OFFICE OF THE DIRECTOR GENERAL OF PRISONS
[GOVT. OF NCT OF DELHI]
PRISONS HEADQUARTER, CENTRAL JAIL TIHAR, JANAKPURI: NEW DELHI

F.18(28)/Estt-I/CJ/PHQ/2026/15570 Date: 28/10/2026

Sub: Forwarding of Orders/Circulars.

The copy of under mentioned Circular/notification is forwarded herewith for information and necessary action:-

Sl. No	Received from	Regarding	Pertain to
1.	Dy. Secretary (Services)	Speech of Cabinet Secretary at the Fifth National Conference of Chief Secretary.	Assistant Director (IT) with the request to upload the same on department website.

Officer In-charge (E-I)

Encl: As above

1. Assistant Director (IT) with the request to upload the same on department website
2. Guard File.

31/10/26 AW(O)

ST. DR. PWD
Diary No. 2020
Date 30/10/26

74-53 Diary No:..... Dated 23/10/26
Estt. Branch, P.H.Q., C...
Tihar, New delhi ...

M-4823
19/10/26

HABLE

dgtihar < dgtihar@nic.in >

Speech of Cabinet Secretary at the Fifth National Conference of Chief Secretary

Nandini Paliwal < secservices@nic.in >

Mon, 19 Oct 2026 3:46:57 PM +0530

To "Registrar Cooperative Society"<rcoop@nic.in>,"Sh. Navin Kumar Choudhary"<cfood@nic.in>,"Santosh Vaidya"<pshome@nic.in>,"Sh Navin Kumar Choudhary IAS"<sgad@nic.in>,"Sandeep Kumar" <pspwd@nic.in>,"Secretary Power"<pspower@nic.in>,"Pr secretary Health"<pshealth@nic.in>,"Sh. A.K Singh"<senv@nic.in>,"Vivek Pandey"<psud@nic.in>,"chairmandsssb.delhi" <chairmandsssb.delhi@nic.in>,"Ashok Kumar"<secyedu@nic.in>,"Neeraj Semwal"<divcom@nic.in>,"IAS Sachin Shinde"<cmd.dtc@delhi.gov.in>,"CEO DJB"<ceodelhi.djb@nic.in>,"Nikhil Kumar, IAS" <ctt.delhi@nic.in>,"delhishelter"<delhishelter@gmail.com>,"Dr. Awanish Kumar"<cexcise@nic.in>,"commtpt" <commtpt@nic.in>,"Pandurang K. Pole"<labcom@nic.in>,"DEVELOPMENT COMMISSIONER" <cdevlop@nic.in>,"DIR DAM"<dagri@sansad.nic.in>,"diredu"<diredu@nic.in>,"buildingland22" <buildingland22@gmail.com>,"Sh. Ajay Kumar Gupta, IAS"<cfss.delhi@nic.in>,"Ms. Nandini Paliwal" <dvigil@nic.in>,"Director UTCS"<dutcs@nic.in>,"slaw"<slaw@nic.in>,"Dr. Ashish Chandra Verma" <psfin@nic.in>,"Niraj Kumar"<dsw@nic.in>,"Dr. Awanish Kumar"<dirtte.delhi@nic.in>,"Dte. of Hr. Edn." <dtehedu@gmail.com>,"Secretary (IT)"<secyit@nic.in>,"Bipul Pathak"<pssw@nic.in>,"Commissioner of Industries"<comind@sansad.nic.in>,"scstsecretary"<scstsecretary@gmail.com>,"ACS Land and Building" <secy.lb@delhi.gov.in>,"Ms. Mitali Namchoom"<wcd@nic.in>,"S.K.Jain IAS"<secyart@nic.in>,"Commissioner MCD"<commissioner@mcd.nic.in>,"Chairperson NDMC"<chairperson@ndmc.gov.in>,"IAS Sachin Shinde" <cmd@dtc.nic.in>,"directordip2014"<directordip2014@gmail.com>,"mddsiidc"<mddsiidc@gmail.com>,"DA MB"<ambdl@nic.in>,"MDnCEO"<md@delhitourism.gov.in>,"TARIQ THOMAS" <secretary@ndmc.gov.in>,"PRINCIPAL SECRETARY (TTE/HE)"<pstechedu@nic.in>,"Joint Director Planning" <jdplg@nic.in>,"Tourism Deptt"<tourism.gnctd@gmail.com>,"DIRECTOR DFS" <director.dlfire@nic.in>,"pccfgnctd"<pccfgnctd@gmail.com>,"Vivek Pandey IAS Secretary AR" <secyar@nic.in>,"Director General Prisons Delhi Prisons New Delhi"<dgtihar@nic.in>,"directorateofismh" <directorateofismh@gmail.com>,"Lokayukta"<lokayukta.delhi@nic.in>,"State Election Commission" <stateelectioncomm.delhi@gmail.com>,"DTTDC"<tourism@delhitourism.gov.in>,"L D JOSHI" <coa@nic.in>,"Directorate General of Health Services"<dirdhs@nic.in>,"OSD to CMD DSCSC" <osdcmd.dscsc@gmail.com>,"DR DILRAJ KAUR"<cmdscsc.delhi@nic.in>,"Controller Measure" <cwmbho@nic.in> "Chief Executive Officer Khadi Board"<khadi-hp@nic.in>,"vcdda" <vcdda@dda.org.in>,"CEO Delhi"<ceo_delhi@eci.gov.in>,"comdis.delhi" <comdis.delhi@nic.in>,"chairman.dsiidc2024"<chairman.dsiidc2024@gmail.com>,"pstolg.delhi" <pstolg.delhi@nic.in>,"Rashmi Singh"<secretary.wcd@delhi.gov.in>,"CM DELHI"<cmdelhi@nic.in>

Sir/Madam,

Please find attached herewith letter dated 16.10.2026 on the subject cited above for information /necessary action at your end.

Regards,

Dy. Secretary (Services)

23/10/26

1 Attachment(s)

23564 (1)_merged_merged.pdf
3.2 MB

OIC(GI)

Pl. Inform accordingly

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GOVERNMENT OF NCT OF DELHI
SERVICES DEPARTMENT: COORDINATION BRANCH
DELHI SECRETARIAT, 5th LEVEL, ' A' WING
I.P. ESTATE, NEW DELHI-110002

No.F.10(587)/Coord./e-Office/ Misc. Corress/2025/(Part-I) Dated:

To,

All HODs/Local & Autonomous Bodies,
Govt. of NCT of Delhi.

Reg:- Speech of Cabinet Secretary at the Fifth National Conference of Chief Secretary.

Sir/Madam,

I am directed to forward herewithan e-mail dated 08.09.2026 pertaining to all Department of Govt. of NCT of Delhi/Local & Autonomous Bodies for information & necessary action:-

Sl. No.	PUC received from	Letter/E-mail/Dy. No. with date	Brief Subject/Matter
1.	Hazardous Substances Management Division, Ministry of Environment, Forest & Climate Change, GoI.	e-Receipt No. 2483470/2026	Reg. speech of Cabinet Secretary at the Fifth National Conference of Chief Secretary

This issues with the approval of the Competent Authority.

Yours faithfully,

Encl: As above.

Digitally signed by
Manoj
Date: 16-10-2026
18:17:22

SECTION OFFICER(CDN)

DIG (P)

Director General (Prisons)

No. F.10(587)/Coordn./E.Office/Misc.Corrs/2025-Part(1) dated from eOffice by Brij Kishore Kumar, ASO (BK), ASSISTANT SECTION OFFICER, SERVICES DEPARTMENT on 16/10/2026 03:35 pm

Cabinet Secretary's address at the 5th National Conference of Chief Secretaries - reg.

Shri Rajeev Verma < csdelhi@nic.in >

09 SEP 2026

Prashant Digari < aso.hsm-moefcc@gov.in >

Tue, 08 Sep 2026 4:04:09 PM +0530

To "G. Sai Prasad IAS"<cs@ap.gov.in>,"Dr Ravi Kota"<cs-assam@nic.in>,"cs-bihar" <cs-bihar@nic.in>,"csoffice.cg"<csoffice.cg@gov.in>,"cs-goa"<cs-goa@nic.in>,"csguj"<csguj@gujarat.gov.in>,"cs-haryana"<cs-haryana@nic.in>,"Chief Secretary"<cs-hp@nic.in>,"Avinash Kumar"<cs-jharkhand@nic.in>,"cs"<cs@karnataka.gov.in>,"BISHWANATH SINHA IAS" <chiefsecy@kerala.gov.in>,"Ashok Barnwal, Chief Secretary, MP" <cs@mp.nic.in>,"cs"<cs@maharashtra.gov.in>,"Cso-meg"<Cso-meg@nic.in>,"Cs-mizoram"<Cs-mizoram@nic.in>,"Sentiyanger Imchen"<csngl@nic.in>,"csori" <csori@nic.in>,"Chief Secretary Punjab"<cs@punjab.gov.in>,"csraj" <csraj@rajasthan.gov.in>,"cs"<cs@tn.gov.in>,"Cs"<Cs@telangana.gov.in>,"Chief Secretary Uttar Pradesh"<csup@nic.in>,"Westbengal" <Westbengal@nic.in>,"GYANESH BHARTI IAS"<cs-andaman@nic.in>,"chandigarh"<chandigarh@nic.in>,"csdelhi" <csdelhi@nic.in>,"Advisor To The Administrator UTL"<lk-advisor@gov.in>,"pondicherry"<pondicherry@nic.in>,"Cs-jandk"<Cs-jandk@nic.in>,"ladakh"<ladakh@gov.in>,"Advisor to Administrator DNHDD" <advisor-dnh-dd@daman.nic.in>,"cs-arunachal"<cs-aruhachal@nic.in>,"cs-manipur"<cs-manipur@nic.in>,"Cs-skm"<cs-skm@hub.nic.in>,"Cs-tripura"<cs-tripura@nic.in>,"uttaranchal"<uttaranchal@nic.in>,"chiefsecy" <chiefsecy@gmail.com>,"Administrator-DNH DD"<administrator-dd-dnh@nic.in>,"cs-westbenga"<cs-westbengal@nic.in>,"Dr Sharat Chauhan" <cs@py.gov.in>,"admn-chandigarh"<admn-chandigarh@nic.in>,"H. Rajesh Prasad" <cs-chd@chd.gov.in>,"Chief Secretary UT Ladakh"<advisor-lg-ladakh@gov.in>,"Chief Secretary"<chiefsecretary@ladakh.gov.in>,"psecenv" <psec.env@maharashtra.gov.in>,"pkmirashe" <pkmirashe@midcindia.org>,"jtdir.industry" <jtdir.industry@maharashtra.gov.in>,"chairman"<chairman@mpcb.gov.in>,"Pa Advisor"<ps.advisor@ladakh.gov.in>,"mizoram planning" <mizoplan@gmail.com>,"ajitkumar-hry"<ajit.kumar-hry@hry.gov.in>,"ed.odisha" <ed.odisha@gov.in>,"Member Secretary, Puducherry Pollution Control Committee Puducherry"<ppcc@py.gov.in>,"applanning02" <applanning02@gmail.com>,"directorplanning2017" <directorplanning2017@gmail.com>,"direnvchandigarh" <direnvchandigarh@gmail.com>,"Rakesh Das"<dstpcc-andamans@and.nic.in>,"madhusmitajena42" <madhusmitajena42@gmail.com>,"lakshadweeppcc" <lakshadweeppcc@gmail.com>,"disio" <disio@maharashtra.gov.in>,"nagalandplanning" <nagalandplanning@yahoo.com>,"dd"<dd@daman.nic.in>,"secyma-wb"<secy.ma-wb@gov.in>,"tripuraspcb"<tripuraspcb@gmail.com>,"Dr. Daisy Baishya"<director-planning@assam.gov.in>,"ms"<ms@mpcb.gov.in>,"director_planning" <director_planning@assam.gov.in>,"secyprd"<secyprd@gmail.com>,"Director Department of Science and Technology and Waste Management"<dir-

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Cc "Mr Tanmay Kumar"<secy-moef@nic.in>,"Amandeep Garg"<asag-moefcc@gov.in>,"CEO NITI AAYOG"<ceo-niti@gov.in>,"DG DMEO" <dgdmeo.niti@gov.in>,"Chandra Shekhar Mishra"<cs.mishra69@gov.in>,"Solomon Arokiaraj"<js.cabinet@nic.in>,"Anita Tripathi" <anita.tripathi76@gov.in>,"Csconference Niti"<csconference.niti@gov.in>,"Pinky kapoor"<pinky.kapoor@nic.in>,"Himani Sachdeva" <himani.sachdeva@nic.in>,"Apurva Rajpoot"<apurva.rajpoot@gov.in>,"Chetan Gupta"<chetan.gupta2003@gov.in>,"Gitanjali Gupta"<as-nitiaayog@gov.in>,"UDAY CHAUDHARI"<js.hsmd-moefcc@gov.in>,"Amit Raj"<amit.raj1979@gov.in>,"Rajeev Ranjan"<ranjan.rajeev@nic.in>,"Varun Bhatia" <v.bhatia88@gov.in>,"srinivasenvironment" <srinivasenvironment@gmail.com>,"ACS Planning" <acs.planning@maharashtra.gov.in>,"SMILY |"<smily.82@govcontractor.nic.in>

Respected Sir/Ma'am,

During the 5th National Conference of Chief Secretaries held in December, 2025 at New Delhi, **Hon'ble Prime Minister** had, *inter-alia*, stated as follows –

"[he] **directed** that the Cabinet Secretary's address be shared across all levels of Central and State administrations. Additionally, it should be regarded as part of the CS Conference's takeaways for reflection by all officers."

2. Accordingly, please find attached herewith the **Speech of Cabinet Secretary** at the Conference for kind consideration.

Thanks and Regards,

Prashant Singh Digari
Assistant Section Officer
Hazardous Substances Management Division
Ministry of Environment, Forest & Climate Change

========== Forwarded message ==========
From: Gitanjali Gupta <as-nitiaayog@gov.in>
To: "Manoj Ahuja"<secy-agri@nic.in>, "Dr"<dg.icar@nic.in>, "secy-ayush"<secy-ayush@nic.in>, "Tejveer Singh"<sec.cpc@nic.in>, "SHRI RAJAT KUMAR MISHRA" <fertsec@nic.in>, "Secretary Department of Pharmaceuticals"<secy-pharma@nic.in>, "Samir Kumar Sinha"<secy.moca@nic.in>, "Vikram Dev Dutt"<secy.moc@nic.in>, "Commerce Office"

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Speech of the Cabinet Secretary at the

Fifth National Conference of Chief Secretaries

New Delhi

(26th – 28th December, 2025)

1. Honourable Prime Minister, Principal Secretary to the Prime Minister, Principal Secretary 2, Vice Chairman and Members of NITI Aayog, Chief Secretaries and officers from the States and Union Territories, Chief Executive Officer, NITI Aayog, Secretaries & other officers of the Union Government, I extend to all of you a very warm welcome to this 5th National Conference of Chief Secretaries.

2. Since many of you are attending for the first time, I would like to mention the context and methodology of the annual Chief Secretaries' Conference. In the past, while meetings of Chief Secretaries were convened from time to time by different agencies of the Government of India, they were typically held to

seek inputs on a specific issue. The Chief Secretaries' conferences organised since 2022 are very different.

3. The present Prime Minister is one of the longest serving heads of government ever, in the democratic world. His combined experience as head of Government at state and Central level extends to almost a quarter of a century. With that long experience, he has identified some key weaknesses of our administrative structure.

- One of these, is the problem of **horizontal silos** between departments.
- Another is the problem of **vertical false ceilings** between superiors and subordinates in the administration, through excessive hierarchical behaviour.
- A third is the **communication gap** between states and the Centre, especially when politics acts as a complicating factor.

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All of these lead to a restricted flow of ideas both horizontally and vertically. As a result, the totality of government's functioning in India becomes weaker than the sum of its parts.

4. The institutionalized Chief Secretaries' Conference that you are attending is one of the innovations conceptualized by the Prime Minister, to break these horizontal and vertical barriers. It is now a structured annual platform for cooperative federalism, based on a vision of shared responsibility for India's progress. These conferences are not organized by one Central ministry, but as a multilateral collaboration, between Centre and States and between different departments. They are organized on the basis of cross-cutting themes, not departmental jurisdictions. Each conference is preceded by extensive preparation, coordinated by NITI Aayog with the personal involvement of the CEO. Junior and senior officers directly submit their ideas to an online portal, without institutional vetting by their superiors. And, last but not least, the content of the Conference is purely

developmental and remains non-political, enabling free and frank participation of officers of all states.

5. Another unique feature of the Conference structure is that it takes place in the presence, and with the full participation, of the Prime Minister. The Prime Minister personally invests two days of his time for this Conference. As you will notice over the next two days, it is his habit to listen far more than he talks. This is a trait which all officers in leadership positions would do well to emulate.

6. The National Chief Secretaries Conferences are not mere "events" where speeches are delivered and photographs are taken. The Conference sets a specific action agenda on each topic discussed. This agenda is then monitored. From the last four Conferences, 307 action points have emanated. An action taken report will be presented by CEO, NITI Aayog.

7. The theme of this 5th Conference is "Human Capital for Viksit Bharat". 65% of our population is below the age of 45 years and the median age is under 29. India's path to becoming a

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developed nation by 2047 rests on the utilisation of this human capital. We will hear conceptual ideas and practical experience, from the Centre and from the States. We hope to benefit from the freshness of juniors, and the wisdom of seniors.

8. We have six Special Sessions which deal with topics of contemporary importance, going beyond Human Capital. Two of them are as follow-up, to actions decided upon in earlier conferences, namely on Digital Agriculture (which was held yesterday) and on Deregulation.

9. Others are on the subject of Atmanirbhar Bharat and Swadeshi, on One World Class Tourist Destination per State, on the role of new technologies in Governance, and on planning for the Post Left Wing Extremism future.

10. In each session, there will be an opportunity for questions and answers. I request you to express your views freely and frankly, but briefly and concisely, on the issues being deliberated.

11. We have introduced a new feature in this year's Conference, which is that two of the Meals will have an unstructured

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opportunity for Chief Secretaries to interact with the Prime Minister, without a specific agenda.

12. The intention of the Conference is not to celebrate past success. It is to prepare for future progress. I hope that the ideas and good practices that you will be exposed to in this Conference, will be useful to you in advancing the development of your State.

13. The theme of this Conference is Human Capital for Viksit Bharat. To fully utilise our human capital, we need to create crores of jobs, for which we need domestic and international investment. To be an attractive destination for investment, India needs to be highly efficient and competitive in goods and services. This cannot happen without Ease of Doing Business.

14. Meanwhile, the common citizens, and especially those in our large middle class, suffer from onerous compliances and regulations which make their daily living difficult, and cost them time and money. Thus deregulation and decriminalisation, towards both Ease of Doing Business and Ease of Living, are now

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critical to India's progress. Hence this is a top priority for the Government.

15. I have heard the Prime Minister observe in meetings that the push for deregulation will have to come from Ministers because the civil servants, even if well-intentioned, by their very training and culture, will have limitations in doing it. As a career civil servant, I wish I could disagree with him. Unfortunately, I am forced to accept the bitter truth that the Prime Minister is correct. At one time, there was an economic philosophy in favour of controls, licences and permits. Now there is an economic imperative for deregulation and compliance reduction. Alas, the enthusiasm and creativity with which civil servants created rules and regulations is not matched, either in enthusiasm or in creativity, in dismantling unnecessary regulations and compliances.

16. In some cases, the resistance to deregulation is due to vested interests. That is not excusable, but at least it is understandable. But in other cases, the resistance comes from honest and well-

meaning civil servants, who have an unwillingness to trust citizens, or a misplaced sense of trust in their own regulatory machinery. They focus on preventing 2% wrongdoing, forgetting that they are harming the other 98%. Indeed, I have been surprised at how resistant some honest officers are to deregulation. I would say that an honest officer with a controlling mindset at the top of a department or agency, is actually, if unintentionally, the greatest ally of the corrupt. As officers, we ourselves rarely face the unease of living of the citizen. We have a smooth passage because of our position and contacts. We are lulled into a false comfort, that our system is working well.

17. Another problem is that many of our training programmes or expert reports for senior officers, often prepared by international agencies or academics or consultants, are based on European models, rather than East Asian ones. Europe may be a world champion in creating regulations, but in recent decades is

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one of the slowest growing regions of the globe. This is probably not a coincidence.

18. It is sometimes assumed that digitalization is itself a solution. We are now fond of saying, "the whole process is online". Unfortunately, mere digitalisation is not a panacea. I will give an example which I came across recently. In a compliance requirement which is entirely online, there is an online form with many columns and text boxes to be filled. After submission, it is checked by the Authority. If any lacuna is found, a query is raised and sent online. But to rectify even one lacuna, the entire form, with all the columns, has to be filled from scratch online—not just the defective portion. And the website itself becomes unavailable frequently. Often, it is only available late at night. The turnaround time per application is measured online and reported and looks very good—but it excludes the time spent in earlier applications, and in the re-submission of the application. Thus the online system is worse than a manual system where correction would have been easier, and

submission could have been done by registered post or through a physical drop box; at least registered post does not crash. When mere raising of a query becomes so onerous, touts spring up who make a business out of preventing raising of queries. No Prime Minister or Chief Minister or Minister asked for the system to be designed in this manner. That sin belongs exclusively to the officer class. I am ashamed to admit to the Chief Secretaries, that this example is in the Central government, and I have not yet succeeded in rectifying it.

19. A mistake many honest and committed officers make is to draft regulations on the assumption that we are running a capable and honest system. The fact is that in many cases, our systems have neither the administrative and technical capability, nor the integrity to administer regulations well. When deciding whether or not to create or retain a regulation, we must be realistic. We must not look only at the beneficial possibilities of the regulation or the harm it may prevent, but also at the cost which it will impose. We must take decisions based on the actual functioning

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of regulation in the hands of our officers and our IT systems, not a textbook theory of how an ideal regulation would have worked. Our decisions must consider our own actual capability and actual level of integrity. Just because some other country which has already attained high income status regulates something, does not mean we must also regulate it.

20. My appeal to the officers, both Central and State, is this: let us prove the Prime Minister wrong in the future; please prove that officers will be active and enthusiastic participants in the national effort to simplify life for our citizens and our businesses, so that lives are improved and more jobs are created. I am hopeful that we can do this. I am very happy to say that several of the Chief Secretaries have shown great enthusiasm and initiative in implementing the agenda of the Deregulation Task Force. Tripura, to mention just one example, implemented all the priority areas months ago.

21. I will conclude with a message to the Chief Secretaries. You hold the highest non-elected executive post in your state. You are at

the peak of your authority. It is said that two things are certain in life—death and taxes. For civil servants, there is a third certainty: retirement. Thus, this is probably your last chance to make a significant contribution to nation-building. As the head of the administration, you have a duty to advise the elected executive; but you also have a duty to supervise, and to motivate, the officers of all departments who report to you.

22. People will remember

whether you were fair or partial,

whether you were kind or rude,

whether you were selfish or generous,

whether you gave people a hearing or gave them an earful,

whether you listened to people or shouted at them,

whether you led your team or only followed your bosses,

whether you were a mentor or a tormentor,

and above all,

whether you **did** good things or only **talked** about doing good things.

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If you are remembered, it will be for the **extent of your accomplishment,** not for the **extension of your tenure.**

23. The nation expects much from us. We must not let it down. Whatever good we can do for our state or for India, let us *do it now.*

Thank you and Jai Hind.

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DHd II

GOVERNMENT OF NCT OF DELHI
SERVICES DEPARTMENT: COORDINATION BRANCH
DELHI SECRETARIAT, 5th LEVEL, ' A' WING
I.P. ESTATE, NEW DELHI-110002

No.F.10(587)/Coord./e-Office/ Misc. Corress/2025/(Part-I) Dated:

To,

All HODs/Local & Autonomous Bodies,
Govt. of NCT of Delhi.

Reg:- Speech of Cabinet Secretary at the Fifth National Conference of Chief Secretary.

Sir/Madam,

I am directed to forward herewithan e-mail dated 08.09.2026 pertaining to all Department of Govt. of NCT of Delhi/Local & Autonomous Bodies for information & necessary action:-

Sl. No.	PUC received from	Letter/E-mail/Dy. No. with date	Brief Subject/Matter
1.	Hazardous Substances Management Division, Ministry of Environment, Forest & Climate Change, GoI.	e-Receipt No. 2483470/2026	Reg. speech of Cabinet Secretary at the Fifth National Conference of Chief Secretary

This issues with the approval of the Competent Authority.

Yours faithfully,

Encl: As above.

Digitally signed by Manoj
Date: 16-10-2026 18:17:22

SECTION OFFICER(CDN)

16.10.

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