



R F D

(Results-Framework Document)

for

Department of Administrative Reforms and
Public Grievances
(2012-2013)

Section 1:

Vision, Mission, Objectives and Functions

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 policies, structures and process
- Promoting citizen-centric governance with emphasis on grievance redressal
- Innovations in e-Governance.
- Documentation and dissemination of best practices

Objectives

- 1 Promoting administrative reforms in government policies and processes
- 2 Promoting reforms through e-Governance
- 3 Formulation of policy and coordination of issues relating to redress of grievances
- 4 Dissemination of governance knowledge and best practices

Functions

- 1 Matters relating to administrative reforms
- 2 Servicing Core Group on Administrative Reforms and Group of Ministers
- 3 Follow up of matters relating to implementation of Reports/recommendations of Second Administrative Reforms Commission
- 4 Organization of Civil Services Day, Chief Secretaries Conference and Conference of the Administrative Reforms Secretaries of the States/UTs
- 5 Capacity building, change management and Government Process Re-engineering to provide reform through e-Governance
- 6 e-Office Mission Mode Project under NeGP
- 7 Promoting e-Governance in citizen centric initiatives
- 8 National Conference on e-Governance and grant of National awards
- 9 Implementation of guidelines on Government websites
- 10 Publication of quarterly journal - Management in Government and Monthly News Letter -Civil Services News
- 11 Documentation and dissemination of best practices and matters relating to PM's award in excellence in Public Administration

Section 1: Vision, Mission, Objectives and Functions

- 12 Governance Knowledge Centre – an interactive portal of best practices
- 13 Central Secretariat Manual of Office Procedure
- 14 Assistance for modernization of government offices 14
- 15 International exchange and co-operation in the field of public administration and governance
- 16 Monitoring and facilitating redress of public grievances in general and grievances pertaining to Central Government agencies in particular
- 17 Creation and upgradation of online framework for efficient handling of public grievances through Centralized Public Grievance Redress and Monitoring System (CPGRAMS) and its introduction in Central Government Ministries/Departments and State Governments/UTs
- 18 Facilitation and co-ordination of implementation of 'Sevottam' framework for excellence in public administration in Central Government Ministries/Departments/Organizations and States/UTs & Local Government institutions
- 19 Servicing the Standing Committee for Grievances of Joint Secretary Level officers and above

Section 2: Inter se Priorities among Key Objectives, Success indicators and Targets

Objective	Weight	Action	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent 100%	Very Good 90%	Good 80%	Fair 70%	Poor 60%
[1] Promoting administrative reforms in government policies and processes	25.00	[1.1] Consideration of the recommendations relating to the remaining two Reports of 2nd ARC	[1.1.1] Placing the recommendations before GoM	Number	2.00	2	1	0	0	0
		[1.2] Implementation of 125 pending accepted recommendations of 2nd ARC under implementation (including thrust area pending accepted recommendations)	[1.2.1] Number of accepted recommendations implemented	Number	2.00	100	90	80	70	60
			[1.2.2] Number of accepted recommendations implemented - thrust areas	Number	2.00	25	20	15	10	5
		[1.3] Review meetings at the level of Secretary on the 2nd ARC Reports at the Central/State/Regional level	[1.3.1] Number of review meetings	Number	4.00	10	8	6	4	2
		[1.4] Preparation of Research/ Background papers	[1.4.1] Acceptance of papers	Number	4.00	5	4	3	2	1
		[1.5] Prime Minister's Awards for Excellence in Public Administration	[1.5.1] Selection of Awardees	Date	4.00	10/04/2012	20/04/2012	--	--	--
		[1.6] Modernization of government offices	[1.6.1] Number of offices modernized	Number	4.00	8	7	6	5	4
[2] Promoting reforms through e-Governance	15.00	[1.7] Record Retention Schedule	[1.7.1] Finalisation of the revised Record Retention Schedule	Date	3.00	31/12/2012	31/01/2013	28/02/2013	15/03/2013	31/03/2013
		[2.1] On site support for implementation of e-office in	[2.1.1] Launching of e-Office	Number	2.00	12	10	8	6	4

Section 2:
Inter se Priorities among Key Objectives, Success indicators and Targets

Objective	Weight	Action	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent 100%	Very Good 90%	Good 80%	Fair 70%	Poor 60%
		Ministries/Departments which started e-office in 2011-12								
		[2.2] Implement e-Office in new Ministries/Departments	[2.2.1] Implementation	Number	3.00	5	4	3	2	1
		[2.3] Implementation of Master e-Governance Training Plan in e-Office enabled Ministries/ Departments	[2.3.1] Implementation	Number	2.00	12	10	8	6	4
		[2.4] Organizing National Conference on e-Governance and giving away of National Awards	[2.4.1] Compilation of deliberations and recommendations of the Conference	Date	4.00	10/03/2013	15/03/2013	20/03/2013	25/03/2013	31/03/2013
		[2.5] Publishing of Compendium of select papers on issues of e-Governance, case studies of the previous year's awardees, compilation of national and international best practices on selected topic	[2.5.1] Release during the National Conference on e-Governance	Date	4.00	21/02/2013	28/02/2013	07/03/2013	15/03/2013	31/03/2013
[3] Formulation of policy and coordination of issues relating to redress of grievances	21.00	[3.1] Holding of review meetings on redress of public grievances in Central Ministries / Departments/ Subordinate Organizations	[3.1.1] Number of organisations reviewed	Number	4.00	200	175	150	125	100
		[3.2] Organization of CPGRAMS Training Sessions in Central Ministries/ Departments/ Subordinate	[3.2.1] Number of Ministries / Departments/ Organizations trained	Number	4.00	200	175	150	125	100

Section 2: Inter se Priorities among Key Objectives, Success indicators and Targets

Objective	Weight	Action	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent 100%	Very Good 90%	Good 80%	Fair 70%	Poor 60%
		Organizations								
		[3.3] Completion of CPGRAMS pilot projects in 2 States/UTs	[3.3.1] Number of projects completed	Number	2.00	2	1	0	0	0
		[3.4] Workshops on Capacity Building for Sevottam in States/Districts	[3.4.1] Number of workshops	Number	2.00	2	1	1	1	0
		[3.5] Implementing Sevottam pilots in States	[3.5.1] Number of pilot projects	Number	2.00	2	1	1	1	0
		[3.6] Implementing Sevottam pilots in Central Ministries/Departments	[3.6.1] Number of pilot projects	Number	2.00	2	1	1	1	0
		[3.7] Strengthening of State ATI's through establishment of Sevottam Training Cells	[3.7.1] Number of ATIs covered	Number	2.00	4	3	2	1	0
		[3.8] Advertisements under Citizen Centric Initiatives	[3.8.1] Number of advertisements	Number	1.00	2	1	1	1	0
		[3.9] Preparing a Strategic Plan for Capacity Building in Sevottam	[3.9.1] Timely preparation	Date	1.00	01/10/2012	01/11/2012	01/12/2012	01/01/2013	01/02/2013
		[3.10] Preparation of draft Rules under proposed 'The Right of Citizens for Time Bound Delivery of Goods and Services and Redressal of their Grievance Bill	[3.10.1] Timely preparation	Date	1.00	15/01/2013	31/01/2013	15/02/2013	28/02/2013	15/03/2013
		[4.1] Organising Civil Services Day	[4.1.1] Report on proceedings	Date	2.00	31/07/2012	15/08/2012	31/08/2012	15/09/2012	30/09/2012
[4] Dissemination of governance knowledge and best practices	24.00	[4.2] Organization of Chief Secretaries Conference	[4.2.1] Report on proceedings	Date	2.00	15/03/2013	20/03/2013	23/03/2013	28/03/2013	31/03/2013

Section 2:
Inter se Priorities among Key Objectives, Success indicators and Targets

Objective	Weight	Action	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent 100%	Very Good 90%	Good 80%	Fair 70%	Poor 60%
		[4.3] Organizing Conference of Secretaries of Administrative Reforms of the States / UTs	[4.3.1] Minutes issued	Date	2.00	31/12/2012	15/01/2013	31/01/2013	15/02/2013	28/02/2013
		[4.4] Providing financial assistance to States for documentation of best practices	[4.4.1] Number of proposals finalized	Number	2.00	9	8	7	6	5
		[4.5] Organizing Regional Conferences on best practices	[4.5.1] Timely organization	Number	2.00	2	1	0	0	0
		[4.6] Publication of quarterly journal – Management in Government (MIG), Monthly newsletter – Civil Services News (CSN) and a book on best practices	[4.6.1] Timely issue and putting up abstract of MIG on website	Number	2.00	17	15	13	11	10
		[4.7] Production of documentary films on best practices	[4.7.1] Number of documentary films produced	Number	2.00	5	4	3	2	1
		[4.8] Strengthening Governance Knowledge Centre	[4.8.1] Number of best practices and discussions uploaded	Number	2.00	40	35	30	25	20
		[4.9] Organization of CAPAM International Conference 2012 in New Delhi (India)	[4.9.1] Timely Organization	Date	1.50	31/10/2012	15/11/2012	30/11/2012	15/12/2012	31/12/2012
		[4.10] Meetings with the Indian Finalists of CAPAM International Awards 2012	[4.10.1] Timely meetings	Date	1.50	15/10/2012	31/10/2012	15/11/2012	30/11/2012	15/12/2012
		[4.11] India Focal Point Meeting under India-Singapore Cooperation Programme in the field of Personnel Management and	[4.11.1] Timely meetings	Date	1.50	31/01/2013	15/02/2013	28/02/2013	15/03/2013	31/03/2013

Section 2:
Inter se Priorities among Key Objectives, Success indicators and Targets

Objective	Weight	Action	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent 100%	Very Good 90%	Good 80%	Fair 70%	Poor 60%
* Efficient Functioning of the RFD System	3.00	Public Administration								
		[4.12] Finalization of Work Plan for bilateral cooperation in the field of Public Administration with Government of China	[4.12.1] Timely finalization	Date	1.50	28/02/2013	07/03/2013	15/03/2013	22/03/2013	31/03/2013
		[4.13] Preparation of Country Paper highlighting the recent initiatives of the Government for circulation in the CAPAM	[4.13.1] Timely finalisation	Date	2.00	01/09/2012	16/09/2012	01/10/2012	16/10/2012	31/10/2012
* Administrative Reforms	6.00	Timely submission of Draft for Approval	On-time submission	Date	2.0	05/03/2012	06/03/2012	07/03/2012	08/03/2012	09/03/2012
		Timely submission of Results	On- time submission	Date	1.0	01/05/2012	03/05/2012	04/05/2012	05/05/2012	06/05/2012
		Implement mitigating strategies for reducing potential risk of corruption	% of implementation	%	2.0	100	95	90	85	80
* Improving Internal Efficiency / responsiveness / service delivery of Ministry / Department	4.00	Implement ISO 9001 as per the approved action plan	Area of operations covered	%	2.0	100	95	90	85	80
		Identify, design and implement major innovations	Implementation of identified innovations	Date	2.0	05/03/2013	06/03/2013	07/03/2013	08/03/2013	09/03/2013
		Implementation of Sevottam	Independent Audit of Implementation of Citizen's Charter	%	2.0	100	95	90	85	80
* Ensuring compliance to the Financial Accountability Framework	2.00		Independent Audit of implementation of public grievance redressal system	%	2.0	100	95	90	85	80
		Timely submission of ATNs on Audit paras of C&AG	Percentage of ATNs submitted within due date (4 months) from	%	0.5	100	90	80	70	60

* Mandatory Objective(s)

Section 2: Inter se Priorities among Key Objectives, Success indicators and Targets

Objective	Weight	Action	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent 100%	Very Good 90%	Good 80%	Fair 70%	Poor 60%
			date of presentation of Report to Parliament by CAG during the year.							
		Timely submission of ATRs to the PAC Sectt. on PAC Reports.	Percentage of ATRs submitted within due date (6 months) from date of presentation of Report to Parliament by PAC during the year.	%	0.5	100	90	80	70	60
		Early disposal of pending ATNs on Audit Paras of C&AG Reports presented to Parliament before 31.3.2012.	Percentage of outstanding ATNs disposed off during the year.	%	0.5	100	90	80	70	60
		Early disposal of pending ATRs on PAC Reports presented to Parliament before 31.3.2012	Percentage of outstanding ATRs disposed off during the year.	%	0.5	100	90	80	70	60

* Mandatory Objective(s)

Section 3: Trend Values of the Success Indicators

Objective	Action	Success Indicator	Unit	Actual Value FY 10/11	Actual Value FY 11/12	Target Value FY 12/13	Projected Value for FY 13/14	Projected Value for FY 14/15
[1] Promoting administrative reforms in government policies and processes	[1.1] Consideration of the recommendations relating to the remaining two Reports of 2nd ARC	[1.1.1] Placing the recommendations before GoM	Number	2	2	1	--	--
	[1.2] Implementation of 125 pending accepted recommendations of 2nd ARC under implementation (including thrust area pending accepted recommendations)	[1.2.1] Number of accepted recommendations implemented	Number	0	100	100	100	100
		[1.2.2] Number of accepted recommendations implemented -thrust areas	Number	0	0	22	25	25
	[1.3] Review meetings at the level of Secretary on the 2nd ARC Reports at the Central/State/Regional level	[1.3.1] Number of review meetings	Number	14	0	10	10	10
	[1.4] Preparation of Research/ Background papers	[1.4.1] Acceptance of papers	Number	5	5	5	5	5
	[1.5] Prime Minister's Awards for Excellence in Public Administration	[1.5.1] Selection of Awardees	Date	10/04/2010	10/04/2011	10/04/2012	10/04/2013	10/04/2014
	[1.6] Modernization of government offices	[1.6.1] Number of offices modernized	Number	15	8	8	8	8
	[1.7] Record Retention Schedule	[1.7.1] Finalisation of the revised Record Retention Schedule	Date	--	--	31/01/2013	--	--

Section 3: Trend Values of the Success Indicators

Objective	Action	Success Indicator	Unit	Actual Value FY 10/11	Actual Value FY 11/12	Target Value FY 12/13	Projected Value for FY 13/14	Projected Value for FY 14/15
[2] Promoting reforms through e-Governance	[2.1] On site support for implementation of e-office in Ministries/Departments which started e-office in 2011-12	[2.1.1] Launching of e-Office	Number	0	0	0	0	0
	[2.2] Implement e-Office in new Ministries/Departments	[2.2.1] Implementation	Number	3	5	5	5	5
	[2.3] Implementation of Master e-Governance Training Plan in e-Office enabled Ministries/ Departments	[2.3.1] Implementation	Number	0	0	12	14	16
	[2.4] Organizing National Conference on e-Governance and giving away of National Awards	[2.4.1] Compilation of deliberations and recommendations of the Conference	Date	11/02/2011	28/02/2012	28/02/2013	28/02/2014	28/02/2015
	[2.5] Publishing of Compendium of select papers on issues of e-Governance, case studies of the previous year's awardees, compilation of national and international best practices on selected topic	[2.5.1] Release during the National Conference on e-Governance	Date	11/02/2011	28/02/2012	28/02/2013	28/02/2014	28/02/2015
[3] Formulation of policy and coordination of issues relating to redress of grievances	[3.1] Holding of review meetings on redress of public grievances in Central Ministries / Departments/	[3.1.1] Number of organisations reviewed	Number	89	90	200	200	200

Section 3: Trend Values of the Success Indicators

Objective	Action	Success Indicator	Unit	Actual Value FY 10/11	Actual Value FY 11/12	Target Value FY 12/13	Projected Value for FY 13/14	Projected Value for FY 14/15
	Subordinate Organizations							
	[3.2] Organization of CPGRAMS Training Sessions in Central Ministries/ Departments/ Subordinate Organizations	[3.2.1] Number of Ministries / Departments/ Organizations trained	Number	89	90	200	200	200
	[3.3] Completion of CPGRAMS pilot projects in 2 States/UTs	[3.3.1] Number of projects completed	Number	2	2	2	2	2
	[3.4] Workshops on Capacity Building for Sevottam in States/Districts	[3.4.1] Number of workshops	Number	0	0	2	2	2
	[3.5] Implementing Sevottam pilots in States	[3.5.1] Number of pilot projects	Number	2	2	2	2	2
	[3.6] Implementing Sevottam pilots in Central Ministries/Departments	[3.6.1] Number of pilot projects	Number	2	2	2	2	2
	[3.7] Strengthening of State ATIs through establishment of Sevottam Training Cells	[3.7.1] Number of ATIs covered	Number	0	0	2	2	2
	[3.8] Advertisements under Citizen Centric Initiatives	[3.8.1] Number of advertisements	Number	0	0	2	2	2
	[3.9] Preparing a Strategic Plan for Capacity Building in Sevottam	[3.9.1] Timely preparation	Date	0	0	1	0	0

Section 3: Trend Values of the Success Indicators

Objective	Action	Success Indicator	Unit	Actual Value FY 10/11	Actual Value FY 11/12	Target Value FY 12/13	Projected Value for FY 13/14	Projected Value for FY 14/15
[4] Dissemination of governance knowledge and best practices	[3.10] Preparation of draft Rules under proposed 'The Right of Citizens for Time Bound Delivery of Goods and Services and Redressal of their Grievance Bill	[3.10.1] Timely preparation	Date	0	0	1	0	0
	[4.1] Organising Civil Services Day	[4.1.1] Report on proceedings	Date	27/07/2010	31/07/2011	31/07/2012	31/07/2013	31/07/2014
	[4.2] Organization of Chief Secretaries Conference	[4.2.1] Report on proceedings	Date	11/03/2011	15/03/2011	15/03/2013	15/03/2014	15/03/2015
	[4.3] Organizing Conference of Secretaries of Administrative Reforms of the States / UTs	[4.3.1] Minutes issued	Date	27/12/2010	31/12/2011	31/12/2012	31/12/2013	31/12/2014
	[4.4] Providing financial assistance to States for documentation of best practices	[4.4.1] Number of proposals finalized	Number	8	9	9	9	9
	[4.5] Organizing Regional Conferences on best practices	[4.5.1] Timely organization	Number	2	2	2	2	2
	[4.6] Publication of quarterly journal – Management in Government (MIG), Monthly newsletter – Civil Services News (CSN) and a book on best practices	[4.6.1] Timely issue and putting up abstract of MIG on website	Number	17	17	17	17	17
	[4.7] Production of documentary films on best practices	[4.7.1] Number of documentary films produced	Number	0	5	5	5	5

Section 3: Trend Values of the Success Indicators

Objective	Action	Success Indicator	Unit	Actual Value FY 10/11	Actual Value FY 11/12	Target Value FY 12/13	Projected Value for FY 13/14	Projected Value for FY 14/15
	[4.8] Strengthening Governance Knowledge Centre	[4.8.1] Number of best practices and discussions uploaded	Number	44	40	40	40	40
	[4.9] Organization of CAPAM International Conference 2012 in New Delhi (India)	[4.9.1] Timely Organization	Date	--	--	15/11/2012	--	--
	[4.10] Meetings with the Indian Finalists of CAPAM International Awards 2012	[4.10.1] Timely meetings	Date	--	--	31/10/2012	--	--
	[4.11] India Focal Point Meeting under India-Singapore Cooperation Programme in the field of Personnel Management and Public Administration	[4.11.1] Timely meetings	Date	--	--	31/01/2013	--	--
	[4.12] Finalization of Work Plan for bilateral cooperation in the field of Public Administration with Government of China	[4.12.1] Timely finalization	Date	--	--	28/02/2013	--	--
	[4.13] Preparation of Country Paper highlighting the recent initiatives of the Government for circulation in the CAPAM	[4.13.1] Timely finalisation	Date	--	--	31/10/2012	--	--
* Efficient Functioning of the RFD System	Timely submission of Draft for Approval	On-time submission	Date	05/03/2010	02/03/2011	06/03/2012	--	--
* Mandatory Objective(s)								

Section 3: Trend Values of the Success Indicators

Objective	Action	Success Indicator	Unit	Actual Value FY 10/11	Actual Value FY 11/12	Target Value FY 12/13	Projected Value for FY 13/14	Projected Value for FY 14/15
	Timely submission of Results	On- time submission	Date	28/04/2011	10/04/2012	03/05/2012	--	--
* Administrative Reforms	Implement mitigating strategies for reducing potential risk of corruption	% of implementation	%	--	--	95	--	--
	Implement ISO 9001 as per the approved action plan	Area of operations covered	%	--	--	95	--	--
	Identify, design and implement major innovations	Implementation of identified innovations	Date	--	--	06/03/2013	--	--
* Improving Internal Efficiency / responsiveness / service delivery of Ministry / Department	Implementation of Sevottam	Independent Audit of Implementation of Citizen's Charter	%	--	--	95	--	--
		Independent Audit of implementation of public grievance redressal system	%	--	--	95	--	--
* Ensuring compliance to the Financial Accountability Framework	Timely submission of ATNs on Audit paras of C&AG	Percentage of ATNs submitted within due date (4 months) from date of presentation of Report to Parliament by CAG during the year.	%	--	--	90	--	--
		Percentage of ATRS submitted within due date (6 months) from date of presentation of Report to Parliament by PAC during the year.	%	--	--	90	--	--
	Early disposal of pending ATNs on Audit Paras of C&AG Reports presented to Parliament before 31.3.2012.	Percentage of outstanding ATNs disposed off during the year.	%	--	--	90	--	--

* Mandatory Objective(s)

Section 3: Trend Values of the Success Indicators

Objective	Action	Success Indicator	Unit	Actual Value FY 10/11	Actual Value FY 11/12	Target Value FY 12/13	Projected Value for FY 13/14	Projected Value for FY 14/15
	Early disposal of pending ATRs on PAC Reports presented to Parliament before 31.3.2012	Percentage of outstanding ATRs disposed off during the year.	%	--	--	90	--	--

* Mandatory Objective(s)

Section 4:

Description and Definition of Success Indicators and Proposed Measurement Methodology

Objective 1: Promoting administrative reforms in government policies, structures and processes

1.1 The Second Administrative Reforms Commission (ARC) was constituted on 31.08.2005 for making recommendations for revamping the public administration system in the country at all levels. The Commission had completed its term on 30.04.2009. It has presented 15 Reports to the Government. Final decision has been taken 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. Till 27.2.2012, 521 recommendations have been implemented and the remaining 484 recommendations are at various stages of implementation. The Prime Minister's Office has identified 75 thrust areas of recommendations to be implemented at the earliest. Out of these 75 recommendations, 25 recommendations have been targeted for implementation in the RFD for the year 2012-13.

1.2 The scheme of Modernization of the offices of the Central Govt. Ministries/Departments located in the city of Delhi is administered by the DARPG to provide a catalytic effect to modernization of Govt. offices as an overall process of administrative reforms. This is a plan scheme which was initiated in the year 1987-88. Since its inception to the financial year 2011-12 funds for 425 proposals of modernization have been released. The Department releases 75% of the cost of the modernization projects and the beneficiary Ministries/Departments have to contribute 25% share of the cost. The Department also periodically monitors implementation of the modernization projects.

1.3 The Department of Administrative Reforms and Public Grievances in the Ministry of Personnel, Public Grievances and Pensions, is entrusted with the responsibility of preparing Record Retention Schedule common to all Ministries and Departments, so that there is uniformity in the retention schedule of records of common nature in the area of policy, establishment and housekeeping created by the different Ministries/Departments of Central Government. The last edition was brought out in 2004. With the advent of the Right to Information Act-2005 and the need to preserve electronic records a need has been felt to revise the Record Retention Schedule.

Objective 2: Promoting administrative reforms through e-Governance

2.1 Promoting reforms through e-Governance is one of the important objectives of the Department. As per Cabinet approval of 18th May, 2006, the Department of Administrative Reforms & Public Grievances has also been made the Central Nodal Department for implementation of e-Office Mission Mode Project. Under the National e-Governance Plan (NeGP) which has jointly been formulated by the DIT and DAR&PG. There are 27 Mission Mode Projects (MMPs). e-Office is one of the MMPs.

2.2 e-Office Project was initially launched at three pilot locations. i.e. DARPG, e-Gov. Division of DIT and Training Division of DOPT in the year 2010-11. On the basis of feedbacks from pilot locations, e-Office MMP is to be implemented in other Department/Ministries in

Section 4:

Description and Definition of Success Indicators and Proposed Measurement Methodology

a phased manner in association with NIC. Department's Strategic Plan (1.4.2011 - 31.3.2016) has set a target to implement e-Office MMP in 29 Ministries/Departments. However, effort should be to cover - with the consensus of the stakeholders - all the GOI Ministries / Departments by end of the 12th Five Year Plan (i.e. 31.03.2017). This would also help the Department to fine-tune and improve (i) change management and government process re-engineering frameworks, (ii) e-Manual, and (iii) e-Office product suite. DARPG shall supplement these efforts through (i) product awareness, (ii) process study (iii) training and capacity building, and (iv) handholding and postdeployment support.

2.3 Onsite support to the Ministries/Departments will be given by DARPG during 2012-13 where e-Office implementation introduced during 2011-12. The success indicator for this activity 'Completion of Implementation' is depend on the activities such as: DSC procurement/enrolment, database preparation, standardisation of filing system, procurement of infrastructure, formation of departmental transition plan, digitization/scanning strategy, training and handholding before declaring completion of implementation. However, it is subject to the user Department/Ministry preparedness in terms of infrastructure procurement [i.e. putting in position the desired/suggested infrastructures by the user Department/Ministry in the form of computer, UPS, scanners, network and bandwidth in the timeframe already suggested and continued support from NIC within the timeframe as agreed between NIC and DARPG.

2.4 For starting e-Office implementation process in new Central Government Ministries/Departments, success indicator, 'introducing implementation' will depend on the activities such as: (i) Willingness of Central Government Ministries/Departments (ii) Identification of nodal officers and Project team (iii) On the spot visit to Ministries / Departments to gather feedback and duly filled project assessment and infrastructure gap formats (v) Approval of Integrated Finance Division (v) Advance level workshop for nodal officers and project team (vii) Release of funds to NIC (viii) Formation of governance structure by Ministries/Departments comprising of project steering committee to be chaired by the Secretary of the user Department. In 2011-12 e-Office implementation process has been started in 12 Ministries/Departments. Further, implementation process in 5 new Ministries/Departments is to be introduced during 2012-13 based on consensus of Ministries/Departments and continued support of NIC.

2.5 There is in existence a National e-Governance Plan with a strong Monitoring Mechanism to review all the MMPs. The monitoring mechanism under NeGP has the following components:-

- Apex Body (headed by the Prime Minister)
- Apex Committee (under the Chairmanship of Cabinet Secretary)
- National Advisory Group (under the Chairmanship of Minister, Communications and Information Technology).
- Empowered Committee (headed by Secretary of Nodal Ministry; in case of e-Office

Section 4:

Description and Definition of Success Indicators and Proposed Measurement Methodology

Secretary (AR&PG) has the responsibility to review the progress of the e-Office).

- Programme Steering Committee (headed by MMP Mission Leader; for review of project at different locations under implementation)

2.6 The e-Office environment, all across the Government of India, can only be implemented in a uniform manner, if we have a Central Secretariat Manual of e-Office Procedure (CSMeOP). The Department of Administrative Reforms & Public Grievances has finalized first edition of CSMeOP, which was also one of the RFD targets of the Department for the year 2011-12.

2.7 DARP&G in association with the Department of Information Technology and one of the State Government also organizes National Conference on e-Governance every year. Further, National Awards on e-Governance are presented every year during the Conference to propagate best practices in e-Governance across India.

2.8 Publishing of Compendium of selected papers on issues of e-Governance, case studies of the previous year's awardees, compilation of national and international best practices will be done during the Conference. Activities like Human Resource Development, Awareness and Assessment under National e-Governance Plan (NeGP) are being implemented through National e-Governance Conference which is being held every year.

2.9 In addition to the existing activities, a Master Training Plan on e-Governance is proposed for all Central Government employees. It outlines the need for the training, the suggested audience profile, delivery mechanisms, and a broad curriculum etc. Plan has been finalised during 2011-12 and Phase-1 will be implemented in 12 e-Office enabled Ministries/Departments during 2012-13.

Objective 3: Formulation of policy and coordination of issues relating to redress of grievances

3.1 This activity is undertaken under the Department's mandate 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. In its role as Policy formulator on Grievance Redress, the Department brings out the 'Compilation of Guidelines' on creation of a common framework for grievance redress in Government of India. The last edition of this Compilation entitled 'Policy Guidelines for Redress of Public Grievances' has been brought out in August 2010.

3.2 In its role of coordination of public grievances, the Information and Communication Technology has been applied to create an online system for efficient handling of public grievances. This web based system is called Centralized Public Grievance Redress and Monitoring System (CPGRAMS), version 4.0 launched on 27.09.2010, is accessible at www.pgportal.gov.in. A Note on version 4.0 of CPGRAMS is given in paragraph 3.4. The CPGRAMS is also being customized with local language interface for State Governments,

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and it has already been inaugurated in the Government of Haryana and Orissa. For Government of Rajasthan, the installation of the system is in its final stage. Monitoring of pendency of grievances is through CPGRAMS on a daily and weekly basis. Detailed monitoring of pendency in redress is done through monthly meetings.

3.3 As part of Grievance Redress, the Department also provides secretariat support to the Standing Committee for Grievances of officers of the level of Joint Secretary and above. The Grievance Redress Mechanism in Government of India is also being strengthened through implementation of the accepted recommendations of the Second Administrative Reforms Commission as contained in its 12th Report titled 'Citizen Centric Administration - The Heart of Governance'. Grievance Redress System is also a part of the Quality Management System Sevottam framework for bringing excellence in public service delivery.

3.4 The Centralized Public Grievance Redress and Monitoring System (CPGRAMS) version 4.0 launched on 27.9.2010 on www.pgportal.nic.in is now established in 89 Central Ministries / Departments and 6000 subordinate organizations in Government of India. This is a significant improvement from the status in 2006-07 when only 22 secretariats of Central Ministries / Departments had an online system for grievance redress. The salient features of version 4.0, include the facility to a citizen to upload a document along with the grievance application; Monitoring Dash Board for senior officers; Grievance Monitor to have a holistic view; enhanced operability; provision to forward multiple grievances to a single department at a time; and provision to forward grievances to multiple departments. Through these additional features, the CPGRAMS has strengthened the monitoring role of DARPG as well as all nodal ministries / departments.

3.5 Mandatory activities proposed for inclusion in RFD 2012-13 are :- (1) Meetings for Review of Grievance redress pendency of Central Ministries / Departments / Subordinate Organizations (2) Training on CPGRAMS version 4.0 for Central Ministries / Departments / Subordinate Organizations (3) Extending CPGRAMS in 2 State Governments / Union Territory Administrations. (4) Organizing 2 workshops on Sevottam in States/Districts (5) Implementing 2 Sevottam pilots in States (6) Implementing 2 Sevottam pilots in Central Ministries/ Departments (7) Strengthening of State 2 ATIs through establishment of Sevottam Training Cells (8) 2 Advertisements under Citizen Centric Initiatives.

3.6 Benchmarking of Grievance Redress Performance Under CPGRAMS 4.0 versions

- (i) The criteria for Benchmarking is to be the quantitative per cent (%) of disposal of grievances received on CPGRAMS
- (ii) The grades of Bench marking are to be as follows:
 - (a) Excellent from 90% to 100%.
 - (b) Very Good from 80% to 90%
 - (c) Good from 70% to 80%

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- (d) Fair from 60% to 70%
- (e) Poor from 50% to 50%

Objective 4 Dissemination of Governance Knowledge and best practices

4.1.1 The centrality of democracy and good governance in a developing nation is well recognized for promoting the development of a healthy public and civil service, which is the fundamental basis for supporting other sectors of government. Given the fact that high among the priorities of the country are public service reforms and good governance, a programme of exchange and cooperation with other countries in the field of public administration and governance will bring necessary exposure to the best practices across countries, and provide world class inputs into the process of governance reforms.

4.1.2 As a part of its international collaborative efforts, the Department of Administrative Reforms & Public Grievances explores the possibility of 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, and 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.

4.2 The Department organizes Civil Services Day every year since 2006 on 21st April which is attended by senior level civil servants from the Central and State Governments. On this occasion, Prime Minister's Awards for Excellence in Public Administration are conferred.

4.3 The Department organizes Chief Secretaries Conference annually in the month of February to discuss issues of national importance.

4.4 The Department also organizes Conference of Secretaries of Administrative Reforms annually in which issues pertaining to the administrative reforms and status of implementation of ARC Reports recommendations is discussed.

4.5 The department brings out management publications like Civil Services News (monthly), Management in Government (quarterly) and a book on governance initiatives and best practices. The Civil Services News is being also circulated through email. The other two publications are prized publications. The abstract of the Management in Government is available on the website of the Department.

4.6 The department provides financial support to State Governments for documentation of best practices under the plan scheme with a view to sharing experience with each other and replication.

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4.7 The Regional Conferences are being 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. The status of implementation of the ARC recommendations is also discussed in this forum.

4.8 Governance Knowledge Centre is a digital repository for dissemination of knowledge on good governance. Best practices are documented & presented on this portal. The address of the website is www.indiagovernance.gov.in .

4.9 The Department proposes to produce five documentary films on best practices in public administration with a view to disseminate the success stories to facilitate their replication elsewhere.

4.10 India, Brazil and South Africa (IBSA) propose to institute an IBSA Innovations Awards for promoting the spirit of excellence and innovations in Public Administration and in doing so to acknowledge, recognise and reward the extraordinary achievement and innovative work done by the civil servants and public sector institutions in improving public service grievance, and the quality of life of citizens and communities. The IBSA Innovations Awards Programme would be an annual event.

4.11 A cooperation agreement in terms of a Memorandum of Understanding for cooperation in the field of Personnel Management and Public Administration has been entered into between Governments of India and Singapore. The MoU is now set for being implemented by both the sides.

4.12 IBSA Seminar on Management, Leadership Development and Public Service Delivery is a trilateral developmental initiative among India, Brazil and South Africa to promote the exchange of information, international best practices, technologies and skills, as well as to complement each other's competitive strengths into collective synergies. It, thus, promotes and facilitates South-South co-operation and exchange through such a trilateral dialogue and exchange of experience.

4.13 Indian Focal Points meeting under IBSA cooperation programme in the field of Public Administration and Governance was held to review the progress of implementation of the trilateral Work Plan formulated under the IBSA MoU in the field of Public Administration and Governance.

4.14 A Work Plan for bilateral cooperation and multi-lateral cooperation in the field of Public Administration with Singapore and, Brazil and South Africa, containing concrete and tangible deliverables, would be drafted so as to implement the respective MoUs.

Section 5: Specific Performance Requirements from other Departments

- (i) Support, cooperation and willingness of all the Central Ministries/Departments and State Governments/Union Territory Administrations.
- (ii) Strengthening of the Department in terms of manpower, financial resources and experts.

**Section 6:
Outcome/Impact of Department/Ministry**

Outcome/Impact of Department/Ministry	Jointly responsible for influencing this outcome / impact with the following department (s) / ministry(ies)	Success Indicator	Unit	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15
1 Improved Public Service Delivery (Mandate to be provided by PMD)	(i) Central Ministries/Depts (ii) State Governments /Union Territories and Knowledge partners	Survey	Number	NA	NA	TBD	TBD	TBD
2 Improved redressal of public grievances received by DAR&PG through CPGRAMS only	Central Ministries/Departments	Time	Date	NA	NA	TBD	TBD	TBD
3 Improved system of governance	(i) Central Ministries/Depts (ii) State Governments /Union Territories and Knowledge partners	Quality satisfaction level	Survey	NA	NA	TBD	TBD	TBD
4 Effective Promotion & implementation of Administrative Reforms	(i) Central Ministries/Depts (ii) State Governments /Union Territories and Knowledge partners	Number of ARCs recommendations implemented	Number	NA	NA	TBD	TBD	TBD
5 Effective promotion of e-Governance	(i) Central Ministries/Depts (ii) State Governments /Union Territories and Knowledge partners	Number of Departments implementing e-Office	Number	NA	NA	TBD	TBD	TBD
6 Effective Dissemination of Best Practices	DARPG & DIT	Number of Departments implementing e-Office	Number	NA	NA	TBD	TBD	TBD
	(i) Central Ministries/Depts (ii) State Governments /Union Territories and Knowledge partners	e-Governance index	Number	NA	NA	TBD	TBD	TBD
		To be decided (TBD)	Number	NA	NA	TBD	TBD	TBD