'New Paradigms of Governance'

12th February, 2024

New Paradigms of Governance

- PM Awards for Excellence in Public Administration comprehensively revamped

- Effective Redressal of Public Grievances CPGRAMS- 10 Step Reform process

- Good Governance Week from 19-25 December

- Special Campaign 3.0 from October 2-31 2023

- Secretariat Reforms:
  - ➤ *Central Secretariat Manual of Office Procedure 2022 released (Bilingual)*
  - ➤ *E-Office 7.0*

- Benchmarking Governance:
  - ➤ *GGI 2021 released*
  - ➤ *DGGI*
  - ➤ *NeSDA 2021 released*
- National e-Gov Awards
- National Conferences on e-Governance

- Regional Conferences on Replication of Good Governance Practices

- 20 National Good Governance Webinars conducted

- Publications and Dissemination with Monthly Reports on CPGRAMS and Secretariat Reforms

National eService Delivery Assessment 2021

Objective

- To assess States, Union Territories and Central Ministries in their efficiency in e-Governance service delivery.

Key Outcomes of the NeSDA study

- Assess the eGovernance service delivery maturity – comparative analysis amongst States / UTs

- Highlight good practices to learn and replicate

- Identify areas of improvement to enhance efficiency in eGovernance service delivery

National e-Governance Service Delivery Assessment 2021

Reaching citizens through seamless service delivery
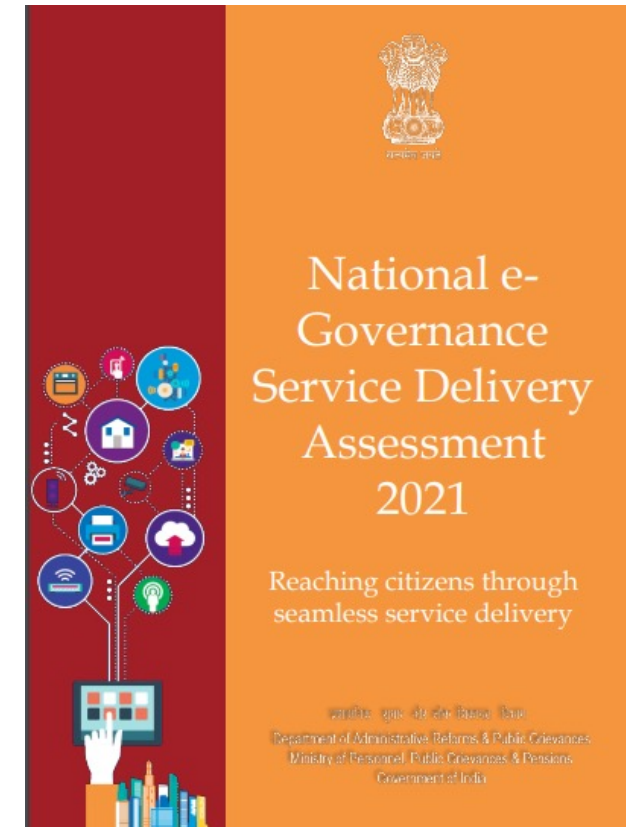
NeSDA – Way Forward | Objective

Saturation of e-Services

- Increase in delivery of **total e-Services**
- Provision of all **56 mandatory services**
- **Identification of all G2B and G2C services provided**

Promote faceless and suo-moto entitlement-based delivery of services

- Monitor improvement in the number of services provided facelessly, i.e., without any physical visits, paperwork and human intervention. Provision of e-services to the citizens as per their entitlement, based on their socio-economic status

Rise in use of Unified / Centralized Portals for delivery of e-Services

- **Adoption of integrated service delivery through unified portal** provides multiple benefits including faster rollout of services, consistent interfaces, reduced friction and increased trust

## Identification of bottlenecks and Dissemination of Best Practices

- Recognize the existing knowledge gaps and learn from best practices

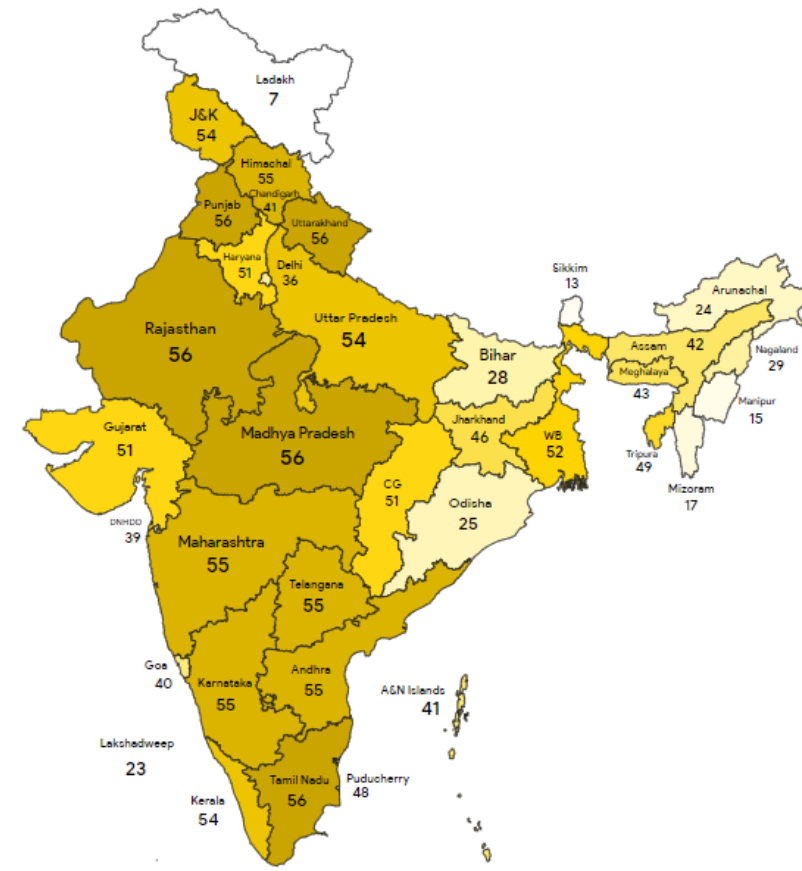# NeSDA – Way Forward | Growth in Mandatory e-Services

Rise in Saturation of Mandatory e-Services from 48% in NeSDA 2019 to 69% in NeSDA 2021 to 76% in NeSDA Way Forward, December 2023

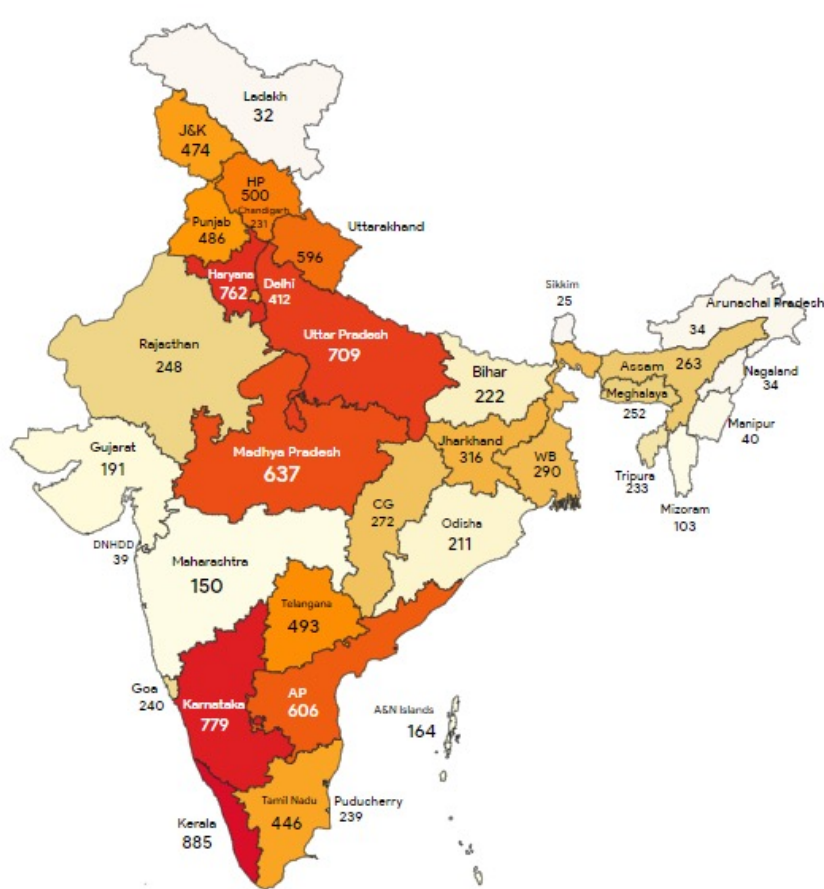**872 Mandatory e-services**
48% Saturation in NeSDA 2019
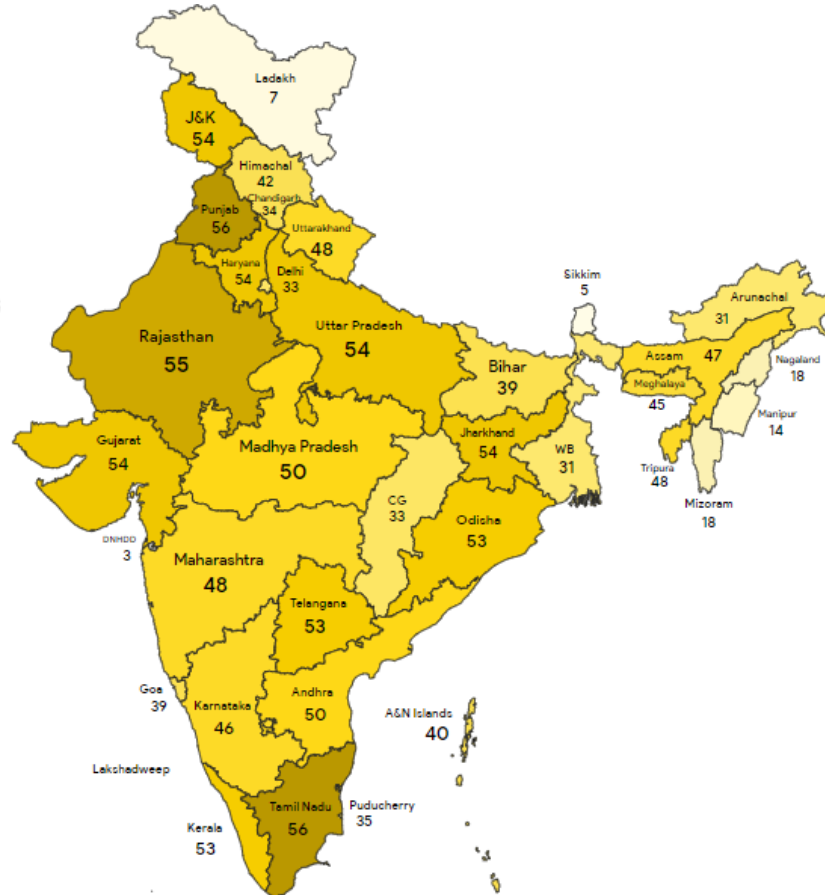
1400 Mandatory e-services
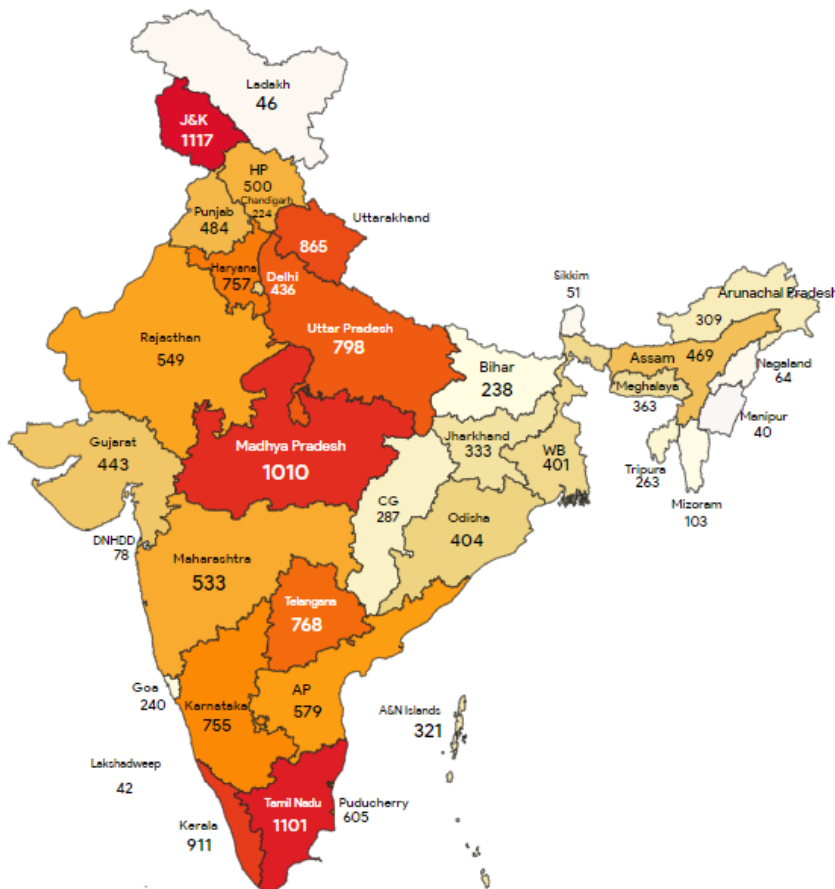**69% Saturation in NeSDA 2021**

1528 Mandatory e-services
76% Saturation in NeSDA Way Forward, December 2023

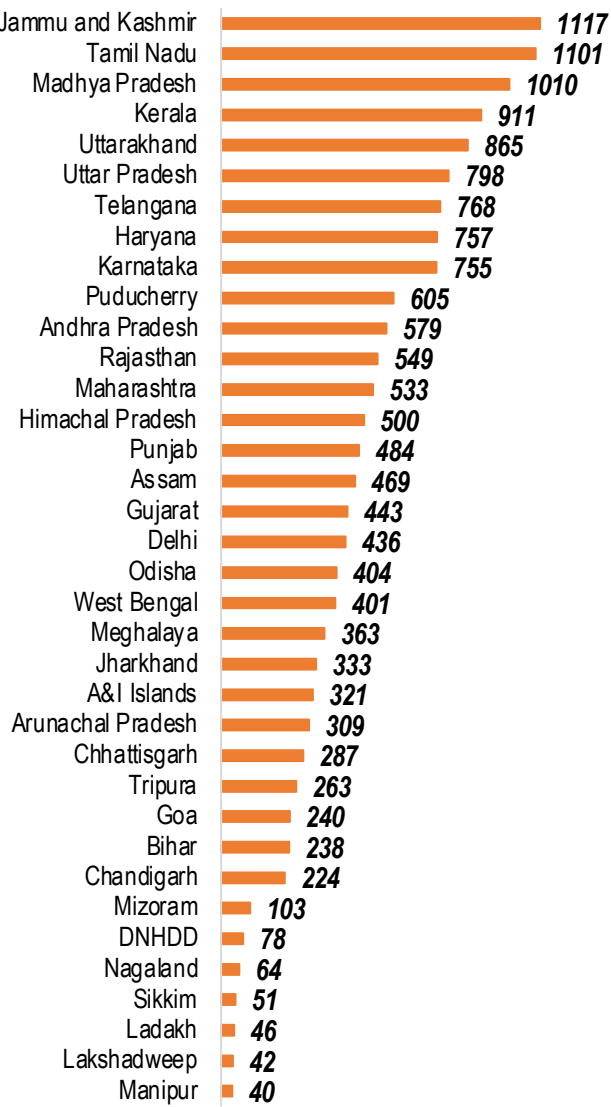# NeSDA – Way Forward | Expanding e-Service Delivery

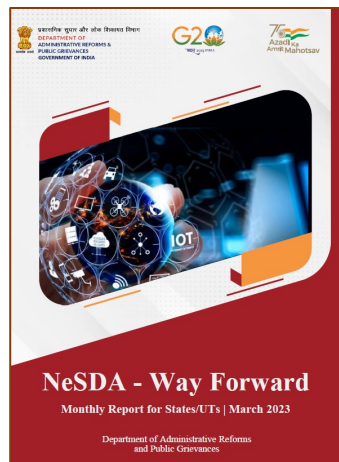*42% Rise in mapping of Total e-Services on NeSDA Way Forward Dashboard from April - December'23*

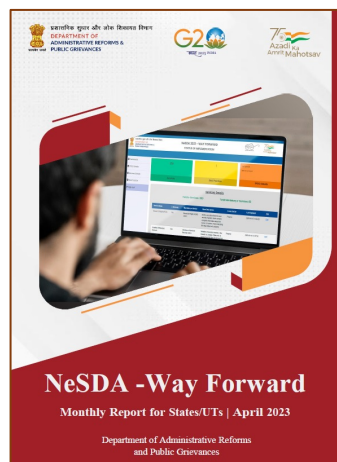**11,614 Total e-Services mapped on NeSDA Way Forward Dashboard, April 2023**

16,487 Total e-Services mapped on NeSDA Way Forward Dashboard, December 2023

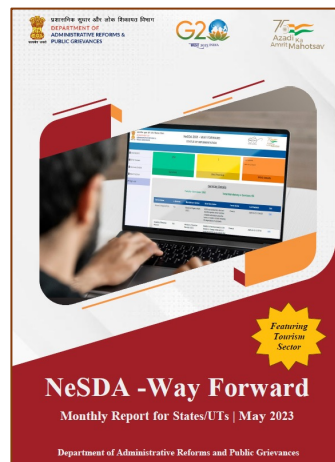| State/UT	Value
Jammu and Kashmir	1117
Tamil Nadu	1101
Madhya Pradesh	1010
Kerala	911
Uttarakhand	865
Uttar Pradesh	798
Telangana	768
Haryana	757
Karnataka	755
Puducherry	605
Andhra Pradesh	579
Rajasthan	549
Maharashtra	533
Himachal Pradesh	500
Punjab	484
Assam	469
Gujarat	443
Delhi	436
Odisha	404
West Bengal	401
Meghalaya	363
Jharkhand	333
A&I Islands	321
Arunachal Pradesh	309
Chhattisgarh	287
Tripura	263
Goa	240
Bihar	238
Chandigarh	224
Mizoram	103
DNHDD	78
Nagaland	64
Sikkim	51
Ladakh	46
Lakshadweep	42
Manipur	40

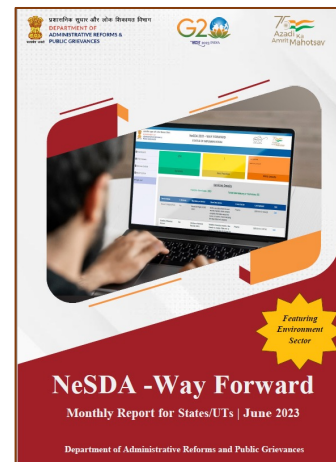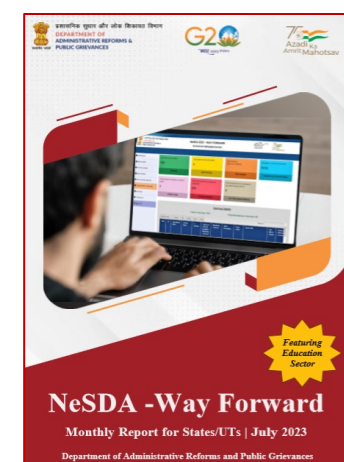# NeSDA – Way Forward | Monthly Reports & Annual Report
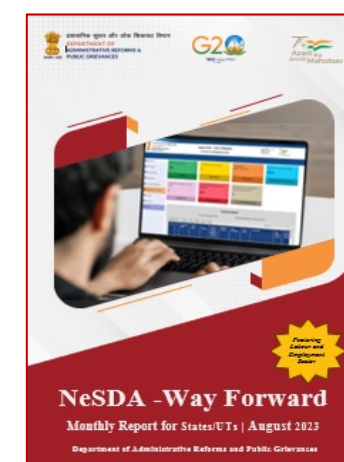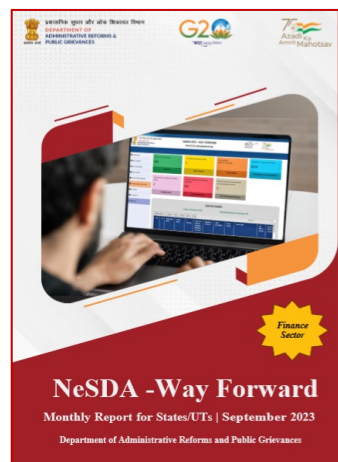

March 2023

April 2023

May 2023 – Tourism

June 2023 – Environment

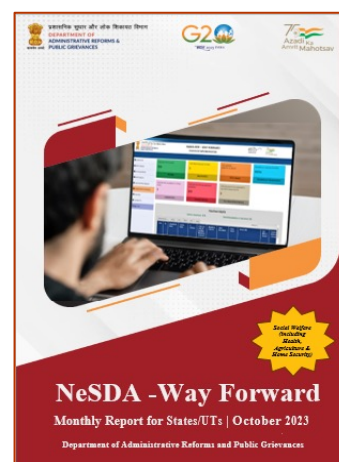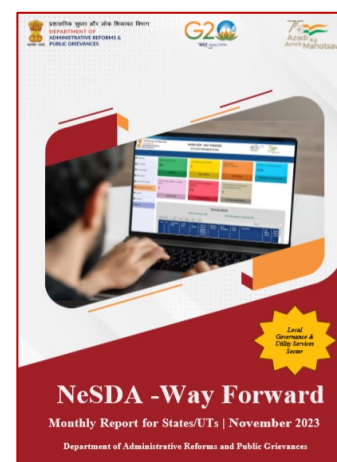July 2023 – Education

August 2023 – Labour & ...ent

October 2023 – Social Welfare

September 2023 – Finance

November 2023 – Local Governance & Utility Services

Annual Report

NeSDA – Way Forward | Best Practice

eUNNAT (Jammu & Kashmir)

http://eunnat.jk.gov.in
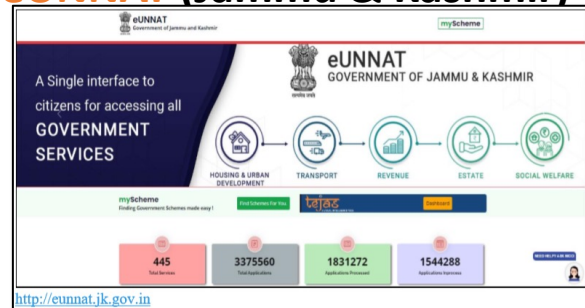
Nivesh Mitra (Uttar Pradesh)
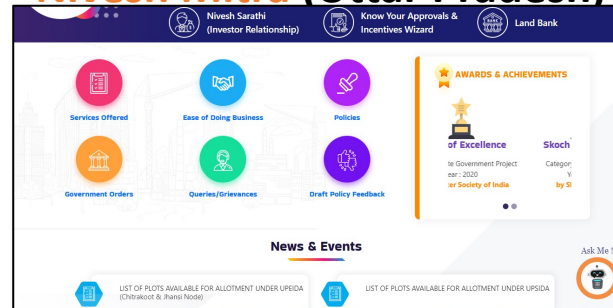
Odisha One (Odisha)

MeeSeva (Telangana)

https://ts.meeseva.telangana.gov.in/meeseva/home.htm#
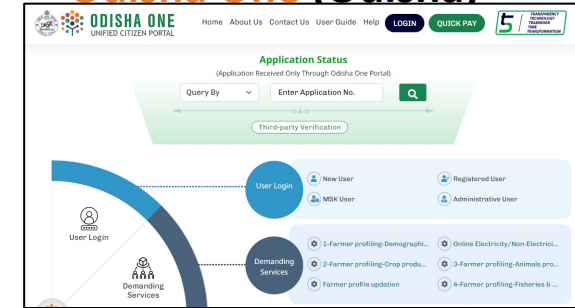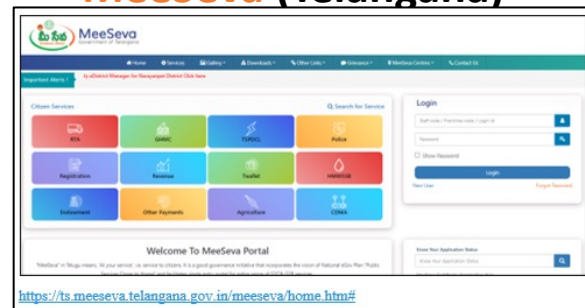
Antyodaya Saral (Haryana)

https://saralharyana.gov.in/

Connect Punjab (Punjab)

https://connect.punjab.gov.in/

Seva Sindhu (Karnataka)

https://sevasindhu.karnataka.gov.in

SWAAGAT (Tripura)
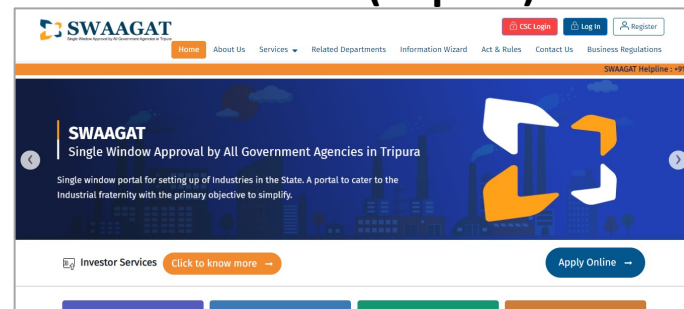
Sewa Setu (Assam)
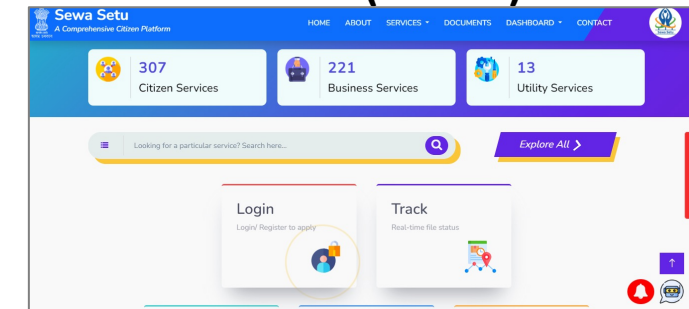
NeSDA – Way Forward | Best Practice

AP Seva (Andhra Pradesh)

https://vswsonline.ap.gov.in/
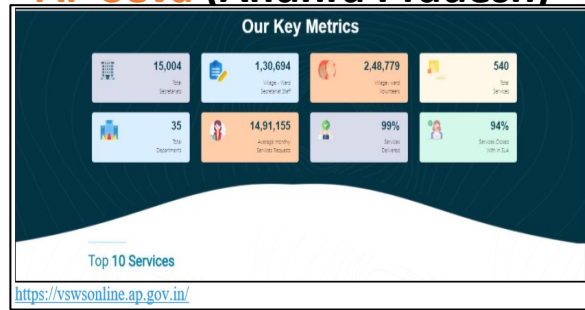
eProposal System (Meghalaya)

https://eproposals.megplanning.gov.in/login

Bihar eLokSeva (Bihar)

https://serviceonline.bihar.gov.in/
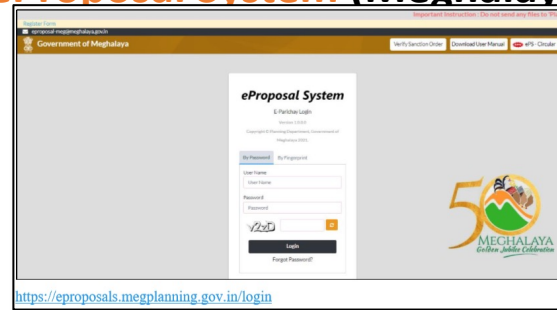
Unified Data Hub (Puducherry)

https://udh.py.gov.in/

Apuni Sarkar (Uttarakhand)

https://eservices.uk.gov.in/
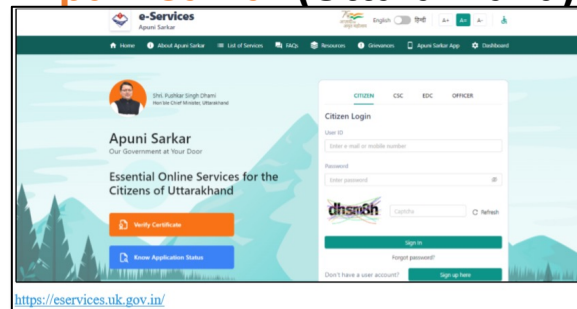
e-Mitra (Rajasthan)
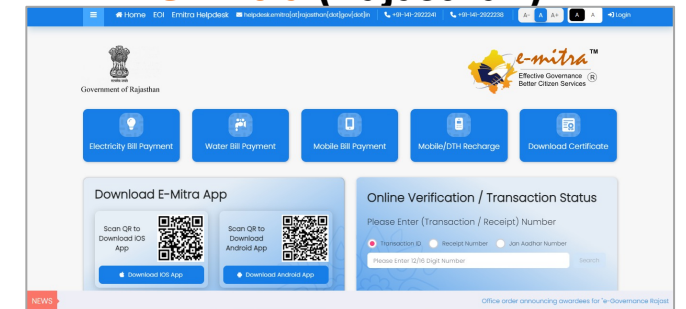
eSevanam (Kerala)

Goa Online (Goa)

www.Goaonline.gov.in
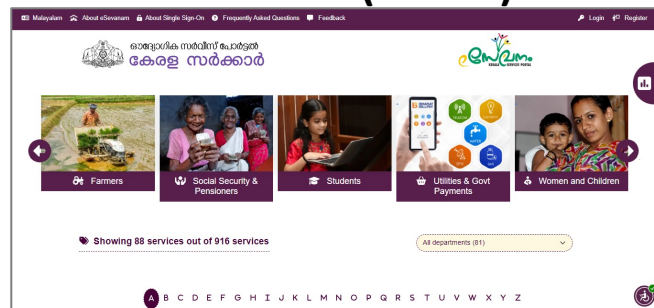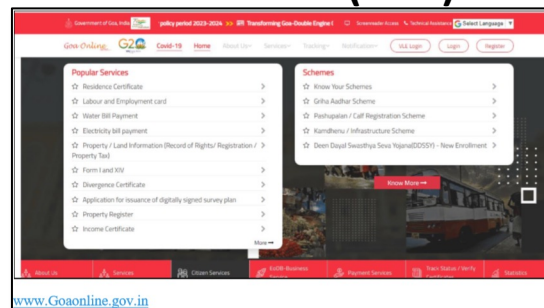
e-Sevai (Tamil Nadu)
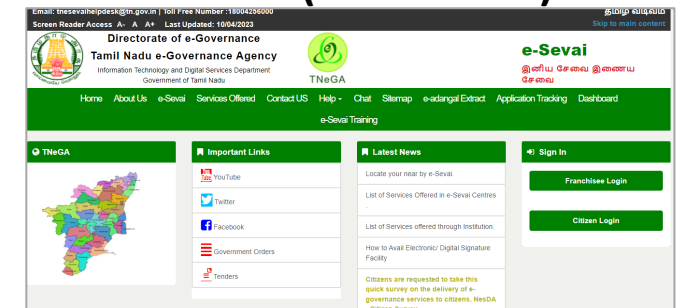
NeSDA – Way Forward | Right to Service (RTS) Commission

The DARPG has embarked on a collaborative initiative with the Chief Commissioners and Appellate Officers of the Right to Service (RTS) Act across various States/UTs. The department held two virtual meetings on 16.06.2023 and 09.10.2023, respectively.

This collaboration aims to leverage the RTS framework and enhance e-service delivery nationwide in line with the NeSDA Way Forward.

Meeting with Chief Commissioners of the RTS Act in States/UTs on 16.06.2023

Status of RTS Act across States/UTs

7 States/UTs with established RTS Commission

23 States/UTs with enacted RTS Act without any Established RTS Commission

6 States/UTs with no RTS Act or any Established RTS Commission
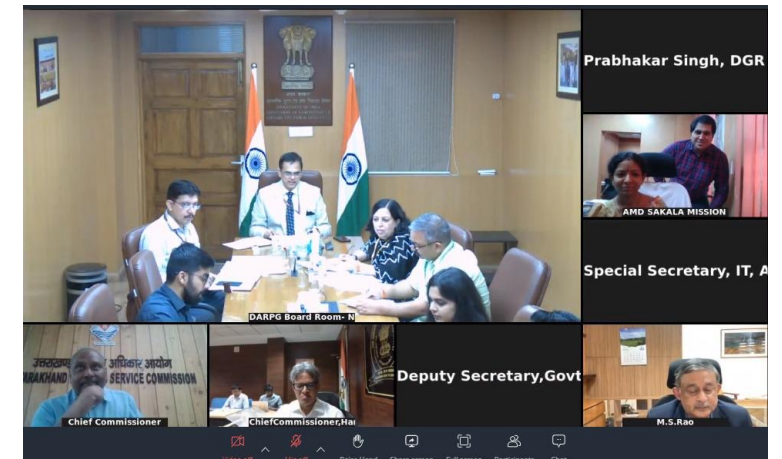
Meeting with Chief Commissioners & Appellate officers of the RTS Act in States/UTs on 09.10.2023

NeSDA – Way Forward | Brainstorming Session

The DARPG conducted a brainstorming session on the theme- Emerging and Future e-Governance Initiatives, e-Commerce Initiatives, and Emerging Technologies on 04.01.2024 at CSoI, New Delhi.

15 domain experts and distinguished representatives from leading organizations, including PwC, QCI, Primus Partners, KPMG, Deloitte and EY attended the session along with the DARPG officials.

The roadmap forward, following the day long deliberations envisaged :

1. Promotion of Universalized face 3 Authentication processes for simplification of service delivery
2. Incorporation of Bhashini, service plus, etc. in e-governance initiatives
3. Immense potential of increasing the Mandatory e-Services to over 160
4. Focus on e-Office analytics and cyber-security measures
5. Enhanced Usage of AI in grievance redressal
6. Reaching to families, as a unit, through use of technology
7. Push towards e-commerce initiatives
8. Strong media outreach to disseminate best practices
9. Collaboration with State/UT Government
10. Need for Hackathons to further learn and disseminate the Gen AI good practices.

NeSDA – Way Forward | Roadmap Ahead

- Promote Integrated Service Delivery
- Data Centric E-government
- Policy Framework of Adoption of New Age Technologies
- Continuous Monitoring Evaluation and Improvement
- Cyber Resilience
- e-Literacy for Inclusiveness
- Mobile First Approach
- Service Affordability
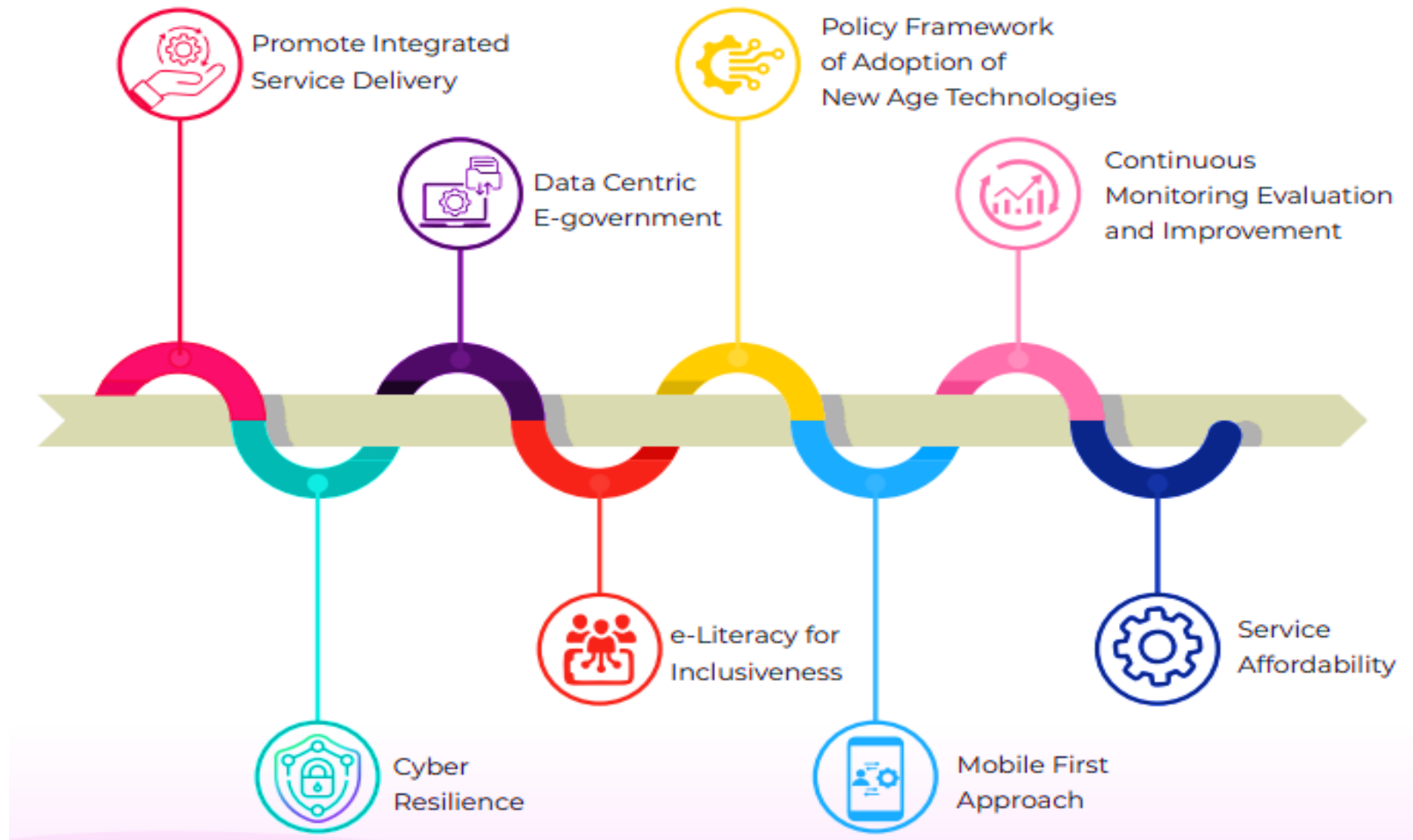
Status of Grievances on CPGRAMS - Central

Brought Forward 72,291	→	Receipts 13,84,222	→	Disposed 13,85,997	→	Pending 70,516

Status of Receipts, Disposal & Pendency

	January	February	March	April	May	June	July	August	September	October	November	December
Receipts	124674	121746	146834	109209	106382	100724	108237	118294	109098	113323	108782	116684
Disposal	125392	123099	144157	107968	120103	102348	103425	121004	106810	123491	103725	109851
Pending	70628	69275	71952	73193	59472	57848	64963	63461	66835	57211	63111	70516

Time Period: 01/01/2023 to 31/12/2023

Status of Grievances on CPGRAMS - States

Brought Forward 1,87,341	→	Receipts 7,35,936	→	Disposed 7,40,286	→	Pending 1,82,451

Status of Receipts, Disposal and Pendency

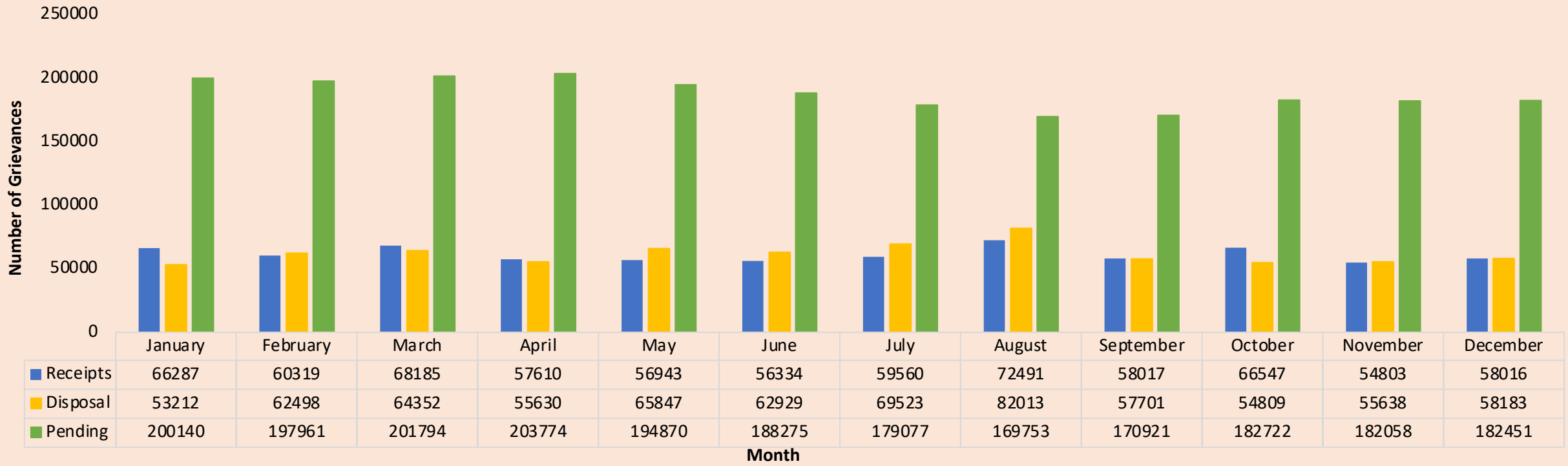|	January	February	March	April	May	June	July	August	September	October	November	December
Receipts	66287	60319	68185	57610	56943	56334	59560	72491	58017	66547	54803	58016
Disposal	53212	62498	64352	55630	65847	62929	69523	82013	57701	54809	55638	58183
Pending	200140	197961	201794	203774	194870	188275	179077	169753	170921	182722	182058	182451

Time Period: 01/01/2023 to 31/12/2023

10 Step CPGRAMS Reforms

Universalisation of CPGRAMS 7.0

Auto-routing of grievances to the last mile officer and review of categorization

Technological Enhancements

Launch of IGMS 2.0 for categorical, spatial, and root cause analysis

Language Translation

Portal in 22 scheduled languages along with English, and integration of Bhashini with CPGRAMS

Grievance Redressal Index

Comprehensive Grievance Redressal Assessment & Index for ranking of Central Ministries/Departments

Feedback Call Centre

50 seater call centre collecting more than 1 lakh feedbacks directly from the citizens

One Nation - One Portal

Integration of State Portals and other GoI Portals with CPGRAMS

Inclusivity and Outreach

Empowering CSCs to reach to the remotest citizen

Training and Capacity Building

Conducted via iGot Platform and Sevottam Scheme

Monitoring Process

Monthly Reports for both the Central Ministries / Departments and States / UTs followed by review meetings

Data Strategy Unit

Automated analysis rolled out to all the Central Ministries / Departments

Universalisation of CPGRAMS

- CPGRAMS 7.0 version envisages streamlining the grievance redressal process by eliminating the manual reading and forwarding of grievances by Nodal officers. The idea was to introduce auto-forwarding of grievances by changing the method of data collection on the CPGRAMS portal and developing a robust mapping of end-line officers

- The onboarding of the Top 20 Ministries/Departments was initiated in 2019 and the CPGRAMS 7.0 version was further deepened in 2023. In the year 2023, DARPG further expanded CPGRAMS 7.0 to the PMOPG Portal and plans to do the same with the DPG Portal and President Secretariat's Portal.

- In 2023, all the Ministries/Departments were requested to review the respective categorization to ease out the process of grievance filling by the citizens
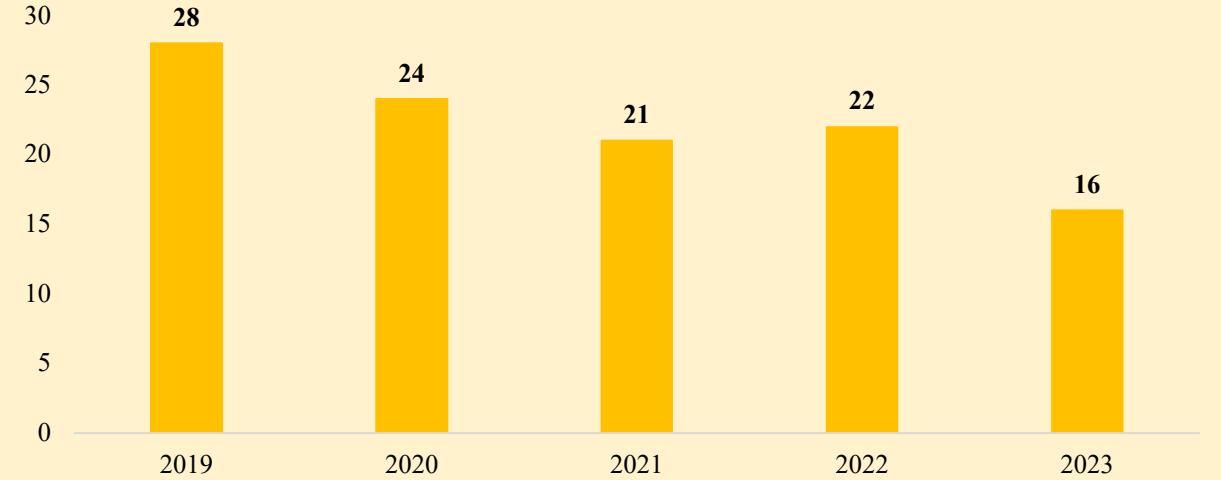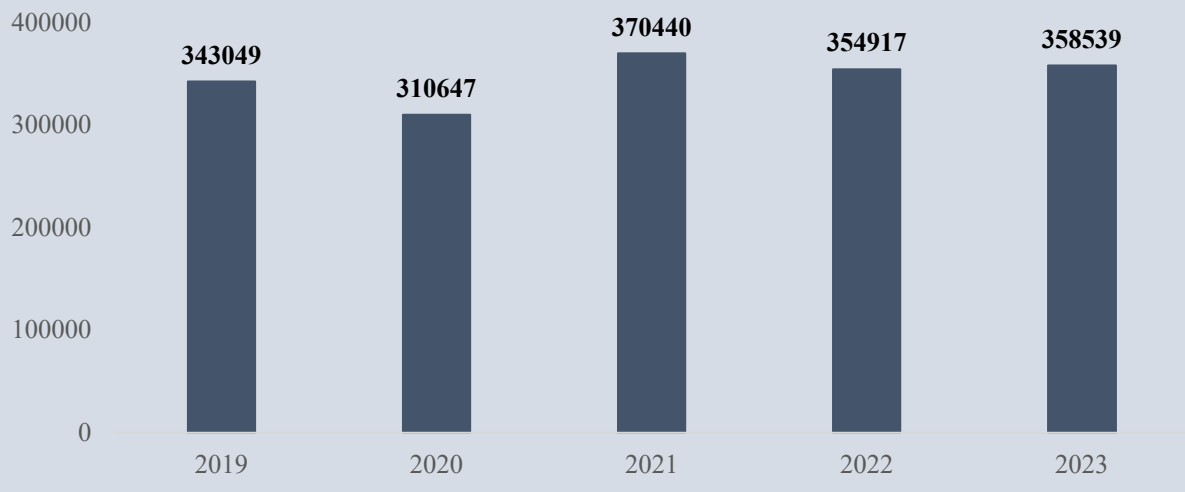
CPGRAMS 7.0 - Impact
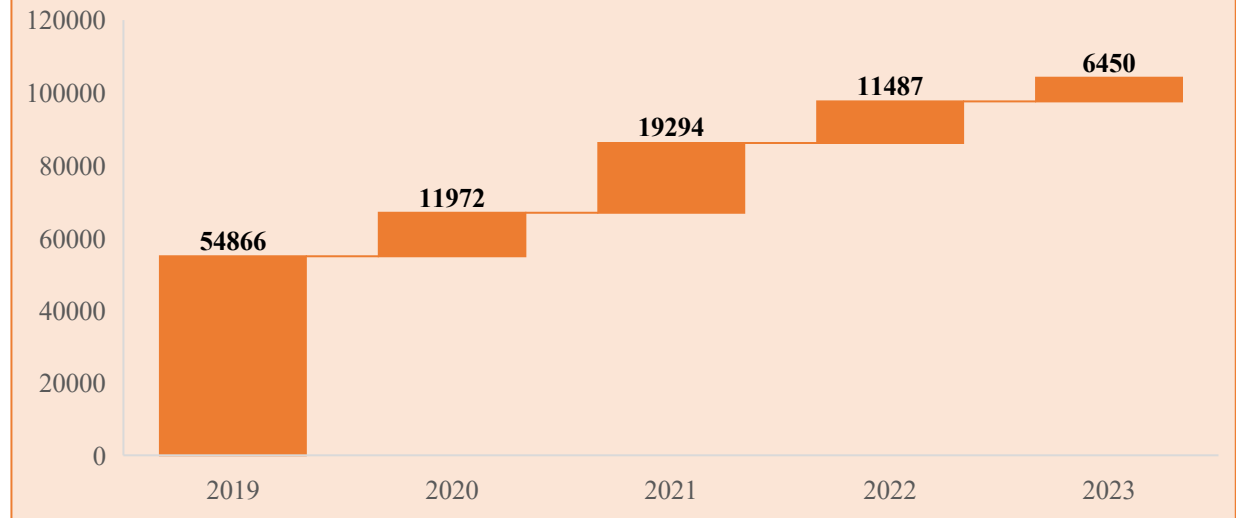
Grievances Received on CPGRAMS Portal

Year	Grievances
2019	1867758
2020	2271270
2021	2000590
2022	1918238
2023	1945583

Average Closing Time of Central Secretariat on CPGRAMS Portal

Year	Days
2019	28
2020	24
2021	21
2022	22
2023	16

Citizen Registration on CPGRAMS Portal

Year	Registrations
2019	343049
2020	310647
2021	370440
2022	354917
2023	358539

GROs on CPGRAMS Portal

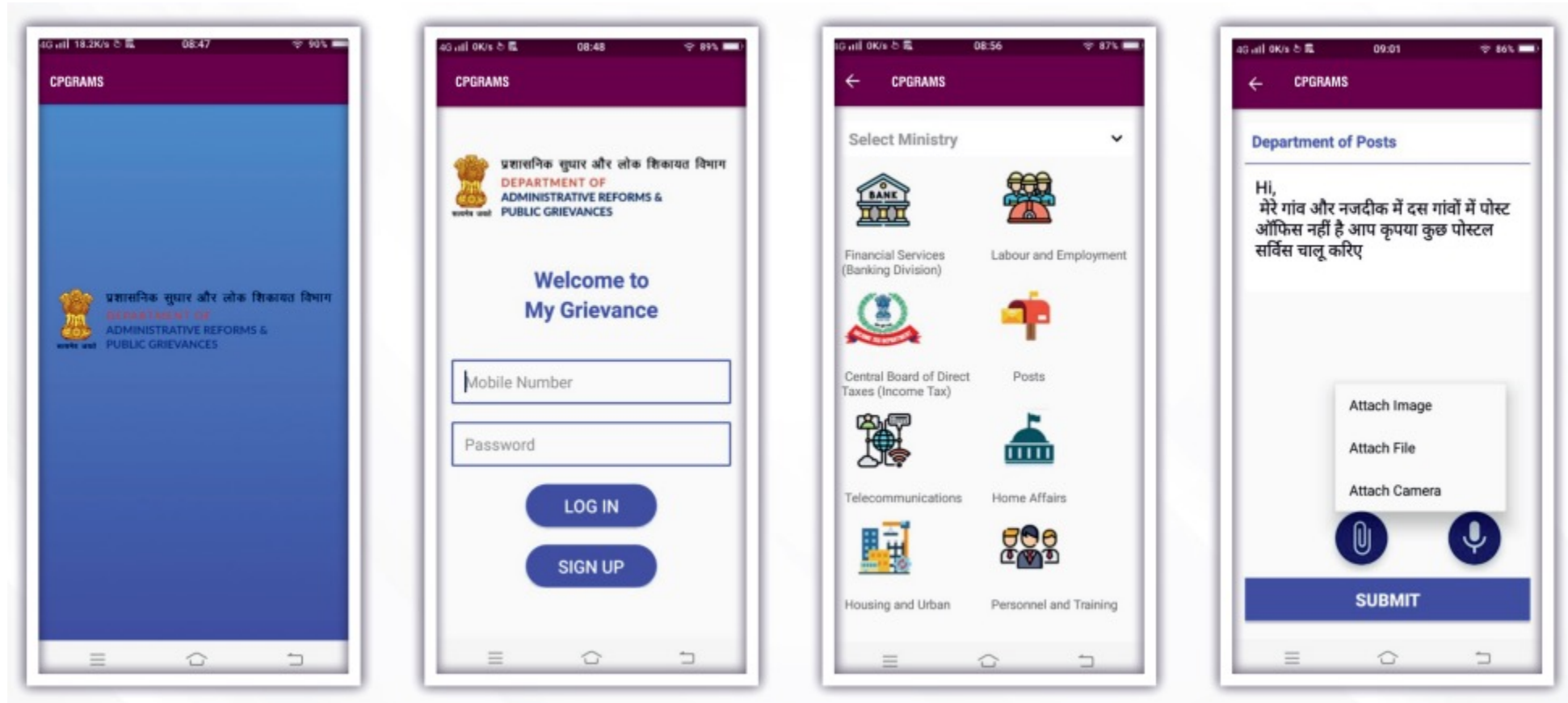| Year	Value
2019	54866
2020	11972
2021	19294
2022	11487
2023	6450

Technological Enhancements

IGMS 2.0 developed by IIT-Kanpur

Technological Enhancements

CPGRAMS App

DARPG is association with IIT-Kanpur has developed "CPGRAMS App" through which citizens can register their grievances using the mobile phones. The application enables users to express concerns, submit grievances, communicate with Central Ministries/Departments and States/UT governments in both English and Hindi, voice to text.

Language Translation

AI based **BHASHINI** platform has now been seamlessly integrated with the CPGRAMS Portal

Grievance Redressal Assessment & Index - Central

DARPG introduced a new and comprehensive **Grievance Redressal Assessment & Index (GRAI)** from May 2023 onwards with 4 dimensions and 11 indicators. The objective of GRAI is to assist the Ministries/Departments to review, analyse and streamline their grievance redressal mechanism with identification of strengths and areas of improvement. It presents a comparative assessment with other Ministries/Departments.

Efficiency:
five (5) indicators

Feedback:
two (2) indicators

Organisational Commitment:
two (2) indicators

Domain:
two (2) indicators

- The data used in preparing the GRAI is taken on a monthly basis
- The Ministries/Departments have been categorised into two groups, based on the number of grievances received during the period in consideration, to enable a fair comparison
- On monthly basis, GRAI is being published for Central Ministries/Departments in the CPGRAMS Monthly Reports

Grievance Redressal Assessment & Index - Central

GRAI has been formulated based on the following 4 dimensions and 11 indicators with the corresponding weightages:

#	Dimensions	Weights	#	Indicators	Orientation of Indicator*	Weights
1	Efficiency	0.45	1	% of Grievances Resolved within Timeline (within 30 days)	Positive	0.45
			2	% of Appeals Redressed	Positive	0.15
			3	% of Resolution of Grievances under Corruption Category	Positive	0.15
			4	Average Resolution Time	Negative	0.10
			5	% Pendency with GROs (beyond 30 days)	Negative	0.15
2	Feedback	0.30	6	% of Appeals Filed	Negative	0.50
			7	% of Resolution with "Satisfied" Remarks	Positive	0.50
3	Domain	0.15	8	% of Resolution of Complaints Labelled as "Urgent"	Positive	0.60
			9	Adequacy of Categorisation of Grievance by M/D	Negative	0.40
4	Organisational Commitment	0.10	10	Ratio of GROs vis-à-vis Grievances Received	Negative	0.30
			11	% of Active Grievance Redressal Officers (GROs)	Positive	0.70

Grievance Redressal Assessment & Index - Central

Top performers in the year 2023

S. No.	Month	Group A	Group B
1	January	Department of Expenditure	NITI Aayog
2	February	Unique Identification Authority of India	Department of Financial Services (Pension Reforms)
3	March	Unique Identification Authority of India	Department of Financial Services (Pension Reforms)
4	April	Unique Identification Authority of India	Department of Financial Services (Pension Reforms)
5	May	Department of Agriculture and Farmers Welfare	Department of Legal Affairs
6	June	Department of Agriculture and Farmers Welfare	NITI Aayog
7	July	Ministry of Cooperation	Department of Public Enterprises
8	August	Department of Agriculture and Farmers Welfare	Ministry of Development of North Eastern Region
9	September	Department of Agriculture and Farmers Welfare	Ministry of Development of North Eastern Region
10	October	Department of Justice	Ministry of Drinking Water and Sanitation
11	November	Department of Telecommunications	Ministry of Drinking Water and Sanitation
12	December	Ministry of Cooperation	Ministry of Drinking Water and Sanitation

Grievance Redressal Index – States/UTs

❑ To assist the States/UTs to review and streamline their Grievance Redressal System, and have a comparative assessment with other States/UTs, this Grievance Redressal Index has been developed.

❑ The Index has two dimensions:

   - Timely Disposal of Grievances

   - Quality Disposal of Grievances

❑ The data used in preparing the Index is taken on a monthly basis

❑ **States/UTs have been categorized into 4 groups to enable a fair comparison:**

Group A - North Eastern States

Group B - Union Territories

Group C - States with higher number of grievances

Group D - States with lesser number of grievances

The GRI has been formulated on the basis of the following 4 Parameters

S. No.	Dimension	Name of Parameter	Orientation of Indicator	Proposed Weightage
1	Timely Disposal of Grievances	Percentage of Grievances Disposed within 30 Days to the Total Grievances Received	Positive	40%
2		Percentage of Grievances pending for more than 30 Days to the Total Grievances Received	Negative	30%
3	Quality Disposal of Grievances	Percentage of Grievances Redressed (closed) and received Feedback as Excellent and Very Good to the Total Feedback Received	Positive	20%
4		Percentage of Grievances Redressed (closed) and received Feedback as Average and Poor to the Total Feedback Received	Negative	10%
Total Weightage				100%

Feedback Call Centre

- DARPG in association with **Bharat Sanchar Nigam Limited (BSNL)** launched Feedback Call Centre in the month of July, 2022

- The establishment of the Feedback Call Centre aimed to promote accountability and improve the quality of resolving grievances

- Citizens provide direct feedback to the Call Centre, shedding light on the effectiveness of resolutions by Ministries/Departments and States/UTs in addressing their grievances

- The Call Centre operates in **4 cities: Noida, Vadodara, Zahirabad, and Marthandam**

- Feedback calls are conducted in **12 distinct languages**: English, Hindi, Gujarati, Marathi, Bengali, Telugu, Assamese, Odia, Tamil, Malayalam, Kannada, and Punjabi

- Citizens are provided with the choice to indicate their satisfaction level as either Satisfied, Partially Satisfied, or Not Satisfied with the resolution

Total Feedback Collected
8,21,372

Citizen Expressing Satisfaction
3,07,339

Excellent & Very Good Collected
1,20,370
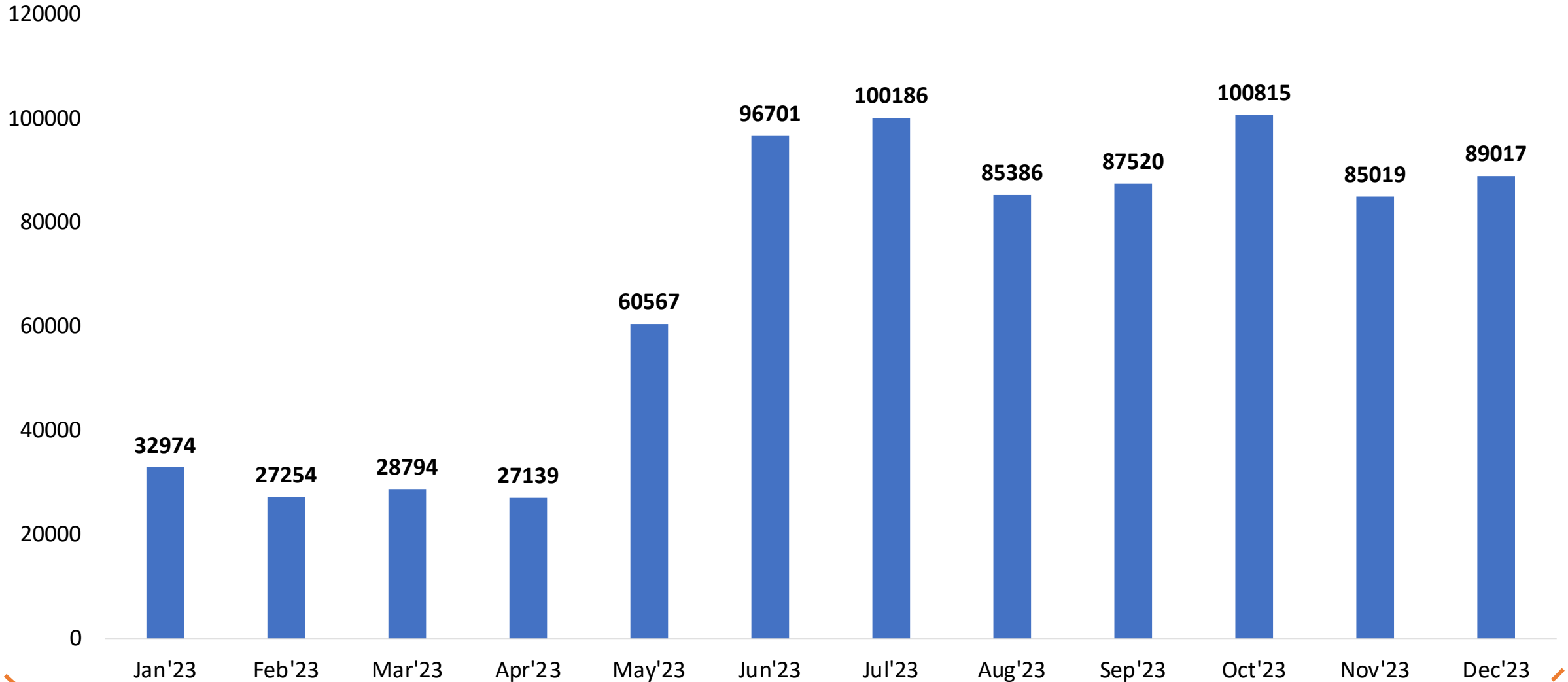
- **PMOPG Portal** has been successfully migrated to CPGRAMS 7.0. on 18th February, 2023

- Integration of **DPG Portal** with CPGRAMS Portal at advanced stage

- Integration of GoI Portals with CPGRAMS, such as Rail Madad

- Various Central Ministries/Department portals like MSME Portal (Champions), Scores SEBI, Meri Sadak app, CPENGRAMS, President's Secretariat RB Helpline, have been integrated with CPGRAMS Portal

- Integration with State/UTs Portals: 17 States/UTs leveraging CPGRAMS as their grievance redressal system; Forwards integration for 17 States/UTs and reverse integration for 15 States/UTs has been carried out
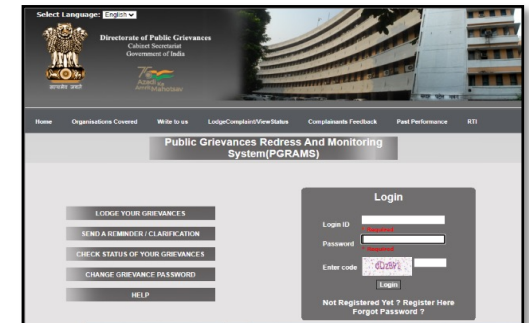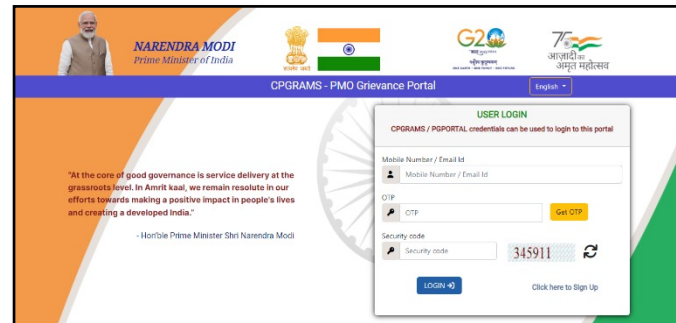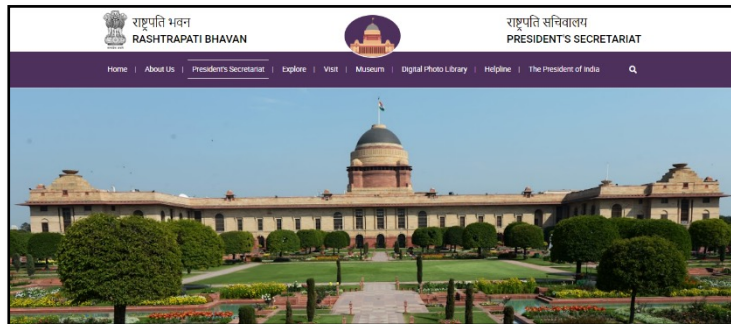
Inclusivity and Outreach

Leveraging the network of Common Service Centres (CSCs) for rural outreach

CPGRAMS has been integrated with the Common Service Centre (CSC) portal and is available at more than **5 lakh CSCs**, associating with **2.5 lakh Village Level Entrepreneurs (VLEs)**.

Common Service Centers has started organizing **CSC-CPGRAMS Grievance Day** on the 20th of every month from October, 2023.
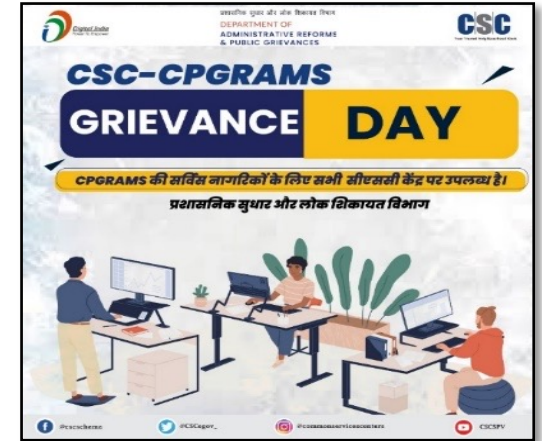
CPGRAMS Stall at Civil Services Day 2023

CPGRAMS Stall at GPAI Summit 2023

Training & Capacity Building

The Sevottam Scheme envisages capacity building of officers for improving service delivery and redressal of public grievances.

Under the scheme, DARPG releases funds to State ATIs/CTIs for setting up a Sevottam Training Cell in the ATI.

The **National Seminar on Sevottam** for Effective Redressal of Public Grievances was held at YASHADA, Pune on 23rd May 2023.

S. No.	Financial Year	Training Conducted	Officers Trained
1	2022-23	280	8496
2	2023-24	166	5206

Data as on 31st December, 2023

Link: https://ati.darpg.in.net/login/
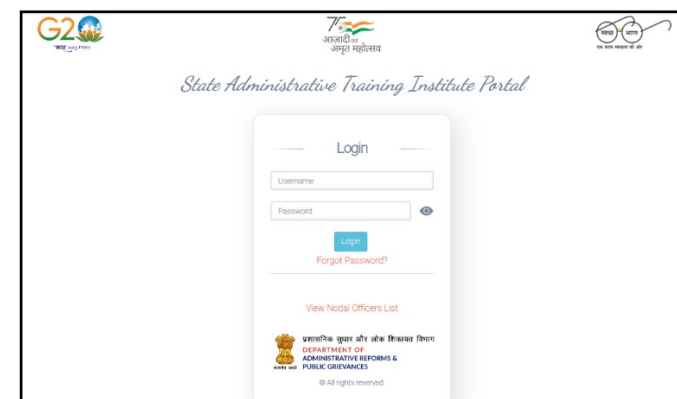
Monitoring Process

- **CPGRAMS Monthly Reports**, one for Central Ministries/Departments and the other for States/UTs, are published by DARPG.

- **CPGRAMS Annual Report** for the year 2022 and 2023 released at the inaugural function of the Good Governance Week 2022 and 2023

- **12 Monthly Reports** for the Central Ministries/Departments, from January to December 2023 published

- **12 Monthly Reports**, from January to December 2023, compiled for the States/UTs published
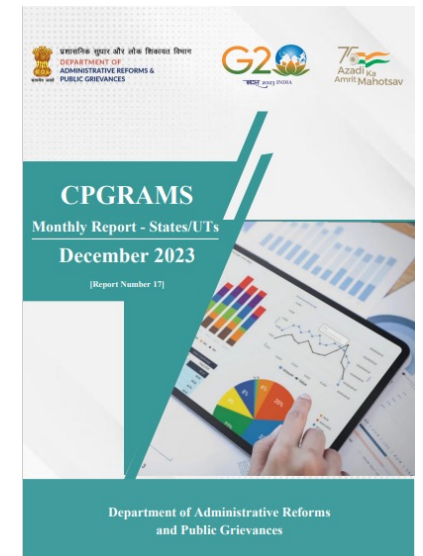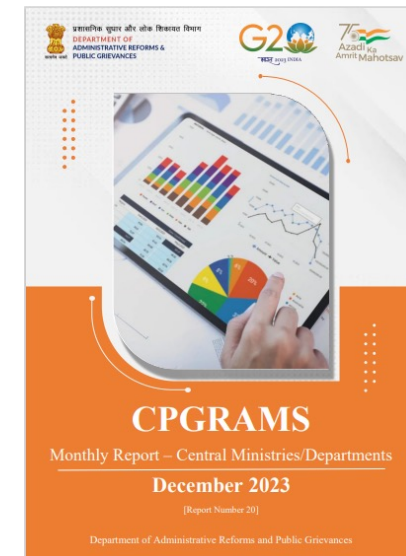
Data Strategy Unit

The Data Strategy Unit, setup by DARPG, has developed an analytical dashboard which enables drawing insights, that may be leveraged for strategic decision making and policy based reforms. The automated analysis tool has been rolled out to all the Central Ministries/Departments.

Prime Minister's Awards For Excellence In Public Administration

- PM's Awards for Excellence in Public Administration are given to Civil Servants for outstanding performance

- Encourage constructive competition among Districts, States and Central Government Ministries/Departments/ Organizations

- Encourages replication of awarded best practices and innovations in States/UTs.

- For 2023, the categories-
  - ➤ Composite Scheme for Saturation of Flagship Missions/ Schemes
  - ➤ Innovations at Centre/ States/ District levels

PM conferring award at 16th Civil Services Day

Scaling up of the Prime Minister's Awards Scheme & Civil Services Day 2006 – 2024

PM AWARDS

- ✓ **2006-2015 -** Awards were conferred under three categories, viz., individual, group and organizations

- ✓ **2015** – 1st restructuring - Focus on excellence in implementation of identified Priority Programs - States grouped in 3 categories (i) North Eastern and Hilly States; (ii) Union Territories and (iii) Other States.

- ✓ **2020** – 2nd restructuring - to recognize the performance of District Collectors towards economic development

- ✓ **2021** – 3rd restructuring - to encourage Constructive Competition, Innovation, Replication and Institutionalization of Best Practices.

- ✓ 2024 – 4th restructuring, saturation approach

CIVIL SERVICES DAY

- ✓ In 2008 - 2013 CSD observed as 1-day event on 21 April

- ✓ 2015 – 2023 CSD observed as 2-days events on 20-21 April

- ✓ In 2023 the CSD witnessed an all time high participation of around25,000 participants

Initiatives - For Replication of Best Practices

➢ Regional Conferences have helped in presenting the best governance practices and have been held at Srinagar, Benguluru, Itanagar, Mumbai, Bhopal, Guwahati, Jaipur in the last two years

➢ 20 National Good Governance Webinars conducted

➢ DARPG has curated a weekly Sansad Television series 'Abhinav Pahel' on PM Award winning initiatives -

➢ An innovation portal https://darpg-innovation.nic.in has been developed for facilitating replication through documentation of the award winning initiatives
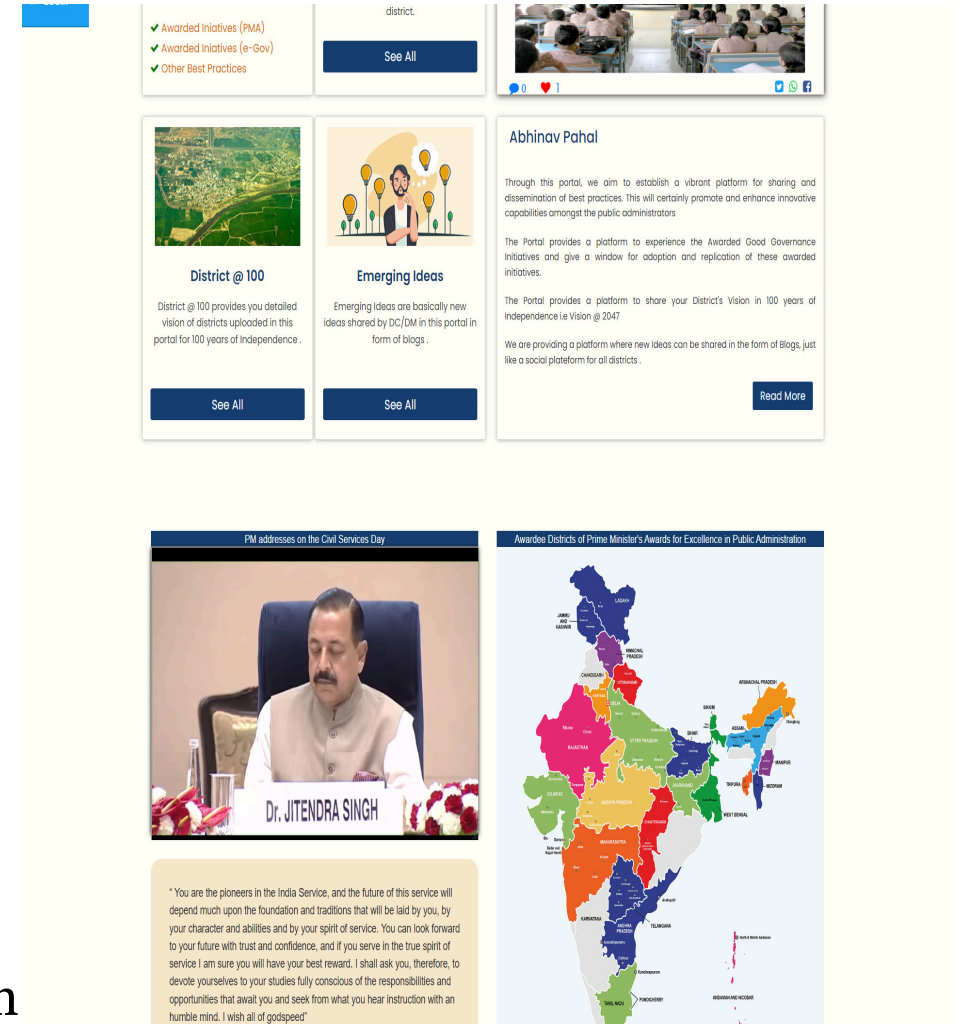
e-Governance   Awards & Conference

- DARPG organizes National e-Gov Conference every year to discuss & exchange experience of various e gov initiatives and   roadmap ahead

- The 26th National Conference on e-Governance held in Indore, Madhya Pradesh on 25th -26th August, 2023

- The theme of the 26th Conference was "Viksit Bharat – Empowering Citizens"

- 16 NAeG 2023 under 5 categorieswas conferred in the 26th NCeG
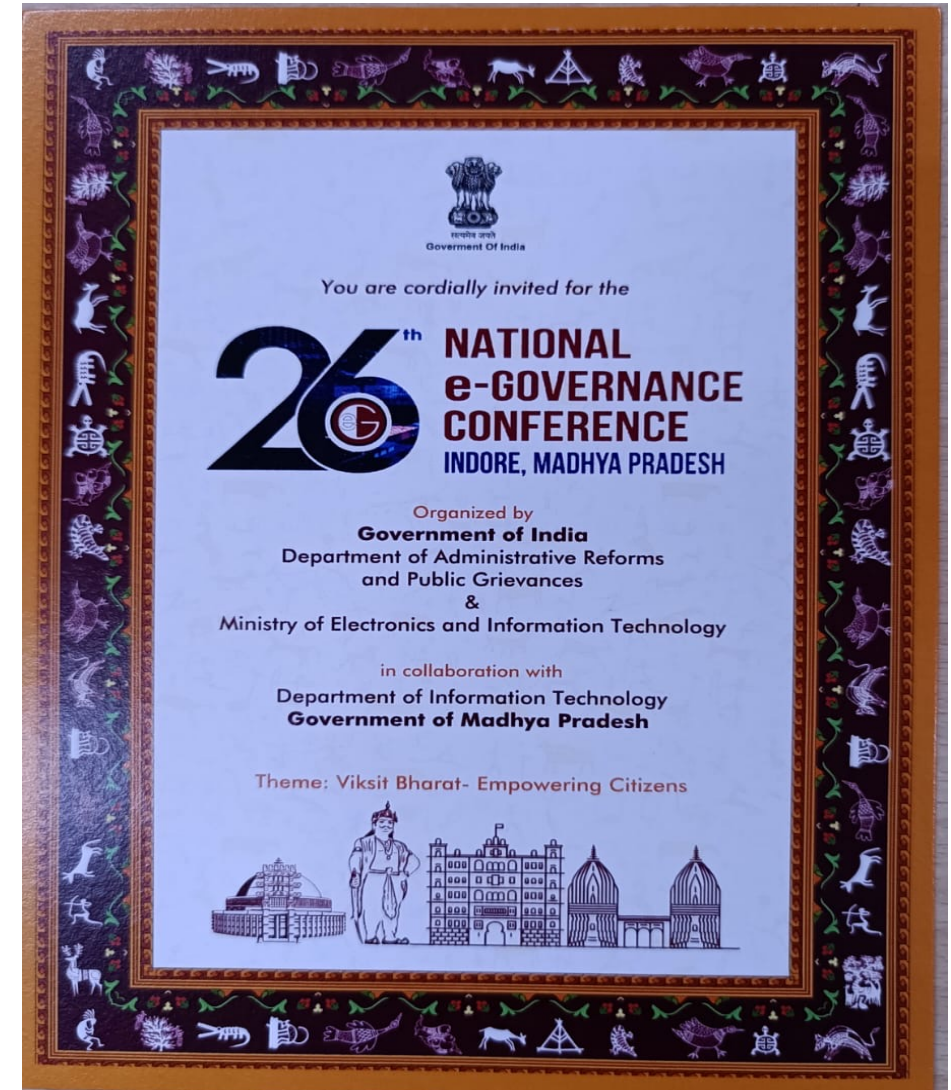
Good Governance Index 2021- Sectors & Indicators

Objectives of GGI

Compare the State of Governance in the States and UTs based on collated quantitative data

Enable States and UTs to formulate & implement suitable strategies for improving Governance

Focus on outcome and output oriented approaches and administration

S No.	Governance Sectors	No. of Indicators
1.	Agriculture and Allied	8
2.	Commerce & Industry	5
3.	Human Resource Development	7
4.	Public Health	6
5.	Public Infrastructure & Utilities	6
6.	Economic Governance	4
7.	Social Welfare & Development	10
8.	Judiciary & Public Safety	5
9.	Environment	4
10.	Citizen Centric Governance	3
	Total	58

District Good Governance Indicators

➢ India's first DGGI was designed and developed for the UT of Jammu and Kashmir - launched by the Home Minister of India on 22 January 2022

➢ The DGGI Gujarat was released by Chief Minister, Gujarat at Kevadia on 21st May, 2023.

➢ The District Good Governance Index of Arunachal Pradesh was released on 8th June 2023

Achievements of "Prashasan Gaon ki Aur 2022"

Parameter	GGW 2021	GGW 2022	Percentage Increase (%)
Grievances Redressed in CPGRAMS and State Grievance Portal	667963	5400299	708%
Applications disposed under Service Delivery	28969557	31487203	9%
Best Good Governance Practice	265	982	271%
Success Stories of Public Grievances	236	593	151%
Vision Document District@100	-	277	-

54 lac
PG Cases Redressed

982
Good Governance Practices reported

315 Lac
Service Delivery Application disposed
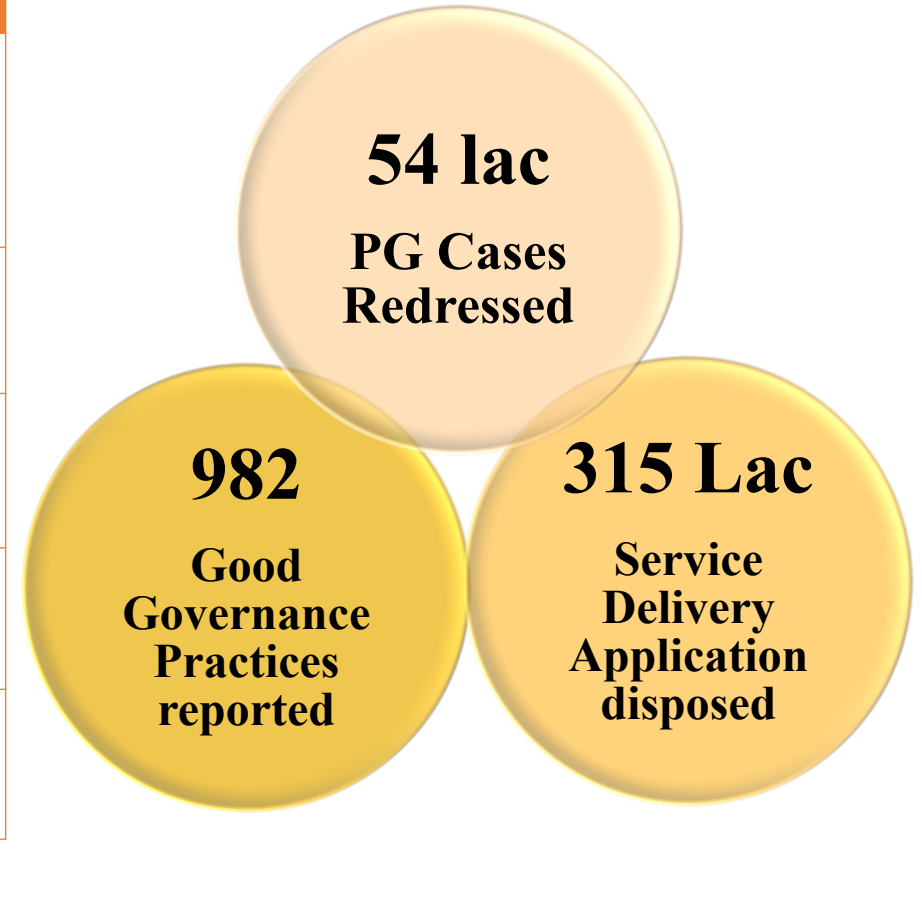
Secretariat Reforms

Swachhata Campaign & Reducing Pendency

Increasing Efficiency in Decision Making

E-Office Analytics

Increasing Efficiency in Decision Making (IEDM)

4- Ds of IEDM
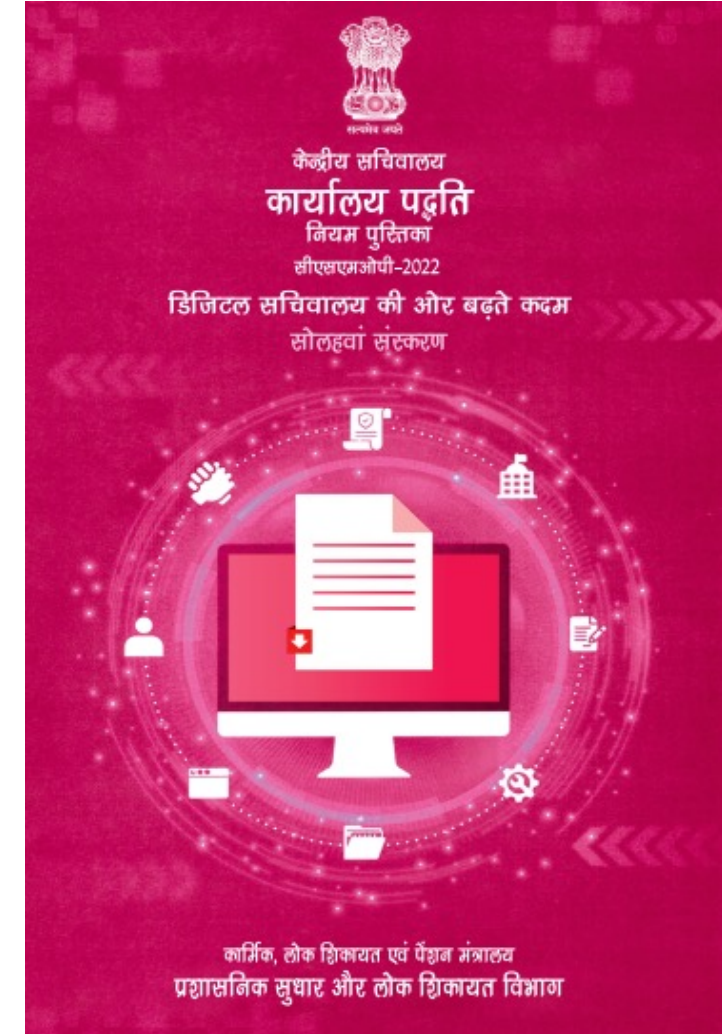
16th edition of Central Secretarial Manual of Office Procedures (Bilingual)

E- Office

Total number of Ministries/Departments on e-office 7.0 – **72**
Remaining Ministries/Departments to migrate to e-office 7.0 by February 2023- **3**

Thank you