentary film on the initiative.

The documentation of a best practice in e-book form along with short documentary film is broadly based on the following elements:

- Situation before the practice

- Encounters and challenges faced by the innovators.
- Strategy adopted.
- Business process reengineering if any.
- Results achieved/anticipated.
- Financial Savings
- Improvement in efficiency/ productivity/ Reduction of waiting time.
- Scalability of the project
- Simplification of procedure,
- Adaptability
- Sustainability
- Lessons learnt.
- Replicability
- Response of State Government./Local authority/Agency

### **3.3. Regional Conference**

The Regional Conferences are being organized on specific themes 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 who are responsible for implementing good governance practices including Citizen Charters, officials from cutting edge level representatives of the NGOs/consumer organizations, etc. participate 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. Themes of the regional conference are selected depending on the existing important trends nationwide/region-wise.

Three regional conferences are held per year on rotational basis and invitations are sent to MOS, Secretary, Additional Secretary, Additional Chief Secretary, Secretary of State, Joint Secretary, Directors, Deputy Secretary, Under Secretary, Section Officer of DAR&PG only.

### **3.4. Books on Best Practices**

The Documentation and Dissemination publishes books containing written material supported with Photographs on outstanding shortlisted and PM award winning good governance practices and innovations and implementation of select Priority Programmes. Since 2016 this Division has started publishing Coffee Table books only. This compilation is immensely useful for the administrators as the dissemination of success stories facilitates replication of the same elsewhere also.

### **3.5. Minimum Government – Maximum Governance**

The Department of Administrative Reforms and Public Grievances brings out its e- Magazine titled ‘Minimum Government - Maximum Governance’ (MGMG) as an e-Book in its endeavour to document and disseminate successful good governance practices. In the e-Magazine, write-ups based on the shortlisted initiatives of PM Awards and National e-Governance Awards instituted by DAR&PG are being compiled. It is published on the website of the Department in e-Book form biannually. It is also uploaded on various platforms like Facebook and Twitter.

## **4. Sevottam**

Sevottam is a generic framework for bringing continual improvement in public service delivery till excellence is achieved. Sevottam word is a fusion of two Hindi words *Seva* and *Uttam* which means ‘excellence in service’. Sevottam framework was created by the Department of Administrative Reforms and Public Grievances in 2005, after study of the best international practices such as the Charter Mark of United Kingdom and the Malcolm model of United States of America. It is a framework for bringing continual improvements in service delivery by government organizations till excellence is achieved. Sevottam is a continuing journey to revamp and refurbish our public service delivery systems to a level of excellence desired by the citizens. It incorporates e-governance solutions, process re-engineering, capability building of public servants and partnership with social groups to achieve transparency and accountability in the delivery systems.

The key components of Sevottam are captured with the following objectives:

i. **Successful implementation of Citizen's Charters**

Citizens' Charter publicly declare the information on citizens' entitlements; making citizens better informed and hence empowering them to demand better services.

ii. **Service Delivery Preparedness and achievement of Results**

This includes identification of services rendered, the service delivery process, its control and delivery requirements.

iii. **Sound Public Grievance Redress Mechanism**

This requires a good grievance redress system operating in a manner that leaves the citizens more satisfied with how the organization responds to complaints/grievances, irrespective of the final decision.

The main feature of this model is that the institution must do its own evaluation and find out as to what level the institution is ready to implement the Sevottam model and what necessary reforms are to be done. After creation of Sevottam, DAR&PG requested Bureau of Indian Standards (BIS) for creating a standard that addresses the concerns of service delivery by government organizations. Therefore, an Indian Standard 15700:2005 was created for certifying organizations that fulfil the requirements of Quality Management System Sevottam. Broadly based on the ISO 9000 standard series, the IS 15700:2005 has additional citizen centric features such as Client's Charter, Grievance Redress Mechanism, and nomination of an Ombudsman etc. Since the inception of the scheme in 2013, Grants have been released to the 10 ATIs located in Madhya Pradesh, Tamil Nadu, Uttar Pradesh, Haryana, Punjab, NCT Delhi, Himachal Pradesh, Jharkhand, Karnataka & Rajasthan.

## **5. State Collaboration Initiatives (SCI)**

The State Collaboration Initiative has the objective of catalysing, promoting, and achieving reforms at the cutting edge or point of delivery of Public Administration. Under the State Collaboration Initiative (SCI) the strategy is to build collaboration with State Governments for

improving public service delivery. DAR&PG provides funds to the State Governments under State Collaboration Initiative (SCI) Scheme.

The objective of the SCI is to promote and support improvement in public administration for improving service delivery through a pragmatic approach which will:

- Develop collaborative relationships with central ministries, states, and another stakeholder.
- Develop a coherent programme of initiatives which will support and encourage administrative reform and put citizen at centre stage, particularly the poor.
- Build capacity at district, state, and centre to ensure optimal use of systems and resources.

This scheme was revised in 2015-16 to include funding for replication of PM and National e-Gov awarded initiatives.

All proposals received in the prescribed format are examined by the Screening Committee headed by Joint Secretary (Other members include representatives of IFD, Ministry of Rural Development NITI Aayog and HIPA, Gurgaon DS/Dir of AR Division). After approval of the Secretary (AR&PG) and concurrence of IFD, 80% fund of the total approved budget of the project are transferred to the implementing agency as 1st instalment. The second instalment of 20% is released based on the satisfactory progress and utilization certificate as per the approved implementation schedule.

## **6. International Exchange & Cooperation**

DAR&PG acts as the nodal agency on matters pertaining to international cooperation in the areas of Public Administration and Governance, which covers organizing programmes and visits of the foreign delegation to India and visits of Indian delegation abroad as part of projects/bilateral measures taken up in accordance with the Memorandum of Understanding (MoU)/Agreements signed between India and other countries (bilateral or multilateral). The international cooperation component aims at enabling sharing of information, best practice, and personnel across governments of various countries. This component includes two activities which are:



- a) International cooperation with other countries in public administration and governance reforms. The Exchange process helps in understanding the best practices and initiatives in other countries that the same can be replicated in Indian context.
- b) Organization of foreign training programmes of Indian officers including PM's/National e-Governance Awardees in International Institutes of repute.

## **CHAPTER 2 - METHODOLOGY**

## 2. METHODOLOGY

The approach for the study considered the objectives, processes, and outcomes of the scheme. Parameters were designed to assess the objectives of the evaluation study quantitatively and qualitatively. The objective-based approach measured if the initially set goals of the scheme were duly met with. Apart from the evaluation of the objectives of the scheme, its process, and its outcomes were also studied. The strengths and weaknesses of the scheme were viewed in light of whether the process of the scheme has been instrumental in achieving the desired objectives. Finally, the outcomes of the scheme, in addition to the set objectives were evaluated to understand the impact of the scheme on the beneficiaries across the sub-schemes.

The methodology made use of both primary and secondary data for the assessment of the scheme's goals, processes, and outcomes. Secondary information in the form of Scheme Budget (particularly in terms of revised and disbursed amounts) has been obtained from the Department of Administrative Reforms & Public Grievances. One of the instruments for obtaining primary data was questionnaires. They were made available directly to various stakeholders involved to understand the effectiveness and overall success of the scheme. Overall, the impact assessment involved a holistic approach to evaluate the benefits of the scheme and collate suggestions and recommendations received in the form of responses obtained from the stakeholders.

In accordance with the provision and guidelines set out by the Department of Administrative Reforms & Public Grievances for conducting the evaluation study, structured questionnaires were prepared by the study team. Subsequent telephonic follow-ups were conducted with the stakeholders at several stages of the evaluation study to mitigate concerns of attrition bias- a typical factor that tends to undermine scheme evaluation study. The several interactions round of discussion including telephonic conversation proved to be significantly effective in obtaining the feedback in terms of existing challenges faced by the stakeholders of the scheme under study. While interacting with the stakeholders, the observation method was also applied. In essence, the study has used research tools like observation, questionnaires, in-depth interviews, and Focus Group Discussions (FGDs) with supply-side and demand-side

stakeholders. The collected information was sorted in the excel sheet and analysed to arrive at findings.

We have also assessed the scheme to know the extent to which it has increased the values of composite culture contributing to citizen charter, grievance redressal, capacity building on public service delivery, and modernization of infrastructure in government offices. It is worth mentioning that the study has followed a positivist frame of reference bridging the gap between a-priori and post-priori perceptions and preludes. The framework of the study has considered both emic and etic approaches to arrive at the conclusive findings. A balanced blend of inductive and deductive interpretations of the facts and figures constituted the central thrust of our methodology. The secondary information was derived from the data shared by the Department of Administrative Reforms & Public Grievances. The primary data was used based on establishing a contact base with the stakeholder's respondents.

## **2.1. Objective of the Study**

The main objective of the study is to carry out a comprehensive evaluation of the plan Scheme for Administrative Reforms covering the following parameters:

- To assess if the scheme has achieved its desired level of coverage and evaluate the performance of the scheme.
- To determine the financial allocation and fund utilization under the scheme.
- To analyse the achievements and contributions of the scheme in fulfilling the developmental needs of the beneficiary Departments/Ministries and Administrative Training Institutes.
- To assess the problems/bottlenecks challenges faced during the implementation of the different schemes of the programme.
- To provide further suggestions and recommendations to ensure greater efficacy and impact of the scheme.

## Parameters of Evaluation

Based on the objectives of the evaluation study, the following parameters have been laid down which are as under:

- a) Impact of the sub-scheme ‘modernization of government offices’ on bringing the desired changes/improvements.
- b) Appropriateness of deciding the merit for funding under the scheme of modernisation of government offices.
- c) Present Status of the existing projects and their coverage.
- d) Appropriateness of intended objectives and performances of the following:
  - Citizens’/Clients’ Charter
  - Grievance Redress Mechanism
  - Service Delivery Capability
  - ATIs/CTIs
  - Sevottam Training Cell
  - Training modules under Sevottam
- e) Assessing the funding to SCI projects
- f) Assessing the published books and documentaries
- g) Assessing the foreign training programmes conducted
- h) Overall Performance of the Scheme
- i) Issues and Challenges during implementation
- j) Suggestions and recommendations by the beneficiaries

## 2.2. Sampling

As per the objectives of the study, under the scheme components, namely, Modernization of Government of Offices and Sevottam, all the Departments/Ministries and ATIs, that have received funds from DAR&PG under different heads, were contacted. In view of the COVID-19 pandemic situation, the IIPA study team primarily decided to reach the concerned offices

through telephonic media, however sufficient responses were not received. Subsequently, follow-ups were carried out via emails and follow-up calls to the concerned/Nodal authorities. The questionnaires prepared by the study team were also shared with the concerned offices via emails in respect to data collection. Further, requests were also made for arrangement of Video conference (VC) meeting and/or physical meetings (field visits) as per the convenience of the concerned officers.

The list of Departments/Ministries contacted for scheme subcomponent- Modernization of Government Offices is as follows:

Table 1 List of Departments/Ministries under Modernization

S.No.	Ministry/Department
1.	Registrar of Newspapers
2.	Ministry of Science and Technology
3.	Ministry of Tourism
4.	DAR&PG
5.	Ministry of Shipping
6.	Ministry of Statistics and Programme Implementation
7.	Department of Animal Husbandry and Dairying and Fisheries
8.	Department of Food and Public Distribution
9.	Department of Rural Development
10.	Ministry of Water Resources, River Development and Ganga Rejuvenation
11.	Department of Agriculture, Research and Education
12.	Ministry of Tribal Affairs

For scheme subcomponent- Sevottam, all the 10 ATIs according to the list provided by DAR&PG were contacted and the questionnaires were sent to their official email id. Of the 10 ATIs contacted, only 7 ATIs responded and agreed for the meetings and field visits by the IIPA study team. The list of the 10 ATIs as provided by the DAR&PG is enclosed at Annexure II.

The list of ATIs which responded and shared data and insights with the study team is given below:

Table 2 List of ATIs visited during the Study

S. No.	ATI (Name and Address)	State
1	Directorate of Training, Union Territories Civil Services (UTCS), Institutional Area, Vishwas Nagar, Behind Karkardooma Court Complex, Shahdara, Delhi – 110032	Shahdara, Delhi
2	HCM Rajasthan, State Institute of Public Administration (RIPA), Malviya Nagar, Jawaharlal Nehru Marg, Jaipur, Rajasthan – 302017	Jaipur, Rajasthan
3	Haryana Institute of Public Administration (HIPA), 76, HIPA Complex Sector-18, Gurugram Haryana – 122015	Gurugram, Haryana
4	Mahatma Gandhi State Institute of Public Administration (MGSIPA), MGSIPA Complex, Institutional Area, Sector - 26, Chandigarh Punjab – 160019	Chandigarh, Punjab
5	RCVP Noronha Academy of Administration & Management (RCVPNAA), Arera Colony, Post Bag No. 506, Near 1100 Qtrs. Hitkarini Nagar, Bhopal, Madhya Pradesh – 462016	Bhopal, Madhya Pradesh
6	H.P. Institute of Public Administration, Fairlawn, Shimla, Himachal Pradesh, Pin: 171012	Shimla, Himachal Pradesh
7	UP Academy of Administration and Management (UPAAMO) Aliganj, Lucknow, Uttar Pradesh – 226024	Lucknow, Uttar Pradesh
8	ATI, Mysuru	Karnataka

## 2.3. Data Collection

For this study, a mixed methodology approach has been applied. Primarily, the research study encompassed identification of primary and secondary sources of information and literature review of the documents and guidelines related to the scheme and its subcomponent. The was followed with identification of parameters for evaluation of the scheme.

Based on the parameters and different components, three questionnaires were prepared and data from the respective departments / offices was collected. The questionnaires have been annexed at Annexure I, III, & IV.

Following are the steps used in the process of data collection:

### I. Collection of Secondary Data

The study team collected secondary information from the following sources: -

- Official website of DAR&PG
- Copies of relevant documents provided by the Department.
- Scheme Guidelines, project status and updated notifications related to the scheme.
- Annual reports available on the Ministry website

### II. Collection of Primary Data

The data was collected through discussions on Agenda Points and questionnaires administered to DAR&PG officials, nodal officers of beneficiary Ministries / Departments and the ATIs.

The mode of data collection was as follows:

- Field Visits and/or Video conferencing with the Nodal officers of representative Department/Ministry
- Monitoring and Inspection of reports provided by the representative ATIs and Departments.



## Research Study Workflow

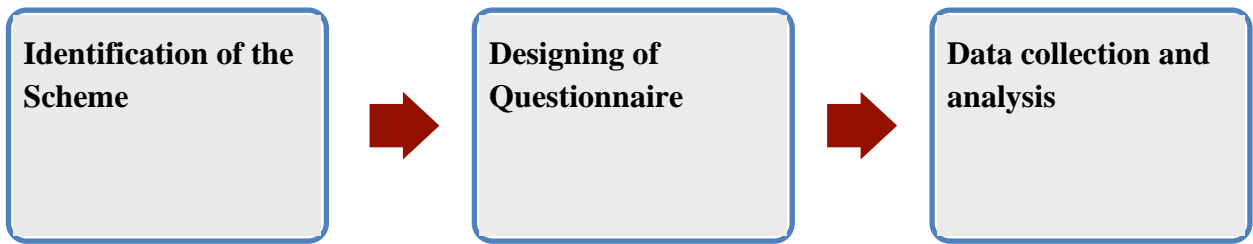


Figure 6 Research study workflow

### **I. Identification of the Scheme**

Guidelines and documents provided by DAR&PG were analysed and parameters of evaluation were formulated. Based on the parameters the questionnaire was prepared and data was collected through in-depth study of the annual reports, scheme guidelines, relevant documents, and interview schedule methodology.

### **II. Designing of Questionnaires**

Following parameters were taken into consideration for designing the questionnaire for the evaluation study:

- i. Performance of the Scheme
- ii. Assets/ Services created and Maintenance Plans.
- iii. Financial Allocation
- iv. Achievements and Contributions of the Scheme
- v. Bottlenecks or Challenges
- vi. Satisfaction with the scheme
- vii. Suggestions and recommendations

### **III. Data Collection and Analysis**

- i. Tabulation and In-depth study of the data provided by the Departments/ Ministries
- ii. Data Analysis and Report Writing

## 2.4. Data Analysis

### 1. Qualitative Analysis

The qualitative analysis was performed by evaluating the implementation mechanism, operational and administrative challenges faced during implementation of the different components of the scheme. The data was collected through the method of interview schedule and in-depth discussions conducted with the concerned officials of respective Departments/Ministries and ATIs during the visits and/or via video conference calls.

### 2. Quantitative Analysis

The quantitative analysis of the scheme and its subcomponents was based on the data provided by DAR&PG, respective Department/Ministry, and the ATIs. This includes the amount of funds allocated and utilized, the performance of the projects, activities/events organized, and the number of infrastructure and services developed. Data analysis and visualization was carried out with the help of statistical tools such as MS Excel, MS Word, and Tableau.

## 2.5. Limitations of the Study

The study was conducted during the period when the world was struggling with the COVID-19 pandemic, as a consequence of which, many departments were apprehensive about the field visits by the research staff. This posed as a major challenge for the work. In addition to that, the period of the study was limited to two months which was another challenge for the study team.

**STUDY DURATION:** December 2020 – February 2021

**CHAPTER 3:**  
**CONTRIBUTIONS OF DAR&PG**

### 3. CONTRIBUTIONS OF DAR&PG

DAR&PG plays an important role as an enabler, facilitator, and coordinator to drive the government's agenda of reforms. Indeed, it has been playing a pivotal role in processing these reports, submitting them to the Government for consideration and ensuring that the recommendations are implemented by the concerned Ministries/ Departments in a time bound manner.

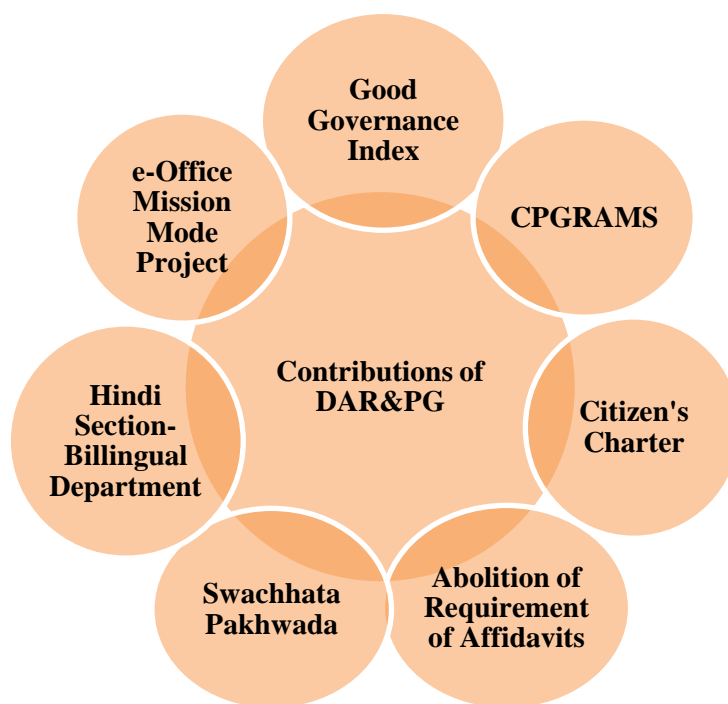


Figure 7 Significant contributions of DAR&PG

#### **Good Governance Index**

Department of Administrative Reform and Public Grievances has developed the Good Governance Index (GGI) recommended by the Group of Secretaries (GoS) on Governance, after consultation with various stakeholders. The Good Governance Index (GGI) does not only present a comparative picture but also yield valuable State-wise insights about their strong and weak areas of service delivery, which would help them in generating performance improvement mechanism. Hon'ble MOS(PP) Dr. Jitendra Singh has launched the Good Governance Index on Good Governance Day i.e., 25 December, 2019.

#### **CPGRAMS**

The Department is implementing the centralized Public Grievances Redressal and Monitoring System (CPGRAMS) which is an online grievance redressal mechanism. It is developed and monitored DAR&PG. During the period from April 2019 to December 2019, the Department has received 11595 grievances in CPGRAMS, out of which 10911 grievances have been disposed of.

### **Citizen's / Client Charter**

The Department of Administrative Reforms and Public Grievances in its efforts to provide more responsive and citizen-centric governance, formulates and operationalizes Citizen's Charters in Central Government as well as State Governments and UT Administrations. It provides guidelines for the formulation and implementation of the Citizen's Charters. The Citizen's / Client's Charter (CC) was first introduced simultaneously in Central Departments and all State Governments in May 1997. The Citizen's / Client's Charter of DAR&PG has been reviewed and updated in February 2019 which has been uploaded on the website of the Department as well as on the online portal "goicharters.nic.in".

### **Abolition of requirements of Affidavits**

DAR&PG has persuaded Ministries/Departments of the Government. of India and the State / UTs to review the requirement of Affidavits and Attestation by Gazetted Officers in various application forms. About 58 Ministries/ Departments of the Central Government and most of the States have already abolished the requirement of Affidavit and Attestation by Gazetted officers except where it is required under a statute. DAR&PG is pursuing with the Ministries/ Departments of GoI and the State/UTs, which have not adopted this practice through meetings/ letters at the highest level so that citizens at large could get the benefit from the government's initiative. Even in the case of 58 Ministries who have adopted the changed processes. Efforts would be made to widen and deepen the process across the Ministries/Departments concerned. Abolition of the requirement of Affidavits and Attestation by Gazetted Officers in various services across the country would save money, time and would establish trust between Government and the Citizens.

### **Initiative for Swachhta Pakhwada**

DAR&PG undertook massive cleanliness drive and activities during the 166 Swachhata Pakhwada w.e.f. 16th May to 27th May 2019. The Department undertook various activities for the cleanliness of office premises, canteens, toilets, and surrounding areas adjacent to the building during the programme. Poster(s) Competition was organized on the theme ‘Swachh Bharat’ by the Department on this occasion.

### **Hindi Section-Bilingual Department**

Hindi Section of the Department of Administrative Reforms and Public Grievances is committed to comply with various guidelines issued by the Department of Official Language to promote the usage of Hindi language in the office. The main function of the Section is to render Hindi translation of the works specifically materials related to Civil Services Day held every year. entrusted by various sections/ officers of the Department and implementation of the Official Language Policy. All the officers/sections of DAR&PG are made aware of the guidelines issued from time to time by the department of Official Language in connection with promotion of Hindi and their compliance is also ensured. Events related to this initiative include Hindi Pakhwada organized in the Department wherein various competitions are held i.e., Essay writing competition, Noting Drafting competition, Dictation and General Knowledge etc. Many officers/employees participate in these competitions and cash prizes are awarded to the winners of these competitions. It is significant that Department has attended the meetings organised by Department of Official Language, Ministry of Home Affairs on various topics regarding implementation of Official Language Policy for Ministries/Departments. The website of Department of Administrative Reforms and Public Grievances has been updated and made bilingual.

### **e-Office- Mission Mode Project**

e-Office is one of the Mission Mode Projects (MMPs), under the National e-Governance Plan (NeGP). The project is aimed at significantly improving the operational efficiency of Central Government Ministries and Departments through improvement in the workflow mechanisms and associated with office procedure manuals. The DAR&PG is the nodal agency for implementing the project “e-Office”. Significant steps have been taken to expedite implementation of e-Office in Central Government Ministries/Departments. 56 Central

Ministries and Departments have already implemented e-Office fully and other Central Ministries/Departments have also started showing improving trends.

### **3.1. Role of DAR&PG in forwarding the Agenda of Good Governance**

Many of the administrative reform initiatives of the Government of India are conceptualised and launched by the Department of Administrative Reforms & Public Grievances. The reforms process involves a multidisciplinary approach by bringing together diverse elements, performing rigorous analysis, and pursuing cohesive advocacy to bring about change in systems, processes, and structures of government.

The quality of governance has been the focus of governments and multilateral agencies across the world. This has led to many of them defining qualitative standards of governance in the form of characteristics or principles that governance ought to reflect for it to be good or ideal.

Some of the basic governance principles or attributes include the following:

- Accountability
- Transparency
- Equity
- Performance (Effectiveness and Efficiency)
- Participation / Voice
- Rule of Law
- Strategic vision
- Lack of arbitrariness
- Ethics and integrity
- Predictability

Following initiatives have been taken by DAR&PG to further the agenda of Good Governance:

- a) An Idea Box on 'Good Governance Practices in Pandemic' was launched by MOS (Personnel, Public Grievances and Pensions) on November 21, /2020 for a period of one month for receiving ideas on the topic.

- b) Ministry/Department-wise and State/UT-wise daily reports on public grievances pertaining to COVID-19 are being compiled based on the data generated through CPGRAMS in the prescribed format and is being furnished to the PMO and Empowered Committee Group – ‘10/EG – 5’ daily. Also, a VC was held on November 11-12, 2020 with National Centre for Good Governance (NCGG) and Centre for Good Governance (CGG), Hyderabad by the DAR&PG regarding Good Governance Index – 2020.
- c) CONSTITUTION DAY - November 26, 2020: The Constitution Day was celebrated in DAR&PG on November 26, 2020. To mark the occasion, Senior Officials of DAR&PG participated in the Preamble Reading Session led by the Hon’ble President Shri Ram Nath Kovind. The Department organized a Virtual Webinar on "Constitutional Values and Fundamental Principles” in which the Lead Speakers were Shri Sudhir Bhargava, former Chief Information Commissioner, Shri P. S. Narasimha, Former Additional Solicitor General and Prof. Rumki Basu, Professor of Public Administration, Jamia Millia Islamia University. The virtual webinar was attended by senior officials from several ministries/ departments of Government of India.
- d) PRAGATI MEETING - November 25, 2020: A presentation was made in the PRAGATI meeting before the Hon'ble Prime Minister on November 25, 2020 on COVID-19 Public Grievances. The presentation highlighted that COVID 19 Grievance Redressal was 84 percent and satisfaction levels were 90 percent. The DAR&PG also presented the reforms processes regarding CPGRAMS Reforms, Integration of State Portals, and Integration of District Portals with CPGRAMS in the State of J&K. The Hon'ble Prime Minister said that an analysis may be done on the People, Processes and Policies of PG cases filed in the COVID-19 lockdown period. A follow-up action on the Hon'ble Prime Minister's observations has been initiated by the DAR&PG.
- e) PM Award Scheme 2020: Empowered Committee meetings for Prime Minister’s Awards for Excellence in Public Administration 2020 under the chairmanship of the hon’ble Cabinet Secretary Sh. Rajiv Gauba, were held on 1st and 2nd October 2020. The Committees considered the recommendations of the Expert committee and recommended a total of 15 districts/Organisations for PMA 2020. The recommendations of Empowered Committee have been submitted to Prime Minister’s Office for final approval.



- f) Rashtriya Ekta Diwas, 31<sup>st</sup> October 2020; Secretary DAR&PG administered pledge to the officials to reinforce their commitment towards integrity, unity, and security of the country.
- g) Vigilance Awareness Week October 27 – November 02, 2020: MOS (PP) have administered the integrity pledge to the officials of the Department. He also launched “Ideas Box on Good Governance Practices” to engage with public and crowd source suggestions to improve transparency and accountability in governance. Social Media tweets on the ‘Best Practices in e-governance’ were also released on the occasion. A round table discussion on the theme of “Satark Bharat, Samridh Bharat (Vigilant India, Prosperous India)” was organized in the Department. Former Cabinet Secretaries Shri Prabhat Kumar and Shri Ajit Seth, Former Secretary, DoP&T, Dr. C. Chandramouli and Secretary DAR&PG Dr. Kshatrapati Shivaji participated in the discussion.
- h) The COVID 19 National Preparedness Survey 2020 was conducted from March 25 - 30, 2020 to attain a bird’s eye view of the governance challenges of the Nation while coping with the greatest health crisis India faced since Independence. The COVID-19 National Preparedness Survey recognizes the contributions made by millions of Indians in fighting the pandemic at local, District, State and National levels. The questionnaire of the proposed survey was circulated to the respondents through the DAR&PG portal [www.DAR&PG.gov.in](http://www.DAR&PG.gov.in) on March 25, 2020. Individual officers including District Collectors/ District Magistrates and IAS Officers (Batches 2014 – 2018) were asked to register themselves into the portal and submit replies to the questionnaire. Participation was voluntary, and web based.
- i) Public Grievances and COVID 19 related issues: An MoU were signed between Department of Administrative Reforms and Public Grievances (DAR&PG) and MyGov for collaboration in Data Analytics with specific reference to the public grievances received in CPGRAMS.
- j) A VC was held by the Department for integration of State government portal Awaaz-e-Awam at District level held with the Government of J&K on November 18, 2020. Ministry/Department-wise and State/UT-wise daily reports on public grievances pertaining to COVID-19 are being compiled based on the data generated through CPGRAMS in the prescribed format and is being furnished to the PMO and Empowered Committee Group ‘10/ EG -5’. A total of 128273 COVID-19 PG cases have been successfully redressed in this period.

## **3.2. NCGG Contribution And Outreach Towards Capacity Building Programmes**

The National Centre for Good Governance (NCGG) is an autonomous institute under the aegis of Department of Administrative Reforms and Public Grievances, Government of India. Its head office is at New Delhi and branch office at Mussoorie.

The NCGG has been set up to assist in bringing about governance reforms through studies, training, knowledge sharing, and promotion of good ideas.

It seeks to carry out policy relevant research and prepare case studies; curate training courses for civil servants from India and other developing countries; provide a platform for sharing of existing knowledge and proactively seek out and develop ideas for their implementation in the government, both at the National & International Level.

The National Centre for Good Governance traces its origin to the National Institute of Administrative Research (NIAR). NIAR was set up in 1995 by the Lal Bahadur Shastri National Academy of Administration (LBSNAA), the Government of India's apex training Institution for civil services. During its 19 years of existence, it provided research and training support to the Academy in areas of public administration. NIAR was subsequently rechristened with an expanded mandate, as National Centre for Good Governance, which was inaugurated on February 24th, 2014.

### **Workshops / Seminars organized by NCGG**

The objectives of organizing the Workshops and Seminars are:

- To engage stakeholders in review of the various forms of Good Governance and field administration.
- To deliberate upon the changes required in the forms to facilitate easy flow of information and fastening of procedures.
- To understand the change required in the form and recommending the suggestions for change to respective authorities.
- To do away the obsolete forms.

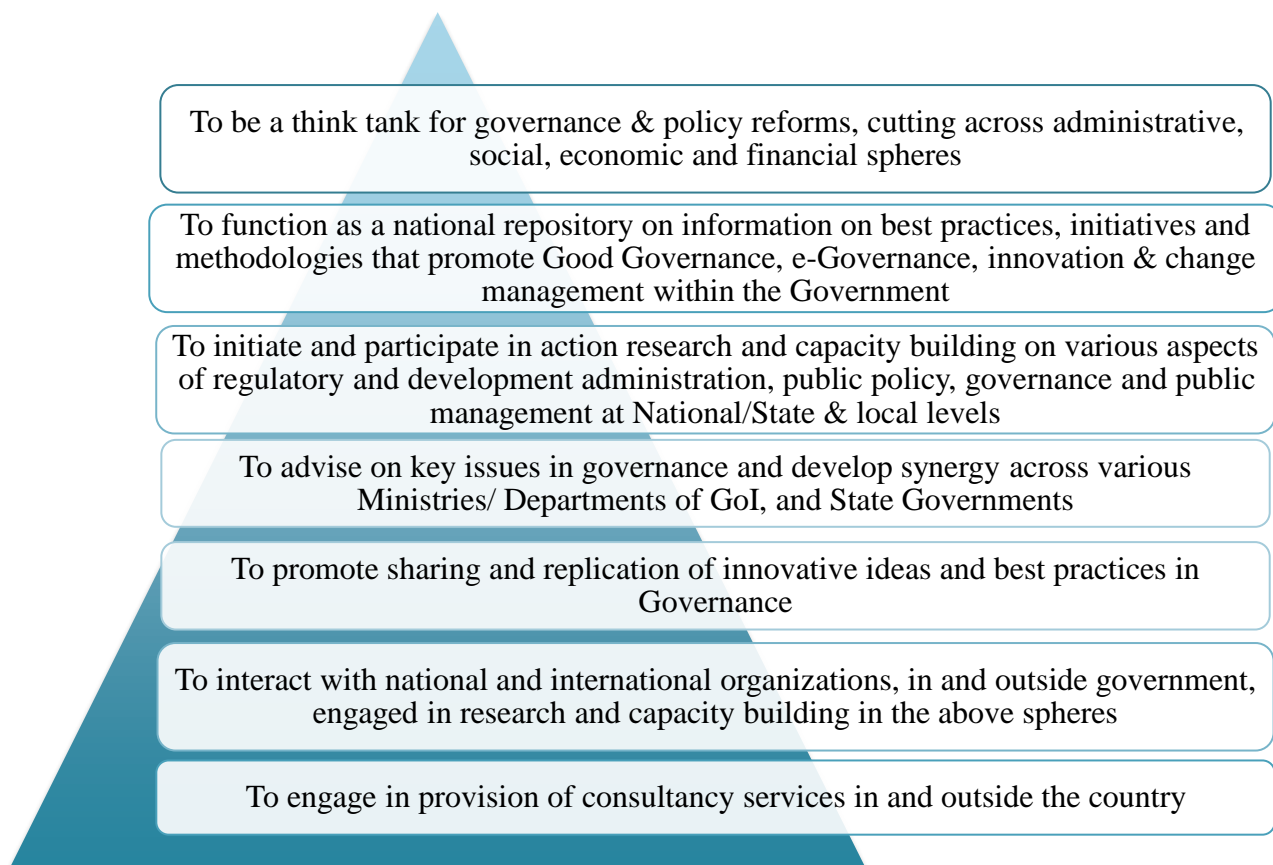


Figure 8 Objectives of National Centre for Good Governance

Following are the Seminars and Workshops arranged by NCGG to promote Initiatives on Good Governance Practices in the year 2019-2020:

**Workshop organized by NCGG for 2019-21**

Name of the Workshop	Venue	Date
One Day NCGG-NITI Aayog Virtual Workshop on Good Governance Practices in aspirational districts in a pandemic	DAR&PG	04 <sup>th</sup> September 2020
2nd Two-Day NCGG-ITEC Virtual Workshop on COVID-19 - Good Governance Practices in a Pandemic for African Countries		06-07 <sup>th</sup> August 2020

Interaction with 31 Universities of India on COVID-19 Pandemic and Public Governance – Measures and Lessons Learned in States/ UT's of India		15 <sup>th</sup> July 2020
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Seminars/ Workshops on Good Governance Practices for the year 2018-2019

Name of the Workshop/Seminar	Venue	Date
Technical Workshop on Citizen Centric Governance: Simplification of forms, Ministry of Culture, Government. of India	Civil Services Officers' Institute, New Delhi	18 <sup>th</sup> May 2018
Technical Workshop on Citizen Centric Governance: Simplification of forms, Delhi Development Authority, Ministry of Urban Development	Civil Services Officers' Institute, New Delhi	28 <sup>th</sup> March 2018
Technical Workshop on Citizen Centric Governance: Simplification of forms, Archaeological Survey of India, Ministry of Culture	Civil Services Officers' Institute , New Delhi	23 <sup>rd</sup> February 2018

Seminars/Workshops on Good Governance Practices for the year 2017-2018

Name of the Workshop/Seminars	Venue	Date
Technical Workshop on Citizen Centric Governance: Simplification of forms, Department of Post, Ministry of Communication	Civil Services Officers' Institute New Delhi	30 <sup>th</sup> November 2017
Technical Workshop on Citizen Centric Governance: Simplification of forms, Department of Commissioner (Handicraft) Ministry of Textiles	India International Centre New Delhi	06 <sup>th</sup> October 2017
Technical Workshop on Citizen Centric Governance: Simplification of forms, Department of Commissioner (Handlooms) Ministry of Textiles	India International Centre New Delhi	30 <sup>th</sup> August 2017

Technical Workshop on Citizen Centric Governance: Simplification of forms, Department of Pension Pensioners; Welfare Ministry of Personnel, Public grievances, and Pensions	India International Centre New Delhi	31 <sup>st</sup> July 2017
Technical Workshop on Citizen Centric Governance: Simplification of forms, Department of Pension Pensioners; Welfare Ministry of Personnel, Public grievances, and Pensions	Civil Services officers' Institute	30 <sup>th</sup> June 2017
Technical Workshop on Citizen Centric Governance: Simplification of forms, Department of Women Child Development Ministry of Women Child Development	India International Centre New Delhi	31 <sup>st</sup> May 2017
Technical Workshop on Citizen Centric Governance: Simplification of forms, Food Safety and Standards Authority of India Ministry of Health Family Welfare	India International Centre, New Delhi	27 <sup>th</sup> April 2017
Technical Workshop on Citizen Centric Governance: Simplification of forms, Part - II Department of Posts Ministry of Communication	India International Centre New Delhi	24 <sup>th</sup> April 2017
Technical Workshop on Citizen Centric Governance: Simplification of forms, Department of Posts Ministry of Communication	India International Centre New Delhi	29 <sup>th</sup> March 2017
Technical Workshop on Citizen Centric Governance: Simplification of forms, Department of Social Justice and Empowerment Ministry of Social Justice and Empowerment	India International Centre, New Delhi	02 <sup>nd</sup> March 2017
Technical Workshop on Citizen Centric Governance: Simplification of forms, Ministry of Heavy Industries and Public Enterprises Department of Heavy Industries	India International Centre (New Delhi)	08 <sup>th</sup> February 2017
Technical Workshop on Citizen Centric Governance: Simplification of forms, Part-II Bureau of Civil Aviation Security, Ministry of Civil Aviation	India International Centre, New Delhi	12 <sup>th</sup> January 2017

## **NCGG - National Activities**

At the National Level, NCGG has conducted following programmes to fulfil its mandate on being a national level multi-disciplinary institute devoted to action research and analytical studies for supporting good governance strategy, action plan and their implementation with its jurisdiction all over India.

### **National Capacity Building Training Programme on Public Policy and Governance for the States/ UTs**

NCGG has conducted Training Programmes on Public Policy and Governance for the Officers of State Civil Servants namely: Odisha, Madhya Pradesh, Rajasthan, Manipur, Mizoram & Sikkim.

An MoU has been signed between Institute of Management, Public Administration & Rural Development (IMPARD) and NCGG to train 1000 officials of Government of Jammu & Kashmir on General Financial Rules 2017, e-Procurement & GeM. In this regard, the 1<sup>st</sup> Capacity Building Training Programme has been conducted from 03-05 January 2020 at Convention Centre, Jammu.

NCGG has also conducted the Comprehensive Training Programme on Public Private Partnership (PPP) for the officers of Government. of Gujarat. Till date, 02 batches of Gujarat Officers have been trained.

Management Development Programmes during 2019-20

<b>Name of the Programme and dates</b>	<b>No. of Participants</b>
Management Development Programme for Senior Officials of Rajya Sabha Secretariat (6-10 May, 2019)	20
Strategic Management Development Programme for Senior Executives of Coal India Ltd. (24-28 June 2019)	26
Strategic Management Development Programme for Senior Executives of Coal India Ltd. (2-6 September 2019)	26
Management Development Programme for Senior Officers of Lok Sabha	20

Secretariat (23-27 September 2019)	
9 <sup>th</sup> Training Programme on Public Policy and Governance for the Officers of Odisha Administrative Service (13-17 January 2020)	26
10 <sup>th</sup> Training Programme on Public Policy and Governance for the Officers of Odisha Administrative Service (10-14 February 2020)	22
Strategic Management Development Programme for Senior Executives of Coal India Ltd. (10-14 February 2020)	26

Management Development Programmes during 2018-19

<b>Name of Programme and dates</b>	<b>No. of Participants</b>
Management Development Programme for Senior officials for Rajya Sabha Secretariat (21-25 May 2018)	20
Special Training Programme for officials of Central Tibetan Administration (23 May 2018 to 1 June 2018)	22
Management Development Programme for Senior Officers of Lok Sabha Secretariat (11-15 June 2018)	20
Strategic Management Programme for Senior Executives of Coal India Ltd. (16-20 July 2018)	26
7 <sup>th</sup> Training Programme on Public Policy and Governance for the Officers of Odisha Administrative Service (22-26 October 2018)	29
2 Weeks Residential Training Programme on “Developing Strategic Attributes in Evolving Business Scenario for Engineers of Power Sector 22 <sup>nd</sup> October to 3 <sup>rd</sup> November 2018.	30
8 <sup>th</sup> Training Programme on Public Policy and Governance for the Officers of Odisha Administrative Service (28 <sup>th</sup> January 2019 to 1 <sup>st</sup> February 2019)	18
Strategic Management Programme for Senior Executives of Coal India Ltd. (11 <sup>th</sup> February 2019 to 15 <sup>th</sup> February 2019)	26

Training Programme for Civil Engineers of Assam Power Generation Corporation Limited (4-16 March 2019)	21
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Management Development Programmes during 2017-2018

<b>Name of the Programme and date</b>	<b>No. of Participants</b>
Programme on Developing Strategic Attributes in Evolving Business Scenario (17-21 April 2017)	19
13th Management Development Programme for the officers of Lok Sabha Secretariat (12-16 June 2017)	20
2 <sup>nd</sup> Programme on Developing Strategic Attributes in Evolving Business Scenario (19 to 23 June 2017)	20
Strategic Management Programme for Senior Executives of Coal India Ltd. (21-25 August 2017)	20
Advanced Leadership Development Programme on Public Policy and Governance for the officers of Mizoram Administrative Service (3 <sup>rd</sup> October 2017 to 14 <sup>th</sup> October 2017)	15
6 <sup>th</sup> Training Programme on Public Policy and Governance for the Officers of Odisha Administrative Service (23-27 October, 2017)	29
Specialized Training Programme for Manipur Civil Service Probationers (30 <sup>th</sup> October 2017 to 10 <sup>th</sup> November 2017)	14



## **NCGG - International Activities**

The purpose of activities taken up by NCGG in the international sphere is to:

- To promote the role of good governance and public policy for sustainable development.
- Facilitate the sharing of lessons, cross country experiences and best practices on governance, field administration and public policy in the region.
- Detailed insights into the frameworks adopted by the Government of India and the other countries in implementing projects, including IT applications and e-governance for attaining Millennium Development Goals.
- Field Exposure to good projects in various areas such as: Infrastructure development/Power projects/Transport and etc.

### **International Capacity Building Training Programme (CBTP) on Public Policy & Governance**

An MoU has been signed between India & Bangladesh on 08<sup>th</sup> February 2019 to train another 1800 Civil Servants from Bangladesh for further 6 years. 05 batches of Training Programme have been organized since the second MoU signed.

An MoU has been signed between India & Maldives during official state visit of the Hon'ble Prime Minister Shri Narendra Modi on 08<sup>th</sup> June 2019. It had envisaged Capacity Building Training Programme (CBTP) for 1000 Civil Servants of Maldives over the next 5 years. Till date, 05 Batches of Training Programme have been conducted.

NCGG has also conducted the 03 batches of Training Programme for Township Administrators and District Administrators of Myanmar.

An Advanced Leadership Development Programme on Public Policy & Governance has conducted for the Civil Servants of Gambia.

NCGG conducted the Training Programme on Leadership & e-Governance for Cambodian Civil Servants.



Figure 9 NCGGs tie-up with various countries

The training inputs for the MoU signed for international activities follow a modular approach covering the themes such as: Governance: An Overview, Ethics in Administration, Total Quality Management, Leadership Module, Education Scenario in India-Policy and practice, Digital India, Governance Challenges of Rural Development, Aadhaar – A tool of Good Governance, Health and Nutritional Reforms, Decision Making Process – Case Studies and Exercises, Energy Reforms, Agriculture Sector in India, Environment and Public Policy, Overview of PPP, Public Service Delivery Act, Disaster Management – Best Practices and Approaches from India, Electoral Reforms etc.

### **Bangladesh**

The National Centre for Good Governance has been engaged to conduct Capacity Building Programmes in Field Administration for Civil Servants of Bangladesh at NCGG, since April, 2013. NCGG was given the mandate to train 1500 civil servants of Bangladesh by the Ministry of External Affairs. After the successful completion of training of 1500 civil servants

of Bangladesh, on February 11, 2019, a MoU has been signed between the National Centre for Good Governance (NCGG) and Ministry of Public Administration, Government of Bangladesh to train 1800 Bangladeshi Civil Servants for the next 6 years. This collaboration represented a historic milestone in training and capacity building programmes between India and Bangladesh. Such trainings provide an opportunity to share experiences of administration between civil servants of two countries and help in establishing strong bilateral relations. Since the thrust of civil services has now moved towards development activities rather than administration therefore better relations between civil servants of India and Bangladesh would help foster deeper ties between both the nations.

Mid-career Training Programme in Field Administration for Civil Servants of Bangladesh 2019-2020

<b>Training</b>	<b>Date</b>	<b>Participants</b>
Mid-Career Training Programme in Field Administration for Civil Servants of Bangladesh	08-19 <sup>th</sup> July, 2019	29
Mid-Career Training Programme in Field Administration for Civil Servants of Bangladesh	29 – 09 <sup>th</sup> August, 2019	28
Mid-Career Training Programme in Field Administration for Civil Servants of Bangladesh	16 -27 <sup>th</sup> September, 2019	34
Mid-Career Training Programme in Field Administration for Civil Servants of Bangladesh	30 -10 <sup>th</sup> January, 2020	29
<b>Total Participants Trained</b>		120

## Maldives

### Training Programme in Field Administration for Civil Servants of Maldives 2019- 2020

Trainings	Date	Participants
Training Programme in Field Administration for the Civil Servants of Maldives	08-20 <sup>th</sup> April, 2019	27
Training Programme in Field Administration for the Civil Servants of Maldives	16-28 <sup>th</sup> September, 2019	30
Training Programme in Field Administration for the Civil Servants of Maldives	18-30 <sup>th</sup> November, 2019	31
Capacity Building Programme for the Permanent Secretaries & Secretary Generals of Maldives	06 -13 <sup>th</sup> December, 2019	14
<b>Total Participants Trained</b>		<b>102</b>

## Myanmar

### Mid-career Training Programme for District Administrators and Township Administrators of Myanmar 2019-2020

Training	Date	Participants
Mid-Career Training Programme for District Administrators of Myanmar	25-6 <sup>th</sup> April, 2019	17
Mid-Career Training Programme for Township Administrators of Myanmar	15-27 <sup>th</sup> July, 2019	34
Mid-Career Training Programme for Township Administrators of Myanmar	18-30 <sup>th</sup> November, 2019	28
Total Participants Trained		79

## Cambodia

Training Programme on Leadership and E-Governance for Cambodian Civil Servants 2019-2020

Trainings	Date	Participants
Training Programme on Leadership & e-Governance for Cambodian Civil Servants	02 – 06 <sup>th</sup> December, 2019	30
<b>Total Participants Trained</b>		30

## Gambia

Special Training Programme for Gambian Civil Servants and Study Tour of India 2019-2020

Training	Date	Participants
Special Training Programme for Gambian Civil Servants	10- 21 <sup>st</sup> June, 2019	25
The Gambia – Public Service Commission Study Tour of India	02 – 06 <sup>th</sup> December, 2019	11
<b>Total Participants Trained</b>		36

**First Advanced Leadership Development Programme on Public Policy and Governance for Civil Servants of African Countries**

Training	Date	Participants
First Advanced Leadership Development Programme on Public Policy and Governance for Civil Servants of African Countries		<b>19</b>
<b>Total Participants Trained</b>		<b>19</b>

## LIST OF ACTIVITIES for the year 2020-21

### List of Virtual Workshops (2020-21)

S. No.	Particulars
1.	Two-Day Multi Country NCGG – ITEC Training Programme for the Nations of East Africa, Central Asia & South East Asia on ‘COVID – 19 – Good Governance Practices in a Pandemic’ on 18 <sup>th</sup> June 2020 – 19 <sup>th</sup> June 2020
2.	COVID – 19 Pandemic and Public Governance – Measures & Lessons Learned in States/UT’s of India on 15 <sup>th</sup> July 2020
3.	Two-Day NCGG – ITEC Virtual Workshop for the African Countries on ‘COVID – 19 – Good Governance Practices in a Pandemic’ on 06 <sup>th</sup> August 2020 – 07 <sup>th</sup> August 2020
4.	One-Day NCGG – NITI Aayog Virtual Workshop on ‘Good Governance Practices in a Pandemic’ on 04 <sup>th</sup> September 2020
5.	Two-Day India – Maldives Virtual Workshop on “Good Governance Practices in a Pandemic” on 23 <sup>rd</sup> – 24 <sup>th</sup> February 2021

### List of Webinars (2020-21)

S. No.	Name of the Webinar
1.	Webinar on “Administrative Innovations at District Level” on 12-02-21
2.	Webinar on “LBSNAA – Institution Building & Meeting the Capacity Building Needs of IAS Officers” on 27-01-21
3.	Webinar on “Excellence in Digital Governance at District Level” on 21-01-21
4.	Webinar on “Disaster Management – Risk Reduction and Preparedness & Response” on 08-01-21
5.	Webinar on “Citizen Centric Governance – Aadhar Based Services and Improved Service Delivery” on 24-12-20
6.	Webinar on “State Administration – Leadership Role of Chief Secretary in Performance Monitoring & Coordination, Crisis Management & Personnel

	Administration” on 18-12-20
7.	Webinar on “The Evolving Role of District Collector in Good Governance” on 11-12-20
8.	Webinar on “Management Practices for Good Governance in New India” on 03-12-20
9.	Webinar on “Ethics, Accountability & Redressal of Public Grievances” on 26-11-20
10.	Webinar on “Administrative Innovations in Jammu & Kashmir” on 26-03-21

### **3.3. National E-Governance Service Delivery Assessment (NESDA)**

United Nations brings out E-Government Development Index on biennial basis, which measures e-Government readiness of the member countries. It also assesses National websites and how e-government policies, and strategies are applied in general and in specific sectors for delivery of essential services. It assesses relative performance of member countries, rather than absolute measurement. The EGDI is a composite measure of three important dimensions of e-government, namely: provision of online services, telecommunication connectivity and human capacity.

India significantly improved its ranking to 100 in the United Nations E-Government Survey (biennial), published in 2020, from rank of 118 in the 2014 survey. The rankings reflect India’s steady progress in the E-Government.

With an overall objective to encourage e-Governance initiatives in the country and measure the depth and effectiveness of existing e-Governance service delivery mechanisms from citizen’s perspective and to give further fillip to India’s ranking in the UN e-Government Index, Department of Administrative Reforms & Public Grievances (DAR&PG) decided to institute a system of assessing the State/UT Governments and some identified Central Government Ministries/Departments in terms of e-Governance and engaged NASSCOM for undertaking the National e-Governance Service Delivery Assessment. The first NeSDA Report (NeSDA 2019)

was released during the National Conference on e-Governance held in Mumbai during 7th-8th February 2020.

### **Overall Approach & Methodology**

The initial framework of NeSDA was based on the Online Service Index (OSI) of UNDESA e-Government Survey and customized for the Indian federal structure and e-Governance landscape of the States and UTs. The final framework was agreed upon by all stakeholders (Central Ministries, States and UT's) through consultative workshops.

The framework covers six sectors, viz. Finance, Labour & Employment, Education, Local Government & Utilities, Social Welfare (including Agriculture & Health) and Environment (including Fire) sectors. It covers services under G2B (especially to small businesses) and G2C segments, in these six sectors. While some of the elements of the study are universal across all States/UTs, due care has been taken to consider their specific conditions and requirements.

Under NeSDA 2019, the portals (State/UT/Central Ministry) have been assessed on the following four parameters:

- i. Accessibility
- ii. Content Availability
- iii. Ease of Use
- iv. Information Security and Privacy

The services portals have been assessed on the following seven parameters:

- i. Accessibility
- ii. Content Availability
- iii. Ease of Use
- iv. Integrated Service Delivery
- v. Status and Request Tracking
- vi. Information Security and Privacy
- vii. End Service Delivery



It has been decided to conduct NeSDA on a biennial basis. NASSCOM was the knowledge partner of DAR&PG for conducting NeSDA 2019. It was paid an amount of Rs.1.12 crore (Rs.95 lakh + GST@18%) for conducting NeSDA. It is estimated that a similar amount of about Rs.1.20 crore will be required for conducting NeSDA on biennial basis.

### 3.4. e-Office

e-Office is a Mission Mode Project (MMP) under the National e-Governance Programme of the Government. The product is developed by National Informatics Centre (NIC) and aims to usher in more efficient, effective, and transparent inter-government and intra-government transactions and processes. The product is built as single reusable system by bringing together independent functions and systems under a single framework to enhance transparency, increase accountability and transform the government work culture and ethics.

#### **Benefits of e-office**

- Enhance transparency – files can be tracked, and their status is known to all at all times.
- Increase accountability – the responsibility of quality and speed of decision making is easier to monitor.
- Assure data security and data integrity.
- Provide a platform for re-inventing and re-engineering the government.
- Promote innovation by releasing staff energy and time from unproductive procedures.
- Transform the government work culture and ethics.
- Promote greater collaboration in the workplace and effective knowledge management.

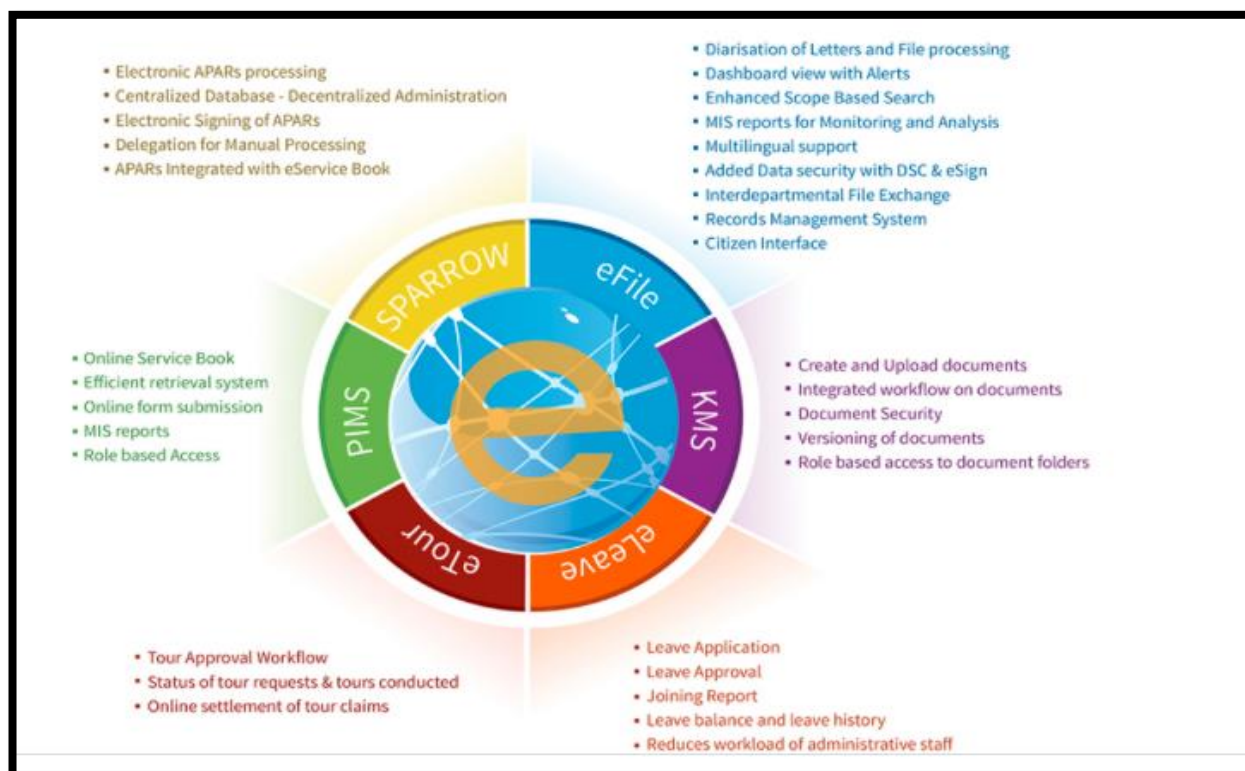
e-Office was approved by the Cabinet to be implemented as part of the 11th Five Year Plan. e-Office is a ‘paper-less initiative’ with the main aim to significantly improve the operational efficiency of Government Ministries and Departments through improvement in the workflow mechanism and office procedure manuals.

COVID-19 has pushed many organizations go the online route to continue business. The Government’s e-Office initiative is meant to take the government working online. e-Office is a suite of applications for implementing office procedures electronically. It entails an Electronic

File Management System for speedy disposal of files, resulting in better utilisation of manpower and thereby avoiding delays and facilitating better governance.

The Objectives laid out for e-Office are to improve productivity, quality, resource management, turnaround time and increase transparency in the age-old manual process in government offices with an electronic files system.

### Features of e-Office



### India is categorized as a ‘High’ EGDI countries as per UN E-Governance Survey-2020<sup>1</sup>

The United Nations E-Governance Survey Categorizes the countries into four different categories as per EGDI (E-Governance Development Index) with the categories being:

- Very High
- High
- Medium
- Low

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<sup>1</sup> <https://factly.in/explainer-what-is-e-office-initiative-of-the-government/>

As per the latest survey conducted in 2020, India is categorized as ‘High’ in E-Governance Development Index. South Africa, Mexico, Iran, Indonesia, most of Latin American countries are under this category.

As per the information of provided on e-Office website, as on date, a total of 454 clients across different departments and ministries of the Central Government and different State governments that are using e-Office suite of products.

Type	No. of Departments	Remarks
Central	238	
State	214	
SPV	1	Goods and Services Tax Network (GSTN)
International	1	Government of Sri Lanka

DAR&PG is monitoring implementation of e-Office as a Mission Mode Project. NIC is the technical partner in the project. Due to persistent efforts of this Department i.e., review meetings with Ministries/Departments, workshops, webinars etc e-Office has been operationalized in 75 Ministries/Departments of Government of India with more than 18 lakh files created in these Ministries/Departments. At present about 55 Central Ministries/Departments have achieved the threshold level of their work on e-Office platform.

There are more than 18 lakh active files created in the above stated Central Ministries/Departments. Thus, with adoption of e-Office there has been paradigm, shift in functioning of Government offices from physical to electronic environment and in bringing perceptible improvements in processes/systems and building institutions. More than 20000 files are being created every fortnight.

### **Significant role played by e-Office during COVID-19 Pandemic**

During the period of lock-down necessitated by COVID-19, e-Office emerged as backbone of the Secretariat working, by facilitating unhindered work, unfettered & secured access to the files, to Government. officials. During prevailing pandemic situations Government Offices has

leveraged the e-Office platform to maximize work from Home avoiding physical contacts and maintaining social distancing as per Government advisories issue from time to time.

Some of the Ministries/Departments like Department of Social Justice and Empowerment, Department of Telecommunications, Ministry of Culture, Department of Agriculture, Cooperation and Farmers' Welfare, Department of Health & Family Welfare, Ministry of Housing and Urban Affairs created about 10,000 electronic files each during COVID period (13-2-2020 to 31.12.2020).

### **New version of e-Office**

Based on the feedback received from the users, NIC is in the process of rolling out a new Version of e-Office i.e., Version 7.0 with Better User Experience, Simplified Processes and Technology Upgradations to facilitate working on e-Office even better. The road Map Ahead: Implementation of e-Office in remaining Ministries /Departments to maximize working on e-Office platform and to bring their Attached and Subordinate Offices of these Ministries/Departments on board.

## **3.5. Central Public Grievances Redressal And Monitoring System (CPGRAMS)**

An online system for grievance redress, called the 'Centralized Public Grievance Redress and Monitoring System' (CPGRAMS) has evolved since 2007. CPGRAMS facilitates forwarding of public grievances received online from the citizens to both the Central Government Ministries/Departments/Organizations as well as the State Governments concerned. The inflow of these Centre and State related grievances are in two forms (i) online registered grievances through CPGRAMS and (ii) offline grievances received through post. The grievances received through post are digitized, uploaded on CPGRAMS, and forwarded online through the System to the Central Ministries/Departments/Organizations concerned.

The CPGRAMS interlinks 86 Central Ministries/Departments/ Organizations and 37 States /UTs. There are more than 51,000 sub-ordinate users listed on it which includes subordinate and field officers also.

## **CPGRAMS Reforms**

At present, the Department has undertaken CPGRAMS Reforms in the top grievance receiving Ministries/Departments. The CPGRAMS reforms envisages to ensure user friendly lodging of grievance by a citizen and enables navigation of the grievance to reach the field office responsible for resolution of the same. CPGRAMS Reforms will streamline grievance redressal mechanism so that the grievances reach the rightful redressal Office, surpassing the line offices. The broader salient features of the CPGRAMS Reforms version 7.0 are that it is citizen friendly as there is a questionnaire guided registration process. Besides, there is a provision of lodging a grievance which will be automatically forwarded to field level directly. The system will also improve grievance redress time and lodging of grievance is done through drop down menus.

The CPGRAMS Reforms version 7.0 has so far been launched in the Department of Posts on 25th September 2019 and in the Departments of Telecommunications and Financial Services (Banking & Insurance Division) on 5th November 2019 in the National Workshop on CPGRAMS Reforms held at Vigyan Bhawan, New Delhi. The CPGRAMS Reforms was launched on 12th February,2020 in another 5 Ministries/Departments, namely Ministry of External Affairs, Ministry of Petroleum & Natural Gas, Ministry of Health and Family Welfare, Ministry of Road, Transport & Highways and Department of School Education & Literacy. Citizens can also use a Mobile App for lodging of public grievances and the action Status can also be viewed on the mobile itself. This mobile app is integrated with Unified Mobile Application for New-age Governance (UMANG). The app is available in both Android and iOS versions. A new mobile app called My Grievance is also available which is independent of CPGRAMS which is available in Android version.

So far CPGRAMS has implemented 6 versions, each new version is an upgradation of the previous version. As of now CPGRAMS Reforms version 7 has been taken up for implementation in Ministries/Departments have implemented the reforms as per version 7 of CPGRAMS. This is proposed to be implemented in a phased manner in all Ministries/Departments.

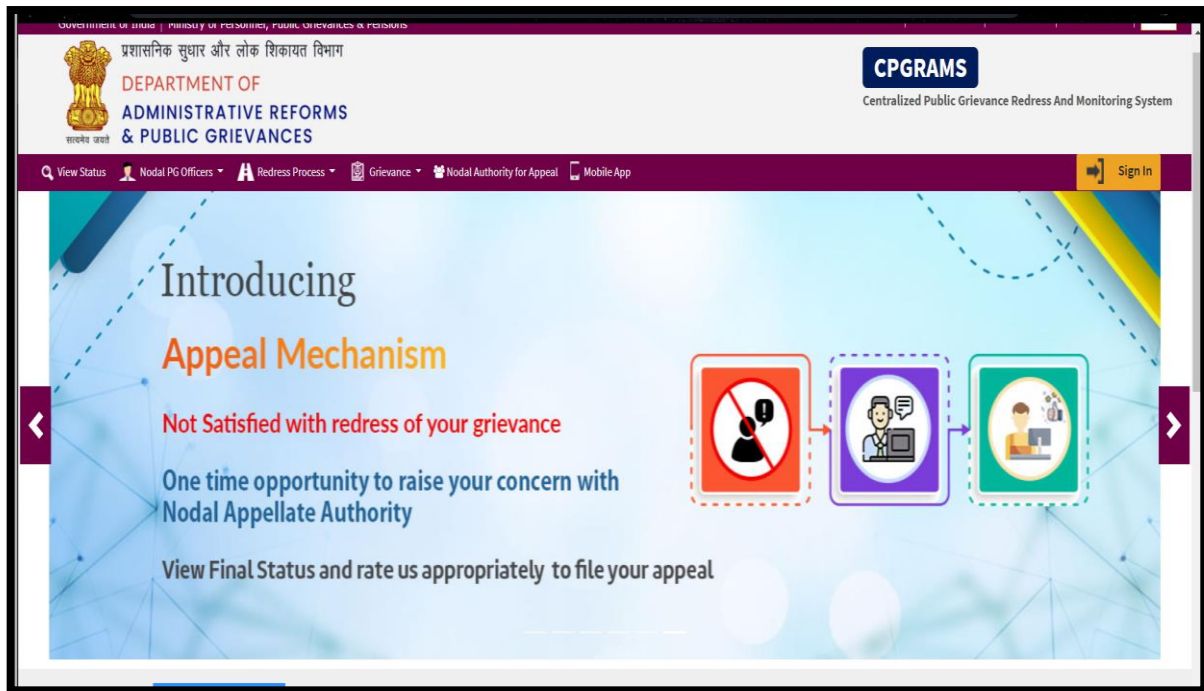


Figure 10 CPGRAMS Portal

The new version of CPGRAMS Reforms version 7.0 has been launched and implemented by DAR&PG in 9 Ministries/departments namely, the department of Posts, Department of Telecommunications and Financial Services (Banking & Family Welfare, Ministry of Petroleum and Natural Gas, ministry of External Affairs and Department of School Education.

The salient features of CPGRAMS Reforms version 7.0 are that it enables:

- A user-friendly guided registration process for the citizen through drop-down menu.
- Capturing grievance through a precise and concise citizen-friendly Questionnaire
- Automatic forwarding of the grievance to the concerned field office/subordinate office where the grievance would be resolved.
- Reduction in redress time as the grievance is mapped to the concerned office responsible for resolution and travels immediately to the concerned office as soon as it is registered by the complainant.
- Ensures supervision and monitoring by higher levels.
- The process re-engineering would enable both identification of gaps between policy and delivery and enable grievance analysis.

At present the state Grievance Portals of the following are integrated with CPGRAMS:

1. Jammu & Kashmir
2. Jharkhand
3. Bihar
4. Kerala
5. Karnataka
6. Meghalaya
7. Rajasthan
8. Uttarakhand
9. Uttar Pradesh
10. Goa
11. Himachal Pradesh
12. Haryana
13. Punjab

Further Jammu & Kashmir represents the first State/Union Territory in India where the District portals have been integrated with CPGRAMS. Reverse integration of JKIGRAMS with CPGRAMS has also been completed which enables grievances from Jammu & Kashmir to be transferred to the CPGRAMS portal if they pertain to central ministries/departments.

**CHAPTER 4:**  
**DATA ANALYSIS AND FINDINGS**



## 4. DATA ANALYSIS AND FINDINGS

### 4.1. Scheme for Modernization of Government Offices

This is a model scheme whereby the Department tries to create a sample modern office on a pilot basis by providing the seed money to beneficiary Ministries/Department/Offices located in the city of Delhi for giving an impetus/catalytic effect to the overall process of Administrative Reforms. This scheme is in operation since the year 1987-88 and till March 31, 2016 the Department has released funds to the extent of Rs. 66.00 crores for 446 modernization proposals. While the total amount of funds allocated in the period 2017-2020 has been Rs. 21,84,54,875. The details of the funds released to the Ministries/Departments/ Offices during the last three years i.e., 2017-18, 2018-19 and 2019-20 are as follows:

Table 3 Scheme for Modernization of Government. Offices – Fund Allocation

S. No.	Year	Funds Allocated (In Rs.)
1	2017-18	5,56,61,131
2	2018-19	8,59,76,029
3	2019-20	7,68,17,715
	Total	21,84,54,875

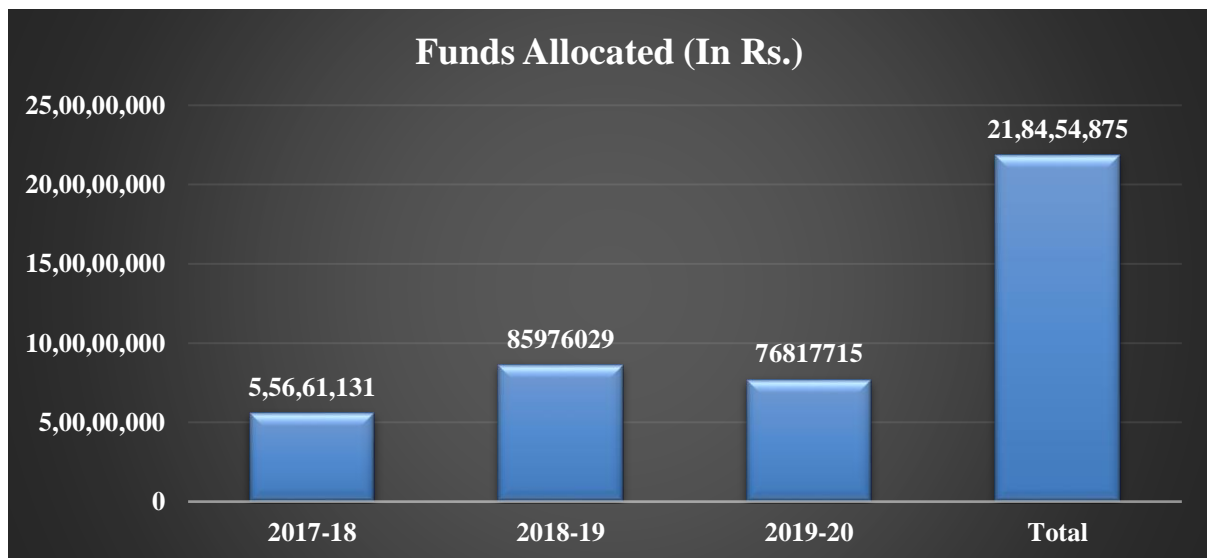


Figure 11 Year-wise Fund Allocation under Modernization Scheme

The details about the projects and the fund allocated to different Department/Ministry in the year 2017-18, 2018-19 and 2019-20, respectively, is given below:

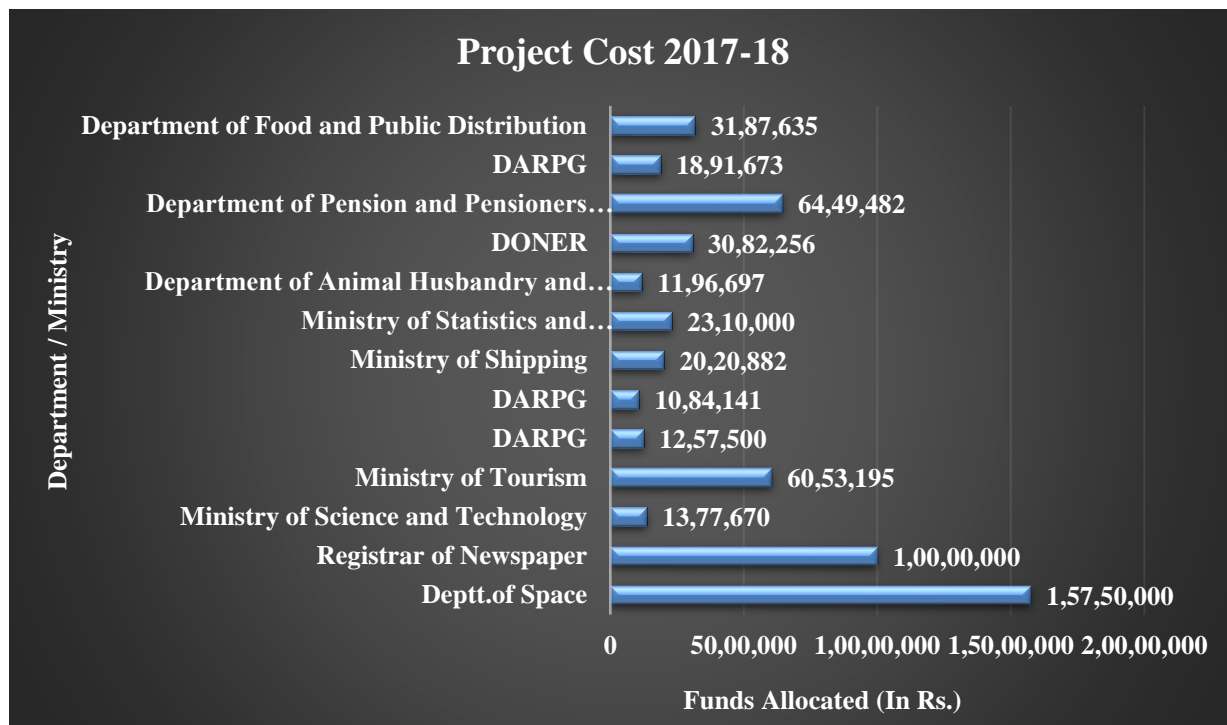


Figure 12 Department/Ministry wise Fund Allocation in 2017-18 in Modernization scheme

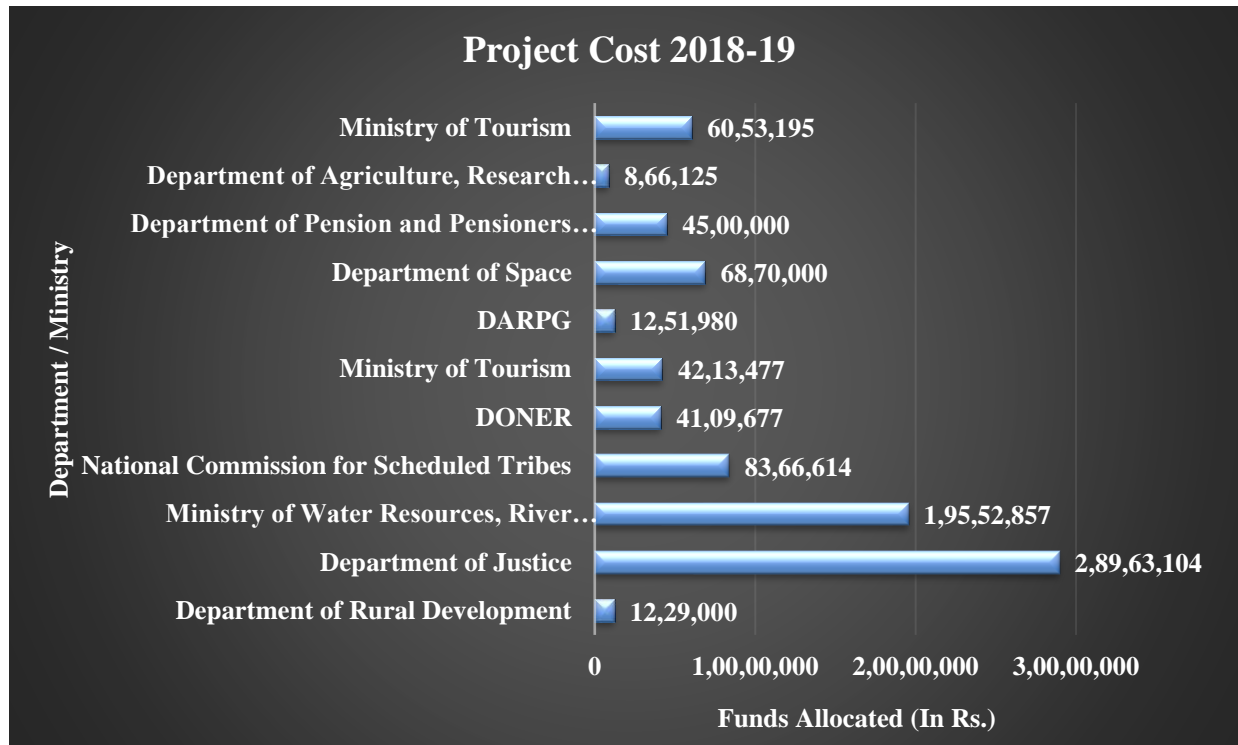
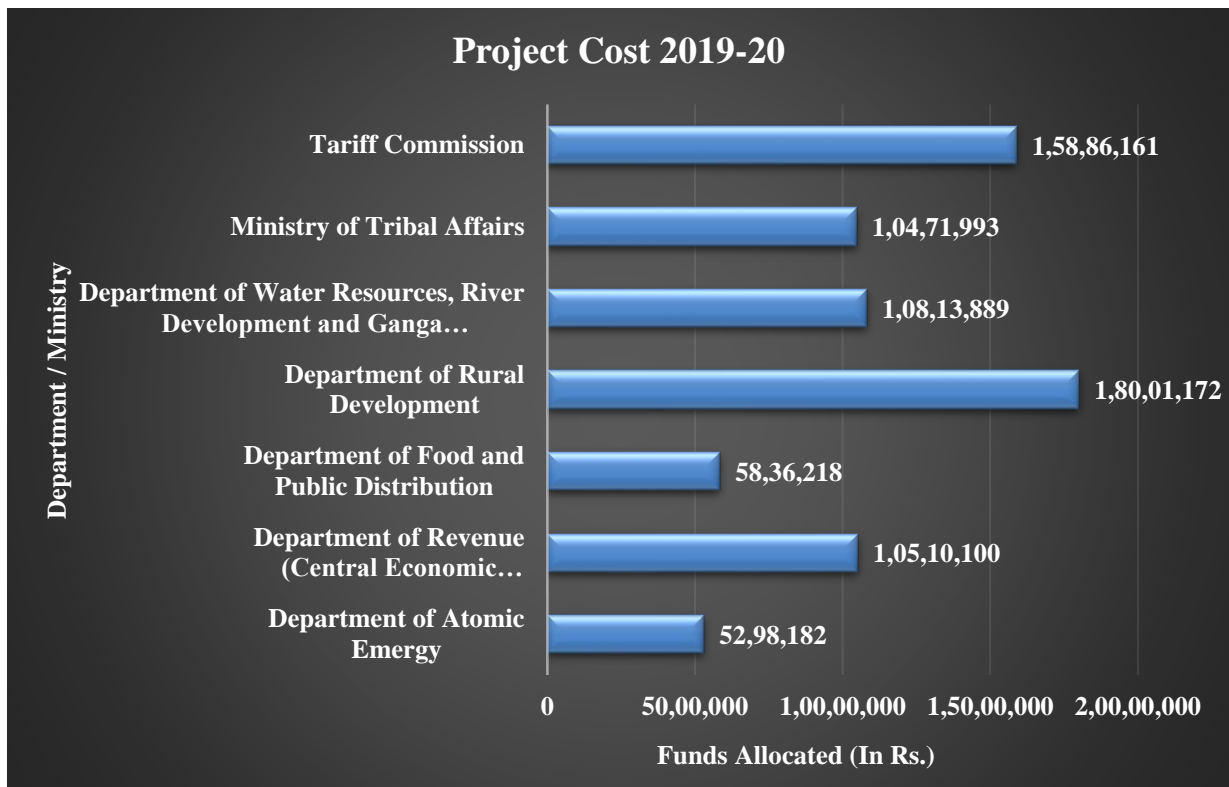


Figure 13 Department/Ministry wise Fund Allocation in 2018-19 in Modernization scheme



**Figure 14 Department/Ministry wise Fund Allocation in 2019-20 in Modernization scheme**

The above graphs represent the year-wise budgetary allocations under the scheme of modernization of government offices to different Departments/Ministries located in Delhi NCR in the last three years i.e., 2017-18, 2018-19 and 2019-20. Based on the analysis, the following observations have been made:

- Over the three years, the total amount of Rs. 21,84,54,875/- has been sanctioned pertaining to modernization work in different Department/Ministry in Delhi NCR.
- Of this amount, the highest allocation was made in the year 2018-19 i.e., Rs. 8,59,76,029/- to 11 Departments/ Ministries. Of the total amount sanctioned in 2018-19, the highest allocation was made to Department of Justice i.e., Rs. 2,89,63,104, followed by Ministry of Water Resources, River Development and Ganga Rejuvenation i.e. Rs. 1,95,52,857/-. These allocations are also the highest allocations made to any Department/Ministry over the three-year period i.e., between 2017-2020.

## 4.2. Pilot Projects on Administrative Reforms

### 4.2.1. National Conference on e-Governance

The project on organizing of National Conference on e-Governance every year aims to promote best practices of e-Governance across the country. The objective of DAR&PG under this component is to ensure the following:

- To improve efficiency, consistency, and effectiveness of government response.
- To reduce turnaround time and to meet the demands of the citizen charter.
- To provide for effective resource management to improve the quality of administration.
- To reduce processing delay, and
- To establish transparency and accountability.

In 2017, the National Award for e-governance was given across 12 categories. In 2018, it was reduced to 9 categories, and in 2019, it was further reduced to 6 categories. The reduction in the numbers of categories is on account of merging of some of these categories. This was done because the number of awards was increasing rapidly, therefore, the need to limit the same was also realized to maintain the National nature of these awards. During the last three years the following expenditure has been incurred by DAR&PG for National Conference on e-Governance to different States:

Table 4 National Conference on e-Governance – Year-wise Expenditure

Year	NCeG	Expenditure in Lakhs
2017-18	Hyderabad, Telangana	50.00
2018-19	Shillong, Meghalaya	50.00
2019-20	Mumbai, Maharashtra	100.00

The above table represents the distribution and allocation of funds to different States for organizing of National Conference on e-Governance and National e-Governance Awards. Since the conference and awards are organized each year, the 21<sup>st</sup> NCeG was organized in Hyderabad, Telangana with a sanctioned amount of Rs. 50 Lakhs, while the 22<sup>nd</sup> NCeG was organized in Shillong, Meghalaya with the same sanctioned amounts the previous year i.e., Rs. 50 Lakhs. The latest NCeG i.e., the 23<sup>rd</sup> NCeG was organized in Mumbai, Maharashtra with the sanctioned amount Rs. 100 Lakhs which is also the double the amount sanctioned in each previous year.



Figure 15 Glimpses from 23rd NCeG, Mumbai

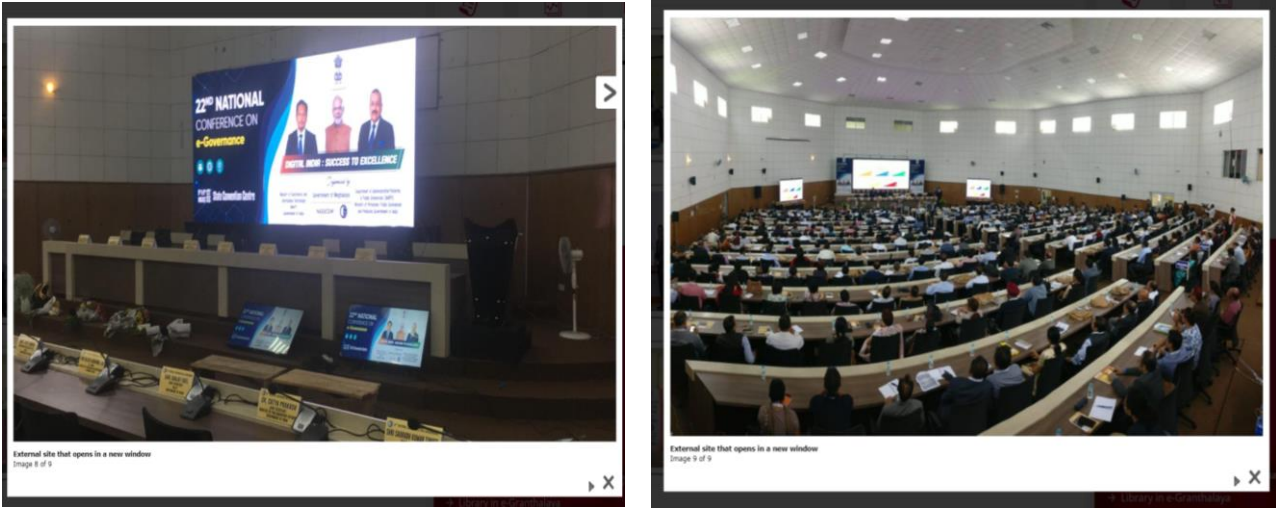


Figure 16 Glimpses from 22nd NCeG, Shillong

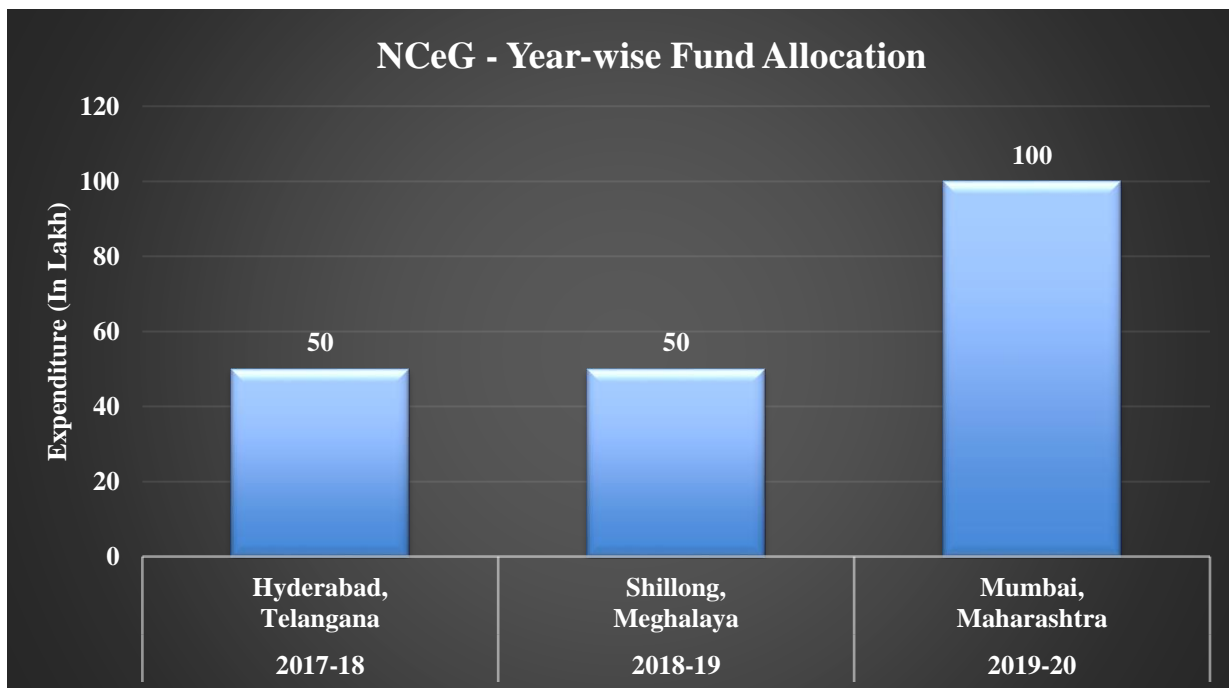


Figure 17 NCeG Fund Utilization Chart

The figure 17 represents the funding distribution to different states over last three years i.e., 2017-18, 2018-19, and 2019-20 under the component National Conference on e-Governance.

The latest conference i.e., 23rd National Conference on e-Governance was organized on 7th and 8th February 2020 in Mumbai, Maharashtra and the expenditure incurred for the same was Rs. 100,00,00. In comparison with the fund allocation over previous last two years i.e., 2017-18 and 2018-19, the allocated fund amount in 2019-20 was double the amount received in those years i.e., Rs. 50,00,000 respectively.

Details of 23<sup>rd</sup> National e-Governance Awards 2020 are as follows:

Table 5 Details of 23rd National e-Governance Awards 2020

S.No.	Award	Project Name	Centre/State/UT
<b>Category-I: Excellence in Government Process Re-engineering for Digital Transformation</b>			
1	<b>GOLD</b>	Ayushman Bharat Pradhan Mantri Jan Arogya Yojana	Central-National Health Authority, Ministry of Health and

			Family Welfare
2	<b>SILVER</b>	GO SWIFT (Government of Odisha Single Window for Investor Facilitation and Tracking)	Odisha - Industrial Promotion and Investment Corporation of Odisha Limited
3	<b>SILVER</b>	ERONET (Electoral Registration Officers Network)	Centre - Election Commission of India
4	<b>JURY AWARD</b>	Real Time Pollution Monitoring System (RTPMS)	Andhra Pradesh - Pollution Control Board
<b>Category- II: Excellence in providing Citizen - Centric Delivery</b>			
5	<b>GOLD</b>	Antyodaya Saral Haryana	Haryana - Department of IT, E&C
6	<b>SILVER</b>	Rail Madad	Centre - Railway Board, Ministry of Railways
7	<b>JURY AWARD</b>	An Instantaneous Over the Counter Caste, Income & Residence Certificate Issuance System	Karnataka - Revenue Department
<b>Category-III: Excellence in District level initiative in e-Governance</b>			
<b>i. North-East States + Hilly States</b> <b>ii. UTs (including Delhi)</b> <b>iii. Other States</b>			
8	<b>GOLD</b>	District Adhoc Wireless Surveillance Communication System using Drone. Technology	<b>Subcategory (i)</b> Uttarakhand - District Disaster Management Authority, Rudraprayag



9	<b>SILVER</b>	Loucha Pathap- Online Land Record Computerization and National Generic Document Registration System (NGDRS)		Manipur - District Administration, Imphal East
10	<b>JURY AWARD</b>	eForestFire- Himalayan Forest Fire Prediction		Arunachal Pradesh - Department of Environment & Forests
11	<b>GOLD</b>	SAKOON	<b>Subcategory (ii)</b>	Jammu & Kashmir - Deputy Commissioner, Udhampur
12	<b>GOLD</b>	WeDeserve - Right assistance to the Right person at the Right Time	<b>Subcategory (iii)</b>	Kerala - District e Governance Society, Kasaragod
13	<b>SILVER</b>	Public Services from block to panchayat Sarkar Bhawan through e-governance		Bihar - District Administration, Saharsa

**Category IV: Outstanding research on Citizen Centric Services by Academic/ Research Institutions**

14	<b>GOLD</b>	Satellite Based Agriculture Information System: An Efficient Application of ICT		Uttarakhand - Indian Institute of Technology, Roorkee
15	<b>SILVER</b>	ICT based e-Agricultural Extension for Enhanced Technology and Information Delivery		Bihar - Agricultural University, Sabour

**Category V: Innovative Use of ICT in e-Governance solutions by Start-ups [Start-up as defined by Department of Industrial Policy and Promotion (DIPP) Government of**



<b>India]</b>			
<b>16</b>	<b>GOLD</b>	Providing farm scale data from multi-satellite	Karnataka - Satyukt Analytics Private Limited
<b>17</b>	<b>SILVER</b>	A Tool and System for Generation and Use of Personalized, Interactive Laboratory Reports Using Real-Time Report	Telangana - Cognitiveware India Lab LLP
<b>18</b>	<b>SILVER</b>	FotonVR - Virtual Reality in Education	Gujarat - Kachhua Education Services LLP
<b>Category VI: Excellence in Adopting Emerging Technologies</b>			
<b>19</b>	<b>GOLD</b>	T-Chits	Telangana - Registration & Stamps Department
<b>20</b>	<b>SILVER</b>	Wildlife Surveillance and Anti-Poaching System (WSAPS)	Rajasthan - Department of IT&C

**23<sup>rd</sup> NCeG -Theme:**

The theme for the 23<sup>rd</sup> NCeG was ***India 2020: Digital Transformation***

Sub Themes were as follows:

- i. Digital Platforms and Digital Economy
- ii. Improving Service Delivery
- iii. Building Digital Trust- Transparency, Security and Privacy
- iv. Digital Payments and Fintech
- v. National e-Governance Service Delivery Assessment (NeSDA) and Digital
- vi. Service Standards (DSS)
- vii. Skilling and Capacity Building

## **22<sup>nd</sup> National Conference on e-Governance [2019; Shillong, Meghalaya]**

- National Awards for e-Governance for 2018-2019 were awarded (14 awards including 6 Gold and 7 Silver with 1 jury award) in various categories like, Innovations in Existing Project of Government Departments Other Than PSUs, Replication/ Adaptation of the best e-Governance projects/ practices during 01.04.2014 to 31.03.2017, Best District level initiative through ICT in (i) North East States; (ii) Hill States + UTs (excluding Delhi); (iii) Other etc.
- Theme of the conference was ‘Digital India: Success to Excellence’ with Sub-Themes given below:
  - i. Digital Infrastructure
  - ii. One Nation – One Platform
  - iii. Emerging Technology for Practitioners
  - iv. Secretariat Reforms
  - v. National e-Governance Service Delivery Assessment (NeSDA)

## **21<sup>st</sup> National Conference on e-Governance [2018; Hyderabad, Telangana]**

- National Awards for e-Governance for 2017-18 were awarded (21 awards including 10 Gold and 8 Silver with 1 special award and 1 jury award) in various categories like, Excellence in Government Process Re-engineering, Incremental Innovations in existing projects, Use of ICT for Development by Non-Government Institutions etc.
- The theme for the conference was ‘Technology for Accelerating Development.’

### **Award Category for the period 2017-2018**

Category I	Excellence in Government Process Re-engineering
Category II	Outstanding performance in citizen centric services delivery
Category III	Innovative use of technology in e-Governance
Category IV	Incremental Innovations in existing projects
Category V	Best District level initiative in citizen-centric service delivery through ICT

Category VI	Innovative use of GIS Technology in e-Governance
Category VII	Innovative use of Mobile Technology in e-Governance
Category VIII	Sectoral Award: Digital Transformation towards transforming India
Category IX	Innovative use of ICT by Central Government PSUs
Category X	Innovative use of ICT by State Government PSUs/ Cooperatives/ Federations/ Societies
Category XI	Outstanding e-Governance initiative by Academic and Research institutions
Category XII	Use of ICT for Development by Non-Government Institutions

#### **Award Category for the period 2018-2019**

Category I	Excellence in Government Process Re-engineering
Category II	Outstanding Performance in Citizen Centric Service Delivery
Category III	Innovations in Existing Project of Government Departments Other Than PSUs
Category IV	Best District level initiative through ICT in (i) North East States; (ii) Hill States + UTs (excluding Delhi); (iii) Other
Category V	Use of Spatial Technology and GIS in e-Governance
Category VI	Innovative Use of ICT by Central Government PSUs/ State Government PSUs
Category VII	Outstanding initiative in e-Governance by Academic/ Research Institutions and NGOs, including Cooperatives/ Federations/ Societies
Category VIII	
Category IX	Replication/ Adaptation of the best e-Governance projects/ practices awarded during 01.04.2014 to 31.03.2017

### **Award Category for the period 2019-2020**

Category I	Excellence in Government Process re-engineering for Digital Transformation
Category II	Excellence in providing citizen-centric delivery
Category III	Excellence in District Level initiatives in e-Governance (i) NE States + Hill States (ii) UTs including Delhi (iii) Other States
Category IV	Outstanding Research on Citizen Centric Services by Academic/ Research Institutions
Category V	Innovative Use of ICT in e-Governance solutions by Start-up (Start-up as defined by DIPP, Government of India)
Category VI	Excellence in Adopting Emerging Technologies

## 4.2.2. Fostering Good Governance

Expenditure for PM Award and organizing of Civil Service Day during last three years is given below:

Table 6 Last three years-Expenditure details of PM Awards and organizing of Civil Service Day

Year	PM award/Civil Service day	Expenditure (In Lakh)
2017-18	2018	445.00
2018-19	2019	233.00
2019-20	2020	69.00*

(\*Note in 2019-20, The CSD and PM Awards function could not be organized due to Lok Sabha Election and COVID-19. The Expenditure is on account of PM' Selection process of PM's Awards, 2019-20, which was supposed to be conferred on 31.10.2020)

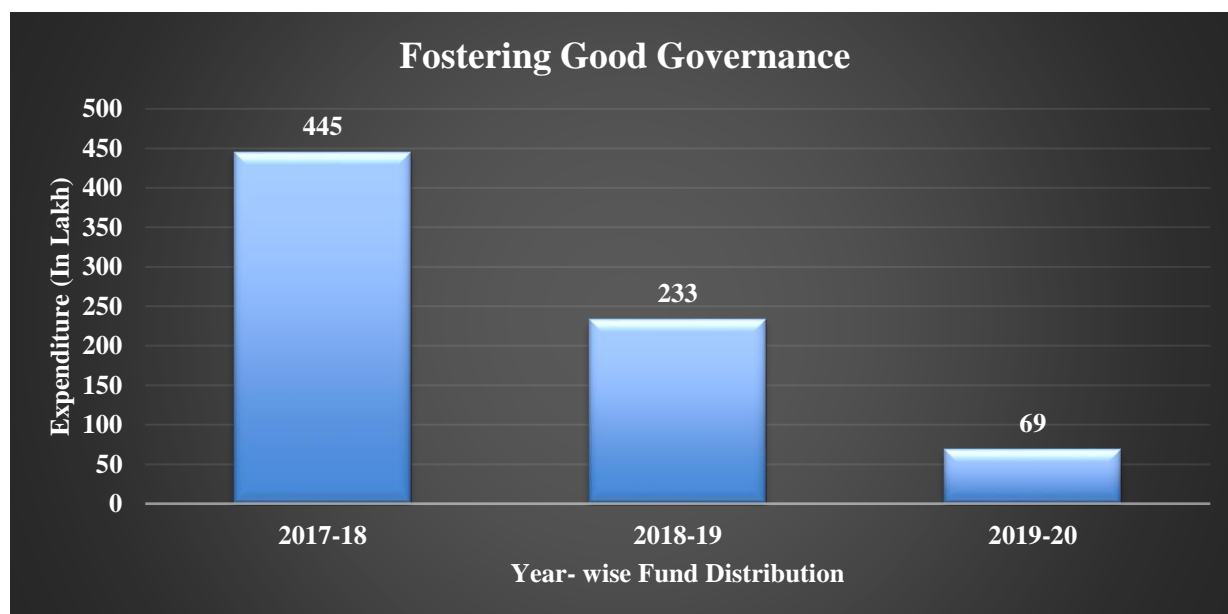


Figure 18 PM Awards for Excellence in Public Administration & Civil Services Day

From 2020 onwards, the scheme for Prime Minister Awards for Excellence in Public Administration has been comprehensively restructured to recognize the contribution of civil servants in strengthening (i) Inclusive Development through Credit Flow to the Priority Sector (ii) Promoting people's movements – “Jan Bhagidari” through Swachh Bharat Mission (Urban

and Gramin) in the District (iii) Improving Service Delivery and Redressal of Public Grievances. The scope of the awards has been expanded to identify areas of overall outcome-oriented performance in the districts across sectors.

Following are the categories of awards:

- **District Performance Indicators Programme & Innovation-** Schemes in this category includes Inclusive Development through Credit Flow to the Priority Sector, Swachh Bharat Mission (Urban and Gramin), and Improving Service Delivery and Redressal of Public Grievances. A maximum of 6 awards are given in this category.
- **Innovation General Category-** The Scheme in this category caters to innovations at Central, State and District. There are 6 Awards in this category: two awards each for District, State and Central level initiatives, respectively.
- **Aspirational Districts Program-** Two awards will be given for the totality of the performance under the Aspirational Districts Program. Accordingly, Aspirational Districts are ranked and awarded by DAR&PG.
- **Namami Gange Program-** Under this award category one award is given to a district out of the 57 notified Districts Ganga Committees under Namami Gange Programme.

The award consists of a (i) Trophy (ii) Scroll and (iii) an Incentive of Rs.10 lakh to the awarded District/organization to be utilized for implementation of project/ programme or bridging resource gaps in any area of public welfare.

#### **Achievements of PM Awards**

- DAR&PG so far has received a total of 2885 nominations for the PM award.
- In the Inclusive Development through Credit Flow to the Priority Sector category, 202 nominations have been filed with DAR&PG.
- Large number of districts (702) have registered themselves for the PM Award.
- In the category of “Innovation General”, 958 nominations have been received.
- In the category of “Improving Service Delivery and Redressal of Public Grievances”, the Department received 139 applications for nomination.
- In the Aspirational Districts Program category, 98 nominations have been received. DAR&PG’s ranking of districts is different from NITI Aayog.

- In the category of Promoting people's movement through Jan Bhagidari, 233 nominations are received by DAR&PG.
- From the above figures it is evident that PM Awards initiated by DAR&PG has found large scale acceptance and popularity in the districts located across the length and breadth of the country.

### **Film on Journey of Prime Minister's Awards**

The film started with highlighting the role of civil servants in showcasing a positive image on Indian economy globally. The film highlights the complete selection process of PM's Awards with respect to changes made in the process especially during the years 2016, 2017 and 2018. It highlights the different categories including the new categories introduced in year 2018 under which awards were presented. The film covers the entire process right from online applications submitted by Districts/implementing units to the final selection through citizens feedback, spot study and evaluation by the Committees at different levels.

### **Release of Book by Hon'ble Vice President**



Figure 19 Book: Emulating Excellence – Takeaways for Replication

The Chief Guest Hon'ble Vice President Shri M. Venkaiah Naidu released a book titled: Emulating Excellence – Takeaways for Replication. The book described significant details of best practices in implementation of a total of 9 Priority Programmes identified in 2018 and 2017 for wider acceptance and replication in more and more States and Union Territories.

## Film on Award Winning Initiatives



Figure 20 A snapshot from the Film on Award Winning Initiatives: New India – Shaping the Future

### *Film on Award Winning Initiatives: New India – Shaping the Future*

The film on award winning initiatives shows the 15 exemplary work done by the districts/other implementing units selected for PMs Awards 2018 which were felicitated on 21st April, which is celebrated every year as Civil Services Day.

## Release of Books by Hon'ble Prime Minister



Figure 21 Book 1: New Pathways



### ***Book 1: New Pathways***

Hon'ble Prime Minister Shri Narendra Modi launched the coffee table book consisting of significant details of 34 success stories related to implementation of priority programmes viz., PMAY-U, PMAY-G, DDUGKY, PMFBY and Promoting Digital Payments in Districts shortlisted for Prime Minister Awards, 2018. The book also includes 28 successful innovative initiatives undertaken across the country.

### **Book 2: Aspirational Districts – Unlocking Potentials**



Figure 22 Book 2: Aspirational Districts – Unlocking Potentials

### ***Book 2: Aspirational Districts – Unlocking Potentials***

Hon'ble Prime Minister Shri Narendra Modi released the second book relating to developmental strategies for transforming 115 Aspirational Districts, which were selected through a transparent process of continuous interaction with the States. This initiative is being coordinated by NITI Aayog and the approach towards development of relevant social and other parameters in the areas of health and nutrition; education; agriculture and water resources; financial inclusion and skill development; and basic infrastructure, with the aim to stimulate equitable growth and development.

### 4.2.3. Learning from Successes

“Learning from Successes”, a component under Documentation & Dissemination (D&D) Division of DAR&PG primarily undertakes documentation and advocacy of good practices and innovations in governance practices. Series of activities/initiatives undertaken in this component are as follows:

- i) Financial Assistance to States/UTs for D&D including films.
- ii) Production of Documentary Films on Best Practices
- iii) Regional Conferences and Workshops
- iv) Books on Best Practices
- v) Minimum Government – Maximum Governance

Table 7 Learning from Successes – Year-wise Expenditure

Year	Actual Expenditure (in Lakh)	Budgeted
2017-18	376.31	300
2018-19	234.87	300
2019-20	101.846*	300

(\*Due to Lok Sabha Election, CSD 2019 could not be organised and expenditure on related activities could not be incurred.)

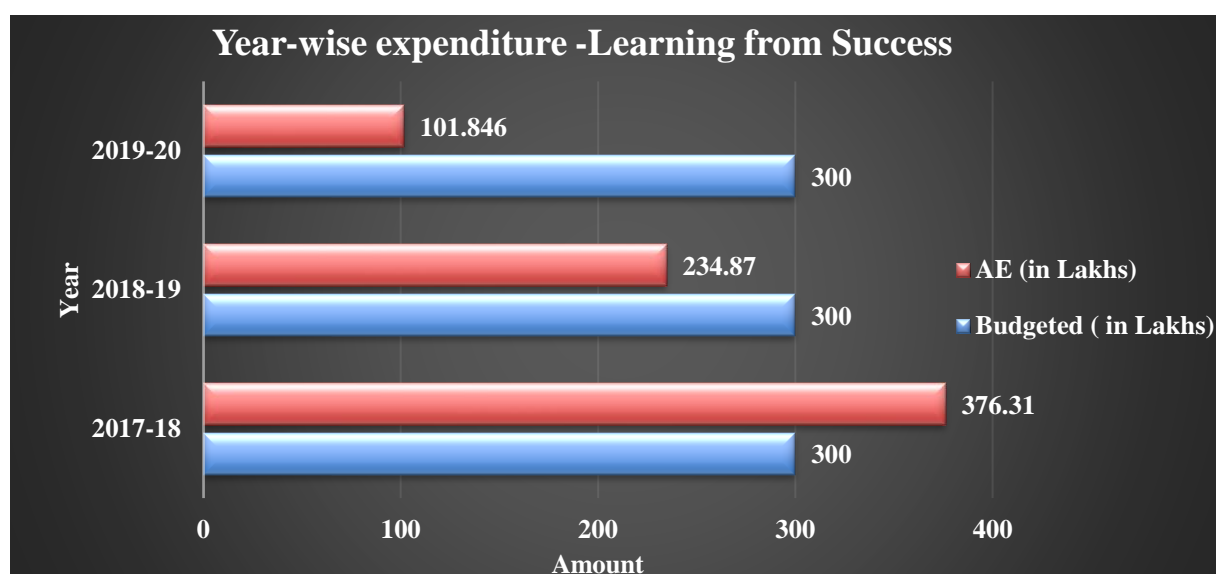


Figure 23 Learning from Successes – Year-wise expenditure

## I. Financial Assistance for Professional Documentation of Good Governance Initiatives to State Government/ UTs

Professional documentation of good governance practices and innovations is the need of the hour in view of their merit and benefits accrued to the stakeholders. This scheme on, Financial Assistance to States/ UTs for documentation and dissemination supports States, UTs and Central Training Institutes to document Governance related proven good practices initiated and instituted by them, with an objective of experience sharing with other States / UTs and promoting replication of such initiatives. The scheme provides a financial assistance of Rs.3 lakhs per documentation.

As far as the nature of projects are concerned, it has been observed that the scheme has supported e-governance initiatives in general and specifically projects in areas such as health, agriculture, disaster management, land records, e- payments and general administration. Guidelines of the scheme clearly illustrate and specify what a good practice is, what are the elements that categorize a particular practice a good one.

Table 8 Financial Assistance for professional documentation of Good Governance Initiatives to State Government / UTs

Year	No. of Projects	Amount Sanctioned (In Rs.)
2017-18	9	27.24 lakh
2018-19	4	9.74 lakh
2019-20	6	13.35 lakh

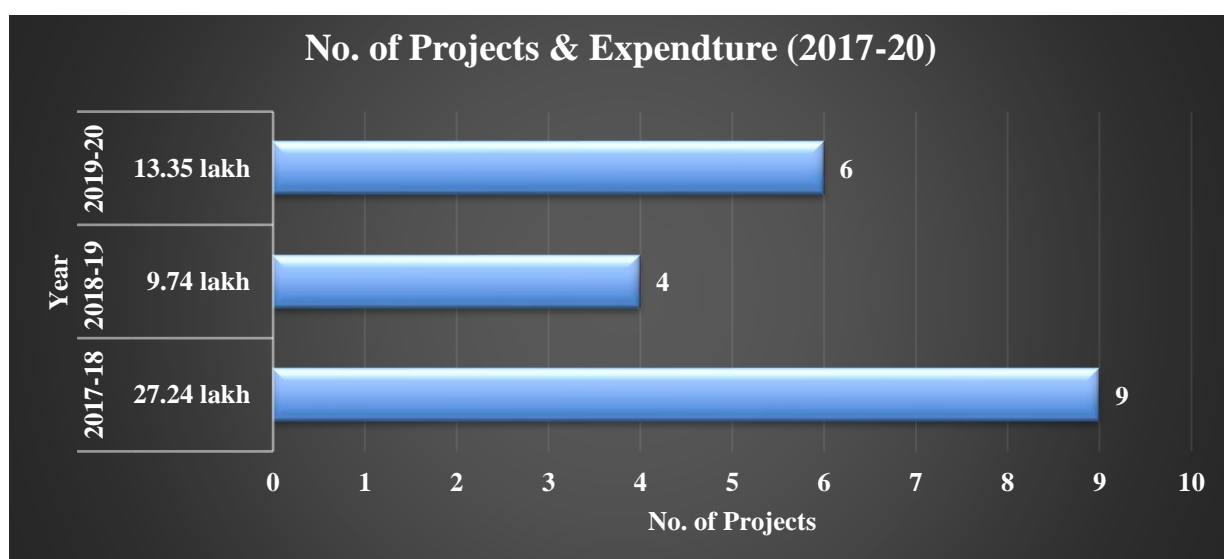


Figure 24 Financial Assistance and projects sanctioned for professional documentation of Good Governance Initiatives to State Government/UTs

### List of projects and their fund sanctioned during 2017-18

Title of the Project/State	Total Amount sanctioned (Rs. In Lakh)
e-Krishi- Directorate of Agriculture, Government of Goa	3
Effective collection & management of Non-Biodegradable waste across in the State - Department of Science & Technology, Government of Goa	3
Goa Excise Management System (GEMS) - Excise Department, Government of Goa	3
Periyar Tiger Conservation Foundation, Government. of Kerala	2.75
Parambikulam Tiger Reserve, Government, of Kerala	2.75
Content Management System, Government. of Mizoram	3
e-District State Roll Out, Government. of Mizoram	3
Inventory Management System, Government. of Mizoram	3
Computerization of records & development of software for Government. Veterinary Institutions, Chandigarh Administration	2.99

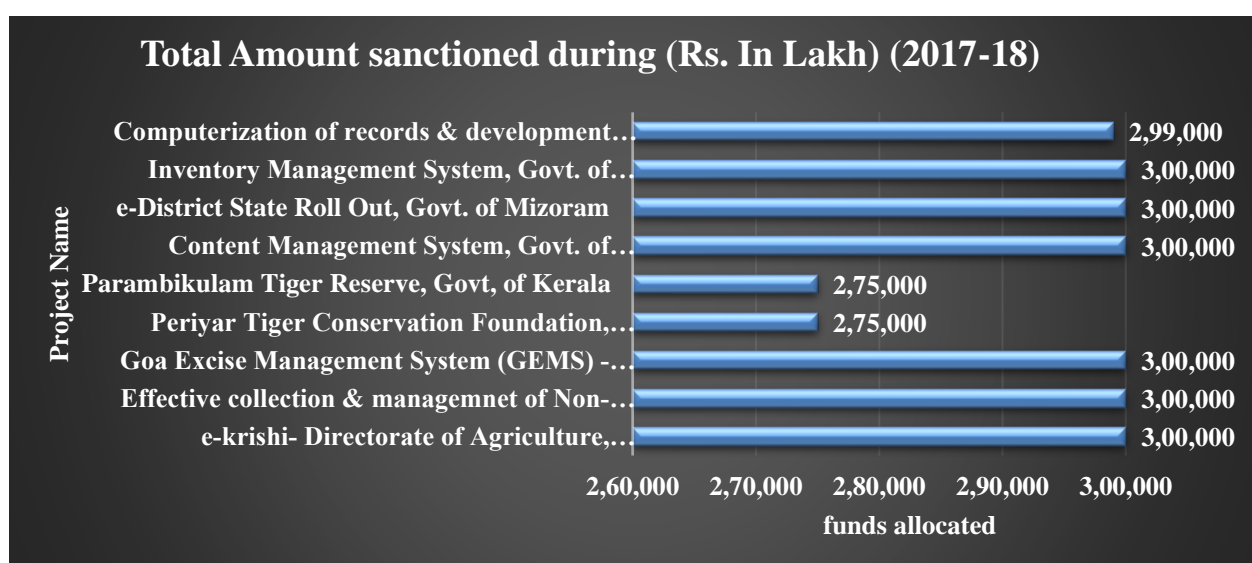


Figure 25 Financial Assistance for professional documentation (2017-18)

**List of Projects sanctioned during 2018-19**

<b>Title of the Project/State</b>	<b>Total Amount Sanctioned (Rs. In lakh)</b>
Oil Palm Development Programme, Mizoram	3
Turmeric processing cum Packaging Unit, Mizoram	3
Student Digital learning Aid (mobile tablet) for schools, Meghalaya	3
Promoting Digital Payments (PDP), Digital Island, Government. of Manipur	298,304

Given below is the graph on the total funds sanctioned for Projects during 2018-2019.

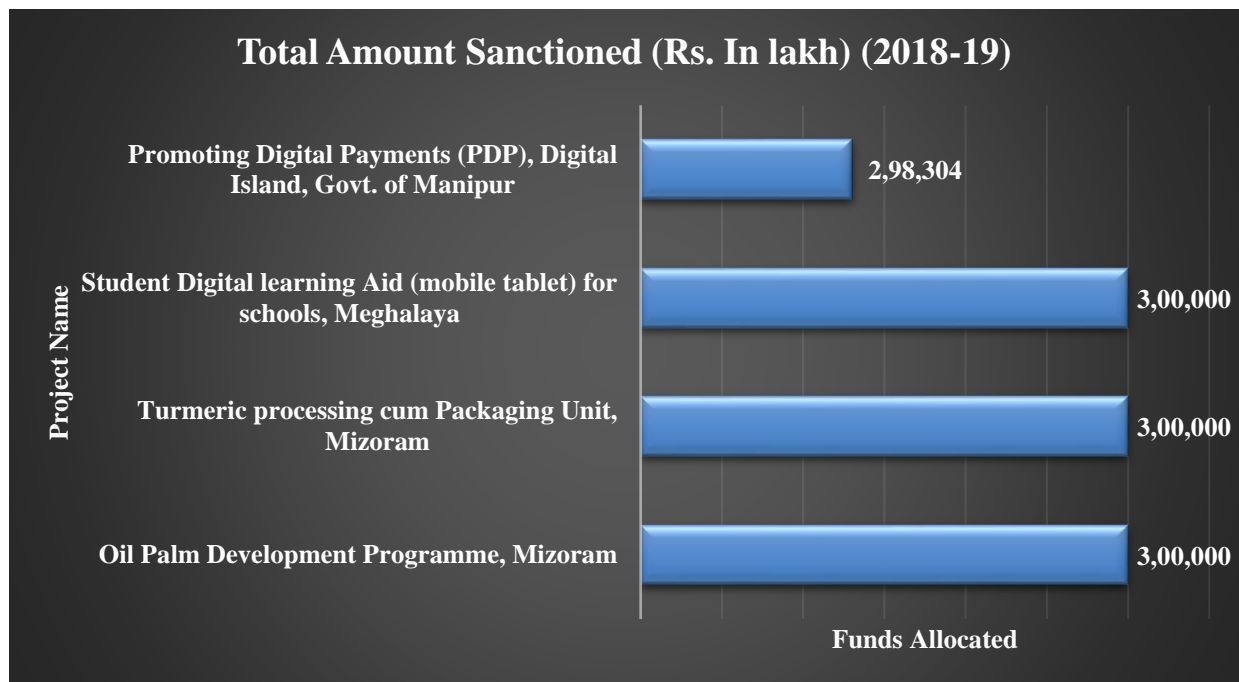


Figure 26 Financial Assistance for professional documentation (2018-19)

### List of projects sanctioned during 2019-20

Title of the Project/State	Total Amount Sanctioned (Rs. In lakh)
Sardar Vallabhbhai Patel National Police Academy, MHA, Government of India, Hyderabad	3
Haryana's Journey towards Digital Economy, Government. of Haryana	3
Information Security Policy Framework and Information Security Management Office (ISMO)', Government of Haryana	3
Innovation Practices in Public Distribution System in Rajasthan, Government. of Rajasthan	2.8
Rajasthan Business Register, Government. of Rajasthan	3
Civil Registration System, Pehchan, Directorate of Economics and Statistics, Jaipur, Government. of Rajasthan	3

Given below is the graph on the total funds sanctioned for Projects during 2019-2020. Mizoram has been allotted same amount of fund twice for different projects.

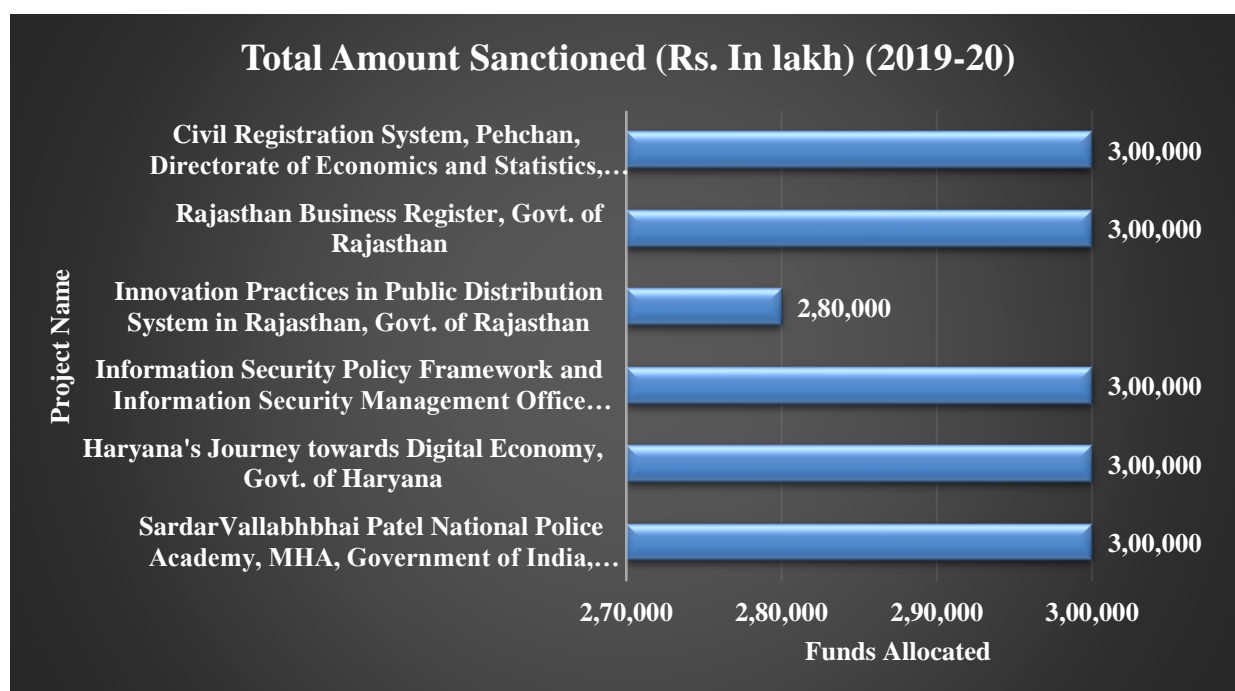


Figure 27 Financial Assistance for professional documentation (2019-20)

## II. Production of documentary films on best practices

The documentation and Dissemination Division has been able to produce four films during the period 2017-2020. There is no ceiling on the number of documentary films that can be made in a fiscal year. DAR&PG outsources this task of making films to Bureau of Outreach and communication. Titles and last three years expenditure on Production of Documentary Films on Best Practices is given below:

Table 9 Last three years expenditure on Production of Documentary Films on Best Practices

Year	No. of Films Produced	Title of Films	Expenditure (In Rs.)
2017-18	2	Making New India, Journey on PM Awards	27287315
2018-19	2	New India shaping the future, Journey on PM Awards	12273884
2019-20	-	-	-

(\*No film was made due to Lok Sabha election, CSD 2019 could not be organized.)

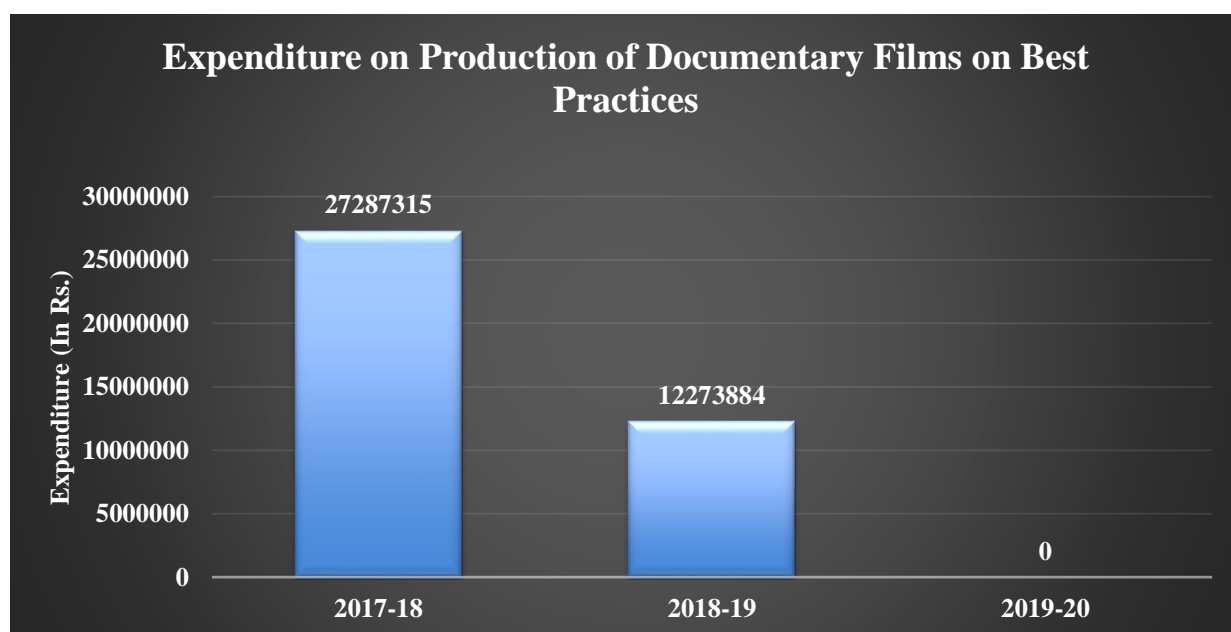


Figure 28 Last three years expenditure on Production of Documentary Films on Best Practices

### III. Regional Conferences

The expenditure incurred per regional conference in 2017 was Rs. 10 lakhs, Due to the inadequacy of funds given by DAR&PG and an extra cost incurred by the State, there was a demand on the part of the State to increase the amount sanctioned. Therefore, from the financial year 2018-2019 DAR&PG has increased the fund allocation per regional conference to Rs 15 lakh. For the year 2021-22, the department has proposed a budget of Rs 50 lakh, per regional conference i.e., a total of Rs 1,50,00,000 for this component of ‘Regional Conference’.

Table 10 Budgetary Allocation

Year	Expenditure
2017-18	30.00 Lakh
2018-19	45.00 Lakh
2019-20	45.00 Lakh

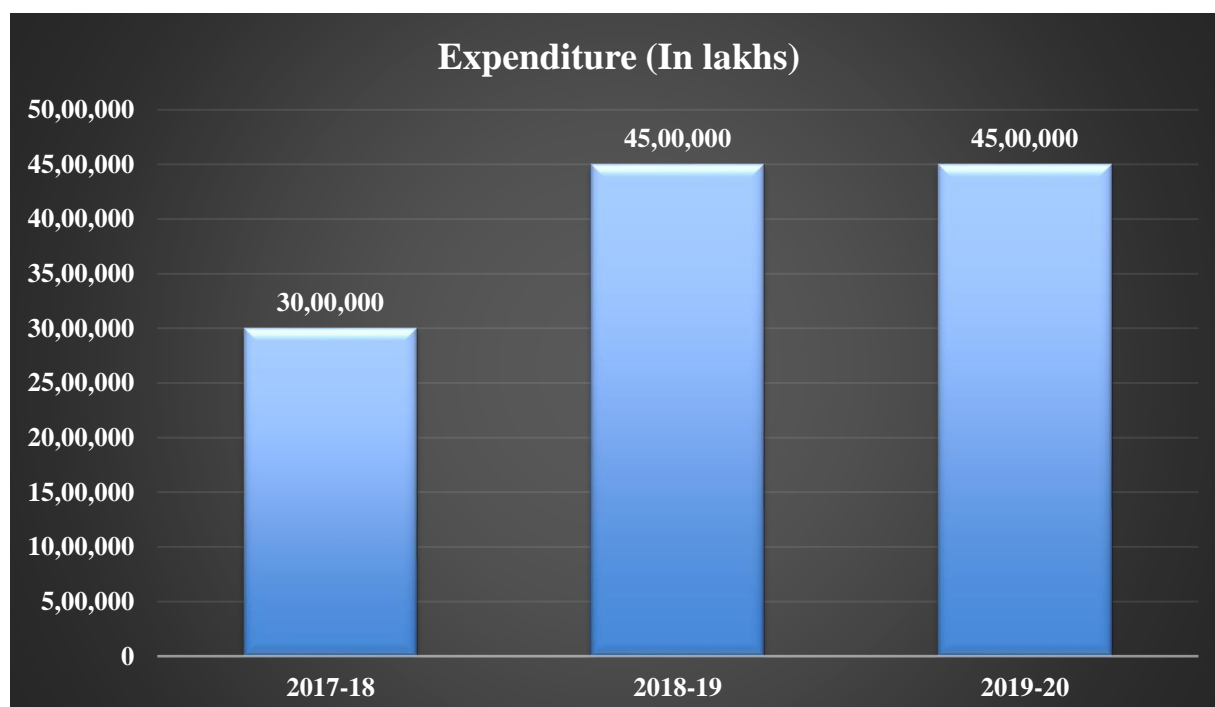


Figure 29 Expenditure on Regional Conferences in last three years



**List of Regional Conferences held in 2017**

Month/Year	City	State/UT	Title/Theme of the Conference
Dec, 2017	Guwahati	Assam	Good Governance & Replication Best practices
Sep, 2017	Goa	Goa	Governance& Replication of Best Practices
July, 2017	Nainital	Uttarakhand	Good Governance & Replication of Best Practices

**List of Regional Conferences held in 2018**

Month/Year	City	State/UT	Title/Theme of the Conference
Dec, 2018	Thiruvananthapuram	Kerala	Good Governance Initiatives
Oct, 2018	Kohima	Nagaland	Good Governance Initiatives
Sep, 2018	Bhopal	Madhya Pradesh	Focus on Aspirational Districts

**List of Regional Conferences held in 2019**

Month/Year	City	State/UT	Title/Theme of the Conference
Dec 2019	Nagpur	Maharashtra	Regional Conference on “Improving. Public Services Delivery – Role of Governments” on 21-22 December 2019
Dec 2019	Jammu	Jammu & Kashmir	Ek Bharat Shreshta Bharat" with focus on "Jal Shakti and Disaster Management- Sahyog Sankalp
Nov 2019	Jammu	Jammu& Kashmir	Replication of Good Governance Practices- Sushan Sankalp

### **Resolutions passed in the last three conferences:**

In the last three years, it is only in the Nagpur (Maharashtra) regional Conference that the resolution has been adopted. The conference was on 'Public Service Delivery- Role of Governments'. Few of the resolutions adopted in the conference are, that the participating governments shall:

- Empower the Citizens by Policy interventions for better service delivery through timely updating of citizens charters, implementation of enactments, and benchmarking standards for continuous improvements,
- Adopting a bottom-up approach to massive improvements in quality of grievance redressal and reduction in timelines of grievance redressal,
- Adopt holistic approach of systematic public delivery system reforms, through improved mapping, formulation of monitoring matrix, data collection and evaluation in quality of grievance redressal.

The above data suggests that the department has been able to successfully organize three Regional Conference each year since 2017 in various States across the country. The last regional conference held was at Nagpur, Maharashtra in December 2019. There were no Regional Conference organized in the year 2020 in view of the COVID-19 Pandemic situation and Government regulations.

### **IV. Books on Best Practices**

The Documentation and Dissemination publishes books containing written material supported with Photographs on outstanding shortlisted and PM award winning good governance practices and innovations and implementation of select Priority Programmes. Since 2016 this Division has started publishing Coffee Table books only. This compilation is immensely useful for the administrators as the dissemination of success stories facilitates replication of the same elsewhere also.

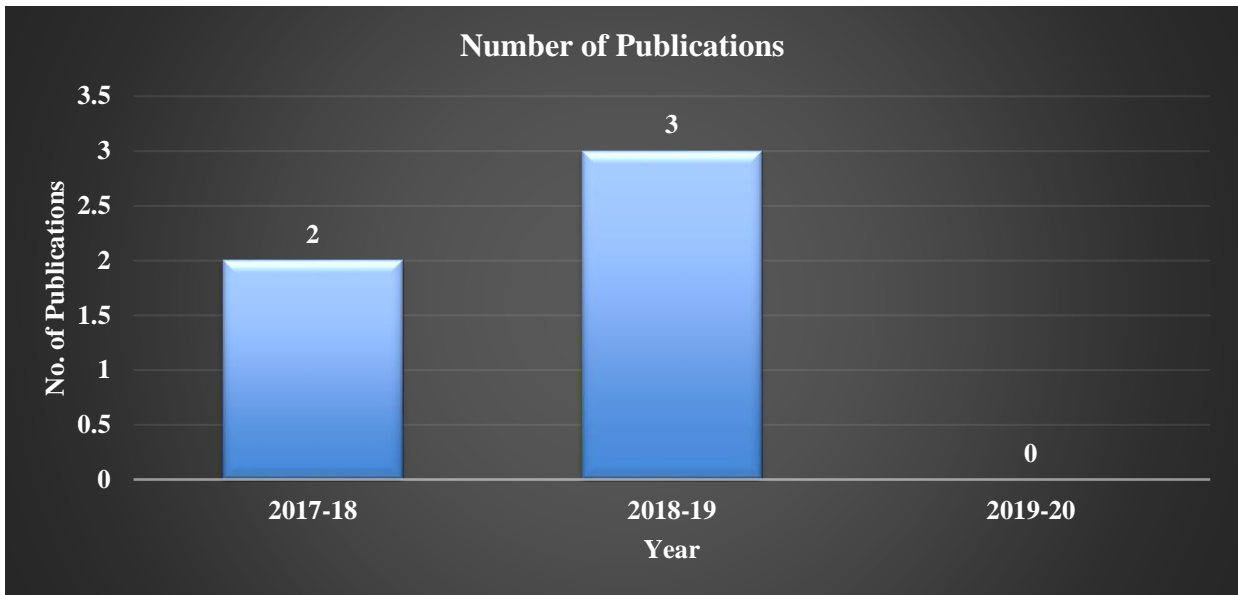


Figure 30 No. of Books published on Best Practices during 2017-2020

## V. Minimum Government – Maximum Governance

The Department of Administrative Reforms and Public Grievances brings out its e- Magazine titled 'Minimum Government - Maximum Governance' (MGMG) as an e-Book in its endeavour to document and disseminate successful good governance practices. In the e- Magazine, write-ups based on the shortlisted initiatives of PM Awards and National e- Governance Awards instituted by DAR&PG are being compiled. It is published on the website of the Department in e-Book form biannually. It is also uploaded on various platforms like Facebook and Twitter.

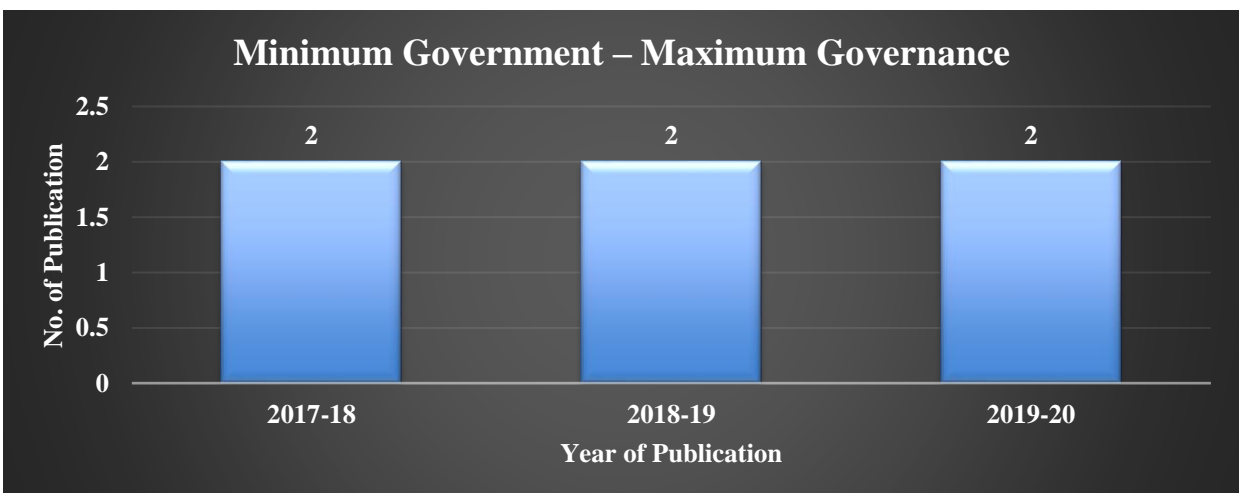


Figure 31 No. of Publications under Minimum Government – Maximum Governance

## Details of publications in the last three years:

Table 11 No. of Publications under Minimum Government – Maximum Governance

Year	Number of Publications
2017-18	Two
2018-19	Two
2019-20	Two



Figure 32 Publication under Minimum Government - Maximum Governance in 2017

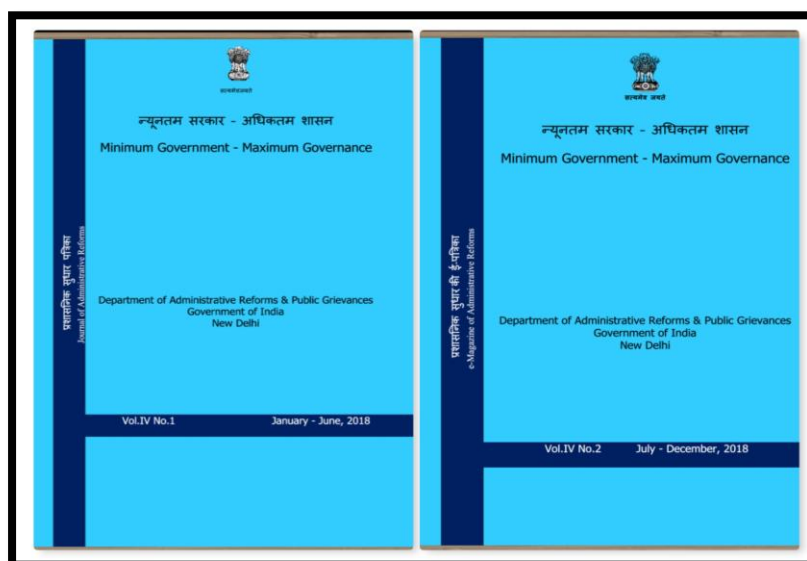


Figure 33 Publication under Minimum Government - Maximum Governance in 2018



Figure 34 Publication under Minimum Government - Maximum Governance in 2019

Over the last three-year period between 2017-2020, the department has been able to successfully continue the publication of its biannual e- Magazine titled ‘**Minimum Government - Maximum Governance**’ (MGMG) as an e-Book in its endeavours to document and disseminate successful good governance practices.

#### 4.2.4. Sevottam

##### Case Study: Haryana Institute of Public Administration, Gurugram, Haryana

#### Overview

Haryana Institute of Public Administration, Gurugram is an apex State Administrative Training Institute funded by the Government of Haryana. It was established in 1983 with the objective of providing training, consultancy and carrying out research to improve efficiency and effectiveness in administration. It was decided by the State government to implement the Sevottam model to improve the quality of health services being provided in all medical institutions of the State so that public health service delivery can reach the citizens in a better manner. Under the Sevottam model, the departments of the State can improve the quality of health services under the available resources by self-assessing. Haryana has earned BIS certification (IS 15700:2005).

#### Findings

BIS Certification: Yes

Fund Utilization:

Year-wise details of Budget allocation and utilization under Sevottam

Table 12 Year-wise Budget allocation and utilization at HIPA Haryana

Year	Amount Received (In Rs.)	Date of Receipt
2017-18	Rs.10.84 Lakh	26 <sup>th</sup> July, 2017
2018-19	Rs.20 Lakh	24 <sup>th</sup> May, 2018
2019-20	Rs.20 Lakh	1 <sup>st</sup> August, 2019
2020-21	Rs.20 Lakh	Sanction issued vide Letter No. K-11026/03/2019-PG(Policy) (C. No. 6172 dated 4 <sup>th</sup> December 2020)

## Capability Building under Sevottam at HIPA Haryana

Training is designed based on informal consultation with the various Government organizations/ departments and thereafter topics are identified for skill development. The feedback mechanism is in place to ensure better delivery and interactions as such there is no TNA mechanism and post training effectiveness mechanism, but achievements and outcomes were measured in terms of better service delivery capabilities and decline in grievance redressal system. A systematic approach for Capacity Building of various stakeholders, employees of the State, members of civil society, trainers and elected representatives through training, research and consultancy is adopted by HIPA.

## Skill sets Covered under Sevottam

The following skill sets have been covered in the trainings conducted:

- Knowledge of Public Service Delivery Guarantee Act,
- Providing Services within the timeline prescribed under Public Service Delivery Guarantee Act, how to implement Quality Management Tools to ensure Quality of Services,
- Handling Grievances,
- Use of E-Governance and Information Technology for better Public Service Delivery,
- Handling Public Grievances effectively.

## Suggestions by the ATI

- Provision for conducting Research and development under Sevottam component may be added.
- Budget Revisions and specific guidelines in respect to expenditure should be added.



Figure 35 IIPA Team with Sevottam cell Haryana

## Case Study: Himachal Pradesh Institute of Public Administration, Shimla

### Overview

The Himachal Pradesh Institute of Public Administration, popularly known as HIPA, was established on January 1, 1974 at Fairlawns, a place about 12 kms. from Shimla on the Mashobara road. The Institute is in a building with a historical past. The building having serene and picturesque surroundings with well laid out spacious and luxuriant lawns was originally got constructed by Mr. R. Dixon of the foreign office of British India. Later, it was purchased by Nawab Muzaffar Ali Khan Quizzalbash of Malerkotla. On his migration to Pakistan in 1947 the property came to the Government of Punjab State, which converted it into a Circuit House. At the time of re-organization of States in November 1966 the property was transferred to Himachal Pradesh government, which was subsequently selected for setting up of the Institute. Sevottam began in 2013 in HIPA with many trainings being conducted under its aegis.

### Findings

BIS Certification: N/A

Fund Utilization:

Table 13 Year-wise Budget allocation and utilization at HIPA Himachal Pradesh

Year	Amount Received (Rs.)/Date of Receipt	Expenditure Incurred/Date of Submission of U.C.
2013-14	Rs. 20,00,000/- (05.06.2013)	Rs. 20,00,000/- (28.08.2015)
2014-15	Rs. 12,99,000/- (20.12.2014)	Rs. 6,30,814/- (28.08.2015) & Rs. 6,68,186/- (18.05.2016)
2015-16	Rs. 6,30,814/- (19.11.2015)	Rs. 6,30,814/ (06.10.2016)
2016-17	Rs. 10,00,000/- (27.12.2016) Rs. 10,00,000/- (20.02.2017)	Rs. 5,24,143/- (06.06.2017) Rs. 11,14,751/- (15.06.2018) Rs. 3,61,106/- (17.01.2019)



2019-20	Rs. 20,00,000/- (13.06.2019)	Rs. 11,15,796/- (13.01.2021) Rs. 8,84204/- is balance.
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### **Capability Building under Sevottam at HIPA Himachal Pradesh**

The training provided under Sevottam has not only been find useful by the Departments for formulating the citizen charter but also helped various departments to implement the Himachal Pradesh Public Service Guarantee Act, 2011. Under this Act, twenty-three Departments have declared various services for effective and timely delivery to the citizens. The capacity building of officials under Sevottam has not only strengthened the public delivery system but also enhanced efficiency and good governance at the grass root level. This has helped the Departments in effective implementation of Public Service Guarantee Act in the State. The capacity building is a continuous process and necessary for the State officials / officers and its continuity will be the cornerstone in strengthening the public service delivery paradigm in the State. Usually, the training is conducted for following days:

- Five Days Training Programme
- Three Days Training Programme
- Two Days Training Programme at District Level

### **Skill sets Covered under Sevottam**

The following skill sets have been covered in the trainings conducted:

- Knowledge of Public Service Delivery Guarantee Act,
- Providing Services within the timeline prescribed under Public Service Delivery Guarantee Act,
- Handling Public Grievances,
- Use of E-Governance and Information Technology for better Public Service Delivery,
- Capacity building of various officers regarding public service delivery system of their Departments and preparation and implementation of Citizen Charter.

## Themes Covered under trainings

- Training conducted based on Modules Prescribed by Government of India
- Citizens' Charter
- Grievance Redress Mechanism Capability Building
- HP Public service Guarantee Act, 2011
- RTI Act-2005

## Suggestions by the ATI

- For Sevottam a dedicated staff must be ensured, it should be one of the basic guidelines of DAR&PG.
- DAR&PG should ensure the administrative funding in applying for BIS certification. Separate fund should be earmarked for BIS application as it is a lengthy process requiring documentation and expertise. Clear guidelines by DAR&PG to the state governments as to how to apply and obtain BIS certificate is necessary.
- DAR&PG must coordinate closely with the ATIs on timely disbursement of funds for Sevottam.
- Sevottam requires revision of training modules, DAR&PG must ensure revision of the same. The scheme of Sevottam should be continued as it helps in identification of services to be given to public, it works in tandem with the reinforcement of Public Services Delivery Act of the state.

## Glimpses from the Field Visit



Figure 36 IIPA study team at HIPA Himachal Pradesh

**Case Study: Directorate of Training, Union Territories Civil Services (UTCS), Government of National Capital Territory of Delhi**

**Overview**

The Directorate of Training, also known as Directorate of Union Territories Civil Services (UTCS), has the responsibility of imparting foundation trainings, induction trainings and mid-career trainings to the officers / officials of the Government of NCT of Delhi (GNCTD) and to its local / autonomous bodies and corporations. Trainings are imparted to the IAS Probationers of the AGMUT Cadre, Probationers of the Delhi, Andaman & Nicobar, and Lakshadweep Islands Civil Services (DANICS) and to those recruited through the Delhi Subordinate Staff Selection Board. Its mission is to impart Training to IAS (AGMUT) probationers, DANICS probationers and all in-service officers / officials of Government. of NCT of Delhi and its local and autonomous bodies to bring efficiency and orientation in work in discharging their official duties. The institute was operating its Sevottam Cell from 2013-14 to 2015-16. From 2017 onwards, the institute has not raised any funding requirement from DAR&PG, and the institute no longer organizes Trainings under Sevottam.

**Findings**

BIS certification: N/A

Fund Utilization:

Table 14 Year wise details of Budget allocation under Sevottam Training Cell (UTCS Delhi)

S.No.	Name of CSS Scheme	F.Y.	Opening Balance (In Rs.)	Funds Received and Date (In Rs.)	Expenditure Incurred and Date of Submission of U.C. (In Rs.)	Closing Balance (In Rs.)
1	Sevottam Training Cell (2070-00-	2013-14	Nil	20,00,000 07/05/2013	3,72,068 27/11/2014	16,27,932
2		2014-	1627932	3,72,000	1,49,114	18,50,818



## Case Study: About RCVP Noronha Academy of Administration & Management (RCVPNAA), Bhopal, Madhya Pradesh

### Overview

It was decided by the State government to implement the Sevottam model to improve the quality of health services being provided in all medical institutions of the State so that public health service delivery can reach the citizens in a better way. The Sevottam model has been implemented as a pilot project in Bhopal district by the RCVPNAA institution in the State and has found it extremely useful. Under the Sevottam model, the medical institutions of the State can improve the quality of health services under the available resources by self-assessing. After the success of the pilot run, Sevottam Cell was established in the Academy by the Department of Administrative Reforms and Public Grievances in the year 2012. RCVP Noronha Academy of Administration & Management, Bhopal has earned ISO 9001:2015 Certification and this certification has been done by Agency M/s. intertack and valid up to 17.02.2022.

### Findings

BIS Certification: N/A

Fund Utilization:

Table 15 Year-wise details of Budget allocation and utilization under Sevottam at RCVPNAA

Year	Amount Received (Rs.)/Date of Receipt	Expenditure Incurred/Date of Submission of U.C.
2012-13	No. F-15012/6/2012-PG(V) Dated 5 <sup>th</sup> December 2012 (Rs. 20,00,000)	(1) Rs.4,97,192/- Letter No. 8089/Aca/Sevottam Dated 11.12.2014
2014-15	No. D-12011/1/2014-PG Vol.II Dated 27 <sup>th</sup> February 2015 (Rs. 4,97,000)	(2) Rs. 12,36,566/- Letter No. 1739/Aca/Sevottam Dated 15.03.2016

2016-17	No. D-13011/1/2014-PG, Dated 28 <sup>th</sup> September 2016 (Rs. 12,36,566)	(3) Rs. 8,46,862/- Letter No. 1914/Aca/Sevottam Dated 27.03.2018
		(4) Rs. 6,14,000/- Letter No. 304/Aca/Sevottam Dated 15.01.2019
<b>Total: - Rs. 37,33,566/-</b>		(5) Rs. 4,27,200/- Letter No.1470/Aca/Sevottam Dated 11.03.2019

### **Capability Building under Sevottam at RCVPNAA**

Training designed based on informal consultation with the various Government. organizations/ departments and thereafter topics are identified for skill development. The feedback mechanism is in place to ensure better delivery and interactions as such there is no TNA mechanism and post training effectiveness mechanism, but achievements and outcomes were measured in terms of better service delivery capabilities and decline in grievance redressal system.

### **Skill sets which have been covered in the trainings conducted so far**

- i. Knowledge of Public Service Delivery Guarantee Act,
- ii. Providing Services within the timeline prescribed under Public Service Delivery Guarantee Act, how to implement Quality Management Tools to ensure Quality of Services,
- iii. Handling Grievances received under C.M. Helpline Portal,
- iv. Use of E-Governance and Information Technology for better Public Service Delivery,
- v. Handling Public Grievances effectively

### Activities which have been conducted under Sevottam are as follow

- i. I.S.O. Certification has been obtained.to ensure continuous quality improvement in the Academy. Internal Audit System has been implemented to ensure quality.
- ii. Conduct of training programmes for the Capacity Building of State Government employees.

### Suggestions by the ATI

- The DAR&PG should develop training modules for various stakeholders for a standardized training across the country.
- Online training modules should also be developed for the Capacity Building of Government Employees for Quality Enhancement in Services, Improvement of Behavioural Skills, and quick response to Public Grievances.

### Glimpses from the Field Visit



Figure 38 Dr. Surabhi Pandey with Director Training

## Case Study: H C M Rajasthan State Institute of Public Administration, Jaipur, Rajasthan

### Overview

HCM Rajasthan State Institute of Public Administration (HCM RIPA) is an apex level State administrative training institution of the Government of Rajasthan for training of civil servants. HCM RIPA has now emerged as one of the front-ranking training establishments in India and abroad.

### Findings

BIS Certification: N/A

Fund Utilization:

Table 16 Year-wise details of Budget Allocation at RIPA

S.No.	Year	Amount Received (In. Rs)	Date of Amount received	Budget Spent	Utilization Certificate (Date of Issue)	Amount (Balance)
1	2013-14	20,00,000	13 May 2013	26,07,839	12 June 2017	
2	2014-15	8,95,000	26 December 2014			
3	2016-17	12,69,000	27 July 2016	1,24,500	N/A	
Total		41,64,000		27,32,339		14,31,661

### Details of trainings and activities conducted under Sevottam at RIPA

- Training on Handling Public Grievances and Capacity Building for Good Governance to bring about improvement in Citizen Service Delivery
- Right to Hearing
- Good Governance



- National Consultation Workshop on Grievance Redressal Mechanism
- Workshop on Citizen Charters
- Workshop and Library Corner on Human Rights
- Regional Consultation Meeting with District Level Officers and Public in Jodhpur, Jaisalmer, Nagpur, Kota and Bundi
- Classroom trainings
- Seminars, Workshops and, Field visits
- Film's screening
- Group Discussion
- Case Studies
- Group Exercises
- Sharing of Material regarding the concept of Sevottam, Citizens' Charter, concepts of grievances Redressal Mechanism, salient provisions (PPT) of Rajasthan Guaranteed Delivery of Public Services Act 2011, Rajasthan Hearing Act 2013, and the copy of Right to Information Act published by RIPA.
- Examples of best practices about success of Sevottam in other departments

### **Suggestions by the ATI**

- Certification process is complicated, it should be simplified.
- There is no utility of Citizen Charter as our state has implemented time bound service delivery (Rajasthan Guaranteed Delivery of Public Services Act, 2011.)
- Adequate infrastructure and manpower are required for effective implementation of Sevottam Module.

### **Glimpses from the Field Visit**



Figure 39 IIPA Study team at RIPA Jaipur

## Case Study: U. P. Academy of Administration & Management UPAAM, Lucknow, U.P.

### Overview

The Sevottam Cell of the State of Uttar Pradesh is a part of UP Academy of Administration & Management Lucknow. At Academy level in 2013-14, and 2014-15 few departments (UP Housing board, trade tax, UP fire services, Revenue and Medical & Health.), which are directly involved in service delivery were considered for Sevottam training simultaneously, master trainers were also trained so that they could impart training to others within their departments. Total 301 officers were trained within these department and 34 Master trainers were developed for disseminating training in their department.

### Findings

BIS Certification: N/A

Fund Utilization:

Table 17 Year-wise details of Budget Allocation at UPAAM

S.No.	Year	Fund Allocation (In. Rs.)
1.	2012-13	20,00,000.00
2.	2013-14	2,80,895.00
3.	2014-15	3,96,995.00
<b>Total</b>		<b>26,77,890.00</b>



Figure 40 Dr. Surabhi Pandey at ATI UPAAM, Lucknow

## Case Study: Mahatma Gandhi State Institute of Public Administration (MGSIPA), Chandigarh, Punjab

### Overview

Mahatma Gandhi State Institute of Public Administration (MGSIPA), Punjab was established in 1978 as registered Society to undertake research, consultancy, training, and allied activities to improve management efficiency in the various areas of Public Administration particularly those areas which are characterized by deficits in the system leading to poor performance and inefficiency. The Institute is ISO 9001:2015 & ISO 14001: 2015 certified. The objectives stipulated in the Institute's byelaws very clearly emphasize the need for undertaking research projects for suggesting remedial measures. The Sevottam project was started in MGSIPA in 2012 which contributed a lot towards the success of e-governance programmes.

### Findings

BIS Certification: N/A

Fund Utilization:

Table 18 Year-wise details of Budget allocation and utilization under Sevottam at MGSIPA

S. No.	Year	Budget Allocated	Utilization
1.	2012	Rs.20.00 lacs	Rs.6.86 lacs (in 2013-14)
2.	2014	Rs.6.86 lacs	Rs.12.78 lacs (in 2014-2015)
3.	2015	Rs.12.78 lacs	Rs.6.49 lacs (in 2015-16)
4.	2016	Rs.6.49 lacs	Rs.10.63 lacs (in 2016-17)
5.	2018	Rs.19.00 lacs	Rs.8.99 lacs (in 2017-18)
6.	2019	-	-
7.	2020	-	Rs.5.33 lacs (in 2019-20)
	<b>Total</b>	<b>Rs.65.13 lakhs</b>	<b>Rs.51.08 lakhs</b>

## **Capability Building under Sevottam at MGSIPA**

MGSIPA conducted trainings under Sevottam based on the following themes:

- Concept of Sevottam & Sevottam compliant Citizen Charter
- Motivation for delivery of Citizen Centric Services
- E-District/E-Sewa
- E-Office
- State Service Delivery Gateways (SSDG)
- Punjab Transparency & Accountability in delivery of Public Services Act, 2018.
- Knowledge of Public Service Delivery Guarantee Act,
- Providing Services within the timeline prescribed under Public Service Delivery Guarantee Act,
- Handling Public Grievances,
- Use of E-Governance and information Technology for better Public Service Delivery,
- Capacity building of various officers regarding public service delivery system of their departments and preparation and implementation of Citizen Charter
- Identification of the services required to be put in Citizen Charter.
- Procedure for providing good services to citizens under Citizen Charter.
- Role of the respective responsibility centres and officials
- Establishment of GRM for redressing the complaints of unsatisfied customers.

## **Suggestions by the ATI**

- BIS team should be made answerable to DAR&PG for they have a complicated certification procedure which makes it difficult for the state governments to obtain the same. Documentation process of BIS should be simplified.
- A Nodal Officer should be appointed in every state government department to ensure accountability of the state government in respect to the Citizen Charter.
- Permanent and dedicated staff should be deployed in every ATI for the functioning and continuation of Sevottam. For the training under Sevottam, the training modules must be revised by DAR&PG from time to time.
- Uninterrupted funding of Sevottam should be ensured by DAR&PG.
- The scheme of Sevottam should be continued.

## Case Study: Administrative Training Institute, Lalitha Mahal Road, Mysuru

### Overview

ATI is the apex training institute of the Government of Karnataka. Training programmes that are conducted on regular basis include Foundation Course for Gazetted probationers of the State Civil Services, Orientation courses for IAS / IFS probationers allotted to Karnataka cadre, refresher courses for Senior Officers, Training of Trainers and training on Gender Issues, Financial Management, Legal Issues and Computer Applications. ATI caters mainly to the needs of Grade A and Grade B Officers. There are 29 District Training Institutes (DTIs) which conduct training programmes for Group 'C' and Group 'D' employees. The Sevottam cell was working from 2010 to 2013, 2015 onwards only training programmes have been conducted. Types of training conducted at the ATI are In-house and off-campus programmes.

### Findings

BIS Certification: N/A

Fund Utilization:

Table 19 Funds Released, Utilization Certificate from ATI Mysore

Year	Amount released	Expenditure for the year	Utilization Certificate
2013-14	20.00 lakhs	20.00 lakhs	2013-14 For the year 2013-14 Utilization Certificate sent on 12/06/2014
2014-15	20.00 lakhs	6,95,078-00	2016-17 For the year 2016-17 Utilization Certificate for an amount of Rs.6,95,078/- sent on 05/05/2017 & balance amount of Rs.13,04,922/- is requested to utilized for the year 2017-18
	b/f13,04,922/-	88,076	2017-18 For the year 2017-18 Certificate for an amount of Rs. 88,076/-sent on 03/02/2018 balance amount of Rs. 12,16,846/-is requested to utilized for the year 2018-19

	b/f 12,16,846/-	3,30,718	2018-19	For the year 2018-19-Utilization Certificate for an amount of Rs.3,30,718/-sent on. dt:04/07/2019 & to surrender the balance amount of Rs.8,86,128/- requested DAR&PG for the Bank details in the letter dated:09/09/2019. But the information is not yet received.
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**Activities conducted at the ATI**

- i. Skill development
- ii. Hands on experience
- iii. Visit to best practice.
- iv. Group Activity, etc.



Figure 41 Mysuru ATI (Source: ATI Mysuru Official Website)

#### 4.2.5. State Collaboration Initiative

DAR&PG provides funds to the State Governments under State Collaboration Initiative (SCI) Scheme. List of the projects sanctioned in each of the last three years (2017-18, 2018-19 & 2019-20) along with the project cost is given in the table below:

Table 20 Details of the projects sanctioned between 2017-18 and 2019-20 under SCI component.

<b>State Collaboration Initiative (SCI)</b>				
<b>Year</b>	<b>S. No.</b>	<b>Name of the State</b>	<b>Project Cost (in Rs)</b>	<b>Fund Released</b>
<b>2017-18</b>	<b>1</b>	A&N Administration	98,00,000	67,75,190
	<b>2</b>	Karnataka	99,25,600	18,70,383
	<b>3</b>	Kerala	70,16,000	14,03,200
	<b>4</b>	Telangana	2,70,00,000	90,00,000
	<b>5</b>	Uttar Pradesh	1,70,00,000	1,36,00,000
	<b>6</b>	Mizoram	88,60,000	70,88,000
		<b>Total (In Rs.)</b>		<b>3,97,36,773</b>
<b>2018-19</b>	<b>1</b>	Mizoram	88,60,000	17,72,000
	<b>2</b>	Kerala	68,25,500	68,25,500
	<b>3</b>	Maharashtra	8,00,000	6,40,000
	<b>4</b>	Haryana	6,26,93,000	3,60,77,000
			<b>Total (In Rs.)</b>	
<b>2019-20</b>	<b>1</b>	Telangana	60,00,000	12,00,000
	<b>2</b>	Maharashtra	94,40,000	30,40,000
	<b>3</b>	Puducherry	1,00,00,000	80,00,000
	<b>4</b>	Jammu & Kashmir	1,49,50,000	1,20,40,000

	<b>5</b>	Himachal Pradesh	1,13,00,000	90,40,000
	<b>6</b>	Uttar Pradesh	1,88,39,000	1,50,71,200
		<b>Total (In Rs.)</b>		<b>4,83,91,200</b>

**Details of all the completed and ongoing projects sanctioned between 2017-18 and 2019-20 under SCI component are:**

Table 21 Details of completed and ongoing projects between 2017-18 and 2019-20 under SCI component

<b>S. No.</b>	<b>Name of Project and Implementing Agency</b>	<b>Year (Last instalment received)</b>	<b>Cost of Project</b>	<b>Status of Project</b>
<b>1.</b>	Livelihood Programme to Strengthen the Informal Waste Workers - Bruhat Bangalore Mahanagar Palike (BBMP), Bengaluru, Government. of <b>Karnataka.</b>	2018	Rs. 99,25,600/-	<b>Completed</b>
<b>2.</b>	Develop a Competency Framework for Personnel the Cutting-Edge Level of Operations in Panchayat Directorate of Local Self Government Dept. - Institute of Management in Government (IMG), Government. of <b>Kerala</b>	2018	Rs. 70,16,000/-	<b>Completed</b>
<b>3.</b>	Implementation of Human Resource Management System in Odisha- by Centre for Modernizing Government Initiative (CMGI)- a society under GA(AR) Dept. Government. of Odisha	2017	Rs.75,80,800/-	<b>Completed.</b>



	Bhubaneswar, <b>Odisha</b>			
<b>4.</b>	Digital Telangana: TS CLASSES (Telangana State Computer Literacy in Skills & Schools), Government. of <b>Telangana.</b>	2017	Rs. 60,00,000/-	<b>Completed</b>
<b>5.</b>	Digital Telangana: e-Health, Government. of <b>Telangana</b>	2017	Rs. 1,50,00,000/-	<b>Completed</b>
<b>6.</b>	Disaster Management Control Portal, Government. of <b>Telangana.</b>	2017	Rs. 60,00,000/-	<b>Completed</b>
<b>7.</b>	High Level Project Proposal/Estimate for monitoring of various schemes of different department for implementation in District –Etah, <b>Uttar Pradesh</b>	2018	Rs. 1,70,00,000/-	<b>On going</b>
<b>8.</b>	Strengthening of Service Delivery under the Mizoram Right to Public Services Act, 2015. Government. of <b>Mizoram.</b>	2019	Rs. 88,60,000/-	<b>On going</b>
<b>9.</b>	Rethinking of E-Waste Management – Vision for a sustainable Telangana, ITE&C, Department, Government. of <b>Telangana.</b>	2019	Rs. 60,00,000/-	<b>Completed</b>
<b>10.</b>	Develop Citizen Report Cards for institutions under Department of Social Justice, Women and Child Development, Government. of Kerala - Institute of Management in	2019	Rs. 68,25,500/-	<b>Completed.</b>

	Government (IMG), Thiruvananthapuram, <b>Government. of Kerala.</b>			
<b>11.</b>	Development of e-Governance application to monitor status of court cases where Collector is one of the respondents, District Collector, Parbati, <b>Government. of Maharashtra.</b>	2020	Rs. 8,00,000/-	<b>Completed</b>
<b>12.</b>	Change detection for identification of unauthorized construction and monitoring of construction & development activities through remote sensing technology, Dept. Of Town and country Planning, <b>Government. of Haryana, Chandigarh.</b>	2019	Rs. Rs.6,26,93,000/-	<b>On going</b>
<b>13.</b>	Centralized Admission Committee (CENTAC), Dept. Of Higher and Technical Education, <b>Government. of Puducherry.</b>  College Management System (CMS) to monitor all Government. College, Dept. of Higher and Technical Education, <b>Government. of Puducherry</b>	2020	Rs. 1,00,00,000/-	<b>On going</b>
<b>14.</b>	Development of Inventory Management System of Software Application for Dept. of Rural Development and Panchayati Raj, <b>Government. of Jammu &amp; Kashmir.</b>	2020	Rs. 70,80,000/-	<b>On going</b>

15.	Capital City Administration Grievance Redressal Cell and Citizen Call Centre, District Administration, <b>Srinagar, Government. of Jammu, and Kashmir.</b>	2020	Rs. 79,70,000/-	<b>On going</b>
16.	Project- “Chambal”-Promoting Chamba Products to be encourage local artisans/handicraft. <b>District Administration, Chamba, Government. of Himachal Pradesh.</b>	2020	Rs.1,13,00,000/-	<b>On going</b>
17.	Technology based Policeman Application for Police Human Resource Management (HRM) and training, <b>SSP Office Ayodhya, Government. of Uttar Pradesh.</b>	2020	Rs. 99,39,000/-	<b>Completed</b>
18.	Develop Bulandshahar Ceramic Industry Eco System with Common Web Portal and support system, <b>District Administration, Bulandshahar Government. of Uttar Pradesh.</b>	2020	Rs. 89,00,000/-	<b>On going</b>
19.	Formation of online support desk to resolve problem faced by user in Labour Commissionerate, Dish and Directorate of Boilers, O/o the Commissioner of Labour, Mumbai, <b>Government. of Maharashtra.</b>	2020	Rs. 86,40,000/-	<b>On going</b>
20.	Digitization of records of Government. of Jammu & Kashmir, IT Department, Union Territory of <b>J&amp;K</b>	2020	Rs. 16 Crore	<b>On going</b>

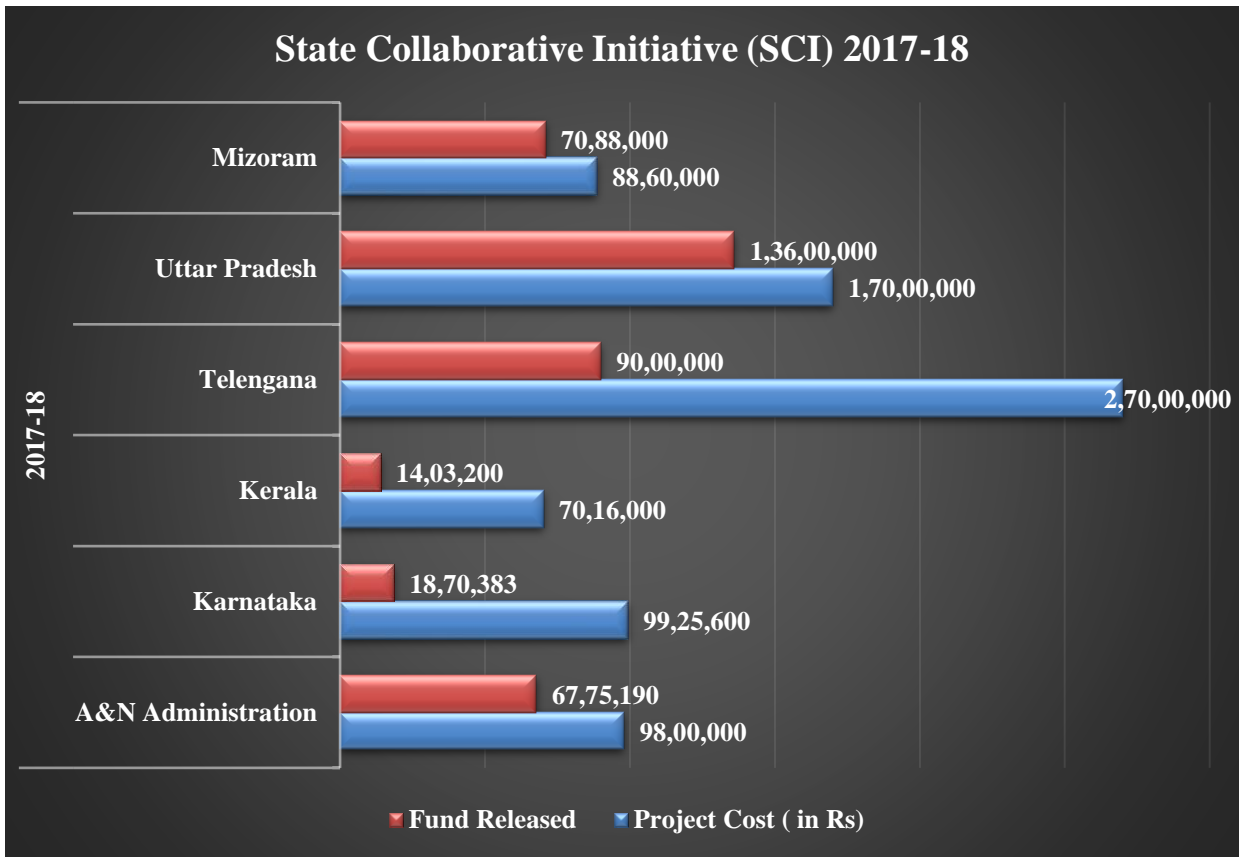


Figure 42 SCI Fund Allocation 2017-18

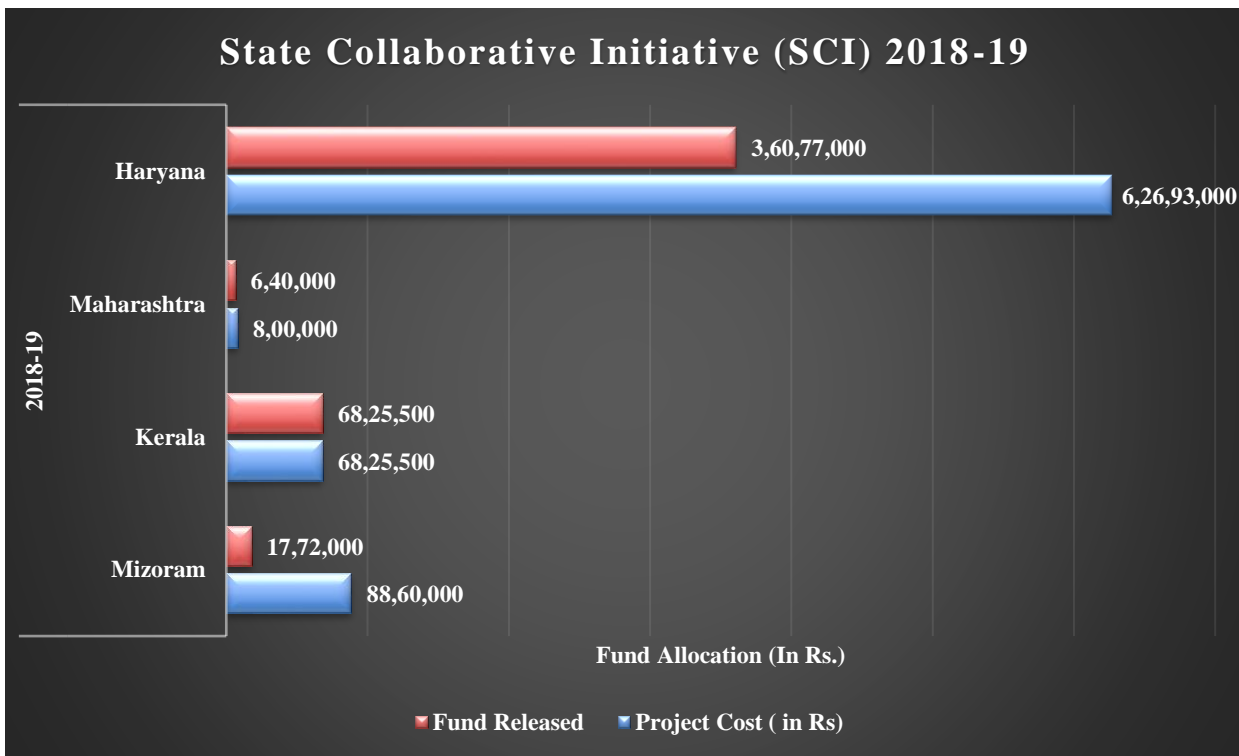


Figure 43 SCI Fund Allocation 2018-19

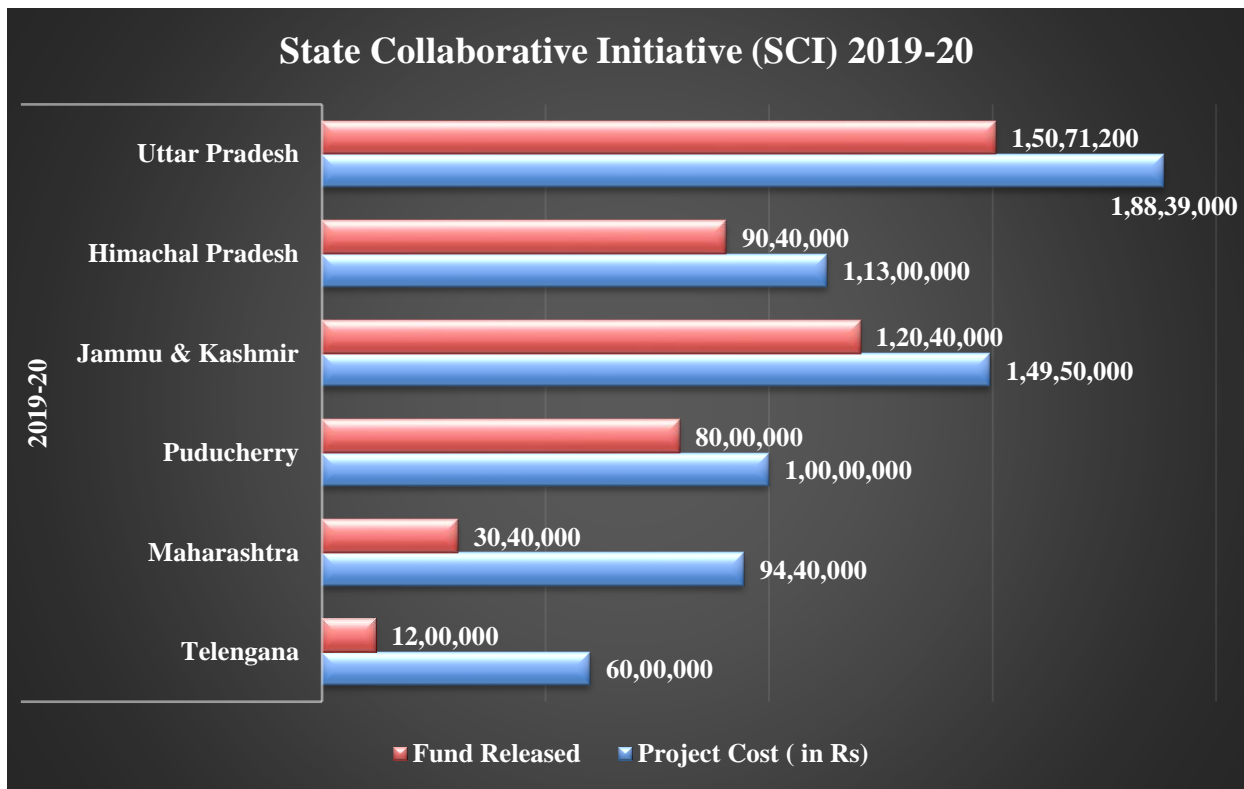


Figure 44 SCI Fund Allocation 2019-20

State	Cost of Project (In Rs.)
Odisha	75,80,800
Mizoram	88,60,000
Maharashtra	94,40,000
Karnataka	99,25,600
Puducherry	1,00,00,000
Himachal Pradesh	1,13,00,000
Kerala	1,38,41,500
Telangana	3,30,00,000
Uttar Pradesh	3,58,39,000
Chandigarh	6,26,93,000
J & K	17,50,50,000
<b>Total (In Rs.)</b>	<b>37,75,29,900</b>

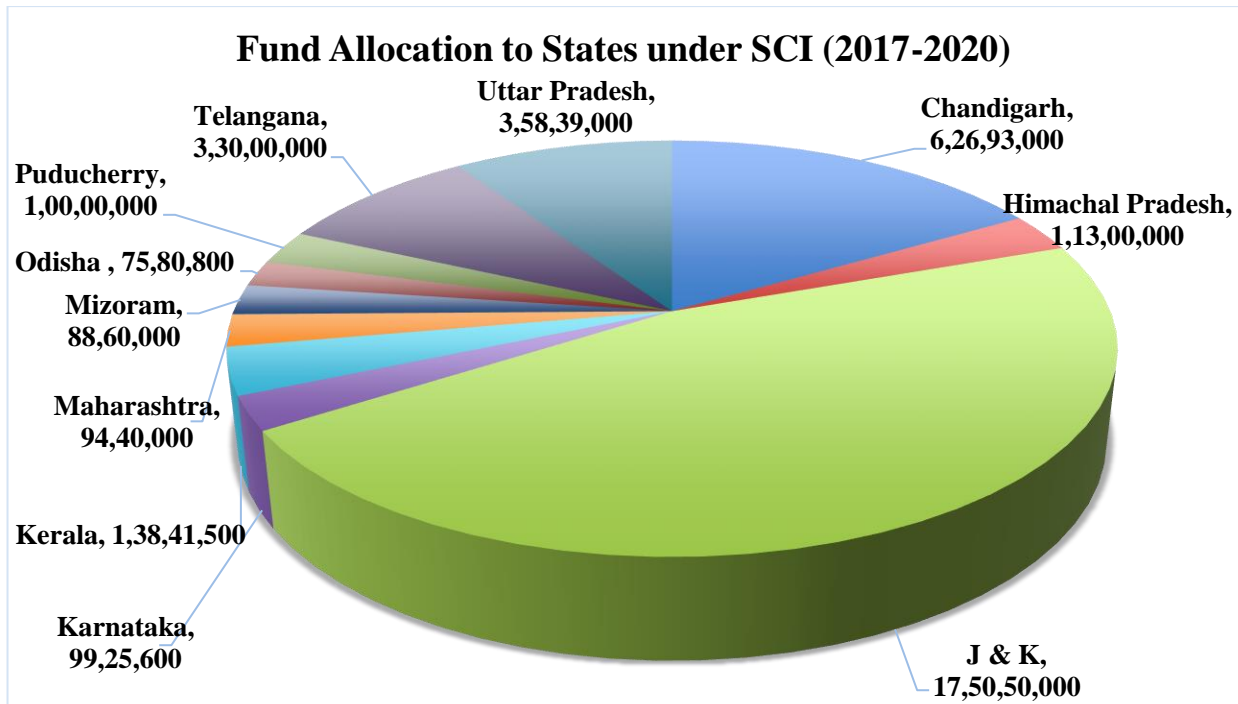


Figure 45 Fund Allocation to different States under SCI between 2017-2020

In the last three years, DAR&PG has undertaken about 20 SCI projects of which 10 projects have been completed and 10 are still On-going. From the above data, it is observed that in the period 2017-2020, the state of Telangana received funds for four different projects to tune of Rs. 3,30,00,000, followed by, erstwhile state of J&K which received funds for three projects to tune of Rs. 17,50,50,000; then, Uttar Pradesh which received funds for three projects to the tune of Rs. 3,58,39,000; Kerala which received funds for two projects to the tune of Rs. 1,38,41,500; Maharashtra also received funds for two projects to the tune of Rs. 94,40,000; while Odisha received funds for one project to the tune of Rs.75,80,800; Karnataka received funds for one project to the tune of Rs. 99,25,600; Puducherry received funds for one project to the tune of Rs. 1,00,00,000; Chandigarh received funds for one project to the amount of Rs. 6,26,93,000 and Mizoram received funds for one project to the tune of Rs. 88,60,000.

In terms of the amount received, the erstwhile state of Jammu & Kashmir received the highest funding of all states to the tune of Rs. 17,50,50,000 followed by Chandigarh (Rs. 6,26,93,000), Uttar Pradesh (Rs. 3,58,39,000) and Telangana (Rs. 3,30,00,000), in that order.

#### 4.2.6. International Exchange and Co-Operation

DAR&PG acts as the nodal agency on matters pertaining to international cooperation in the areas of Public Administration and Governance, which covers organizing programmes and visits of the foreign delegation to India and visits of Indian delegation abroad as part of projects/ bilateral measures taken up in accordance with the Memorandum of Understanding (MoU)/ Agreements signed between India and other countries (bilateral or multilateral). The international cooperation component aims at enabling sharing of information, best practice, and personnel across governments of various countries.

This component includes two activities which are given below:

- (a) International cooperation with other countries in public administration and governance reforms. The Exchange process helps in understanding the best practices and initiatives in other countries that the same can be replicated in Indian context.
- (b) Organization of foreign training programmes of Indian officers including PM's/National e-Governance Awardees in International Institutes of repute.

#### **Objectives of the component**

- Improving the current system of governance, particularly in the areas of public administration and delivery of services, bringing about a greater sense of responsiveness, accountability, and transparency, and thereby achieving the goals of Inclusion, Innovation and Public accountability.
- Achieving excellence in public administration, good governance, and public service reform, which would ensure and promote greater public accountability.
- Bringing about innovative best practices to achieve excellence in public administration in the context of improving public service delivery which is a crucial element of the bilateral exchange and cooperation.

## Budgetary Allocation

Table 22 Allocation and fund utilization during the Study Period

<b>International Exchange and Cooperation</b>				
<b>S. No.</b>	<b>Financial Year</b>	<b>Budget Estimate (Rs.in Lakhs)</b>	<b>Revised Estimate (Rs.in Lakhs)</b>	<b>Utilization</b>
		<b>BE</b>	<b>RE</b>	
1.	2017-18	300	225	165.34
2.	2018-19	340	281	277.38
3.	2019-20	300	4.17*	4.17*
	<b>Total</b>	<b>940</b>		

(\*No training programme could be organized during 2018-19 due to Lok Sabha Elections and consequently postponing of the Civil Services Day, 2019. During 2019-20 also no training programme has been organized due to Covid – 19 outbreaks.)

## Foreign Training Programmes

In order to understand the framework for public service reforms and its implications on service delivery and also to gain insight about e-governance initiatives and approaches in other countries, the department organizes foreign training programmes in specific areas of interests in Institutes of international repute primarily for PM Awardees and E-Governance Awardees and also AR Secretaries of States/ UTs, Nodal officers of Ministries/ Departments of Government of India based on their performances in handling the Public Grievances on CPGRAMS etc. Indeed, DAR&PG has also been instrumental in organizing customized foreign training programmes and exposure units for the winners of PM Awards for Excellence in Public Administration and National-e. Governance Awards in Contemporary topics or themes in Public Administration, e. Governance and Citizen Centric Services Delivery.



Five days training programme was held in Maxwell Syracuse University, New York, USA on the theme ‘Minimum Government with Maximum Governance’ on November 05, 2018. Due to Covid – 19 outbreak world-wide in 2019-2020 no such training programmes could be organized.

Table 23 Foreign Training programmes organized during the last 3 years.

Year	University/ Foreign Training Institute & Place and Country	No. of Participants
2017-18	<ul style="list-style-type: none"> <li>• Korea Development Institute (KDI) Seoul, South Korea</li> <li>• London School of Economics (LSE) London, UK</li> </ul>	45
2018-19	<ul style="list-style-type: none"> <li>• Korea Development Institute (KDI), Seoul, South Korea</li> <li>• Maxwell (Syracuse) University New York, USA</li> <li>• Durham, USA</li> </ul>	56
2019-20	N/A *	-

*(\*No training programme could be organized during 2018-19 due to Lok Sabha Elections During 2019-20 also no training programme has been organized due to COVID – 19 outbreaks.)*

The training programmes provided the participants not only cross-country exposure but also helped in building their capability in the area of governance. Feedback received from some of the participants about these training programmes is as follows:

- The programme increased our understanding of the governance practices of America.
- It was learnt as to how Korea has become the one of the rising economies of the world in a short span of some decades.
- It was learnt as to what kind of Korean culture has produced some of the best brand in the world.
- The programme helped in learning some of the good practices, systems and processes of US which can be replicated in Indian context.

- The programme helped in broadening our horizons.

In essence these programmes were very well received by the participants and the field visits in the said countries exposed them to different management and leadership styles used in their country which can eventually be contextualized to suit the requirement of our country. It is therefore, recommended to continue these foreign training programmes and exposure visits.

### **Memoranda of Understanding (MoUs)**

DAPRG has entered cooperation with foreign countries. Presently in the areas of Public Administration and Governance, bilateral MoUs have been signed with France, Malaysia, Singapore, United Kingdom, Portugal, China, Australia, and trilateral MoU signed with Brazil and South Africa (IBSA).

The details of the MoUs signed in last three years (2017-2020) are as follows:

Table 24 MoUs Signed in last three Years

<b>Year</b>	<b>Country</b>	<b>Area of MoU</b>
June 1, 2018  (MoU was initially signed in Nov 2011 which was again renewed in 2018)	Singapore	Work force, workplace, jobs, and Public Service Delivery
June 4, 2020	Australia	Promoting transparency and accountability in delivery of public services.  Building effective service delivery in the public service; recruitment and promotion in the public service.  Developing a framework for values and competencies; training and capacity building of the public service.  Public Sector Management and Reform

		Public Grievance Redress Mechanism, facilitating short term foreign training programmes for officers of Government of India or Australia and promoting and utilizing potential of retired government servants.
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**CHAPTER 5:  
SUGGESTIONS AND  
RECOMMENDATIONS**

## **5. SUGGESTIONS AND RECOMMENDATIONS**

**IIPA recommends continuation of the plan scheme of Administrative reforms of DAR&PG** since the scheme is an expression of continuous ushering in revolutionary measures in areas of administrative reforms as well as redressal of public grievances relating to the states in general and those pertaining to Central Government agencies in particular. The Department has not only endeavoured to successfully document and disseminate successful good governance practices by way of audio-visual media and publications but also has undertaken activities in the field of international exchange and cooperation to promote public service reforms.

Based on the observations and findings made by IIPA study team during the third-party evaluation of the Scheme, the suggestions and recommendations have been enlisted below.

### **Modernization of Government Offices Scheme**

#### **1. Overlapping of nature of work**

The Scheme may be restructured to address the overlapping nature of the fund's disbursement both by DAR&PG and the various ministries. Keeping in view the Central Vista Project which aims at complete transformation of central government departments/ ministries, DAR&PG may relook and rethink in expanding the scope of guidelines and scheme coverage by incorporating nearby areas under its purview.

#### **2. Focus on improving the accessibility to people with special needs**

There is crucial need to pay serious attention on the needs of the person with disabilities while designing structures. Therefore, the scheme may accommodate proposals focused on making offices modernized in a manner which recognizes the need for more accessibility for people with disabilities.

#### **3. Budget Revision**

Budget provided by DAR&PG under this component may be relooked as per the real requirements of the ministries. However, DAR&PG may revise the current funding pattern of 75 :25 in order to avoid the ambiguity related to the funding mechanism.

### **Pilot Projects on Administrative Reforms**

## **National Conference on e Governance**

### **1. Increase Manpower**

Since the time to organize the award function is highly limited, consultants are taken on board who work on every aspect from reviewing the award scheme to the initial scrutiny of the nominations. These consultants are hired through National Informatics Centre Services Inc. (NICSI) under MeitY. Salary paid to each consultant is around Rs 3 to 4 lakh per month which is quite high. To address this issue, the Department can hire young professionals as interns. This practice is common in other Ministries as well. For example, in Ministry of Women & Child Development when ‘Nari Shakti Puraskar’ are given then many Interns are hired for handling all the processes related to it. This practice would not only save the cost of DAR&PG but would help grooming the young talent of India for taking up future managerial challenging roles. Undoubtedly, it would solve the demand side issue and also improve the supply of efficient human resources by making the interns future ready and familiar with the government functioning.

### **2. Increase Budget for NCeG**

The funds allocated to State selected for conducting National conference for e-Governance are around Rs 50 lakh (2018-19) and Rs 1 crore (2019-20). The conference is attended by more than 500 delegates including dignitaries, senior government officials and all the awardees of PM awards. The boarding and lodging charges are insufficient to cater to this large number of attendees. It was found that the total expenditure incurred on the said conference is around two times or more than the allotted fund. Some of this extra expenditure is sometimes borne by MeitY while the rest is borne by the concerned State. It is therefore, recommended that the budget of the National Conference on e- Governance should be increased to 1.5 crores. This would also help attracting more States to volunteer for organizing National Conference on e- Governance.

### **1. Broaden the scope of ‘Priority’ category programmes**

Under this, DAR&PG has two categories of programmes, namely, Innovation and Priority. The Priority category may be broadened its programme coverage to cater to the economic interests of a district by incorporating commercial oriented schemes. For example, One District One Commodity oriented programme maybe envisaged by DAR&PG to promote inter-state and intra-state trade. This will also be in line with the notion of Aatmanirbhar Bharat. Under this, taking the example of West Bengal, one of its districts may be highlighted to showcase its potential in jute production; Assam for its tea production and Uttar Pradesh can have its lead in sugar production. The districts in each state may further work to achieve objectives of good governance by providing livelihood to the people based on commodity-oriented programmes.

The Priority category may also be enhanced by including ‘education’ as one of the components through which education centric schemes may be highlighted. Schools performing well in district(s) of each state may be awarded and Government Schools may be envisaged as primary institutions of service delivery. This would help in fostering good governance at the fundamental level in the country.

### **2. Encourage Research and Development**

There is a need to encourage a greater number of research and evaluation studies on PM Award winning initiatives. Such studies may showcase the efforts of innovators, analyses the innovation process, and serve as case in points for the others.

### **3. Revision of Award money**

The prize money awarded to District/organization may be revised from 10 lakhs to 20 lakhs for effective implementation of project/ programme and bridging of resource gaps in any area of public welfare.

## **1. Financial Assistance to States / UTs**

- This should continue in its present form.

## **1. Production of Documentary Films on Best Practices**

### **a) Translation of films in regional languages**

This component may incorporate a provision for translating the documentary film in different regional languages as well for better outreach to public. Therefore, focus should be on creating films into different languages so that it does not defeat the purpose of ‘dissemination of information’ of this component.

## **2. Regional Conferences**

### **a) Continuation in present format**

Number of Regional Conferences may continue in the present format. Considering the translated outcomes and impact created, Department may also consider organizing such events using new information technology tools such as webinars as well.

### **b) Increase the Budget for the Regional Conferences**

The present budget allotted for organizing three regional conferences in a year is Rs 45 lakhs (Rs 15 lakh per conference). Keeping in view the significance and outcome of the Regional conferences the proposed budget for the Regional conferences may be increased to around twice the current amount.

## **3. Books on Best Practices**

### **a) Collaborating with International Publication**

DAR&PG may collaborate with some renowned international publications like SAGE, Bloomsbury, IJSSR and IJSSHR etc. for publication of books on best practices. This would help widening the reach of these books by increasing the readership.

### **b) Increase e-book entries on digital libraries**



DAR&PG library has around 33,000 books, it gets difficult to digitise all the books especially when the number of books is huge. Therefore, it is recommended that the department collaborates with the National Digital Library, so that the users of DAR&PGs library can also access to digital version of additional books available on National Digital Library portal.

#### **4. Minimum Government- Maximum Governance**

##### **a) Redesigning MGMT**

As an e-Magazine MGMT can be designed in a manner which captivates the reader's attention and interest. Its design and layout can be improvised by making use of illustrations and images. Addition of innovative visuals and graphics can provide a new look and feel to the e-Magazine.

##### **b) Inviting international articles for magazines**

The department may invite papers for publication in the said e-Magazine from international scholars as well. The caption of 'Invite for Papers from International scholars on the theme' may be added on the DAR&PG website. This will help not only in publication of international best practices in different areas based on the theme of the Magazine but would also increase MGMTs global outreach.

#### **Sevottam**

##### **1. Keeping a track on ATI performances**

The performances of ATIs under Sevottam component reflects that some of the ATIs are outperforming other ATIs in terms of fund utilisation and conducting training programs for State officials. The feedbacks from those ATIs which are not performing well, highlights issues in procedural delays, lack of proper instruction and absence of any set mandatory targets under Sevottam scheme. It is therefore, recommended that DAR&PG may coordinate and exchange updates with all ATIs on a quarterly basis every year. This will enable ATIs in effectively utilising the funds and also deliver good results on their set targets.

##### **2. Simplification of Certification process**

BIS certification is the cornerstone of Sevottam framework of ATIs. However, due to lack of dedicated manpower under Sevottam cell, ATIs find it difficult to comply with the lengthy processes and expenses involved in getting their institute certified. In this regard, DAR&PG may give clear guidelines and aid the ATIs in their application for BIS certification.

### **3. Revision of Training Module**

The Department shall periodically revise its prescribed Training modules to re-align them with changes in citizens' needs and other developments that can enhance public service delivery capabilities.

### **4. Evaluation and Monitoring of ATIs**

DAR&PG may evaluate the performance of the ATIs on few parameters like number of trainings conducted by ATIs, impact of trainings on service delivery, Framing of procedure for Citizen Charter, timely completion of courses etc. Some assessment mechanism of service delivery capabilities may be formulated by DAR&PG to measure the outcomes of ATIs. Ranking of ATIs / CTI may be done in order to measure their achievements.

### **5. National Workshops for ATIs**

DAR&PG may organize national level workshops for all the ATIs working under Sevottam. The purpose of the workshops would be to initiate discussions and exchange of ideas in furthering the objectives of Sevottam.

### **6. Dedicated Sevottam Portal**

Similar to CPGRAMS, a dedicated portal may be created for Sevottam on the official website of DAR&PG, wherein progress reports and achievements of different ATIs may be highlighted. The portal will give a push to the ATIs officials to keep track of each other's performances and thereby, helping them in improving their own performance.

## **State Collaboration Initiatives**

### **1. Increasing the outreach of State Collaboration Initiative to more States**

It was observed that currently only some of the States are seeking funds under this component. State Collaboration Initiative may prove to be successful if more and more States come forward to make use of funds offered to them under this component. Conferences and joint consultations may be conducted at different places / regions to help popularising and enhancing the reach of the said SCI scheme.

### **2. Rationalizing and Monitoring of State Collaboration Initiative**

An evaluation mechanism can be established by DAR&PG in order to compare the maximum assistance availed by different S and the cost shared from the concerned stakeholders under SCI.

## **International Cooperation**

### **1. Collaboration with Premier Institute**

Keeping in view the significance of this component of International Exchange and Cooperation, DAR&PG may expand its scope of activities and take lead in organizing International Conferences with countries like USA, Canada, United Kingdom, France, and others. Moreover, DAR&PG may also sign MoU for International Cooperation and Exchange with some of the premier institutes in Asia and America which are given below:

- Lee Kuan Yew School of Public Policy, National University of Singapore, Singapore
- University of Malaysia, Malaysia
- Seoul National University, South Korea
- Indiana University, Bloomington, U.S.A.
- Harvard Kennedy School, Cambridge, U.S.A.
- Korea University, South Korea
- University of Georgia, USA

Forging close cooperation with premier administrative institutions will help DAR&PG in the following areas:

- Implementing global best practices or reforms in public administration
- Improving the delivery of public services
- Advancing knowledge management in government
- Promoting responsive delivery of public services
- Improving transparency, accountability, and responsiveness in public service
- Promoting Budget Management

## **2. Feedback form for assessing the Learning outcome of the Foreign visit**

There is a need to design an effective detailed feedback form covering different parameters to assess the learning of the participants from the foreign visit. Moreover, in order to assess whether the learning has resulted into on-the job outcomes post-training/ exposure evaluation should also be conducted within six months of the visit.

For this purpose, the participants of exposure visit should submit a white paper or report entailing their learnings and its application in their respective areas of work to their departmental Head. This will not only help evaluating the learning outcomes from the international visit or assessing the on –the job transfer of the learning but would also help in streamlining their thought processes pertaining to specific action needed to be taken in the situation.

## **CPGRAMS**

### **1. Setting up of PMU**

With the government’s emphasis on good governance and digitalization, public grievances and their redressal have become the major thrust areas in ensuring successful delivery of public services. This is evident from the remarkable rise in the number of registered public grievances on CPGRAMS Portal. The disposal rate of grievances has also improved with upgradation of versions of the portal.

For instance, the latest version of CPGRAMS portal has not only led to a reduction in grievance disposal time but has also improved the quality of grievance redressal. The

increase in number of grievances is also a testimony of the trust shown by people of the country in the grievance redressal mechanism of DAR&PG. However, it is recommended that a Project Management Unit (PMU) may be set up under CPGRAMS for working on the following aspects:

- Overall project management
- Recruitment of consultants
- Finalizing of procedures and guidelines
- Development of annual work plans and budgets
- Coordination with different Ministries / Departments
- Preparation of quarterly and bi-annual monitoring reports, and
- Assisting in formulation and implementation of policy reforms.

## **2. Budget Revision**

Keeping in view the overwhelming increase in number of grievances received on the Portal, current budget allocated to this component would not be sufficient to cater to the rising need for timely grievance redressal. Therefore, it is recommended to increase the budget for this component of CPGRAMS.

## **3. Use of Information Technology tools**

In many instances, the grievances are primarily handled by lower-level staff members of a department / ministry; this restricts the scope of understanding and leads to ineffective redressals. Therefore, different available IT tools can be used in this process of grievance redressal which will lead to quality and timely redressal of grievances. The use of modern technology also reduces any scope of human error that may hinder the mechanism and prevents replication of same grievances on different portals. Artificial Intelligence along with predictive analytics may be used for better feedback and redressal mechanism.

## **4. Revision of Handbooks on CPGRAMS**

The various handbooks published on CPGRAMS have not been updated and revised since 2010, therefore considering the requirements of the present time, the handbooks may be revised and published at a definite time interval.

## **5. Feedback mechanism**

The CPGRAMS portal may introduce chat bots which would provide an interactive way of reaching out to the complainants. This will increase the satisfaction level of aggrieved person. Moreover, these bots can collect the structured feedback and suggestions from the people as well.

## **6. Evaluation and Audit**

DAR&PG may put in a mandatory internal evaluation to be conducted by respective departments / ministries at regular interval in order to find proactive solution and prevent future grievances which are repetitive in nature. This will also help in reduction of workload of DAR&PG's staff. It is also recommended that a third-party audit of CPGRAMS may be carried out to assess the portal's performance and bottlenecks. For this, the department may collaborate with agencies like Quality Council of India (QCI) and Standardisation Testing and Quality Certification (STQC).

## **E-Office**

### **1. Implementation of e-Office in Subordinate offices**

There is a need to implement e-Office in remaining Ministries /Departments in order to maximize working on e-Office to realise the dream of Digital India. This would also help bringing all the Attached and Subordinate Offices of these Ministries/Departments on the common platform. E-office shall be all pervasive. DAR&PG may consider increasing the present-day cap of 500 users to 2000 users over a period of five years. It is suggested that the cost of implementing e-office can be borne in the ratio of 50:50 by DAR&PG and NIC.

### **2. Link Files with e-Dispatch**

For hierarchical stacking of files within an organization it is important to have e-dispatch. It would create more transparency between DAR&PG and the States, Districts as well as general public. e-dispatch will allow a person to view letters and notices/circulars except confidential communication moved by DAR&PG on its website.

### **3. Cloud-space for e-office**

DAR&PG may consider on having a separate cloud-space for its e-office. Cloud-space make day-to-day office work more efficient by helping to store, secure, file and retrieve information. This will help not only in improving the quality of services but also create paperless or green office(s).

### **4. Integration with PFMS and other centralised digital payment systems**

It is suggested that e-Office may be interlinked with centralised digital payment processing systems like PFMS for ease of handling financial transactions with proper transparency and accountability.

### **5. Single user ID to be used in all Government Offices**

It is recommended to replace Department specific IDs with Officer specific IDs for each government official. This unique ID will ensure smooth and faster functioning between different departments and ministries. This ID may also be linked to PFMS and integrated digitalised payment processing system.

### **6. Horizontal and Vertical component**

Functioning of the e-Office may work both ways i.e., horizontally, and vertically in an organizational structure of respective Departments/Ministries. This will ensure faster and efficient work on file transferring leading to better decision making in a time efficient manner.

### **7. Budget Revision**

In implementing new versions of e-Office, the costs up to 100 users may be exempted and for users over and above 100, the cost of Rs. 1 Crore may be charged by NIC for providing proper infrastructure, deployment, resources, e-Dispatch, training, and thin client architecture for five years.

## Proposed Budget for 2021-2026

Before projecting the budget for the year 2021-2026, it is important to take into account the budget/expenditure incurred during the last four years i.e., 2017-2021. Tables indicating the same are given below:

### Expenditure under the Scheme “Administrative Reforms” for the years 2017-2021

(Rs. in Crores)

Table 25 Expenditure under the Scheme “Administrative Reforms” for the years 2017-2021

Name of Components	Division	2017-18		2018-19		2019-20		2020-21	
Modernization of Govt office	O&M	6	2.30	6	4.4	5	1.09	4	1.09
E-Governance	E-Gov	2.1	1.75	2.06	1.28	2.56	2.72	2.82	0.45
E-Office	ARC	3	1.14	2.15	.92	1.94	0.27	1.18	1.28
Fostering Good Governance	AR	11.08	11.94	12.00	9.27	14.00	6.83	14.00	4.03
Learning from Success	D&D	2.75	3.75	2.89	2.34	3.00	1.04	3.00	2.35
PG / CPGRAMS related Activities	PG	1.60	1.02	1.50	1.45	2.00	1.65	2.00	1.19
Foreign Training and Foreign Travel/ international Cooperation (IC)	IE&C	3.00	1.85	3.40	2.77	3.00	0.04	3.00	0.04



## Component and Division-wise Projected Budget for the Years 2021-2026

(Rs. in Crores)

Table 26 Component and Division-wise Projected Budget for the Years 2021-2026

Name of Components	Division	2021-22	2022-23	2023-24	2024-25	2025-26
Modernization of Govt office	O&M	1.5	1.00	1.00	1.00	1.00
E-Governance	E-Gov	2.00	2.75	2.85	2.95	3.00
E-Office	ARC	2.00	2.20	2.40	2.60	2.80
Fostering Good Governance	AR	11.00	11.55	12.12	12.73	13.36
Learning from Success	D&D	2.00	2.50	2.62	2.75	2.89
PG / CPGRAMS related Activities	PG	2.00	2.10	2.31	2.54	2.79
Foreign Training and Foreign Travel/ international Cooperation (IC)	IE&C	0.80	1.25	2.75	2.75	2.75

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# **ANNEXURES**



### IIPA Questionnaire

for

**Third Party Evaluation of ‘Scheme for Administrative Reforms’  
of Department of Administrative Reforms & Public Grievances  
(DAR&PG)**

S. No.	Overall Questions
1.	<p><b>Background and Overview</b></p> <ol style="list-style-type: none"> <li>1. What were the objectives/ deliverables of the scheme during its conceptualizing?</li> <li>2. Whether there have been any changes made to its objectives and deliverables? If yes, what are those changes?</li> <li>3. What are the guidelines and instructions defined under the scheme?</li> </ol>
2.	<p><b>Implementation Mechanism</b></p> <ol style="list-style-type: none"> <li>4. What is the implementation and monitoring mechanism followed under the scheme?</li> </ol>
3.	<p><b>Coverage of the Scheme</b></p> <ol style="list-style-type: none"> <li>5. What is the coverage of the scheme? Who are the beneficiaries?</li> <li>6. What is the number of states/districts/villages where the scheme is functional?</li> <li>7. Share all the details about all the stakeholders/ beneficiaries under the scheme.</li> <li>8. Are there any Output/Outcome indicators as proposed by NITI Aayog under the scheme?</li> <li>9. What are the other indicators decided for evaluation during appraisal of the scheme?</li> <li>10. Are private players/ volunteers or NGO agencies involved in any capacity under this scheme? Share the details.</li> <li>11. What is the role of States and their agencies in the implementation of the</li> </ol>

	<p>scheme?</p>
4.	<p><b>Operational Issues, Manpower Analysis</b></p> <p>12. Share all the details about the apparatus, manpower, office, and transport facilities covered under the scheme.</p> <p>13. What is the requirement and allotment of manpower in implementation of scheme at various levels?</p> <p>14. Is there any training module for the staff/functionaries under the scheme?</p> <p>15. What are the roles and responsibilities of functionaries working under the scheme?</p> <p>16. What is the use of IT in scheme implementation?</p>
5.	<p><b>Budget Allocation and Expenditure Pattern</b></p> <p>17. What is the financial assistance provided in the scheme and under what heads?</p> <p>18. Share details regarding allocation of funds and year by year details of budget utilization under the scheme and its sub-components including their timeline of release.</p> <p>19. What were the parameters followed for budget allocation?</p> <p>20. What is the Component wise budget distribution?</p> <p>21. Share details of audit reports, if any.</p> <p>22. What are the set rules/guidelines regarding expenditure/sanctions? Details.</p>
6.	<p><b>Scheme Evaluation</b></p> <p>23. Is there any previous evaluation conducted of the scheme by any third party? Share the details.</p>
7.	<p><b>Scheme Achievements/Contribution of Scheme</b></p> <p>24. Is there any employment generation (direct/indirect) under the scheme?</p> <p>25. How far has the scheme and its components confirmed to the SDG and NDP?</p> <p>26. Are there any achievement parameters for internal evaluation defined under the scheme? Share the details.</p>
8.	<p><b>Gaps in Achievements of Outcomes</b></p> <p>27. What are the gaps detected between the output/outcome expectations of the scheme?</p> <p>28. Share details about any other issues and/or limitations, if any.</p>

9.	<p><b>Issues &amp; Challenges</b></p> <p>29. Provide details on any issues and challenges faced during the implementation of the scheme under these heads:</p> <ul style="list-style-type: none"> <li>• Budgetary Sanctions</li> <li>• Administrative Issues</li> <li>• Implementation/Execution issues</li> </ul>
10.	<p><b>Vision for the future</b></p> <p>30. What is the plan/ intended changes for continuation of the scheme in future?</p> <p>31. What sort of improvements/changes in the scheme are sought to improve the scheme?</p>
11.	<p><b>Others</b></p> <p>32. Share details about IEC Activities, if any.</p>
<b>Component-wise Questions</b>	
<b>Scheme for Modernization of Government Offices</b>	
12.	<p>33. What are the key areas of modernization decided under this component?</p> <p>34. What kind of changes/improvements are allowed under this component?</p> <p>35. Give details on the following:</p> <ul style="list-style-type: none"> <li>• Functional layouts</li> <li>• Model of Open offices to be followed by beneficiary.</li> <li>• Modern aids to be used for reduction of paperwork.</li> <li>• Practices of Record management to be applied by the beneficiary.</li> </ul> <p>36. What is the constitution, roles, and powers of the steering committee?</p> <p>37. What are the modifications made to the scheme since its inception?</p> <p>38. What is the methodology for selection of Ministry/department followed under the scheme?</p> <p>39. What are the parameters and eligibility criteria set for selection of Ministries/departments under the scheme?</p> <p>40. On what merit, the amount of funding is decided to be given to the beneficiary offices?</p> <p>41. What is the mode of payments followed?</p> <p>42. What are the guidelines or instructions to be adhered to by the beneficiaries</p>

	<p>under the scheme?</p> <p>43. What is the plan of action to be followed if the beneficiary fails to meet the set targets?</p>
	<p><b>Pilot Projects on Administrative Reforms</b></p>
13.	<p>44. Give details of the following:</p> <ul style="list-style-type: none"> <li>• Total number of National Conference on e-Governance organized till now since scheme inception.</li> <li>• Number and details of projects awarded under this component.</li> <li>• Details of each and every NCeG organized under the scheme.</li> </ul> <p>45. What are the criteria of merit followed during selection of candidates for PM's Awards for Excellence in Public Administration?</p> <p>46. What is the mode of selection of candidates for the award?</p> <p>47. What is the Prize amount awarded to the winners? On what basis the amount is finalized?</p> <p>48. What is the mode of payments followed?</p> <p>49. What is the total number of documents published under 'Learning from Successes' component and other details?</p> <p>50. What is the total number of professional documentations published?</p> <p>51. What is the total number of documentary films on best practices produced by the department? Please share their details.</p> <p>52. Provide details about the social media handles used under the component.</p> <p>53. What is the total number of Regional Conferences organized till date under the scheme? Share their details.</p> <p>54. What are the parameters of selection of venues for NCeG and Regional Conferences under the component?</p> <p>55. Share all the details of the Books on Best Practices published by the department.</p> <p>56. Share all the details about the e-Magazine and e-Books published by DAR&amp;PG.</p> <p>57. Give details about the following:</p> <ul style="list-style-type: none"> <li>• Citizens'/Clients' Charter</li> <li>• Grievance Redress Mechanism</li> </ul>



- Service Delivery Capability
- ATIs/CTIs receiving grants.
- Sevottam Training Cell
- Training modules under Sevottam

58. What are the selection criteria for sanctioning SCI projects?

59. Share details about all the SCI projects sanctioned till date.

60. Share the list and details of all the foreign training programmes conducted under the scheme.

**ANEXURE II**

**Sevottam State/Ut ATI Officers with Details (As on 06.12.2020)**

S. No.	State/ATI Name	Nodal Officer	Mobile/Phone	Email
1	UP Academy of Administration and Management (UPAAMO) Aliganj, Lucknow, Uttar Pradesh – 226024	Shri L. Venkateshwara Lu, Director General,	94152409983 05222336292 PS-Mr. Rakesh	Ati-up@nic.in
2	Anna Institute of Management Mahizhampoo, 163/1, P.O.- Kumaraswamy Raja Salai Chennai - 600028 (Tamil Nadu)	Dr. V. Irai Anbu, Director,	044-24951455	Diram.tn@gov.in
3	Directorate of Training, Union Territories Civil Services, (UTCS) Institutional Area, Vishwas Nagar, Behind Karkardooma Court Complex, Shahdara, Delhi – 110032	Shri Vijay Kumar Bidhuri, MD (DTC) & Addl. Charge of Director (UTCS)	8800827292 011-23379075	<b>dutes@nic.in</b>
4	Administrative Training Institute,	Ms. V. Manjula, Director General,	9449852109 08212520906	dgatimysore@gmail

	Mysore Lalitha Mahal Road, Mysore, Karnataka Pin - 570011			
5	HCM Rajasthan, State Institute of Public Administration (RIPA), Malviya Nagar, Jawaharlal Nehru Marg, Jaipur Rajasthan – 302017	Shri Sandeep Verma, Director General & Pr. Secy (Training)	9413311032  01412706556	hcmripa@rajasthan.gov.in
6	Haryana Institute of Public Administration (HIPA), 76, HIPA Complex Sector-18, Gurugram Haryana – 122015	Ms. Surina Rajan, Director General,	9810510606  0124-2340413  PA-Divanshu	rajansurina@hry.nic.in
7	Shri Krishna Institute of Public Administration (SKIPA), Meur's Road, Ranchi, Jharkhand – 834008	Smt. Mridula Sinha, Director General,	0651-2283804	skipa.ranchi-jhr@nic.in, skiparanchi@yahoo.co.in
8	Mahatma Gandhi State Institute of	Shri Karan Bir Singh Sidhu,	783701001  0172-2793588	dg.mgsipa@punjab.gov.in

	Public Administration (MGSIPA), MGSIPA Complex, Institutional Area, Sector - 26, Chandigarh Punjab – 160019	Special Chief Secretary - cum-Director General,	extn- 135	
9	RCVP Noronha Academy of Administration & Management (RCVPNAA), Arera Colony, Post Bag No. 506, Near 1100 Qtrs. Hitkarini Nagar, Bhopal, Madhya Pradesh – 462016	Shri A. P. Shrivastava, Director General	9425301578 0755-2445000 0755-2464236	Dgrcvpnaam-mp@mp.gov.in
10	H.P. Institute of Public Administration, Fairlawn, Shimla, Himachal Pradesh, Pin: 171012	Shri C. P. Verma, I Am S Director,	94184-92888 0177- 2734777	hipa-hp@nic.in



**Indian Institute of Public Administration, New Delhi**

**Questionnaire for Beneficiaries**

**of**

**‘Scheme for Modernization of Government Offices’**

Please provide us details on the following:

1. Name and Address of the beneficiary Department/Ministry.
2. Name/Title and year of the project(s) completed under the scheme.
3. Year wise / Phase wise details of fund allocation and fund utilization under the scheme.
4. Timeline of the project(s) completed from date of proposal of the project to date of issuing of work completion certificate.
5. What kind of changes/ improvements were proposed in the project plan? What was the outcome?
6. Was there any gap between the planned/approved design and actual execution? If yes, what was it and why?
7. What was the Functional layout of the project(s)?
8. What was the model of Open Offices followed in your project?
9. Which new Modern aids (to be used for reduction of paperwork and improvement of efficiency) were introduced in your office?
10. Which new practices of Record management under the scheme were introduced in your office?

11. Share the utilization certificates and/or work completion certificates as issued after the completion of the projects.
12. Are you satisfied with the fund allocated and work completed under the scheme? If no, state the reasons.
13. As a beneficiary, do you have any suggestions/recommendations for the scheme? Give details.



## Indian Institute of Public Administration

### Questionnaire for ATIs – Sevottam

Please provide us details on the following:

1. Name and Address of your ATI:
2. Officer(s) concerned for Sevottam:
3. Date of inception of Sevottam scheme in your Institution:
4. Composition of Sevottam team in your ATI:
5. Year-wise details of Budget allocation and utilization under Sevottam:
6. Is your ATI, BIS certified? If yes, provide us details of the BIS certification.
7. What kind of trainings have been conducted under Sevottam at your ATI?
8. How many trainings have been conducted in ATI under Sevottam? Provide year wise details.
9. Share details about all the officers trained under Sevottam at your ATI.
10. Please provide detailed information in the table below:

Trainings Conducted	Share details about all the trainings conducted at your ATI.
Departments or Organisations trained	Share details about departments/organisations covered under training.

No. of trainees trained	Share details about the trainees trained at your ATI.
Training Needs Assessment (TNA)	Do you carry out TNA before designing training modules? If Yes, share the details.
Skillsets covered.	What all skillsets have been covered in the trainings conducted at your ATI? Share details.
Impact Assessment	Do you carry out Impact Assessment after the conclusion of the trainings? What parameters of assessment have been set to do the same? Share details.

11. Have you framed any Citizen Charter? If yes, has there been any revision in it? Please give details.
12. Share details of activities conducted for Public Grievance redressal systems at your ATI.
13. Share details of activities conducted for enhancing Public Service Delivery Capability
14. What all activities have been conducted/organized under Sevottam at your ATI? Give details.
15. Are you satisfied with the fund allocated to your ATI under Sevottam? If no, state the reasons.
16. As a beneficiary ATI, do you have any suggestions/recommendations for Sevottam scheme? Give details.