DEPARTMENT OF ADMINISTRATIVE REFORMS & PUBLIC GRIEVANCES
STRATEGIC PLAN 01.04.2011 - 31.03.2016

Background

Many of the administrative reforms initiatives of the Government of India are conceptualised and launched by the Department of Administrative Reforms & Public Grievances. 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. Towards this end, DARPG has formulated its Vision, Mission and Strategy Plan in line with requirements of the emerging reforms scenario.

The Second Administrative Reforms Commission (ARC) was constituted on 31.08.2005, for suggesting measures to achieve a proactive, responsive, accountable, sustainable and efficient administration for the country at all levels of the government. The ARC has presented 15 Reports to the Government. 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, Department of AR&PG plays an important role as an enabler, facilitator and coordinator to drive the government's agenda of reforms. 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.

Excellence in public service delivery is a common theme in all Departments of the Government, irrespective of whether these are in the regulatory, infrastructure, industrial or social sector. To facilitate this, DARPG has developed a framework known as 'Sevottam' which means

"Excellence in Public Service." Under the scheme, every Government organisation must have Citizens' Charter outlining the main services with service standards and timelines, a Public Grievance Redress Mechanism, and a system of assessment and improvement of public service delivery standards, which would include management of human resources, infrastructure and capacity building. Sevottam leads to a quality management system, which is certified under IS 15700 : 2005. Sevottam initiatives have been pilot tested in a number of government organizations as well as in State Government organizations successfully.

To foster excellence and outstanding contributions by individuals and organizations, DARPG has instituted the Prime Minister's Awards for Excellence in Public Administration. The innovative work of individual public servants and organizations are being rewarded in a national function known as the Civil Services Day on 21st April of every year. As a response, it has been seen that more and more public servants are feeling motivated to take up innovative measures of public governance.

Dissemination of best practices of good governance is important to encourage replication and foster excellence. Through the documentation and publication of best practices, organization of regional conferences and also through Governance Knowledge Portal, DARPG keeps up the efforts for raising awareness of governance reforms.

Promoting reforms through e-Governance is one of the important objectives of the Department. DARPG is the Central Nodal Department for implementation of e-Office Mission Mode Project, under the National e-Governance Plan (NeGP).

DARPG 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. The Strategic Plan of the DARPG is based upon this premise, which provides it with a five year road map for fulfilling the identified areas of objectives.

VISION

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

MISSION

- 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 best practices

ALLOCATION OF BUSINESS

- Administrative Reforms, including e-governance and dissemination of best practices
- Organization and Methods
- Policy, Coordination and Monitoring of issues relating to –

  - ➢ redress of public grievances in general; and
  - ➢ grievances pertaining to Central Government agencies
  - ➢ Research in public management;
  - ➢ liaison with State Governments, professional institutions etc. in public management matters

- Administration of Central Secretariat Manual of Office Procedure

STAKEHOLDERS

(i)   Central Ministries/Departments
(ii)   State Governments/Union Territories
(iii)   Administrative Staff College of India
(iv)   Centre for Good Governance
(v)   Indian Institute of Public Administration,
(vi)   National Institute of Smart Governance.
(vii)   Lal Bahadur Shastri National Academy of Administration (LBSNAA),
(viii)   Central Public Works Department.
(ix)   State ATIs
(x)   Knowledge Partners/Consultants

(xi)   Civil Society Organizations

KEY OBJECTIVES & REQUISITE ACTION TO BE TAKEN

The basic strategy of the Department has been to focus on:

(A)   Promoting administrative reforms in government policies, structures and processes

(B)   Promoting reforms through e-Governance.

(C)   Formulation of Policy and coordination of issues relating to redress of grievances.

(D)   Dissemination of government knowledge and best practices.

(A)   <u>**Promoting administrative reforms in government policies, structures and processes**</u>

Activities/Action Plan

A1   Implementation of accepted recommendations of 2nd ARC Reports by Ministries/Departments of Government of India.

A2   Implementation of accepted recommendations of 2nd ARC Reports by States/UTs.

A3   Preparation of Research / Background Papers [including papers for (i) Civil Services Day, (ii) Chief Secretaries Conference, (iii) Conference of AR Secretaries

A4   Prime Minister's Awards for Excellence in Public Administration

A5   Completion of Studies [Surveys/ Impact Assessment/ Sustainability Analysis/ Research Trends/ Framework Document/ etc.

A6   Modernization of Government Offices

A7   Funding innovative pilot projects for States

A8   Manuals [Central Secretariat Manual of Office Procedure/ e-Manual/ Records Retention Schedule/ Manual of Government Websites]

(B)   **Promoting reforms through e-Governance**

Activities/Action Plan

B1   Implementation of e-Office in Government Ministries/ Departments

B2   Organizing National Conference on e-Governance and selection of initiatives for National Awards

B3   Publication of material for National Conference on e-Governance [including (i) Compendium of select papers on issues of e-Governance, (ii) case studies of the previous year's awardees, (iii) compilation of national and international best practices on selected topic]

B4   Training under the National e-Governance Plan (NeGP)

(C)   **Formulation of Policy and coordination of issues relating to redress of grievances.**

Activities/Action Plan

C1   Organizing workshops for disseminating '*SEVOTTAM* ' Model to Central Government Ministries/ Departments/ Organizations and States/ Union Territories

C2   Extension/ Integration of Centralised Public Grievance Redress and Monitoring System (CPGRAMS) in States

(D)   **Dissemination of government knowledge and best practices.**

Activities/Action Plan

D1   Organizing Civil Services Day and issue of proceedings

D2   Organizing Chief Secretaries Conference and issue of proceedings

D3   Organizing Conference of Secretaries (Administrative Reforms) of States/ Union Territories (preparation of agenda and issue of proceedings)

D4   Organizing Regional Conferences on Best Practices

D5   Providing financial assistance to States for documentation of best practices

D6   Publication (Quarterly journal -Management in Government (MIG) / Monthly newsletter – Civil Services News (CSN) / Book on best practices)

D7   Strengthening Governance Knowledge Centre

D8   Production of documentary films on best practices

D9   Strengthening/ expanding Co-operation in the field of Public Administration with Brazil, South Africa; China and Malaysia

D10   Exploring areas of co-operation in the field of public administration and governance (such as Canada, European Union, South Korea, Japan, Australia, United Kingdom and UNPAN)

D11   Institutional collaboration with knowledge partners on issues of concern for administrative reforms and innovations

STRATEGIC APPROACH

(A) **Promoting administrative reforms in government policies, structures and processes**

A1   Implementation of accepted recommendation of 2nd ARC Reports by Ministries/Departments of Government of India

A2   Implementation of accepted recommendation of 2nd ARC Reports by States/UTs

- Holding periodical review meetings at senior level with Central Ministries/Departments
- Interacting with the State Governments and seeking periodical reports on the progress of implementation
- Analysing feedback and reporting to PMO/Cabinet Secretariat

A3   Preparation of Research / Background Papers [including papers for (i) Civil Services Day, (ii) Chief Secretaries Conference, (iii) Conference of AR Secretaries]

- Engaging consultant/knowledge partner
- Review of the progress on Concept Papers
- Critical review of Concept Papers

A4   Prime Minister's Awards for Excellence in Public Administration

- Engaging consultant/knowledge partner
- Screening of the projects
- On-the-spot study of the projects
- Evaluation of the projects
- Final selection of the awardees

A5   Completion of Studies [Surveys / Impact Assessment/ Sustainability Analysis / Research Trends / Framework Document/ etc.]

- Engaging consultant/knowledge partner
- Review of the progress on Concept Paper
- Critical review of Concept Paper

A6   Modernization of Government Offices

- Inviting proposals from Central Ministries/Departments
- Screening and selection of the modernization projects
- Releasing funds
- Coordination with CPWD
- Periodical reviewing of the progress of implementation of the modernization projects.

A7   Funding innovative pilot projects for States

- Inviting proposals from State Governments
- Screening and selection of the   projects
- Releasing funds
- Periodical monitoring

A8   Manuals [Central Secretariat Manual of Office Procedure/ e-Manual/ Records Retention Schedule/ Manual of Government Websites]

- Consultation with stakeholders (Central Ministries / Departments
- Engaging Consultant
- Drafting / revision of Manuals

(B)   Promoting reforms through e-Governance

B1   Implementation of e-Office in Government Ministries/Departments

- Engaging Central Ministries/Departments
- Engaging consultant for gap analysis
- Infrastructure gap analysis(PCs/Scanners/Bandwidth/Cabling)
- Application and deployment
- Training of users
- Funding of training for e-office application
- Post-implementation support (handholding/funding)
- 24-hour technical support to the application.

B2   Organizing National Conference on e-Governance and selection of initiatives for National Awards

- Funding/Budget provision
- Engaging stakeholders/knowledge partners (DIT/State Government/knowledge partners)
- Selection of evaluator
- Finalisation of awards

B3   Publication of material for National Conference on e-Governance [including (i) Compendium of select papers on issues of e-Governance, (ii) case studies of the previous year's awardees, (iii) compilation of national and international best practices on selected topic]

- Engaging knowledge partners
- Call for Papers
- Evaluation of select papers

B4   Training under the National e-Governance Plan (NeGP)

- Formulation of Master Plan/Training Module
- Selection of knowledge partner/institutional support

(C)   Formulation of Policy and coordination of issues relating to redress of grievances.

C1   Organizing workshops for disseminating '*SEVOTTAM* ' Model to Central Government Ministries/ Departments/ Organizations and States/ Union Territories

- Engaging Central Ministries/Departments/Organizations and States/Union Territories
- Engaging consultant/knowledge partner

C2   Extension/ Integration of Centralised Public Grievance Redress and Monitoring System (CPGRAMS) in States

- Engaging States
- Providing technical consultancy
- Coordination with NIC

(D) <u>**Dissemination of government knowledge and best practices**</u>

D1   Organizing Civil Services Day and issue of proceedings

- Formulation of thematic structure
- Selection of presenter/speaker/panellist/moderator/rapporteur
- Constitution of Organizing Committee/Task Force
- Drafting of proceedings

D2   Organizing Chief Secretaries Conference and issue of proceedings

- Formulation of thematic structure
- Selection of presenter/speaker/panellist/moderator/rapporteur
- Drafting of proceedings

D3   Organizing Conference of Secretaries (Administrative Reforms) of States/ Union Territories (preparation of agenda and issue of proceedings)

- Engaging State
- Formulation of thematic structure
- Selection of presenter/speaker/panellist/moderator/rapporteur
- Drafting of proceedings

D4   Organizing Regional Conferences on Best Practices

- Engaging State
- Formulation of thematic structure
- Selection of presenter/speaker/panellist/moderator/rapporteur

D5   Providing financial assistance to States for documentation of best practices

- Funding/Budget
- Engaging States
- Selection of best practices

D6   Publication (Quarterly Journal - Management in Government (MIG)/ Monthly newsletter – Civil Services News (CSN) / Book on Best Practices)

- Funding
- Engaging resource person/inviting articles
- Selection of articles

D7   Strengthening Governance Knowledge Centre

- Engaging a knowledge partner
- Selection of best practices on developmental issue/uploading
- Dissemination of the web portal through Newsletter/ advertisement/National Conference on e-governance.

D8   Production of documentary films on best practices

- Engaging Directorate of Audio Visual Publicity (DAVP)
- Evaluation of script/rough cuts

D9   Strengthening / expanding Co-operation in the field of Public Administration with Brazil, South Africa; China and Malaysia

- Holding regular meetings of Working Group/Task Force/Nodal Points.
- Formulation of Plan of Action in the identified areas of interest and implementation thereof.
- Review of progress by the Working Group
- Reporting achievements/progress to MEA

D10   Exploring areas of co-operation in the field of public administration and governance (such as Canada, European Union, South Korea, Japan, Australia, United Kingdom and UNPAN)

- Engaging MEA / Indian Missions abroad
- Engaging the countries/international organizations for cooperation in the area of public administration.
- Sharing information/literature/concept note
- Entering into cooperation agreement (MoU)

D11　Institutional collaboration with knowledge partners on issues of concern for administrative reforms and innovations

- Engaging knowledge partners to share experiences, innovations and insights in the field of administrative reforms and public management.

Implementation of Strategies for 5 years

S.No.	Basic Strategy of Department	Timelines		Resource for chosen strategy (identify manpower, finances and technology/ infrastructure	Tracking and monitoring mechanism
1.	2.	3.		4.	5.
A.	**Promoting administrative reforms in government policies, structures and processes**				
	Activities/Action Plan				
A1	Implementation of accepted recommendations of 2nd ARC Reports by the Ministries/ Department of Government of India • Date of submission of the performance report	2011 – 12: Q_1	30.06.2011	Officers and staff of the Department	Review of progress of implementation of accepted recommendations – quality and outcome • Monthly updates from concerned Ministries/ Departments
		2011 – 12: Q_2	30.09.2011		
		2011 – 12: Q_3	31.12.2011		
		2011 – 12: Q_4	31.03.2012		
		2012 – 13: Q_1	30.06.2012		
		2012 – 13: Q_2	30.09.2012		
		2012 – 13: Q_3	31.12.2012		
		2012 – 13: Q_4	31.03.2013		

	by Secretary / Additional Secretary	2013 – 14: Q_1	30.06.2013		• Monthly progress report to Cabinet Secretariat and PMO.
		2013 – 14: Q_2	30.09.2013		
		2013 – 14: Q_3	31.12.2013		
		2013 – 14: Q_4	31.03.2014		
		2014 – 15: Q_1	30.06.2014		• Secretary level meetings at regular intervals.
		2014 – 15: Q_2	30.09.2014		
		2014 – 15: Q_3	31.12.2014		
		2014 – 15: Q_4	31.03.2015		
		2015 – 16: Q_1	30.06.2015		
		2015 – 16: Q_2	30.09.2015		
		2015 – 16: Q_3	31.12.2015		
		2015 – 16: Q_4	31.03.2016		
A2	Implementation of accepted recommendations of 2nd ARC Reports by States/ UTs	2011 – 12: Q_2	1st, 2nd and 3rd Report of ARC	Officers and staff of the Department	Analysis of feedback from the States
		2011 – 12: Q_4	4th, 6th and 7th Report of ARC		• Presentation by States/UTs on the implementation of the recommendation of 2nd ARC in the Regional Conferences/ Conferences of Administrative Reforms
		2012 – 13: Q_2	9th, 12th and 13th Report of ARC		
		2012 – 13: Q_4	11th, 14th and 15th Report of		

			ARC		Secretaries also facilitate action on the reports of 2nd ARC in the States.
		2013 – 14: Q_2	5th and 10th Report of ARC		
		2013 – 14: Q_4	1st, 2nd and 3rd Report of ARC		
		2014 – 15: Q_2	4th, 6th and 7th Report of ARC		
		2014 – 15: Q_4	9th, 12th and 13th Report of ARC		
		2015 – 16: Q_2	11th, 14th and 15th Report of ARC		
		2015 – 16: Q_4	5th and 10th Report of ARC		
A3	Preparation of Research / Background Papers [including papers for (i) Civil Services Day, (ii)	2011 – 12: Q_1	3 Papers	• Knowledge partners / Academia / Institutions	Timely selection of the resource and periodical review of the progress.
		2011 – 12: Q_2	1 Paper		
		2011 – 12: Q_4	1 Paper		
		2012 – 13: Q_1	3 Papers		

	Chief Secretaries Conference, (iii) Conference of AR Secretaries	2012 – 13: Q_2	1 Paper		
		2012 – 13: Q_4	1 Paper		
		2013 – 14: Q_1	3 Papers		
		2013 – 14: Q_2	1 Paper		
		2013 – 14: Q_4	1 Paper		
		2014 – 15: Q_1	3 Papers		
		2014 – 15: Q_2	1 Paper		
		2014 – 15: Q_4	1 Paper		
		2015 – 16: Q_1	3 Papers		
		2015 – 16: Q_2	1 Paper		
		2015 – 16: Q_4	1 Paper		
A4	Prime Minister's Awards for Excellence in Public Administration	2011 – 12: Q_1	Culmination of the finalization process	• Officers and Staff of the Department	Timely initiation of the process, selection of resources and periodical review of progress.
		2012 – 13: Q_1	Culmination of the finalization process	• Knowledge Partners	
		2013 – 14: Q_1	Culmination of the finalization process		

		2014 – 15: Q_1	Culmination of the finalization process		
		2015 – 16: Q_1	Culmination of the finalization process		
A5	Completion of Studies [Surveys/ Impact Assessment/ Sustainability Analysis/ Research Trends/ Framework Document/ etc.	2011 – 12: Q_4	2 Studies	• Officers and Staff of the Department • Knowledge Partners	-do-
		2012 – 13: Q_4	2 Studies		
		2013 – 14: Q_4	2 Studies		
		2014 – 15: Q_4	2 Studies		
		2015 – 16: Q_4	2 Studies		
A6	Modernization of Government Offices	2011 – 12: Q_4	8 offices	• Officers and Staff of the Department • Consultant (CPWD)	Timely initiation of the process, selection of Ministries/ Departments, release of funds and periodical review of progress.
		2012 – 13: Q_4	8 offices		
		2013 – 14: Q_4	8 offices		
		2014 – 15: Q_4	8 offices		
		2015 – 16: Q_4	8 offices		

A7	Funding innovative pilot projects for States	2011 – 12: Q_4	4 proposals	• Officers and Staff of the Department	Timely initiation of the process, selection of States, release of funds and periodical review of progress
		2012 – 13: Q_4	5 proposals		
		2013 – 14: Q_4	5 proposals		
		2014 – 15: Q_4	6 proposals		
		2015 – 16: Q_4	6 proposals		
A8	Manuals [Central Secretariat Manual of Office Procedure/ e-Manual/ Retention Records Schedule/ Manual of Government Websites]	2011 – 12: Q_2	Finalisation of e-Manual	• Officers and Staff of the Department • Consultant (NIC, DIT)	Timely initiation of the process and periodical review of progress.
		2012 – 13: Q_3	Revision of Records Retention Schedule		
		2013 – 14: Q_3	Revision of Manual of Government Websites		
		2015 – 16: Q_4	Revision of Central Secretariat Manual of Office Procedure		

B	Promoting reforms through e-Governance				
	Activities/Action Plan				
B1	Implementation of e-Office in Government Ministries/ Departments	2011 – 12: Q_2	2 Ministries/ Departments	• Officers and Staff of the Department • Consultant (NIC, PMU)	Timely initiation of the process and periodical review of progress.
		2011 – 12: Q_4	3 Ministries/ Departments		
		2012 – 13: Q_2	2 Ministries/ Departments		
		2012 – 13: Q_4	3 Ministries/ Departments		
		2013 – 14: Q_2	3 Ministries/ Departments		
		2013 – 14: Q_4	3 Ministries/ Departments		
		2014 – 15: Q_2	3 Ministries/ Departments		
		2014 – 15: Q_4	3 Ministries/ Departments		
		2015 – 16: Q_2	3 Ministries/ Departments		
		2015 – 16: Q_4	4 Ministries/ Departments		

B2	Organizing National Conference on e-Governance and selection of initiatives for National Awards	2011 – 12: Q$_4$	Culmination of the finalization process	• Officers and Staff of the Department	Timely initiation of the process, selection of resources and periodical review of progress.
		2012 – 13: Q$_4$	Culmination of the finalization process	• Department of Information Technology	
		2013 – 14: Q$_4$	Culmination of the finalization process	• State Government	
		2014 – 15: Q$_4$	Culmination of the finalization process		
		2015 – 16: Q$_4$	Culmination of the finalization process		
B3	Publication of material for National Conference on e-Governance [including (a)	2011 – 12: Q$_4$	3 publications	• Officers and staff of the DARPG	• Timely selection of articles/ papers / best practices
		2012 – 13: Q$_4$	3 publications		

	Compendium of select papers on issues of e-Governance, (b) case studies of the previous year's awardees, (c) compilation of national and international best practices on selected topic]	2013 – 14: Q₄	3 publications	• Funds • Consultant	• Timely meeting of the Selection Committee • Timely selection of a suitable printer / publisher
		2014 – 15: Q₄	3 publications		
		2015 – 16: Q₄	3 publications		
B4	Training under the NeGP	2011 – 12: Q₄	Finalisation of the 3 Year Master Training Plan (2012 - 13 to 2015- 2016)	• Officers and staff of the DARPG • Consultant • Fund	• Timely development of Training module • Timely implementation of Phase-I, Phase-II and Phase-III of the Master Training Plan.
		2012 – 13: Q₄	Implementation of Phase-I of the 3 Year Master Training Plan		
		2013 – 14: Q₄	Implementation of Phase-II of the 3		

		2014 – 15: Q_4	Year Master Training Plan		
			Implementation of Phase-III of the 3 Year Master Training Plan		
C	**Formulation of Policy and coordination of issues relating to redress of grievances-**				
	Activities/Action Plan				
C1	Organizing Workshops for disseminating '*SEVOTTAM*' Model to Central Government Ministries/ Departments/ Organizations and States/ Union Territories	2011 – 12: Q_1	2 Workshops	• Officers and staff of the DARPG • Consultant • Fund	• Timely organization of the Workshops • Timely selection of Knowledge Partners to facilitate the Workshop.
		2011 – 12: Q_2	2 Workshops		
		2012 – 13: Q_1	3 Workshops		
		2012 – 13: Q_2	3 Workshops		
		2013 – 14: Q_1	4 Workshops		
		2013 – 14: Q_2	4 Workshops		
		2014 – 15: Q_1	5 Workshops		
		2014 – 15: Q_2	5 Workshops		
		2015 – 16: Q_1	5 Workshops		
		2015 – 16: Q_2	5 Workshops		

C2	Extension/ Integration of Centralised Public Grievance Redress and Monitoring System (CPGRAMS) in States	2011 – 12: Q_4	2 States	• Officers and staff of the DARPG • Consultant (NIC)	• Timely selection of States • Timely implementation of the programme • Quarterly Review / Monthly progress report
		2012 – 13: Q_4	2 States		
		2013 – 14: Q_4	3 States		
		2014 – 15: Q_4	3 States		
D	**Dissemination of government knowledge and best practices.**				
	Activities/Action Plan				
D1	Organizing Civil Services Day and issue of proceedings	2011 – 12: Q_1	1	• Officers and Staff of the Department • Knowledge Partners	Timely initiation of the process, selection of resources and periodical review of progress.
		2012 – 13: Q_1	1		
		2013 – 14: Q_1	1		
		2014 – 15: Q_1	1		
		2015 – 16: Q_1	1		

D2	Organizing Chief Secretaries Conference and issue of proceedings	2011 – 12: Q_4	1	• Officers and Staff of the Department • Knowledge Partners	Timely initiation of the process, selection of resources and periodical review of progress.
		2012 – 13: Q_4	1		
		2013 – 14: Q_4	1		
		2014 – 15: Q_4	1		
		2015 – 16: Q_4	1		
D3	Organizing Conference of Secretaries (Administrative Reforms) of States/ Union Territories (preparation of agenda and issue of proceedings)	2011 – 12: Q_3	1	• Officers and Staff of the Department • Knowledge Partners	Timely initiation of the process, selection of resources and periodical review of progress.
		2012 – 13: Q_3	1		
		2013 – 14: Q_3	1		
		2014 – 15: Q_3	1		
		2015 – 16: Q_3	1		
D4	Organizing Regional Conferences on Best Practices	2011 – 12: Q_2	1	• Officers and Staff of the Department • States	Timely initiation of the process, selection of resources and periodical review of progress.
		2011 – 12: Q_3	1		
		2012 – 13: Q_2	1		
		2012 – 13: Q_4	1		
		2013 – 14: Q_2	1		

		2013 – 14: Q_4	1	Governments/ UTs	
		2014 – 15: Q_2	1		
		2014 – 15: Q_4	1		
		2015 – 16: Q_2	1		
		2015 – 16: Q_4	1		
D5	Providing financial assistance to States for documentation of best practices	2011 – 12: Q_1	1 proposal	• Officers and Staff of the Department • States	Timely initiation of the process, selection of resources and periodical review of progress.
		2011 – 12: Q_2	2 proposals		
		2011 – 12: Q_3	2 proposals		
		2011 – 12: Q_4	1 proposal		
		2012 – 13: Q_1	1 proposal		
		2012 – 13: Q_2	2 proposals		
		2012 – 13: Q_3	2 proposals		
		2012 – 13: Q_4	1 proposal		
		2013 – 14: Q_1	1 proposal		
		2013 – 14: Q_2	2 proposals		
		2013 – 14: Q_3	2 proposals		
		2013 – 14: Q_4	1 proposal		
		2014 – 15: Q_1	1 proposal		
		2014 – 15: Q_2	2 proposals		
		2014 – 15: Q_3	2 proposals		
		2014 – 15: Q_4	1 proposal		
		2015 – 16: Q_1	1 proposal		
		2015 – 16: Q_2	2 proposals		

		2015 – 16: Q_3	2 proposals		
		2015 – 16: Q_4	1 proposal		
D6	Publication (Quarterly journal -Management in Government (MIG) / Monthly newsletter – Civil Services News (CSN) / Book on Best Practices)	2011 – 12: Q_1	5 publications	• Officers and Staff of the Department	Timely initiation of the process, selection of authors/articles and periodical review of progress.
		2011 – 12: Q_2	4 publications		
		2011 – 12: Q_3	4 publications	• Authors	
		2011 – 12: Q_4	4 publications	• Editorial Board	
		2012 – 13: Q_1	5 publications		
		2012 – 13: Q_2	4 publications		
		2012 – 13: Q_3	4 publications		
		2012 – 13: Q_4	4 publications		
		2013 – 14: Q_1	5 publications		
		2013 – 14: Q_2	4 publications		
		2013 – 14: Q_3	4		

			publications		
		2013 – 14: Q_4	4 publications		
		2014 – 15: Q_1	5 publications		
		2014 – 15: Q_2	4 publications		
		2012 – 15: Q_3	4 publications		
		2014 – 15: Q_4	4 publications		
		2015 – 16: Q_1	5 publications		
		2015 – 16: Q_2	4 publications		
		2015 – 16: Q_3	4 publications		
		2015 – 16: Q_4	4 publications		
D7	Strengthening Governance Knowledge Centre	2011 – 12: Q_1	10 best practices	• Officers and Staff of the Department	Timely selection, quality assessment of the best practices, research papers, case studies for
		2011 – 12: Q_2	10 best practices		

		2011 – 12: Q_3	10 best practices	• Consultants	being uploaded to the Knowledge Portal.
		2011 – 12: Q_4	10 best practices		
		2012 – 13: Q_1	15 best practices		
		2012 – 13: Q_2	15 best practices		
		2012 – 13: Q_3	15 best practices		
		2012 – 13: Q_4	15 best practices		
		2013 – 14: Q_1	15 best practices		
		2013 – 14: Q_2	15 best practices		
		2013 – 14: Q_3	15 best practices		
		2013 – 14: Q_4	15 best practices		
		2014 – 15: Q_1	15 best practices		
		2014 – 15: Q_2	15 best practices		

		2014 – 15: Q_3	15 best practices		
		2014 – 15: Q_4	15 best practices		
		2014 – 15: Q_1	15 best practices		
		2014 – 15: Q_2	15 best practices		
		2014 – 15: Q_3	15 best practices		
		2014 – 15: Q_4	15 best practices		
D8	Production of documentary films on best practices	2011 – 12: Q_4	5 films	• Officers and Staff of the Department • Consultants	Timely selection of themes / topics and resources
		2012 – 13: Q_4	5 films		
		2013 – 14: Q_4	5 films		
		2014 – 15: Q_4	6 films		
		2015 – 16: Q_4	6 films		
D9	Strengthening / expanding Co-operation in the field	2011 – 12: Q_4	Organising Indian Task	• Officers and Staff	A proper monitoring of implementation of the

of Public Administration with Brazil, South Africa; China and Malaysia		Force / Focal Point Meetings, drafting a Work Plan for exchange and co-operation, implementation and evaluation of Work Plan	of the Department • Indian Missions abroad.	bilateral / multi-lateral Plan of Action.
	2012 – 13: Q4	Organising Indian Task Force/ Focal Point Meetings, drafting a Work Plan for exchange and co-operation, implementation and evaluation of Work Plan		
	2013 – 14: Q4	Organising Indian Task Force/ Focal Point Meetings, drafting a Work		

			Plan for exchange and co-operation, implementation and evaluation of Work Plan		
		2014 – 15: Q$_4$	Organising Indian Task Force/ Focal Point Meetings, drafting a Work Plan for exchange and co-operation, implementation and evaluation of Work Plan		
		2015 – 16: Q$_4$	Organising Indian Task Force/ Focal Point Meetings, drafting a Work Plan for exchange and co-operation,		

			implementation and evaluation of Work Plan		
D10	Exploring areas of co-operation in the field of public administration and governance (such as Canada, European Union, South Korea, Japan, Australia, United Kingdom and UNPAN)	2011 – 12: Q$_4$	Dialogue, Concept Papers resulting into signing of Memorandum of Understanding with one country	• Officers and Staff of the Department • Indian Missions abroad.	Timely initiation of the process and a regular follow up.
		2012 – 13: Q$_4$	Dialogue, Concept Papers resulting into signing of Memorandum of Understanding with 1 country		
		2013 – 14: Q$_4$	Dialogue, Concept Papers resulting into signing of Memorandum of Understanding with 1 country		
		2014 – 15: Q$_4$	Dialogue, Concept Papers resulting into signing of Memorandum of Understanding with 1 country		

		2015 – 16: Q$_4$	Dialogue, Concept Papers resulting into signing of Memorandum of Understanding with 1 country		
D11	• Institutional collaboration with knowledge partners on issues of concern for administrative reforms and innovations	2011-12 : Q$_4$	4 issues	• Officers and staff of the Department • Knowledge partners	▪ Timely identification of issues of concern for administrative reforms and innovations ▪ Timely identification of knowledge partners for collaboration ▪ Periodical review of the progress – quality and outcome.
		2012-13 : Q$_4$	4 issues		
		2013-14 : Q$_4$	5 issues		
		2014-15 : Q$_4$	5 issues		
		2015-16 : Q$_4$	6 issues		

EXPLANATION

Milestone A1/ A2

- 2nd Administrative Reforms Commission has presented 15 Reports:

  - 1st Report: Right to Information: Master Key to Good Governance (09.06.2006)

  - 2nd Report: Unlocking human capital: Entitlements and Governance – a Case Study (31.07.2006)

  - 3rd Report: Crisis Management: From Despair to Hope (31.10.2006)

  - 4th Report: Ethics in Governance (12.02.2007)

  - 5th Report: Public Order : Justice for each … Peace for all (26.06.2007)

  - 6th Report: Local Governance (27.11.2007)

  - 7th Report: Capacity Building for Conflict Resolution – Friction to Fusion (17.3.2008)

  - 8th Report: Combating Terrorism (17.09.2008)

  - 9th Report: Social Capital – A Shared Destiny (8.10.2008)

  - 10th Report: Refurbishing of Personnel Administration – Scaling New Heights (27.11.2008)

  - 11th Report: Promoting e-Governance – The Smart Way Forward (20.01.2009)

  - 12th Report: Citizen Centric Administration – The Heart of Governance (30.3.2009)

- o 13th Report: Organisational structure of Government of India (19.05.2009)

- o 14th Report: Strengthening Financial Management System (26.05.09)

- o 15th Report: State and District Administration (29.05.2009)

- DARPG plays a critical role in co-ordination and monitoring of implementation of these Reports. It services Core Group on Administrative Reforms (CGAR) which reviews the comments received from concerned departments and sends its considerations to Group of Ministers (GoM) for final decision.

- The decisions of GoM are sent to the concerned Ministries / Departments for implementation.

- Action Taken Reports by the concerned Departments are regularly reviewed by DARPG.

- GoM has so far considered 13 Reports, out of which the 8th Report on terrorism is being dealt by the Home Ministry exclusively.

- Method of review of implementation at DARPG

  - o Monthly updates are obtained from concerned Ministries/ Departments

  - o Monthly reports on progress is sent to Cabinet Secretariat and PMO

  - o Secretary level meetings are organized at regular intervals to review the progress

- o Regional Conferences/ Conference of Administrative Reforms Secretaries also facilitate action on these Reports in the States

- Analysis of implementation of accepted recommendations

- Strategy Formulation

  - o A sustained and continuous effort through

    - Facilitation
    - Synergy generation
    - Creation of change agents in organizations

MILESTONE A1

- Focuses on implementation of accepted recommendations of 2nd ARC by Departments/ Ministries of GOI

  - o Quality and Outcome
  - o Concurrent Assessment

MILESTONE A2

- Focuses on facilitation/ dissemination to States/UTs about accepted recommendations of 2nd ARC through

  - o Sharing of experiences/ best practices

MILESTONE A3

- The mandate aims at providing stronger conceptual framework for wider discourse.

MILESTONE A4

- Prime Minister's Award for Excellence in Public Administration was instituted in the year 2006. These awards acknowledge, recognize and reward extraordinary and innovative work done by officers of the Central and State Governments.

- Maximum of 15 Awards are given under individual, team and organization categories.

- Prime Minister of India presents the awards each year on the occasion of Civil Services Day (21st April).

MILESTONE A5

- The mandate covers promotion of reform-linked process oriented knowledge base.

MILESTONE A6

- Under the Scheme of Modernization of Central Government Offices, modernization of office spaces is taken up on pilot basis to increase efficiency and productivity.

- Challenges:

    o Formulate standard designs
    o Process reform
    o Size of plan allocation

MILESTONE A7

- The Programme for Funding Innovative Pilot Projects in States is designed to supplement the initiatives of the State Government to promote and implement reforms at the point of delivery.

- Initiatives under the programme include :

- o replication of a best practice, or
- o piloting a new idea to enhance the quality of service delivery.

MILESTONE A8

- The mandate is necessitated in the context of change management within the organizations for systematic conduct of Government business.

MILESTONE B1

- Under the National e-Governance Plan-- jointly formulated with Department of Information Technology (DIT), there are 27 Mission Mode Projects. One of the Mission Mode Projects is e-Office which aims at significantly improving operational efficiency of Central Government Ministries/Departments through

  - o improvement in workflow mechanisms
  - o associated office procedure manuals
- DARPG is the nodal department to conceptualize & implement the project.

MILESTONE B2/ B3

- DARPG (with DIT and a State Government) organises National Conference on e-Governance. It is an annual event since 1997.

- It is a platform to discuss, exchange views and experiences relating to e-governance initiatives.

- Participants are from Central Government, State Governments, industries & academic institutions.

- National e-Governance Awards for exemplary implementation of e-Governance initiatives are given in seven categories :

- o Government Process re-engineering
- o Horizontal transfer of ICT based Best Practices
- o Citizen centric service delivery
- o Innovative usage of technology in e-Governance
- o Usage of ICT by PSUs
- o Best Government Website
- o Specific Sectoral Awards

MILESTONE B4

- DARPG has been specifically made responsible for promoting Human Resource Development, Training, Awareness & Assessment and Organization Structures as part of NeGP.

MILESTONE C1

- Drawing upon the experience of UK in particular, *SEVOTTAM* was developed by DARPG in 2005 -06 as a service delivery excellence model. It has three modules:

  - o Citizen/ Client Charter – enumerates services as well as standards which is expected from an organization

  - o Grievance Redress Mechanism – ensures that grievances of citizens and clients are redressed in a time bound and systemic manner, thereby, enhancing the credibility of an organization
  - o Public Service Delivery Capability – involves augmentation of human and technological resources along with process and systemic changes to ensure better service delivery according to laid down norms and standards

- *SEVOTTAM* is ISO 15700 – 2005 certified.

MILESTONE C2

- Centralised Public Grievance Redress and Monitoring Sysytem (CPGRAMs) was launched in June 2007.

- It is a web based portal and anyone can lodge a grievance from anywhere, anytime to any Ministry/ Department of GOI.

- The citizen can track his/ her complaints.

- The Departments are supposed to dispose of grievances within two months.

- An upgraded version of CPGRAMS was launched on 27.09.2010 incorporating certain new features :

  - Extension of CPGRAMS to all subordinate/ attached / organizations of GOI Ministries/ Departments

  - Extension of CPGRAMs Module to willing States/ UTs/ Government organizations

MILESTONE D1

- 21st April earmarked as Civil Services Day to

  - celebrate the spirit of Civil Services; and
  - provides an occasion for introspection and self-evaluation

- First Civil Services Day was held on 21 April, 2006

- Participants from Central & State Services attend the event

MILESTONE D2

- The Conference of Chief Secretaries is a forum for exchange of views between the Centre and the States.

- It is an opportunity for discussion on crucial national and international issues.

MILESTONE D3

- The Conference of Administrative Reforms Secretaries is a forum to share experiences of the States in the field of reforms and initiatives in this regard.

- It also acts as a forum to highlight the challenges experienced by the State / UT in achieving the goals set for DARPG.

MILESTONE D4

- Regional Conferences are organized with a view to bring National and State level organizations along with other stakeholders on the same platform to share experiences in the formulation and implementation of good governance practices.

- Senior officers of the Central and State Governments responsible for implementing good governance practices officials from cutting edge level, representatives of the NGOs/consumer organizations participate in the Conference.

MILESTONE D5

- The objective of the Scheme of Financial Assistance to States for Documentation of Best Practices is to provide financial assistance to support professional documentation and dissemination of good governance initiatives by the State/UT Governments.

MILESTONE D6

- DARPG has been given the mandate to document & disseminate best practices & initiatives in areas of governance

- To fulfil the mandate, DARPG brings out books, journals and newsletters.

MILESTONE D7

- The Governance Knowledge Centre is a web based digital repository of best practices.

- It has a support team of domain experts, resource persons, and analysts who continuously ensure dynamic updation of knowledge resources and case studies

MILESTONE D8

- The Department is engaged in producing documentary films on Best Practices across the country for dissemination of success stories and their replication.

MILESTONE D9/ D10

- This relates to sharing and exchanging administrative experiences with other countries, particularly in the area of Public Administration and delivery of services, so as to improve upon the current system of governance and instil a greater sense of responsiveness, accountability, transparency, and achieving public service excellence in the context of public service delivery, good governance, public service reform, capacity building and skills up-gradation. There are several areas of public administration and management where there could be exchange of information on best practices, as well as scope for significant learning with other countries.

MILESTONE D9

- Strengthening and expanding the existing co-operation in the field of public administration with Brazil, South Africa, China and Malaysia - organizing

- Indian Task Force / Focal Point Meetings
- Drafting a Work Plan for exchange and co-operation
- Implementation and evaluation of Work Plan.

MILESTONE D10

- Exploring areas of co-operation in the field of public administration and governance (such as with Canada, European Union, South Korea, Japan, Australia, DFID and UNPAN)

  - Initiating dialogue
  - Organising meetings/visits
  - Sharing concept papers
  - Cooperation Agreements/MOUs

MILESTONE D11

- Institutional collaboration with knowledge partners on issues of concern for administrative reforms and innovations

  - The milestone aims at strengthening institutional collaboration on issues of concern for administrative reform and innovations, with the knowledge partners, in an era experiencing deeper introspection on governance matters.

  - The attempt shall be to gain from the new interdisciplinary methodological insights in the fields of administrative reforms and public management.