



सत्यमेव जयते

प्रशासनिक सुधार और लोक शिकायत विभाग

DEPARTMENT OF  
ADMINISTRATIVE REFORMS &  
PUBLIC GRIEVANCES  
GOVERNMENT OF INDIA



75  
Azadi Ka  
Amrit Mahotsav



# EFFECTIVE REDRESSAL OF PUBLIC GRIEVANCES

**V. Srinivas, IAS**

Secretary To Government Of India,  
Department Of Administrative Reforms &  
Public Grievances



## EFFECTIVE REDRESSAL OF PUBLIC GRIEVANCES

V.SRINIVAS, IAS

*“Today, I would like to make a request to the bureaucracy of India, to every government employee, be it in the State government or the Central government. The country has put a lot of trust in you, work while maintaining that trust. In your service, the basis of your decisions should be only the interest of the country” Prime Minister Modi<sup>1</sup>*

### Introduction

Prime Minister Modi has said “*Effective Redressal of Public Grievances*” is one of the most important aspects of Indian democracy, accorded highest priority to the subject with focus on citizen engagement. He has focused on improved categorization of grievances – grievances arising out of abuse of office and corruption, grievances arising from systemic deficiencies and grievances arising from poor service delivery; technology adoption in grievance redressal, monitoring and reviews and increased citizen engagement. The Prime Minister’s commitment to an effective grievance redressal mechanism emanated from his early years in Government as Chief Minister Gujarat when he launched the SWAGAT portal in 2003. The SWAGAT portal of Gujarat celebrated its 20<sup>th</sup> anniversary in 2023, was a pioneer in introducing citizen interaction, categorization of grievances and effective redressal of public grievances.

### The Department of Administrative Reforms and Public Grievances

The Department of Administrative Reforms and Public Grievances is the nodal agency in respect of policy initiatives on public grievance redressal mechanisms and citizen centric initiatives. The role of the Department of Administrative Reforms and Public Grievances is primarily to undertake citizen centric initiatives in the fields of administrative reforms and public grievances to enable the Government machinery to deliver quality public service to citizens in a hassle-free manner and eliminate the

---

<sup>1</sup> From the speech of Prime Minister Modi dated 21 April 2023 on the occasion of 16<sup>th</sup> Civil Services Day 2023

cause of grievance. The grievances received by the Department of Administrative Reforms and Public Grievances were forwarded to the concerned Ministries/ Departments/ State Governments/ UTs who deal with the substantive functions linked with the grievance for redress under intimation to the complainant. Under CPGRAMS 7.0 grievances land directly at the last mile grievance officer level. The Department of Administrative Reforms and Public Grievances has issued guidelines to all Ministries/ Departments to set up effective grievance redressal systems for effective redressal of public grievances. There exist several digital portals in Government of India for effective redressal of public grievances – CPGRAMS, Rail Madad and e-Nivaran. All Ministries/ Departments have designated nodal Grievance Redressal Officers for effective redressal of grievances.

The Department of Administrative Reforms and Public Grievances has implemented 36 recommendations of the Parliamentary Standing Committee in the years 2021-2023 for Effective Redressal of Public Grievances. Periodic reviews by the Hon'ble Prime Minister and Minister of State for Personnel, Public Grievances and Pensions along with 9 meetings convened by the Parliamentary Standing Committee enabled ushering-in of transformational reforms in CPGRAMS as represented by the 10 Step reform program of CPGRAMS launched in 2022.

The implementation of CPGRAMS 10-Step reforms has resulted in a linear increase in the number of public grievances being redressed every month to over 1 lac cases and reduction in timelines for disposal to 16 days in central ministries/ departments. Today the CPGRAMS portal has mapped 0.80 lac Grievance Redressal Officers, and 16 lac citizens have registered themselves to file nearly 20 lac grievances/ year. Considerable success was achieved in effective redressal of public grievances during the COVID-19 pandemic with launch of the COVID-19 Grievance Redressal Dashboard and portal on the CPGRAMS portal. This was a period in which 1.25 lac COVID-19 public grievances were redressed with an average disposal period of 1.45 days.



## Centralized Public Grievances Redress and Monitoring System (CPGRAMS)

Centralised Public Grievance Redress and Monitoring System (CPGRAMS) is an online platform available to the citizens 24x7 to lodge their grievances to the public authorities on any subject related to service delivery. It is a single portal connected to all the Ministries/Departments of Government of India and States. Every Ministry and States have role-based access to this system. CPGRAMS is also accessible to the citizens through standalone mobile application downloadable through Google Play store and mobile application integrated with UMANG. The citizen can access the system online through the portal [www.pgportal.nic.in](http://www.pgportal.nic.in). The efficacy of the CPGRAMS portal has been an important thrust area of the Nation's Grievance Redressal Systems.

The status of the grievance filed in CPGRAMS can be tracked with the unique registration ID provided at the time of registration of the complainant. CPGRAMS also provides appeal facility to the citizens if they are not satisfied with the resolution by the Grievance Officer. After closure of grievance if the complainant is not satisfied with the resolution, he/she can provide feedback. If the rating is 'Poor' the option to file an appeal is enabled. The status of the Appeal can also be tracked by the petitioner with the grievance registration number. Since July 2022, DARPG has also reached out to the citizen filing a grievance through CPGRAMS by contacting him through an outbound call centre and soliciting his feedback on his closed grievance.

### Guidelines Issued by DARPG

- i. Designate Grievance Redressal Officers up to last mile level wise.
- ii. Designate Grievance Appellate Officers one rank above Grievance Redressal Officers.
- iii. Grievance Redressal time limit of 30 days for both appeals and grievances
- iv. Monitoring of Grievances in Ministries/ Departments on a monthly basis
- v. Effective Public Grievance Redressal part of Good Governance Week 2021 and 2022

## Grievance Redressal Machinery in the States

The State Governments have evolved advanced mechanisms for redressal of public grievances. Chief Ministers' officers have operationalized public grievances cells which receive complaints from citizens and forward those to the concerned departments and follows them up. Several Chief Ministers hold regular citizen interactions through physical meetings/ virtual meetings for hearing and redressal of public grievances. In several States, Senior Officers visited districts and villages as part of Good Governance Week celebrations in 2021 and 2022 when Nation-wide campaigns for Effective Redressal of Public Grievances were conducted. The impact of multiple grievance redressal platforms functioning in unison in the Good Governance Week from December 19-25, 2022 was quite significant – 315 lac service delivery applications being disposed and 6 lac Public Grievances being redressed. The Department of Administrative Reforms and Public Grievances has collaborated closely with States in several initiatives for effective redressal of public grievances.

### Digital platforms for effective grievance redressal in States

1. Gujarat – SWAGAT
2. Jammu & Kashmir – JKIGRAMS
3. Andhra Pradesh – SPANDANA
4. Telangana – PRAJAVAANI
5. Uttarakhand – CM Helpline
6. Uttar Pradesh – JANSUNWAI Portal
7. Kerala – CM's PG Redressal Cell
8. Rajasthan – Rajasthan Sampark
9. Maharashtra – Aaple Sarkar
10. Madhya Pradesh – CM Helpline
11. Odisha – e-Abhijoga
12. Bihar – Bihar Jan Shikayat Nivaran Pranali

The areas of collaboration included:

- i. Institution of an award category for Improving Service Delivery and Redressal of Public Grievances under the Scheme for Prime Minister's Awards for Excellence in Public Administration 2020
- ii. National Workshop on Technology Platforms in Public Grievance Redressal on 18 February 2021 and the National Workshop on Sevottam in November 2022 and May 2023
- iii. One Nation – One Portal initiative by integration of CPGRAMS with State Grievance Portals and reverse integration.
- iv. Sevottam Capacity Building Programs for Grievance Redressal Officers.
- v. Publication of Monthly Reports from 2022
- vi. Collaboration with Government of Jammu & Kashmir for revamping the Awaaz e-Awam portal and relaunch as JKIGRAMS.

### **Recommendations of the Parliamentary Standing Committee – 127<sup>th</sup> Report**

The Parliamentary Standing Committee examined the subject of Effective Redressal of Public Grievances 9 times in the years 2021-2023. The 127<sup>th</sup> Report of the Parliamentary Standing Committee tabled in the House on 15 March 2023 contained the following key observations:

- i. The Committee appreciates the 10-step CPGRAMS reform process that was adopted by DARPG for improving quality of disposal and reducing the timeline. The Committee also commends the Department for faster disposal of grievances by the Department which is over one lakh per month. But the Committee is of the view that 'quality of grievance redressal' is more important rather than 'quantity of grievance disposal' and therefore recommends the Department to focus more on 'redressal' of grievances as compared to 'disposal of grievances'. (para 3.5)
- ii. The Committee is pleased to note that the Department has implemented most of its recommendations like 'One Nation – One Portal', CPGRAMS portal in all regional languages, to develop the Grievance Redressal Index, reduction in

redressal period from 60 to 45 days and 45 to 30 days, introduction of appellate mechanism, revamping of Sevottam scheme, operationalizing of feedback mechanism and CPGRAMS dashboard. The Committee therefore appreciates and commends the efforts of the Department for continuously improving and bringing about thoughtful changes in the grievances redressal system. (para 3.6)

- iii. The Committee observes that whereas the number of disposal of grievance redressal is quite high but the feedback taken for the redressal of grievances is not at par with the pace of grievance redressal. The Committee, therefore, recommends the Department to increase the number of seats in the Feedback call centre developed by the Department so that the number of feedbacks can be enhanced. The Committee also recommends the Department to develop a mechanism in which as soon as the Grievance is disposed a SMS message stating the details of disposals is received on the mobile of the complainant and where he/she can submit the feedback of the grievance redressal along with the option to appeal if he/she is not satisfied with the redressal of grievance. (para 3.8)
- iv. The Committee recommends identifying the 'Scheme wise complaints' by using the Data Strategy Unit which is functioning under the Department. (para 3.9)
- v. The Committee also recommends the Department to use Artificial Intelligence to develop a mechanism in which grievance can be lodged through voice recording which will help the people who are unable to file grievances using CPGRAMS portal. (para 3.10)
- vi. The Committee has observed that the percentage of grievances redressed over the past 5 years for States is less compared to the percentage of grievances

## 127<sup>TH</sup> REPORT OF PSC

The Committee is pleased to note that the Department has implemented most of its recommendations

The Committee appreciates and commends the efforts of the Department for continuously improving and bringing about thoughtful changes in the grievances redressal system. (para 3.6)

redressed over the past 5 years of Central Government. The Committee therefore, urges the Department to take it up with the State Governments to enhance their grievance disposal rate so that Public Grievances are addressed effectively. (para 3.11)

- vii. The Committee appreciates the efforts of the Department in preparing the Grievance Redressal Index (GRI). The Committee urges the Department to continuously monitor and hold meetings with the Departments who are not performing well continuously and guide these Departments so that they can improve their rankings. (para 3.22).

### CPGRAMS Reforms:

In pursuance of the decisions taken by the Prime Minister in the review meeting on 16 April 2022, CPGRAMS reforms were implemented by DARPG for improving quality of grievance disposal and reducing the disposal time. A comprehensive 10-Step CPGRAMS Reform program was adopted after several rounds of consultations with key stakeholders. DARPG established collaborations with Common Service Centre (CSCs), Indian Institute of Technology Kanpur (IIT-K), National Institute of Smart Governance (NISG), National Institute of Design, Ahmedabad (NID), Quality Council of India, Centre for Development of Advanced Computing (C-DAC), Bharat Sanchar Nigam Limited (BSNL), Centre for Good Governance Hyderabad and Haryana Institute of Public Administration (HIPA) Gurgaon through MOUs and work orders.

### CPGRAMS – 10 STEP REFORMS

#### CPGRAMS Reforms – 10 Step Reform

1. Universalization of CPGRAMS 7.0
2. Use of AI in CPGRAMS
3. CPGRAMS in all Regional Languages
4. Grievance Redressal Index
5. Feedback Call Centre
6. One Nation – One Portal
7. CPGRAMS in CSCs
8. Sevottam Capacity Building Programs
9. Monthly Progress Reports
10. Data Strategy Unit

The technology improvements in CPGRAMS are outlined as follows:

1. Universalization of CPGRAMS 7.0 - Auto-routing of grievances to the last mile
2. Technological Enhancements - Automatic flagging of urgent grievances leveraging AI/ML
3. Language Translation – CPGRAMS Portal in 22 scheduled languages along with English
4. Grievance Redressal Index - Ranking of Ministries / Departments on their Performance
5. Feedback Call Centre - 50-seater call centre to collect feedback directly from every citizen whose grievance is redressed
6. One Nation One Portal - Integration of State Portal and other GoI portals with CPGRAMS
7. Inclusivity and Outreach - Empowering the remotest citizen to file grievances through CSC's
8. Training and Capacity Building - Conducted by ISTM and State ATIs under SEVOTTAM scheme for enabling effective grievance resolution
9. Monitoring Progress - Monthly reports for both the Central Ministries/Departments and States/UTs
10. Data Strategy Unit - Established at DARPG for insightful data analytics

Two PMUs were established at DARPG – (a) PMU with QCI team for preparation of the CPGRAMS Monthly Reports for Central Ministries and States and (b) PMU with CGG Hyderabad team for preparation of Grievance Redressal Index in addition to the Data Strategy Unit with Data Analytics specialists in collaboration with National Institute of Smart Governance.

The Public Grievances Division of DARPG was strengthened with comprehensive redeployment and all vacant posts being filled up. DARPG collaborated with 22 State Administrative Training Institutes for implementation of the Sevottam Program following extensive discussions with HIPA Gurgaon.

After the Chintan Shivir of DARPG held on February 18<sup>th</sup>-19<sup>th</sup>, 2023 which was presided by the Hon'ble Prime Minister, DARPG has included 4 more steps in its reform agenda for CPGRAMS.

11. Citizen Connect
12. Strengthening existing citizen Grievance Redressal System
13. Improving the Quality of Disposal
14. Re-imagining Service Delivery

The processes for establishing greater citizen connect envisaged are improvements in call centre engagement with citizens, speech records being examined in senior level meetings, training programs for operators, sharing speech records of appeals filed through call centre with appellate officers, introduction of chat bot, introduction of outgoing call centre and addition of new call centre operators.

### **IMPACT OF THESE REFORMS:**

This 10-Step CPGRAMS reforms process adoption has resulted in a remarkable decrease in the average time of disposals of Public Grievances. In 2023, 1.25 lac PG cases in January, 1.22 lac PG cases in February and 1.19 lakh PG cases in March, till 25th March 2023, were disposed by Ministries/Departments. March 2023 was the 8th time in a row, since inception of CPGRAMS that PG case redressal has crossed 1 lac cases/ month. The disposal in State PG cases on CPGRAMS portal has crossed 50,000 cases/ month since September 2022.

Average disposal time of Central Ministries/Departments has improved from 32 days in 2021 to 27 days in 2022 to 16 days in 2023, till March, because of these reforms. The progress for March, 2023 indicates 1,19,706 Grievances Redressed by Central Ministries/ Departments in March 2023, Average Disposal Time of 16 days/ grievance, Pendency level of 71743 cases in the Central Secretariat of Government of India.



The data relating to number of grievances redressed over the past five years is given as under

**Total grievances redressed over the past five years:**

Year	Number of grievances received during the year (N)	Total number of grievances redressed during the year		Percentage of grievances received and disposed during the year  $\frac{G}{N} \times 100$
		Grievances received and redressed during the year (G)	Grievances carried forward from previous years and redressed during the year	
2022	1918238	1642846	500622	85.64%
2021	2000590	1665050	470873	83.23%
2020	2271270	1889769	429800	83.20%
2019	1867758	1447377	192475	77.49%
2018	1586415	1248767	257638	78.72%

**Grievances redressed over the past five years for Central Ministries/Departments**

Year	Total Received in Year	Brought Forwarded	Disposed (Total during Year)	Disposal(From brought forwarded)	Percentage of grievances received and disposed during the year
2022	1254099	84097	1244648	66869	93.91%
2021	1362310	137745	1415958	119869	95.14%
2020	1606572	110468	1579295	80623	93.28%
2019	1253626	94303	1237461	69323	93.18%
2018	1118447	101834	1125978	82883	93.26%

**Grievances redressed over the past five years for States**

Year	Total Received in Year	Brought Forwarded	Disposed (Total during Year)	Disposal (From brought forwarded)	Percentage of grievances received and disposed during the year
2022	664139	803874	898820	433753	70.03%
2021	638280	885559	719965	351004	57.81%
2020	664698	961135	740274	349177	58.84%
2019	614132	749394	402391	123152	45.47%
2018	467968	661853	380427	174755	43.95%

**One Nation – One Portal:**

DARPG had undertaken One Nation - One Portal Digital platform across Government of India and State Governments for seamless digital processing of Grievances adopting a whole of Government approach. The integration/ reverse integration of State portals enables seamless transfer of public grievances from CPGRAMS to State portals and from State portals to CPGRAMS. To expedite the integration process, monthly Meetings with all Nodal Officers were convened by DARPG with all States/UTs and all Central Ministries. These meetings helped expedite the process of integration of grievance portals of States with CPGRAMS portal. As of date, only 2 State portals remain to be integrated with CPGRAMS. The DARPG has once again reached out to States and Union Territories not linked with CPGRAMS to request them to link them at the earliest.

Central Ministries operationalizing large Grievance Portals – Rail Madad, Champions of MSME, Meri Sadak of MORTH, SCORES of SEBI have been integrated in the CPGRAMS.

**CPGRAMS in Regional Languages:**

Operationalization of CPGRAMS in all scheduled languages has been completed. CPGRAMS is available in English, Assamese, Bengal, Gujarati, Hindi, Kannada,

Kashmiri, Konkani, Malayalam, Manipuri, Marathi, Nepali, Oriya, Punjabi, Sanskrit, Sindhi, Tamil, Telugu, Urdu, Bodo, Santhali, Maithili and Dogri.

### **Access to CPGRAMS at CSCs:**

Citizens can file grievances on CPGRAMS at all Common Services Centers from July 2022 onwards. The initiative of Public Grievances being filed from Common Service Centres has been widely used by Citizens. 44.5 percent of grievances received by Department of Agriculture and Farmers Welfare are being filed through CSCs. The category 'PM KISAN related issues' has received the maximum number of grievances followed by 'PRADHAN MANTRI AWAS YOJANA related grievances'.

A comprehensive communication and outreach plan to further deepen the outreach has been prepared envisaging communication using community radio system, e-Vigyapan, posters with QR code and other digital platforms.

### **Dedicated Feedback Call Centre of BSNL:**

DARPG has operationalized the Feedback call centre through BSNL from 1 July 2022. Feedback for quality of disposal and citizen satisfaction is taken on every Grievance that is redressed on CPGRAMS. The Feedback Call Centre covers all Grievances received by Ministries/Departments and the States/UTs. Citizens who are not satisfied with the quality of grievance redressal have an option to file an appeal with the Nodal Appellate Authority through the call centre. 50 Language based seats are available in the call centre to get feedback in regional languages also as per convenience of citizens. DARPG has advised Nodal Grievance Officers of top grievance receiving ministries/ departments to visit the Feed Back Call Centre to oversee operations. Senior Officials of DARPG visit the Feedback Call Center on a monthly basis to oversee operations. The feedback call centre has successfully connected about 3,68,425 citizens by the end of March,2023. More than 1,10,000 citizens have expressed satisfaction with the grievance resolution and have given a rating of Excellent/Very Good/Good. Apart from the same, 92 percent citizens have rated the grievance filing process as very good or excellent. Increasing trends in call surveys

are being observed with increasing number of citizens participating in providing responses.

### **Universalization of CPGRAMS 7.0:**

CPGRAMS 7.0 is significant systemic upgradation with mapping last mile grievance officers and increase in the number of grievance categories. The objective was to reduce timelines of disposal, ensure enhanced monitoring of last mile officers, bring greater transparency into the CPGRAMS portal thereby improving quality of disposal. *The universal adoption of CPGRAMS 7.0 in all Ministries/ Departments has been completed over a 2-year period and represents a significant milestone.* Prior to CPGRAMS 7.0, public grievances moved from nodal officer of the Ministry to the last mile grievance officer in a step-by-step manner taking considerable amount of time.

The upgradation of CPGRAMS 7.0 was taken up with significant revision in the number of grievance categories. The grievance categories were delineated by individual Departments/ Ministries and enlarged from the broad set of 20 categories to 1239 major categories and 18762 sub-categories.

The massive exercise of onboarding of all Ministries/Departments on CPGRAMS 7.0 was started with Department of Posts on 25.9.2019 and ended with Ministry of Shipping on 6.10.2022. 4 Ministries were onboarded in 2019, 5 Ministries were onboarded in 2020, 4 Ministries were onboarded in 2021, 77 Ministries were onboarded in 2022.

The PMOPG portal has been migrated to CPGRAMS from 18.2.2023 and the DPG Portal of the Cabinet Secretariat is in the advanced stage of being migrated to CPGRAMS 7.0.

The total number of GRO's in Centre + States has reached 0.80 lac. 0.46 lac grievance officers of central ministries/ departments have been mapped on the system along with 0.34 lac grievance officers from States/ UTs. The focus of the Sevottam Program is to ensure that each and every GRO is imparted capacity building programs for effective redressal of public grievances.

## Communication Strategy for CPGRAMS

As part of the Government's 10-point CPGRAMS reforms in 2022, 19.18 lac grievances were received on CPGRAMS of which 85.64% have been disposed of. Average disposal time of Central Ministries/Departments was 27 days in 2022. All the 90 Central Ministries/Departments have been on-boarded on CPGRAMS 7.0 enabling auto-forwarding, faster transition and efficient redressal of grievance. Feedback Call Center on CPGRAMS has been established to collect feedback directly from the citizens. Intelligent Grievance Management Dashboard leveraging AI/ML technology has been developed and a Data Strategy Unit was set-up to create an analytical insight enabling strategic decision-making and policy reforms.

Communication strategy of CPGRAMS envisages publication of CPGRAMS monthly reports which are placed on the DARPG website ([www.darpg.gov.in](http://www.darpg.gov.in)) and circulated to all Central Ministries/ Departments; States/ UT's. PIB Statements and Tweets, Infographics are issued to enhance citizen outreach. DARPG had organized Facebook live interactions, and direct citizen interactions at Ministerial level to ensure citizen awareness.

CPGRAMS Monthly Reports have assisted Central Ministries/Departments and States/UTs in monitoring the individual progress. Further the reports have been useful in bringing about course corrections to improve quality of grievance redressal, reduce pendency and monitor officers with poor disposal rates. Hitherto, 12 Monthly Reports for the Central Ministries/Departments and 9 Monthly Reports for the States/UTs have been published.

Grievance Redressal Index (GRI) has been introduced and presented in Monthly Reports, instilling a competitive spirit amongst Ministries/Departments. CPGRAMS Flyers have been launched highlighting the scope and features of CPGRAMS 7.0.

The Data Strategy Unit has developed a tree dashboard which is used to monitor grievance officer wise pendency in Central Ministries/ Departments and in States/ UT's. Officers with high pendency have been presented in the reports so that they can reduce pendency levels.

Scheme wise monitoring of CPGRAMS public grievances has been a recent addition. Thus far public grievances received in 4 priority sector schemes, Pradhan Mantri Awas Yojana, Samagra Shiksha, Health & Wellness Centres, Har Ghar Jal have been examined by the DSU in monthly reports. The scheme wise analysis of Swasthya Bharat indicates that half of the grievances are pertaining to Banking and Insurance related issues and remaining mostly pertained to States/ UTs.

The AI enabled grievance monitoring dashboards have been developed by IIT Kanpur which are used for identify spam, word search, repetitive grievances filed by habitual complainants.

The Monthly Progress Reports of CPGRAMS for Central Ministries/ Departments are circulated with DO letters from Secretary DARPG to all Secretaries of Government of India. The Monthly Progress Reports of CPGRAMS for States are circulated by DO letters from Secretary DARPG to Chief Secretaries of States/ UTs.

Progress review meetings by DARPG every month envisage 5 meetings (i) Monthly review meeting with Grievance Officers (ii) Monthly Review meeting with Appellate Officers (iii) Monthly Review meeting with Knowledge Partners (iv) Monthly review meeting with State Nodal Officers (v) Monthly review meeting with State ATIs. Further a monthly visit to the Feedback Call Centre by Nodal Officers of Ministries/ Departments is made to ensure systems operate at high efficiency levels.

Further Grievance Redressal and Improving Service Delivery have been part of the major campaigns conducted by DARPG in 2022. These are as follows:

### **1. Good Governance Week-2022**

A week-long Nation-wide campaign on “Prashashan Gaon ki Ore” aimed at redressal of public grievances and deliver services to the people at their door was organized during the Good Governance Week from 19-25 December 2022. About 54 lac public grievances and 315 lac applications for service delivery were disposed and 982 innovations in governance were documented during this one-week Campaign.

## 2. Special Campaign on Disposal of Pending Matters (SCDPM)

The Special Campaign 2.0 on Swachata and reducing pendency in Government offices was conducted successfully from 2nd - 31st October, 2022 in over 1 lakh offices under the Central Government across the remotest parts of the country and Indian Missions and Posts abroad. About 4.39 lakh public grievances were disposed during this campaign. CPGRAMS was integrated with Common Service Centres (CSC) from 7<sup>th</sup> June, 2022 to leverage its strength to take the facility of CPGRAMS to rural population. It is now available at more than 5 lakhs CSCs.

For designing of new Logo and name for CPGRAMS, DARPG engaged the National Institute of Design (NID) and My Gov. The names as suggested by NID and MyGov are under consideration.

**Analytics by CPGRAMS Data Strategy Unit (DSU)** Department of Administrative Reforms and Public Grievances has set up a Data Strategy Unit w.e.f. from March, 2022. DSU has developed an analytical dashboard that may be used for strategic decision making and policy-reforms for seamless delivery of services to the citizens. The dashboard provides GROs data analysis, trend analysis, geographical analysis, root cause analysis for all the Central Ministries/Departments and States/UTs.

### Habitual Complainants:

DSU has identified habitual complainants who have filed thousands of grievances and appeals, thereby choking the system. These

### Data Strategy Unit

1. The Tree dashboard is being developed by the Data Science Unit (DSU) team of DARPG
2. The Tree dashboard project is expected to be completed by December 2023 and will be launched as a flagship initiative of DARPG to promote good governance and public service excellence.
3. The Tree dashboard will provide several benefits for the citizens and the government – transparency/ accountability/ monitoring/ evaluation/ accessibility etc.



grievances create difficulties for the Grievance Redressal Officers in identifying genuine critical grievances. Mr. Anand Thakur has filed 37,315 grievances, the maximum by a single person, followed by Mr. Atin Maity at the 2<sup>nd</sup> position who has registered 16199 grievances from 1<sup>st</sup> January, 2022. While, Mr. Suneet Kapur has filed 7,401 appeals, followed by Mr. Jayesh Kulkarni who has filed 5,426 appeals. Following identification of habitual complainants, the number of complaints to be filed/ month on the CPGRAMS by an individual citizen has been limited to ten public grievances.

### **Grievance Redressal Officers with maximum pendency:**

Smt. Rukmani Attri, Additional Director E-Services in Central Board of Direct Taxes (Income Tax) has the highest pendency of Public Grievances followed by Shri Surender Singh, Deputy Secretary, Department of Financial Services (Banking Division).

### **Some Other Analytics on CPGRAMS:**

Implementation of CPGRAMS 7.0 has helped direct transition of grievances to the last mile officers and faster resolution of grievances. Over the last few years average disposal time has seen a declining trend. DARPG has accordingly reduced the disposal timeline from 60 days in 2020 to 45 in 2021 and 30 days in 2022. Information on number of grievances redressed on timelines are given in the table below:

GOI		States	
Closed within 45 Days	Pending more than 1 Year	Closed within 45 Days	Pending more than 1 Year
1282188	2045	337746	371494

### **Training of Grievance officers under Sevottam**

Sevottam Scheme is a generic frame work created by this Department in 2005 for quality based improvements in Public Service Delivery. It comprises of 3 modules – (i) Citizens’ Charter; (ii) Grievance Redress Mechanism; and (iii) Capability building for quality based and timely service delivery. Each of these modules has three criteria and 11 elements each i.e. 33 elements that cover all the critical aspects of an efficient Public Service Delivery System.

Under the Scheme, DARPG releases funds to State ATIs/CTIs for setting up of a Sevottam Training Cell in the ATI. The capability of the ATIs are built for becoming Consultants for implementation of Sevottam in various Departments/Public Organizations in the State/UTs and for becoming facilitator for the certification of the State Departments/Organizations under IS 15700:2005 given by BIS, New Delhi. Under the Scheme there is a provision for a lump-sum grant of up to Rs.20 lakhs for five years to each of the State ATIs/CTIs whose proposals are received in the Department.

The DARPG has collaborated with 22 State ATI’s in the years 2022 and 2023 to train 4000 Grievance Redressal Officers of the 34000 Grievance Redressal Officers currently mapped on the State Portals of CPGRAMS. The Sevottam policy envisages comprehensive coverage of all Grievance Redressal Officers in a time bound manner through State ATIs. The DARPG has collaborated with HIPA Gurgaon, and YASHDA Pune to conduct 2 National Workshops on Sevottam in the years 2022 and 2023 to ensure commonality in course content, teaching standards and timelines of implementation across States/ UT’s.

### **Grievance Redressal Index for all Ministries/Departments:**

To assist the Ministries/Departments to review and streamline their Grievance Redressal System, and have a comparative assessment with other Ministries/Departments, Grievance Redressal Index has been developed. The Index has two dimensions:

- Timely Disposal of Grievances
- Quality Disposal of Grievances

Ministries/Departments has been categorized into two groups, based on the number of grievances received, to enable a fair comparison; 1<sup>st</sup> Group (Group A) contains Ministries/Departments receiving higher number of grievances (i.e. greater than 500) while 2<sup>nd</sup> group (Group B) contains the ones receiving comparatively lesser number of grievances (i.e. less than 500)

### **Analysis of Monthly Grievance Redressal Index**

- Unique Identification Authority of India has topped the GRI ranking for the month of March 2023
- In Group A, the Ministry of Petroleum and Natural Gas has improved its ranking by 8 positions in March 2023 and currently ranked at 7<sup>th</sup> position. Central Board of Indirect Taxes and Customs has jumped to 15<sup>th</sup> rank from the previous month's rank of 21
- In Group B, Department of Pharmaceutical has jumped from rank 14 in February 2023, to 3<sup>rd</sup> rank in March 2023 and Department of Legal Affairs has jumped from 9<sup>th</sup> position in February 2023 to 4<sup>th</sup> position in March

### **Analysis Way Forward: Design & Development of Comprehensive GRAI**

- The design and development of a Comprehensive Grievance Redressal Index is at advance stage
- The Ministry/Department-level consultations are being held to finalize the dimensions and parameters and their respective weightages
- This will refine the ranking process and make it more efficient by covering more parameters pertaining to performance of each Ministry/Department

## Best Practices in State Grievance Portals

### 1. SPANDANA (Andhra Pradesh)

The Government of Andhra Pradesh grievance redressal portal operationalized at [www.spandana.ap.gov.in](http://www.spandana.ap.gov.in) is one of the most comprehensive grievance redressal portals of India. The common platform through SPANDANA portal integrates all levels. The process flow of SPANDANA envisages grievances are received from multiple sources – on the portal, through toll free numbers, through petitions received through e-mails, and redressal through grievance cells in district, division and tehsil levels. Village level volunteers receive door step SPANDANA applications and deliver to the GRAMA SACHIVALAYAM for redressal. Mondays are designated as grievances day and the integration of all offices at District, Sub-Division & Mandal is through video conferencing on grievances day. A 14-digit unique ID is issued through the SPANDANA website. The citizen can track his grievance through the tracking ID provided in the acknowledgement slip. The Action Taken Report is uploaded on the portal and sent by SMS to the citizen. A dedicated toll-free call centre (18002331077) has been operationalized for feedback and 100 percent quality audit on redressal is undertaken. Reopening of grievance in case the citizen is not satisfied with the quality of disposal.

#### BEST PRACTICES

##### SPANDANA PORTAL

[WWW.SPANDANA.AP.GOV.IN](http://WWW.SPANDANA.AP.GOV.IN)

Grievances received through multiple sources – email/ portal/ call centre

Door Step Collection of grievances

Mondays – Grievances Day

14 Digit Unique ID, tracking of grievances

Feedback call centre, 100 percent quality audit

### 2. SWAGAT (Gujarat)

The CMO Gujarat operates an ICT based program since April 2003 for effective, transparent and speedy redress of the grievances of the citizens at various levels of the government throughout the State including that at the highest levels by direct

interaction with Hon'ble Chief Minister. The SWAGAT portal is a combination of digital and communication technology in the form of a program to resolve public grievances effectively. Under SWAGAT, citizens can register their grievances at village, taluka and district levels. Citizens can view the status of their application online, using their allotted password and login ID at any internet access point. The software application enables an online review of sub-district, district SWAGAT and State SWAGAT outcomes and disposal of grievances is also monitored by the software. The citizen gets a chance of hearing at SDM and DM level and if not resolved at the Hon'ble CM level also. Cases for attention of Chief Minister are selected as those that are long standing, acute humanitarian issues, difficult to resolve at other levels in Government and those that

have policy implications. Applications are registered in 3 categories – (i) Policy Matters where a limitation or gap in the policy requires attention (ii) Long Pending grievances where the application has remained unresolved after initial application (iii) First time grievances which are sent to lower levels. There exist four levels of SWAGAT – on every 4<sup>th</sup> Thursday of the month the SWAGAT hearings are held in the State Capital Gandhinagar by Hon'ble Chief Minister of Gujarat through video conference. The District SWAGAT is held in all 33 districts and the Sub-District SWAGAT and GRAM SWAGAT are also held as per prescribed schedules. The four levels are well integrated by software. SWAGAT has enhanced the accountability of Government, systemic changes as decisions lead to policy reform, high citizen's satisfaction, total transparency and monitoring system as also awareness at highest levels of authority on public grievances. SWAGAT received the 2010 UN Public Service Award in improving transparency, accountability and responsiveness in Public Service.

## SWAGAT

Applications are registered in 3 categories – (i) Policy Matters (ii) Long Pending grievances (iii) First time grievances

### Four Levels of SWAGAT

- State level SWAGAT
- District SWAGAT
- Sub-District SWAGAT
- GRAM SWAGAT

### 3. JK-IGRAMS (Jammu & Kashmir)

JK-IGRAMS along with LG's monthly mulaqaat with citizens and review with officers provides institutional framework to citizens that is accessible to all in Jammu & Kashmir. The JK-IGRAMS portal is [www.jkgrievance.in](http://www.jkgrievance.in) and key features include decentralization of grievance system by mapping sub-ordinate offices upto block level, setting up of 2 call centers in Jammu and Srinagar for registering grievances, Collectors made epi-center and all Districts/ Blocks linked to CPGRAMS, Grievance Analysis teams to study and share findings, with monthly mulaaquat with LG J&K. The impacts increased disposal from 41 percent to 74 percent in 4 months time, in all categories. The dedicated call center provides a unique JKIGRAMS number which is forwarded to the grievance officer and online status is available to the citizen for effective follow-up. Various analytical reports and other MIS options on the portal assist administration in data filtering.

### 4. SAMADHAN (Uttar Pradesh)

SAMADHAN is an integrated web based application system which brings all grievance redressal mechanism to one platform and enables instant and easy communication between Government and Citizens resulting in speedy redressal of their grievances from anywhere and anytime and It also provides facility for submission of grievances online by aggrieved citizen. The Grievance input mechanism has Janta Darshan by Hon'ble Chief Minister at State level, District Collector at District level and Tehsil level. The SAMADHAN portal integrates different channels and portals including the PG-Portal, Anti Bhu Mafia Portal, Anti-Corruption portal, CM Helpline etc. The citizen relationship management contains online registration and tracking of grievances, project management and monitoring, analytical reports, calls/ SMS/ e-mail, integrated & single platform, send reminders and giving feedback. Feedback is obtained through the CM Helpline call center and the complainant can also provide online feedback through portal. Negative feedback is reviewed by one level higher, through grading opinion, if senior officer finds disposal of the grievance insufficient/ not satisfactory then he/ she can revive the disposed complaint.

**FUTURE ROADMAP OF EFFECTIVE GRIEVANCE REDRESSAL:**

The 127<sup>th</sup> Report of Parliamentary Committee envisages the following roadmap for Effective Grievance Redressal.

1. The Committee on a recent study visit to Imphal, Guwahati and Agartala identified '*Strengthening of Public Grievance Redressal System*' as one of the subjects for discussion with the officials of State Governments. The Committee observed that the system of grievance redressal in North-Eastern states is not very robust and needs considerable improvement. There is no separate State Grievance Portal in any of North-Eastern state except Meghalaya. The Committee, therefore, recommends the Department to aid these states to develop an efficient separate State Grievance portal and also link it with CPGRAMS portal for proper monitoring. The Committee also recommends the Department to formulate a policy focussing on North-Eastern states so that Public Grievance Redressal System in these States can be ameliorated.
2. The Committee appreciates the 10-step CPGRAMS reforms process that was adopted by DARPG for improving quality of disposal and reducing the time lines. The Committee also commends the Department for the faster rate of disposal of grievances by the Department which is over one lakh per month. But the Committee is of the view that 'Quality of Grievance Redressal' is more important rather than 'Quantity of Grievance Disposal' and therefore, recommends the Department to focus more on 'Redressal' of grievances as compared to 'Disposal' of grievance.
3. The Committee observes that whereas the number of disposal of Grievance redressal is quite high but the feedback taken for the redressal of Grievance is not at par with the pace of grievance redressal. The Committee, therefore, recommends the Department to increase the number of seats in the Feedback call centre developed by the Department so that the number of feedbacks can be enhanced. The Committee also recommends the Department to develop a mechanism in which as soon as the Grievance is disposed a SMS stating the



details of disposal is received on the Mobile of the complainant and where he/she can submit the feedback of the Grievance Redressal along with the option to appeal if he/she is not satisfied with the redressal of grievance.

4. The Committee recommends identifying "Scheme-wise complaints" by using Data Strategy Unit (DSU) which is functioning under the Department.
5. The target for 2023-24 is to reduce pendency levels to 1 lac PG cases for States and 0.50 lac PG cases for Central Ministries. This will necessitate a disposal of 1.5 lac PG cases/ month from States and 1.25 lac PG cases/ month from Ministries/ Departments of GOI. Disposal currently stands at 0.5 lac PG cases/ month in States and 1.45 lac/ month in Ministries/ Departments. The number of cases being redressed/ month needs to be increased further. This can be achieved through effective implementation of SEVOTTAM, greater coordination amongst States/ UTs and Ministries/ Departments.

.....

**Brief CV of V.Srinivas IAS**

V.Srinivas serves as Secretary to Government of India Department of Administrative Reforms and Public Grievances and Department of Pension and Pensioners Welfare, from December 2021. He represents India on the Council of Administration of the International Institute of Administrative Sciences, Brussels for the period 2018-2023.

V.Srinivas has a Master's degree in Chemical Engineering from College of Technology, Osmania University. He has served as Special Secretary, Additional Secretary, Joint Secretary and Deputy Secretary in Government of India in the years 2000 to 2021 in the Ministries of Personnel, Public Grievances and Pensions, Health & Family Welfare, Culture, Textiles, Finance & Company Affairs, External Affairs and Petroleum & Natural Gas. He has served as Private Secretary to External Affairs Minister and as Private Secretary to Finance Minister in the years 2001-2003 and as Advisor to Executive Director (India) in the International Monetary Fund in Washington DC from 2003-2006, and represented India on the International Cotton Advisory Committee from 2010-13. V.Srinivas held additional charge of Director General National Centre of Good Governance for the period 2019-2022 and Director General National Archives of India in 2013-14.

V.Srinivas served as Chairman Board of Revenue for Rajasthan Ajmer with additional charge of Chairman Rajasthan Tax Board in 2017-18. In Government of Rajasthan, he has served as Secretary Planning and Finance (Budget), Family Welfare and Mission Director National Rural Health Mission, and Science & Technology. He has served as District Collector Jodhpur and Pali.

V.Srinivas is a recipient of the Digital India Award 2020, the National Productivity Council Awards for 1995, 1997, certificates of appreciation for outstanding work from Chief Minister of Rajasthan in 1998 and 2019. He is a recipient of 2 Indian Council of World Affairs fellowships for his books "India's Relations with International Monetary Fund 1991-2016" and "G20@2023 - The Roadmap to Indian Presidency". He is a Junior National Badminton Champion 1984 and an All India Universities Badminton Champion 1988. He has authored 3 books, published 200 papers/ articles and delivered 100 orations. He is a senior administrator, a respected academician and an institution builder par excellence.

...





**Department of Administrative Reforms and Public Grievances**

Government of India

5th Floor, Sardar Patel Bhawan, Sansad Marg, New Delhi - 110001