'Institutionalization of Smart Government to enhance public service delivery'

1

Shri V. Srinivas, Secretary

Department of Administrative Reforms and Public Grievances & Department of Pension & Pensioners Welfare and Director General, National Centre for Good Governance

Government of India

Structure of the Presentation

- The Department of Administrative Reforms and Public Grievances (DARPG) – drives administrative reforms and redress public grievance. DARPG endeavors to ease citizen interaction with Government.

- DARPG is the nodal agency to formulate policy guidelines for citizen-centric governance in the country.

- DARPG formulates public grievance redress mechanisms for effective and timely redress / settlement of citizen's grievances

In the years 2014-24, the Government of India has introduced far reaching administrative reforms, in personnel administration and governance. The quest for a new narrative in Governance is characterized by:

✓ **Secretariat Reforms**

✓ **Recognizing Meritocracy,**

✓ **Redressal of Public Grievances and Improving Service Delivery**

✓ **Digital Transformation of Governance**

✓ **Benchmarking Governance**

✓ **Swachhata Campaigns**

Recognizing Meritocracy

4

Prime Minister's Awards For Excellence In Public Administration

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

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

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

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

PM conferring award at 16ᵗʰ Civil Services Day

PM Awards in Innovations for Administrative Reform at Centre Level
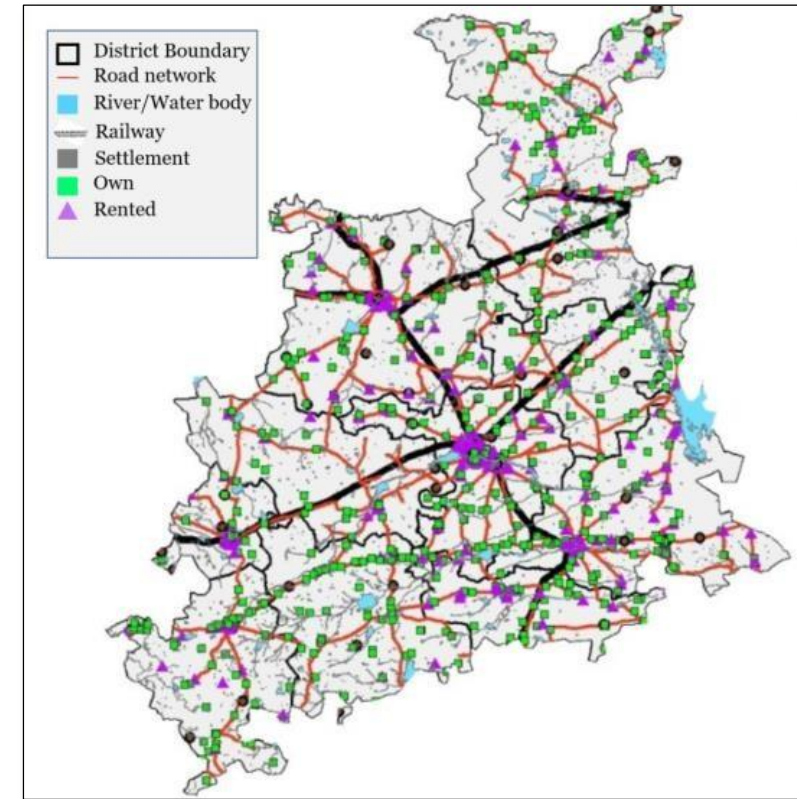
National COVID-19 Vaccination Programme

Ministry of Health and Family Welfare

PM GatiShakti National Master Plan

Department for Promotion of Industry & Internal Trade

PM Awards in Innovations for Administrative Reform at State Level

Mission Youth

Jammu & Kashmir

State Organ and Tissue Transplant Organisation (SOTTO)

Gujarat

PM Awards in Innovations for Administrative Reform at District Level

Operation Parivartan

Solapur, Maharashtra

Sanvardhan Initiative (Vocal for Local)

Rampur, Uttar Pradesh

New Age Learning Centre (NALC)

Changlang, Arunachal Pradesh

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

PM AWARDS

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

- ✓ **2015** – 1st restructuring - Focus on excellence in implementation of identified Priority Programs - States grouped in 3 categories (i) North Eastern and Hilly States; (ii) Union Territories and (iii) Other States.**2020** – 2nd restructuring - to recognize the performance of District Collectors towards economic development

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

- ✓ 2024 – 4th restructuring, saturation approach

CIVIL SERVICES DAY

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

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

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

Initiatives   - For Replication of Best Practices

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

➤ 20 National Good Governance Webinars conducted

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

➤ A film on PM Award winning initiatives screened before Hon'ble Prime Minister during CSD, 2023. The film is available on the website of DARPG (https://www.youtube.com/watch?v=-Jn-hoopISY) for wider dissemination and possible replication in other parts of the country.

e-Governance Awards & Conference

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

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

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

- 16 NAeG 2023 under 5 categorieswas conferred in the 26th NCeG
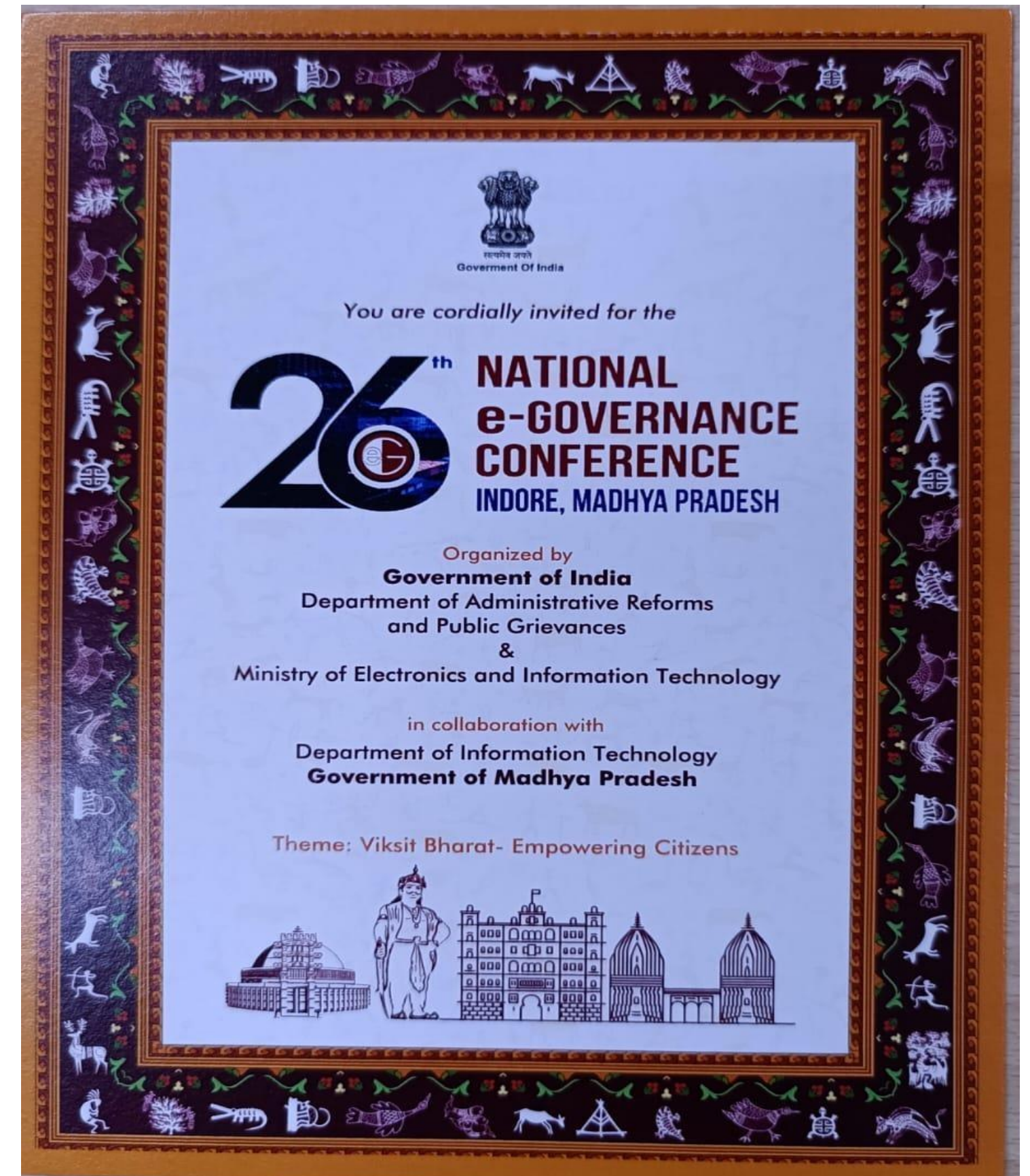
Excellence in Emerging Technology

SVAMITVA Ministry of Panchayati Raj, Government of India.

(Ministry of Panchayati Raj, Government of India)

Real time tracking and surveillance for Yatra management (Shri Mata Vaishno Devi Shrine Board, Govt. of Jammu & Kashmir)

Apuni Sarkar Information Technology Development Agency (ITDA Dehradun Government of Uttarakhand)

Jal Jeevan Mission - Water Quality Management Information System Department of Drinking Water & Sanitation, Government of India

Regional Conference on
e-Governance in Guwahati
9th-10th January, 2024

Regional Conference on Good Governance in Jaipur on 4th-5th October, 2023

प्रशासनिक सुधार और लोक शिकायत विभाग
DEPARTMENT OF
ADMINISTRATIVE REFORMS &
PUBLIC GRIEVANCES

Government of
Madhya Pradesh

Azadi Ka
Amrit Mahotsav

G20
भारत 2023 INDIA

Regional Conference

on

Good Governance

Practices

📅 6th-7th March 2023 | 📍 Bhopal

G20
ONE EARTH · ONE FAMILY · ONE FUTURE

Azadi Ka
Amrit Mahotsav

Shri Narendra Modi
Hon'ble Prime Minister

REGIONAL CONFERENCE

THEME : "E-G

REGIONAL CONFERENCE

Regional Conference on e-Governance at Mumbai on 23-24 Jan, 2023

Inauguration on
23.01.2023
by

24.01.2023
Chief Guest

REGIONAL CONFERENCE

Shri Narendra Modi
Hon'ble Prime Minister

THEME : "E

23   24

Shri Eknath Shinde
Hon'ble Chief Minister, Govt. of Maharashtra

Dr. Jitendra Singh

Shri Devendra Fadnavis

Jointly Organised by

GOVERNMENT OF INDIA
DEPARTMENT OF ADMINISTRATIVE
REFORMS & PUBLIC GRIEVANCES

MoS- Dr. Jitendra Singh

Regional Conference on Bringing Citizens Entrepreneurs & Government Closer for Good Governance at Bengaluru on 11-12 July 2022

Regional Conference on Bringing Citizens and Government Closer Administrative Reforms on 18-19 August 2022

Regional Conference on Bringing Citizens and Government Closer – Through Administrative Reforms" at Srinagar on May 16-17, 2022

Regional Conference on the theme Replication of Good Governance Practices on 03-04 December 2021 at Bhubaneswar, Odisha

Regional Conference on the theme "Strengthening the State Institutes of Public Administration" at LUCKNOW on 11-12 November, 2021

Good Governance Index 2021- Sectors & Indicators

Objectives of GGI

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

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

Focus on outcome and output oriented approaches and administration

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

District Good Governance Indicators

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

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

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

Redressal of Public Grievances – Central Public Grievance Redressal and Monitoring Syaytem

20

What is CPGRAMS?
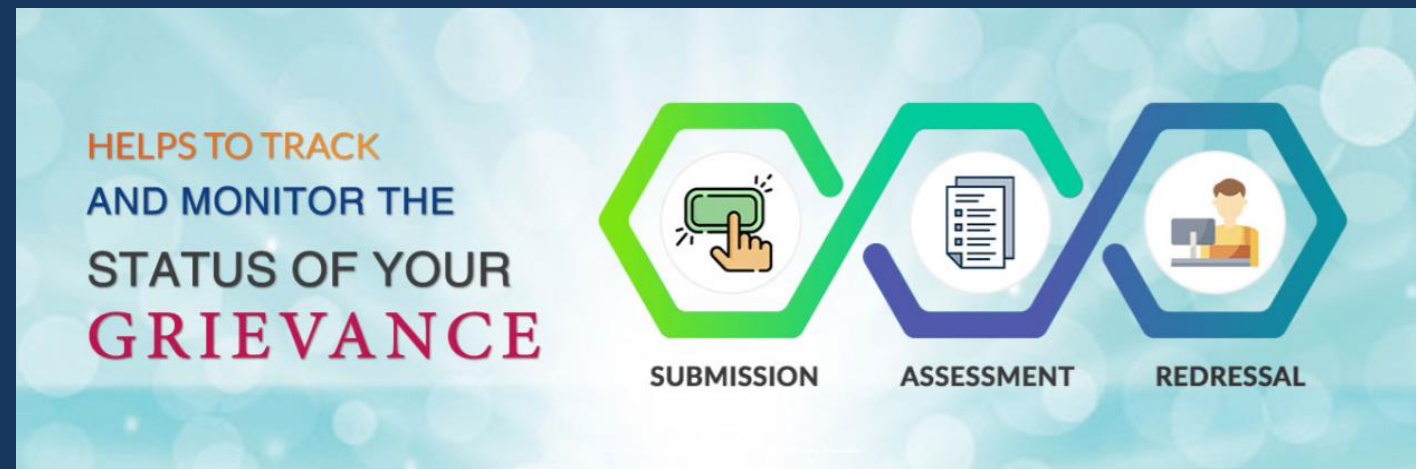
- CPGRAMS is a **24x7 online grievance porta giving access** to the citizen to the highest authorities in the government to raise their grievances

- Every Ministry and States have role-based access to this system for their Government Officers across all levels

- CPGRAMS is also integrated with Other Grievance portals of Central Government/State Governments

- Millions of Citizen use CPGRAMS as a one stop solution for their grievances

- DARPG has over the last couple of years tried to integrate CPGRAMS with use of AI/ML for better understanding of citizen grievances

GRIEVANCES RECEIVED ON CPGRAMS

Department of Administrative Reforms and Public Grievances
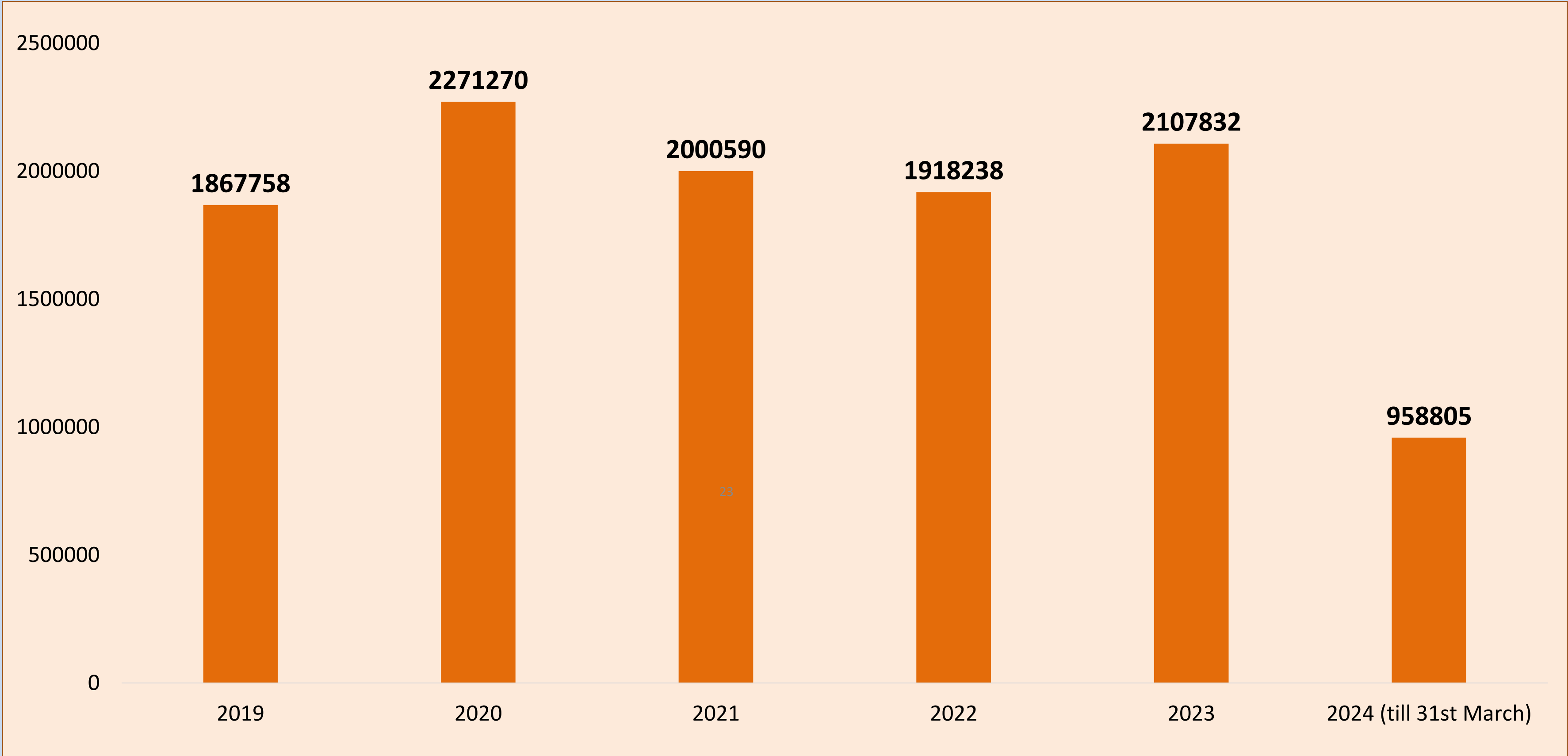
USER REGISTRATION ON CPGRAMS
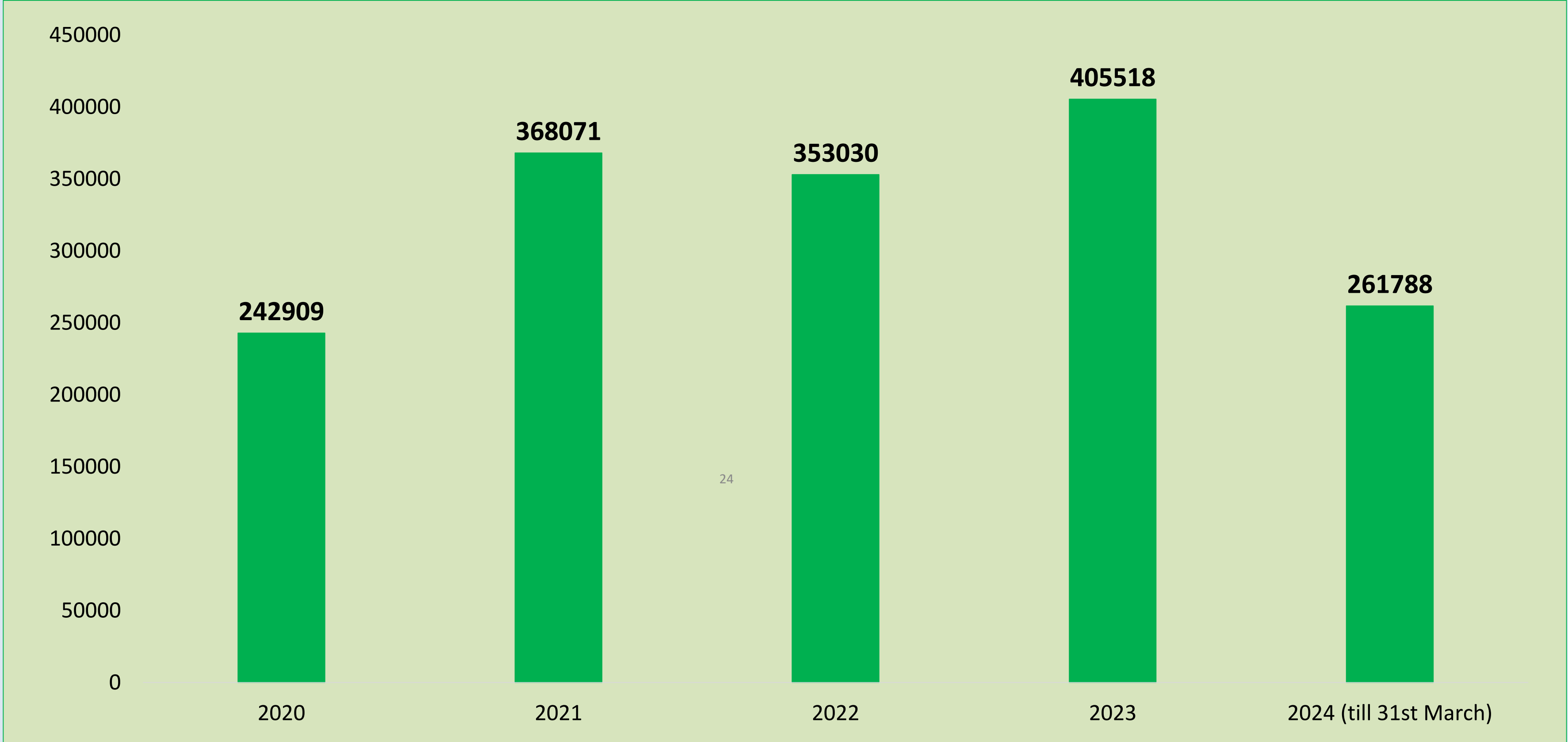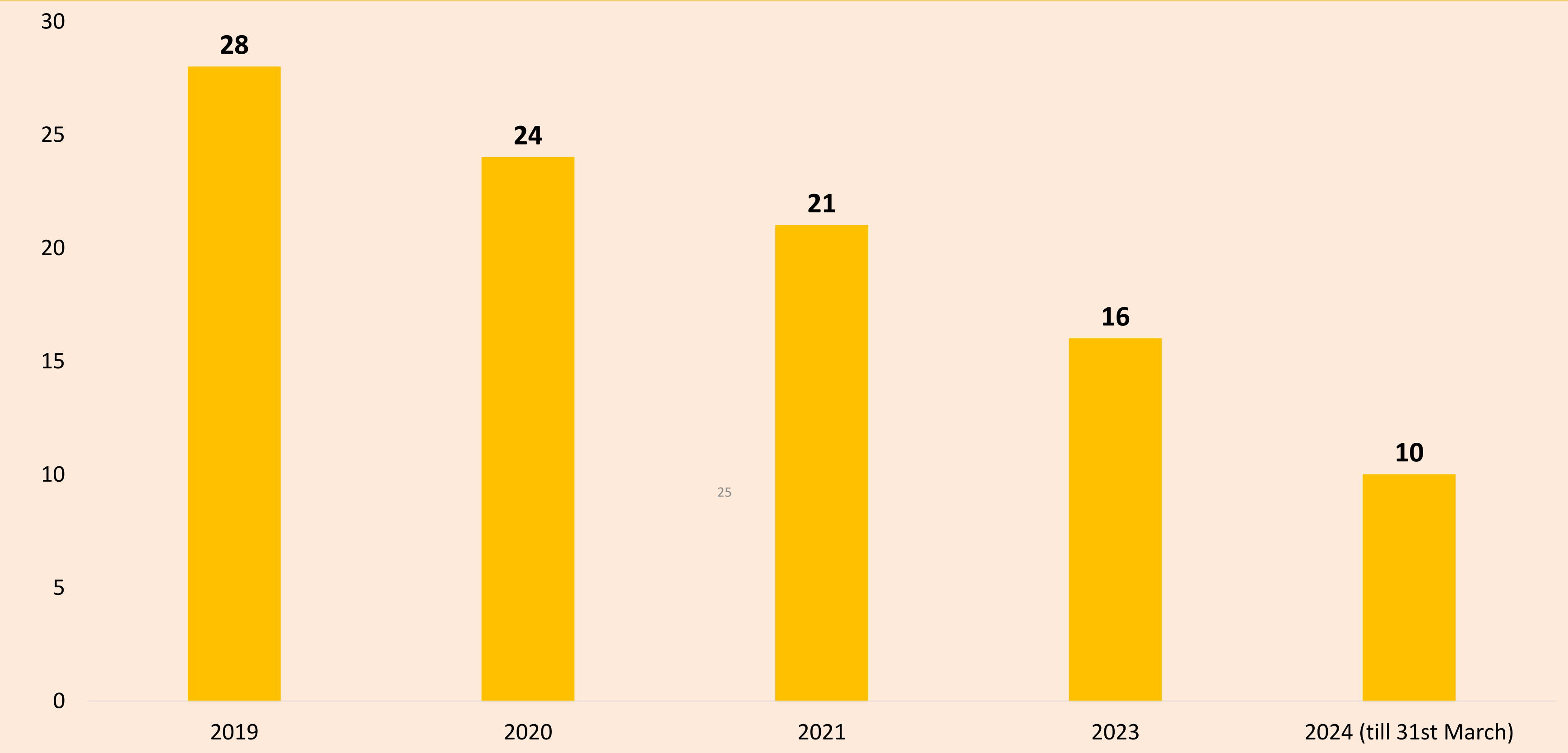
GRIEVANCE REDRESSAL OFFICERS ON CPGRAMS
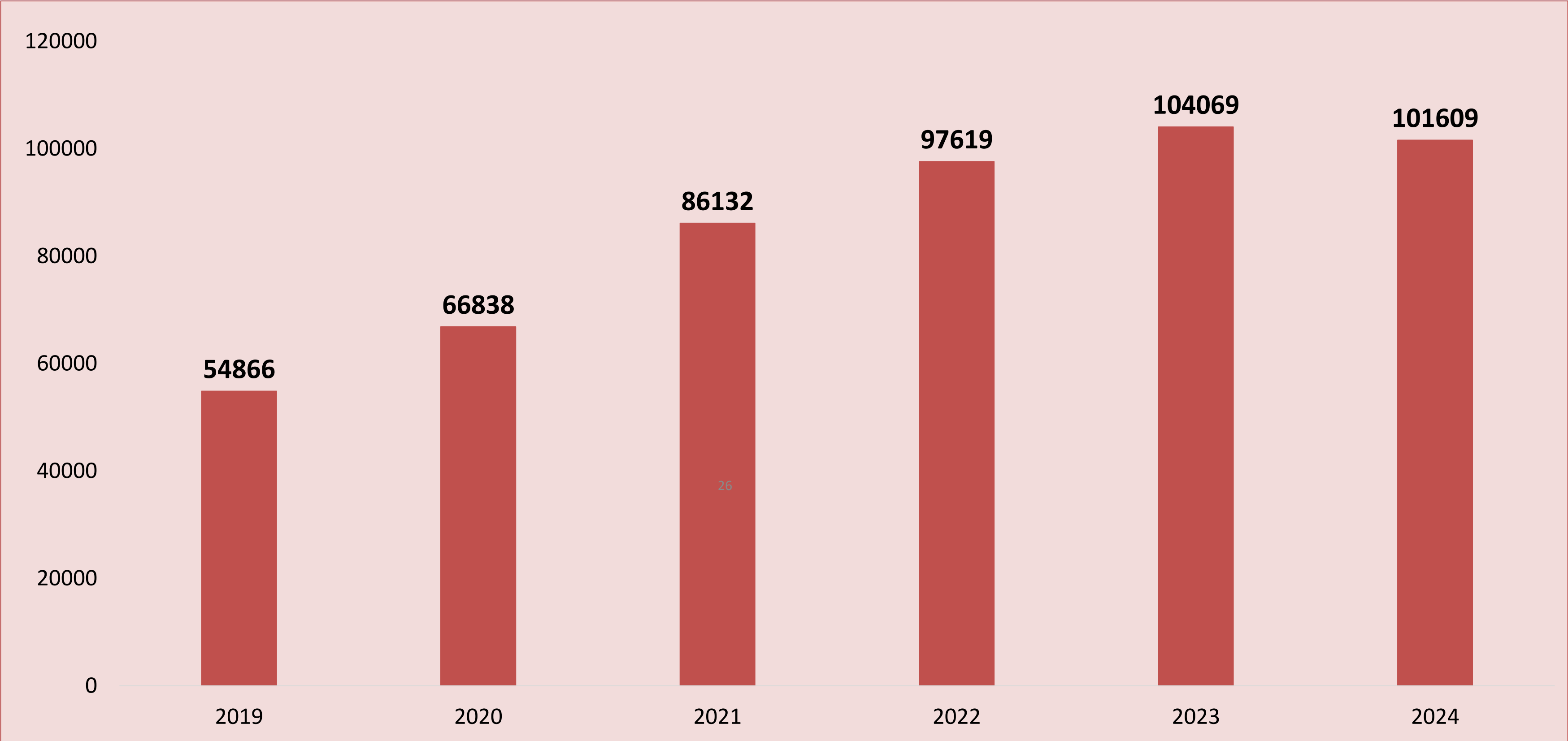
FURTHER BREAKUP OF REDRESSAL OFFICERS ON CPGRAMS

Total GROs on CPGRAMS 101609

Central GROs 55032

State GROs 46577

Nodal GROs 51076

Delegated GROs 3956

Nodal GROs 44731

Delegated GROs 1846

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Top 10 Ministries/Departments with Maximum Receipts – January to March, 2024

S. No.	Name of Ministry/Department	Brought Forward	Receipts	Total Grievances	Disposal	Pending
1	Department of Rural Development	3000	**374794**	377794	355231	22563
2	Ministry of Labour and Employment	5093	**42835**	47928	43852	4076
3	Department of Financial Services (Banking Division)	8397	**40562**	48959	41900	7059
4	Department of Agriculture and Farmers Welfare	3530	**36153**	39683	33024	6659
5	Ministry of Housing and Urban Affairs	1424	**25176**	26600	17192	9408
6	Central Board of Direct Taxes (Income Tax)	10796	**19163**	29959	17574	12385
7	Ministry of Railways (Railway Board)	3140	**16513**	19653	16747	2906
8	Ministry of Home Affairs	1405	**15293**	16698	15309	1389
9	Department of Posts	1645	**15052**	16697	15530	1167
10	Department of Ex Servicemen Welfare	4034	**13693**	17727	13733	3994

(Time Period: 01/01/2024 to 31/03/2024)

AVERAGE CLOSING TIME ON CPGRAMS – CENTRAL MINISTRIES

Top 10 Ministries/Departments with Low Average Closing Time

S. No.	Name of Ministry/Department	Cases Disposed	Average Closing Time (in days)
1	NITI Aayog	1402	2
2	Ministry of Cooperation	1332	2
3	Ministry of Drinking Water and Sanitation	3542	3
4	Ministry of Parliamentary Affairs	680	3
5	Ministry of Development of North Eastern Region	46	3
6	Department of Rural Development	355231	4
7	Department of Food and Public Distribution	3293	4
8	Department of Telecommunications	13222	5
9	Department of Legal Affairs	943	5
10	Department of Public Enterprises	159	5

(Time Period: 01/01/2024 to 31/03/2024)

MEDIA OUTREACH OF CPGRAMS

Prime Minister's Office

PM attends Chintan Shivir organized by DoPT

Posted On: 18 FEB 2023 10:09PM by PIB Delhi

The Prime Minister, Shri Narendra Modi today attended the Chintan Shivir organized by the Department of Personnel and Training.

The Prime Minister tweeted :

"Attended the Chintan Shivir organised by @DoPTGoI. Attended the Chintan Shivir organised by @DoPTGoI. Interacted with officers and highlighted ways to further improve synergy and efficiency in the department."

Ministry of Home Affairs

Under the leadership of Prime Minister Shri Narendra Modi and guidance of Home Minister Shri Amit Shah MHA is committed to ensure timely redressal of public grievances on Centralized Public Grievance redressal and Monitoring System (CPGRAMS)

30

MHA consistently ranked amongst top 10 Ministries during 2023-24 in Grievance redressal Assessment Index (GRAI) performing well in all 15 indicators

During 2023-24 MHA performed exceptionally well by redressing 48,837 public grievances cases with average redressal time of 8 days against standard of 30 days

Citizen satisfaction also stands at 40%, DARPG observed that performance of MHA would serve as benchmark for other Ministries/Departments

Posted On: 15 MAR 2024 7:20PM by PIB Delhi

Ministry of Personnel, Public Grievances & Pensions

For the first time the average disposal time of public grievances by Central Ministries & Departments has reduced to 16 days, as recorded in May 2023, says Dr Jitendra Singh

"PM Modi has repeatedly flagged Grievance Redressal is important for accountability of the Government and also for the Citizen-centric Governance"

Dr Jitendra Singh launches Grievance Redressal Assessment and Index (GRAI) 2022

Department of Posts tops the ranking, closely followed by UIDAI in Group A

In Group B, Department of Financial Services (Pension Reforms) grabs the No.1 rank followed by the Department of Legal Affairs

Department of Land Resources and Department of Pharmaceuticals secured First and Second positions respectively in Group C

Posted On: 21 JUN 2023 5:46PM by PIB Delhi

Ministry of Personnel, Public Grievances & Pensions

Dr. Jitendra Singh launches the Intelligent Grievance Monitoring System (IGMS) 2.0 Public Grievance portal and Automated Analysis in Tree Dashboard

DARPG under takes up Special Campaign 3.0 in a big way during the First week under the theme "Digital DARPG"

Major Thrust given to pan-India Unified Service Portals, Adoption of AI/ Emerging Technologies for Effective Redressal of Public Grievances

Posted On: 11 OCT 2023 10:19AM by PIB Delhi

MEDIA OUTREACH OF CPGRAMS

- Biden Administration has formulated the **President's Management Agenda (PMA)** which is grounded in a vision of an equitable, effective, and accountable Government that delivers results for all Americans

- The work of the PMA comprise sustained, multi-year, Government-wide efforts to advance each of the three PMA priorities (listed in the figure) and their supporting strategies

Priority I
- Strengthening and Empowering the Federal Workforce

Priority II
- **Delivering Excellent, Equitable, and Secure Federal Services and Customer Experience**

Priority III
- Managing the Business of Government

Through the performance.org, the Federal Government is working to improve five critical moments in people's lives:

- ✓ Approaching retirement
- ✓ Having a child and early childhood for low-income parents and children
- ✓ Facing a financial shock and becoming newly eligible for critical support
- ✓ Navigating transition to civilian life
- ✓ Recovering from a disaster

For recording people's experiences, a simple and user-friendly online form developed

33

What is a Journey Map & how it should be read?

It serve as a summary of voices of people and represent their experiences at points along a series of steps. When reading a journey map, the actions at the core of the image show high-level steps along the journey, while the other elements reveal research insights that can inform opportunities for improvement.

What is the purpose of a Journey Map?

The research and production of these maps can help to align our collective understanding of how a service delivery system is experienced by the public. Through identifying common barriers, we can improve coordinating efforts across the Federal government.

How will this journey map be used?

Although it's difficult to re-design complex delivery systems, specific barriers along a journey can indicate areas that matter most to the people we serve. We plan to form interagency design teams that convene experts to prototype and test solutions for streamlining services.

- Singapore has embarked on a journey to become a Smart Nation in November 2014, building upon its previous two successful whole-of-nation transformations in response to digital disruption

- The **LiFE SG app** of Singapore expanded from serving specific services to providing one-stop and personalized access to Government services for all citizens

- Citizen now can explore and easily access more than 40 Government services and discover recommended content through the personalized dashboard

34

- The **Anti-Corruption** and **Civil Rights Commission** of Korea was established on February 29, 2008 by integrating three institutions
- ACRC continued to actively resolve civil complaints, which are the voices of people
- A quick reaction unit for civil complaints was launched for a prompt protection of the rights and interests of people in vulnerable communities
- With the efforts of ACRC, Korea scored 61 out of 100 Corruption Perception Index (CPI).

e-People

It is a single access multilingual online portal that integrates e-petitioning, citizen driven proposals, and electronic discussions on policy items of relevance to 303 governmental organisations including central administrative organisations, local autonomous bodies and other public institutions.

It allows people who do not know which agency they have to file their complaints with and/or are willing to participate in collective discussions on policy matters.

People's Idea Box

It is an online platform for policy proposals, and e-People officer; to bring about a paradigm shift in the government's operation so that the public could transform social issues into policy agenda and work with the government to solve problems.

Integrated Government Call Centre (#110)

Those who want to obtain information on civil services provided by any administrative agencies can call 110, the phone number of the Integrated Government Call Center, anywhere in Korea. With this service, the ACRC ensures maximum convenience for people who use public services and is opening a new chapter in offering customer-oriented administrative service.

❑ Enunciated in 2022

Timelines and closure of Grievances

- **Time Limits**: Upper limit of 30 days introduced for redressal by Ministries

- **Priority**: Staggered redressal of grievances suggested priority wise

- **Appeal**: Mechanism for appeal against resolution introduced

- **Feedback**: Outbound call centre started with the option of filing grievance for citizen

- **Reform / Restructure**: Feedback to be shared with Ministries who will devise internal mechanisms to deal with such feedback

Grievance Resolution Process and Root Cause Analysis

- ➢ **Appointment of Officers**

  - • Nodal GRO to be appointed by Ministries.

  - • Each Nodal Officer given a login id and password. He would then delegate user credentials to his subordinates

- ➢ **Root Cause Analysis**

  - • Ministries to conduct a root cause analysis through the analytical tools

  - • They take necessary steps to build capacity and deploy adequate resources

Endeavour of the Government was that individual citizen's voice be heard, and citizen must be empowered adequately to repose trust in the system

10 STEP CPGRAMS REFORMS

Universalisation of CPGRAMS 7.0

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

Technological Enhancements

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

Language Translation

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

Grievance Redressal Index

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

Feedback Call Centre

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

One Nation - One Portal

Integration of State Portals and other GoI Portals with CPGRAMS

Inclusivity and Outreach

Empowering CSCs to reach to the remotest citizen

Training and Capacity Building

Conducted via iGot Platform and Sevottam Scheme

Monitoring Process

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

Data Strategy Unit

Automated analysis rolled out to all the Central Ministries / Departments

MONITORING PROCESS

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

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

- **22 Monthly Reports** for the Central Ministries/Departments, from May 2022 to February 2024 published

- **19 Monthly Reports**, from August 2022 to February 2024, compiled for the States/UTs published

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MONITORING PROCESS – CENTRAL MONTHLY REPORTS

MONITORING PROCESS – MONTHLY REVIEW MEETINGS

DARPG 🇮🇳 ✓
@DARPG_GoI

Good Governance: Insights for New Generation Administrative Reforms!

During the Review of CPGRAMS Progress Meeting, e-book was released by Hon'ble MoS (PP) Shri @DrJitendraSingh Ji , which can be accessed from the following link:

ati.darpg.in.net/ebook/

PMO India and 9 others
9:12 PM · Jun 21, 2023 · 1,133 Views

DARPG 🇮🇳 ✓
@DARPG_GoI

Good Governance: Citizen First Approach!

Creative citizen centric solutions and in-depth root analysis was shared by officials to Hon'ble MoS (PP) Shri Jitendra Singh Ji , which gave primacy to the concerns of the Citizens during the Review of CPGRAMS Progress Meeting.

PMO India and 9 others
8:32 PM · Jun 21, 2023 · 1,427 Views

DARPG 🇮🇳 ✓
@DARPG_GoI

Secretary, DARPG, Shri V. Srinivas chaired the review meeting with the Nodal Officers of all the Central Ministries/Departments and States/UTs. The focus of the meeting was to evaluate the status of pendency and quality of disposal of grievances on #CPGRAMS.

PMO India and 8 others
6:25 PM · Feb 19, 2024 · 3,073 Views

DARPG 🇮🇳 ✓
@DARPG_GoI

Secretary, DARPG, Shri V. Srinivas chaired the review meeting with the Nodal Officers of all the Central Ministries/Departments and States/UTs to review the status of pendency and quality of redressal of grievances on #CPGRAMS.

PMO India and 8 others
6:44 PM · Jan 17, 2024 · 3,737 Views

DARPG 🇮🇳 ✓
@DARPG_GoI

Shri V. Srinivas, Secretary, DARPG, took a review meeting with the Nodal Officers of all the States/UTs to review the status of pendency and redressal timelines of grievances on #CPGRAMS.

PMO India and 8 others
9:18 PM · Nov 8, 2023 · 1,024 Views

DARPG 🇮🇳 ✓
@DARPG_GoI

Shri V. Srinivas, Secretary, DARPG, took a review meeting with the Nodal Officers of all the Central Ministries/Departments and assessed the status of pendency and quality of disposal of grievances on #CPGRAMS for the month of September 2023.

PMO India and 9 others
9:36 PM · Oct 12, 2023 · 2,733 Views

DARPG 🇮🇳 ✓
@DARPG_GoI

Shri V. Srinivas, Secretary, DARPG, chaired the review meeting with the Nodal Officers of all the Central Ministries/Departments and assessed the status of pendency and quality of disposal of grievances on #CPGRAMS for the month of October 2023.

PMO India and 8 others
9:13 PM · Nov 8, 2023 · 3,849 Views

DARPG 🇮🇳 ✓
@DARPG_GoI

Secretary, DARPG, Shri V. Srinivas took a review meeting with 6 States having high pendency on #CPGRAMS.

Officers from Maharashtra, West Bengal, Punjab, Odisha, Bihar and Haryana joined the meeting and updated about the status of disposal and pendency of grievances, and

PMO India and 8 others
1:04 PM · Jul 25, 2023 · 785 Views

Universalization of CPGRAMS 7.0

Auto-forwarding of grievances by changing the method of data collection on CPGRAMS portal and **mapping of end-line officers**

Earlier Complaint Movement

Complainant → DARPG → Ministry → Division or Region → Section or Subordinate → Last Mile Officer

Auto-forwarding with CPGRAMS 7.0 streamlining

Last Mile Officer

45

| Preliminary Grievance Analysis | Categorisation of Grievances | Information Sought from Citizen | Mapping of Last Mile Officers |
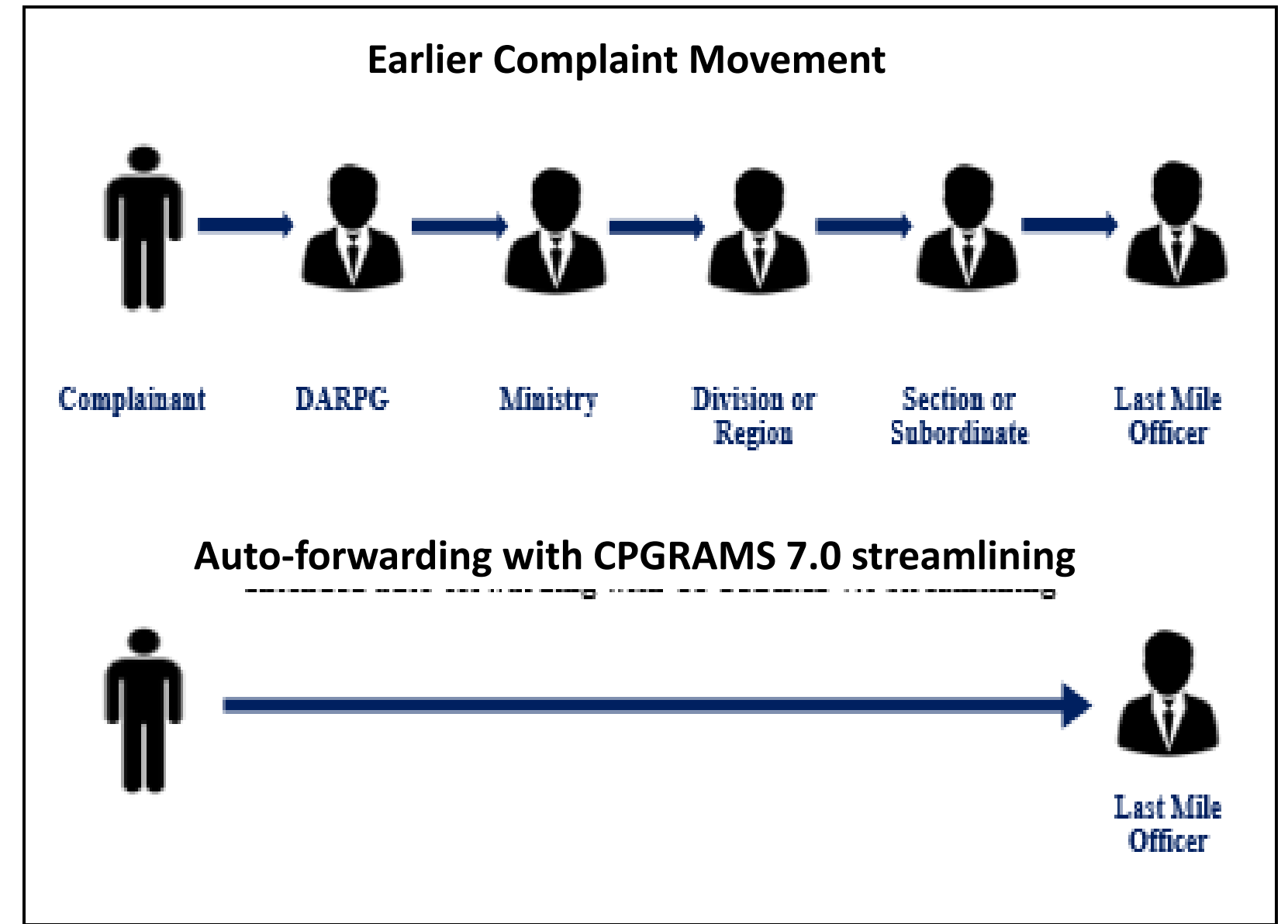
All the 90 Ministries/Departments on-boarded on CPGRAMS 7.0

TECHNOLOGICAL ENHANCEMENTS

- **URGENT Grievances** identified based on keywords like corruption, sexual harassment, suicide, threat, danger, murder, violence, atrocities, etc., flagged on the dashboard for priority disposal

- Flagging of **Super Senior Citizen's Pension Grievances**

- Flagging of **Family Pension Grievances**

- An **AI/ML based dashboard** has been developed with IIT-Kanpur, enabling deeper analysis of CPGRAMS grievances by the Ministries/Departments, to help them bring about systemic changes and policy interventions

USE of AI/ML IN CPGRAMS

47

How do we summarize information from grievances?

DDPRO/E/2021/00373

Hi sir.This complaint related canteen stores department under defence ministry.in the MAO csd canteen the working staff sell goods in open market .the goods and essential things for defence personnel and their dependent .Every day they sell 50000rs goods in open market.they used the canteen smart card from the incoming .the name of staffMr.Arun GavadeMr.Manoj Lad and Mrs Manisha pednekar.there are appointed on contracatual basis.

- **Traditional approach: ask officers to tag them into categories**
  - How do we decide the categories?
  - Category complexity limited to human cognitive limitations

- **Digital transformation: keyword-based search**
  - Will work well for complaints about domain-specific issues
  - Will not work well for systemic or cross-domain complaints – these are frequently more interesting

- **AI-based transformation: Semantic search**
  - Use AI to understand the gist of individual complaints
  - Under the gist of user queries
  - Retrieve most relevant complaints

48

A revolution in information processing

19th century information processing

Use AI to understand documents as sets of concepts
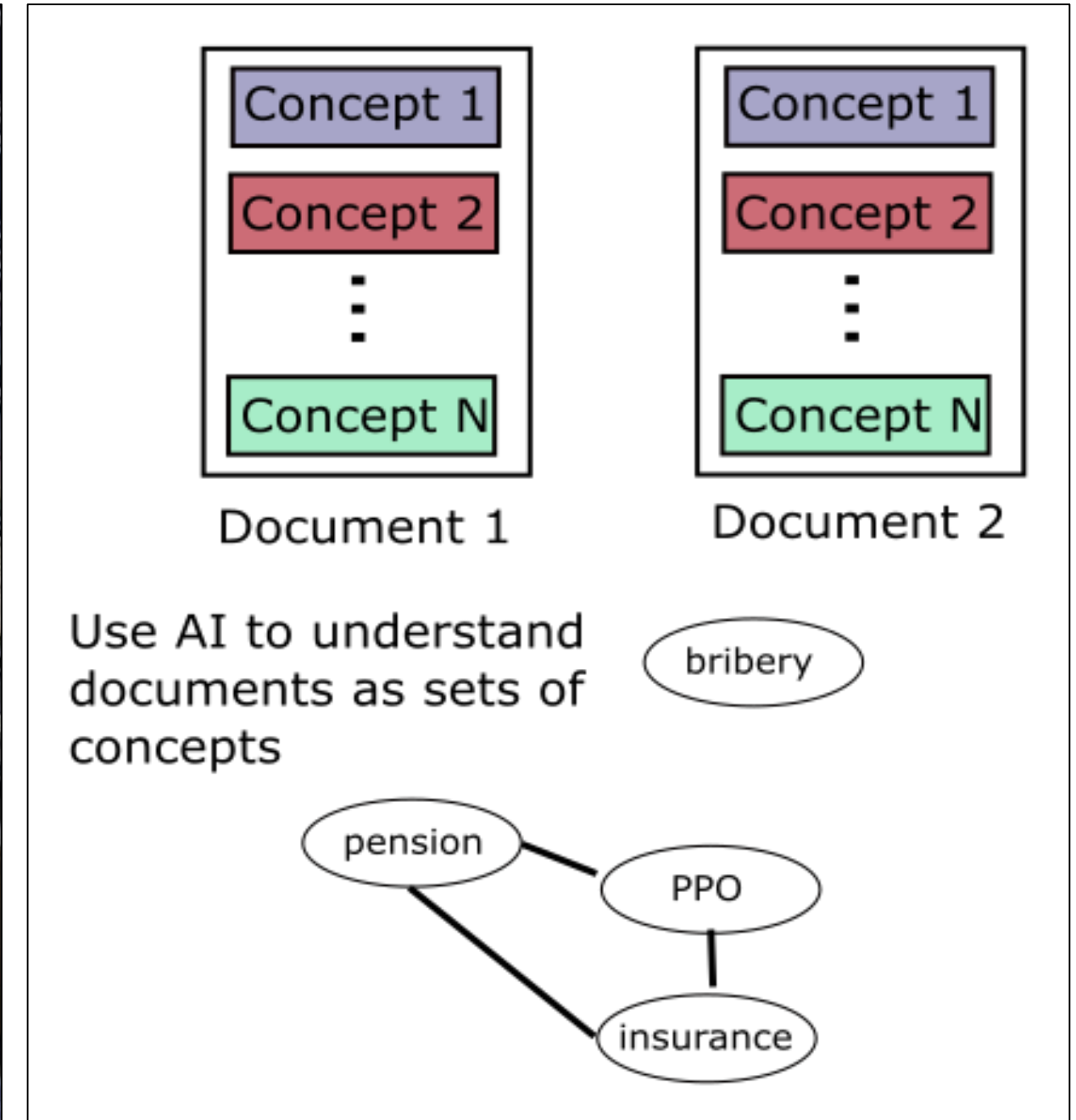
21st century information processing

Use Case – Identifying Problem areas
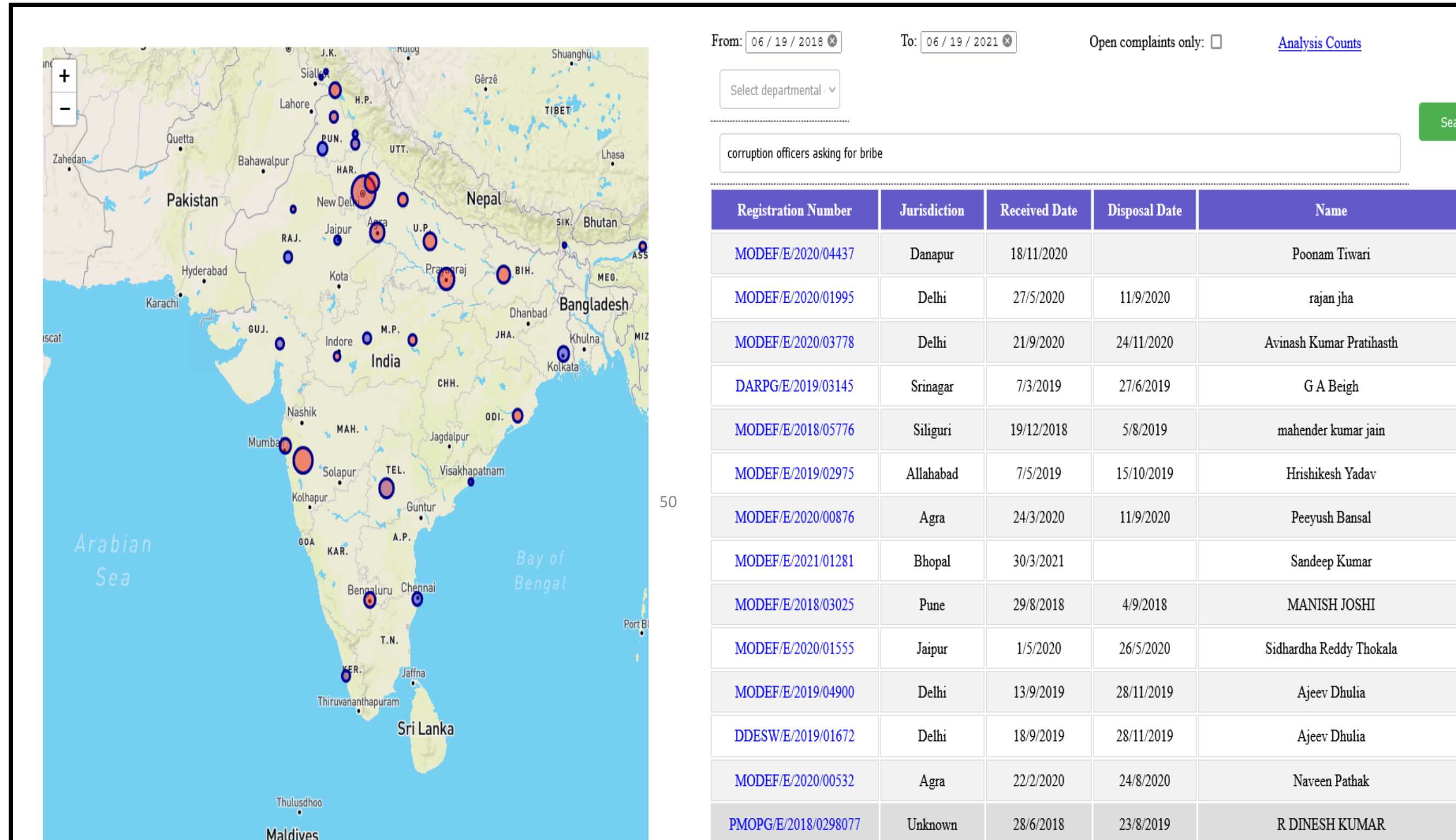
IGMS 2.0 developed

TECHNOLOGICAL ENHANCEMENTS
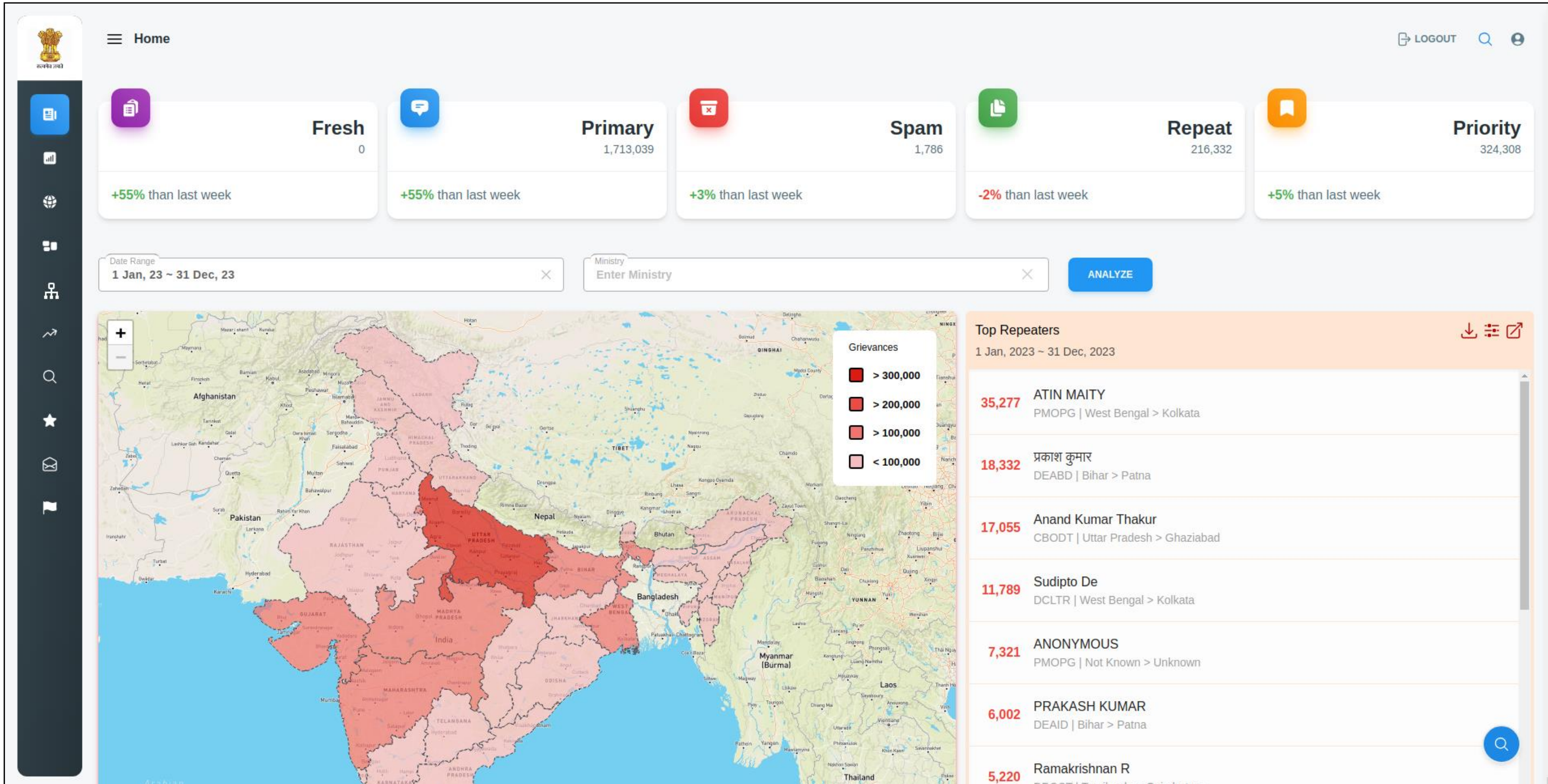
Bifurcation of grievances into different categories like Spam, Repeat, Priority **and highlighting Habitual Complainants**

TECHNOLOGICAL ENHANCEMENTS

Category Tree for identifying issues category-wise

AI based channel for receiving a grievance

Citizen enters grievance text/speech recording

Natural language understanding

Are you complaining about an error in your pension calculation?

User confirmation

Please attach Documents X,Y, Z in the boxes given below

Citizen attaches documents' pdfs

54

OCR, filtering, routing

OCR'd docs and grievance routed to office

Please expect a response in xxx days. The office handling your complaint may be contacted at yyy

Use of WhatsApp to file a grievances (under POC currently)

CPGRAMS App

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

DATA STRATEGY UNIT

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

Dashboard for **DARPG**

Org-Hint

Top Filters

Load Save Admin Logout

-Dashboard-

Search Settings - Schemes

Filter: [Search text] | Expand | Collapse | Uncheck | Apply | 14 selected.

200 | Top Schemes

Select	Searches	Count
☑	Top-Scheme	0
☑	Pradhan Mantri Kisan Samman Nidhi (PM-Kisan)	122333
☐	Pradhan Mantri Awas Yojna (PMAY) - Rural	48708
☐	PMAY-Urban (Schemes financed from Central Road and Infrastructure Fund)	38378
☐	FASAL	17627
☐	MGNREGA-Programme Component	13133
☐	Information Technology	11416
☐	CPWD - GPRA and GPOA	10016
☐	AMRUT (Atal Mission for Rejuvenation and Urban Transformation)	7187
☐	National AYUSH Misson	6259
☐	Ayushman Bharat - Pradhan Mantri Jan Arogya Yojana (PMJAY)	5738
☐	Pradhan Mantri Gram Sadak Yojna	5092
☐	Jal Jeevan Mission (JJM) / National Rural Drinking Water Mission	4467
☐	Pradhan Mantri Mudra Yojana	4284
☐	Ease of Doing Business	3918
☐	Smart Cities Mission	3644
☐	Land Management System	3451
☐	Integrated Management of Public Distribution System	3085
☐	FASTag	2946
☐	Crop Insurance Scheme	2916
☐	Make in India	2880
☐	Pradhan Mantri Jan Dhan Yojana	2549
☐	Samagra Shiksha	2414
☐	Pradhan Mantri Jeevan Jyoti Bima Yojana	2319
☐	Startup India	2164
☐	Prime Minister Employment Generation Programme (PMEGP)	2043
☐	India Post Payments Bank	1733
☐	Passport Seva Programme	1710
☐	PMAY-Credit Linked Subsidy Scheme	1669
☐	Svamitva	1648
☐	Palna	1537

Let's Explore a Scheme, called PM-Kisan Yojna
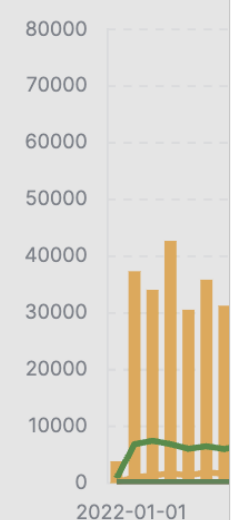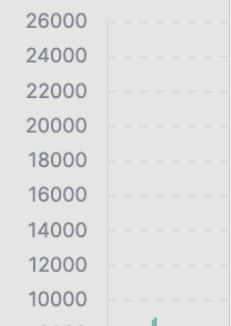
Apply
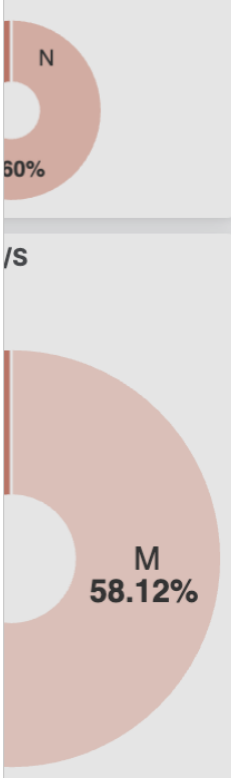
Use **'Ctrl+C'** to clone, **'F2'** to edit, **'Shift+Y'** to Child

-Results-

-Organisations

-Flow Analysis-

40

show dashboard for...

Org-Hint

Top Filters

Load · Save · Admin Logout

-Dashboard-

query:Pradhan Mantri Kisan Samman Nidhi (... x · Recvd Date:20-12-31 - 24-04-02

Comparison · Schemes · Category 7.0 · Quick Search

1. Top Indicators
2. Days & Loops
3. AI-Categorisations
4. Top Selectors
5. Text Picked
6. Status
7. Locations
8. BSNL Feedback
9. Timelines
10. Appeals
11. Pension
12. Action Taken
13. User Details
14. Duplicates
15. CPGRAMS 7.0
16. Tags by Teams
17. Others

AI-Based Category Analysis

"Pradhan Mantri Kisan Samman Nidhi (PM-Kisan)" or "Kisan Samman Nidhi" or "Samman Nidhi" or "Kisan Samman" or "PM Kisan" or "PMKisan" or "प्रधानमंत्री किसान सम्मान" or "किसान सम्मान"   KQL

21+ 2022+

0:00.000 → now   Refresh

(1) Top Indicators & Trends (01 Jan 2022 onwards)

| 150,758 Grievances | 110,392 Closed | 40,364 Open (Pending) | 580 Appeals Closed | 9 Appeals Open | 114,425 Mobiles | 753 Districts | 80 Aspirational |

[1.0] Unique User Latest G
... 25%
... 75%

Arrived / Closed / Appeals / BSNL Calls..(Weekly)   Jan 1, 2022 @ 18:14:42.312 to now

Arrived (Weekly) 0
7.0 Allocated 0
Appeals (Weekly) 0
BSNL Calls (Weekly) 0
BSNL Calls → Appeals 0

[1.1] Closed / Open...
Open 27%
Closed 73%

[1.2] Arrived M/S
S 4.03%
O 7.61%
M 88.36%

[1.3] Closed by M/S
M 3.2%
S 96.34%

Source Portal Arrivals - (Daily) [source on recvd_date]   Jan 1, 2022 @ 18:14:42.312 to now

[1.4] Source Portal Arrivals

[1.5] Channels G
Manua... 3%

[1.6] Closed by System (PMO...
Syst... 0.68%
Pending 17.67%
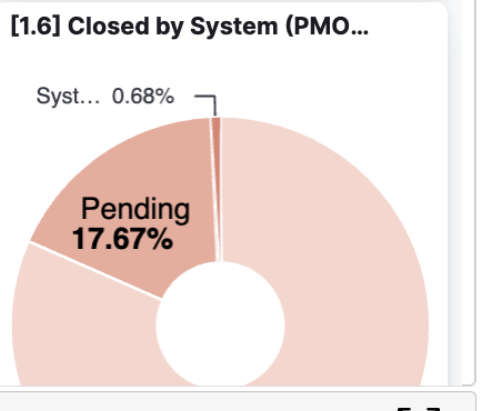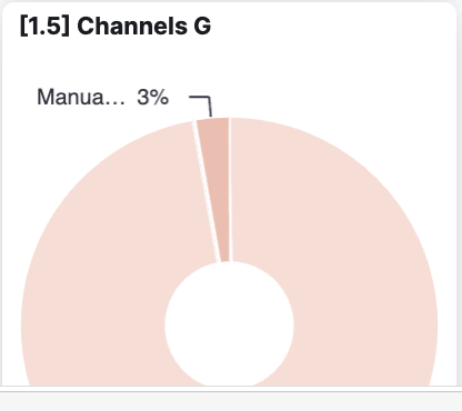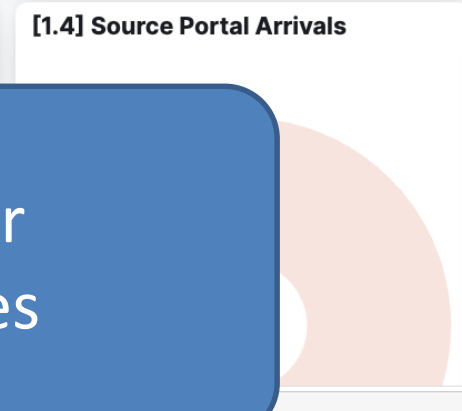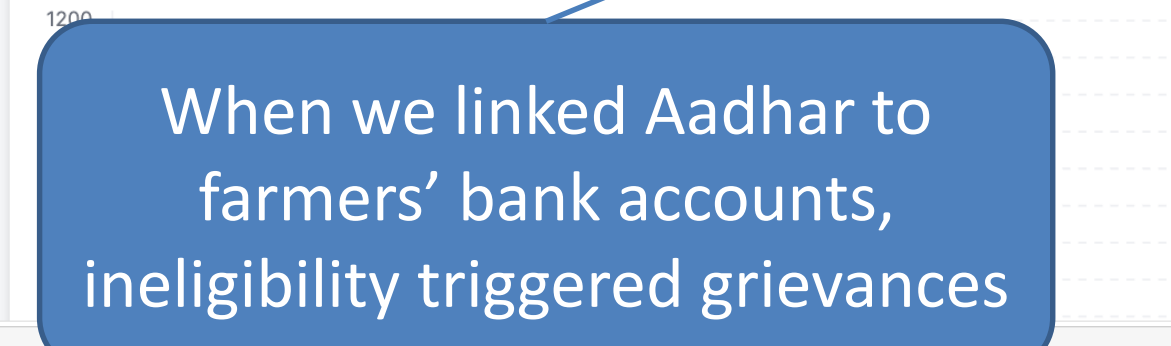
When we linked Aadhar to farmers' bank accounts, ineligibility triggered grievances

Now, let's analyze their AI-generated Categories

-Results-

-Organisations-

-Flow Analysis-

Dashboard for **DARPG**

Org-Hint

Top Filters

1. Top Indicators

Load ⬇ | Save 📄 | Admin Logout ⬅

-Dashboard-

query:Pradhan Mantri Kisan Samman Nidhi (...   x | Recvd Date:20-12-31 - 24-04-02

AI Generated Category Tree

stop words (ignore always) | ignore from top-categories... | define top categories using top-words for generating tree...

Max Categories **10**   Level **2** | Go to Dashboard for - 'seeding'

AI-Generated-Categories

▷ 📁 kisan	3448	x + - ▷
▷ 📁 seeding	1738	x + - ▷
▷ 📁 payment	1456	x + - ▷
▷ 📁 installment	1044	x + - ▷
▷ 📁 pmkisan	324	x + - ▷
▷ 📁 land	299	x + ▷
▷ 📁 receipt	335	x - ▷
▷ 📁 scheme	177	x ▷
▷ 📁 account	175	x - ▷
▷ 📁 registration	122	x - ▷
◢ 📁 others	1398	x +
▷ 📁 incorrect	112	x + - ▷
▷ 📁 verification	88	x + - ▷
▷ 📁 beneficiary	78	x + - ▷
▷ 📁 installments	70	x + - ▷
▷ 📁 benefit	72	x + - ▷
▷ 📁 approval	61	x + - ▷
▷ 📁 benefits	63	x + - ▷
▷ 📁 update	38	x + - ▷
▷ 📁 application	40	x + - ▷
▷ 📁 nidhi	36	x + - ▷
◢ 📁 others	740	x + - ▷
📁 technical	29	x + - ▷
📁 record	25	x + - ▷
📁 kissan	26	x + - ▷
📁 bank	25	x + - ▷
📁 instalment	28	x + - ▷
📁 transfer	21	x + - ▷
📁 tax	15	x + - ▷
📁 others	518	x + - ▷

Let's view "Seeding" related grievances..

43 - incorrect land **seeding**
29 - incorrect land **seeding** status
20 - land **seeding** done
18 - incorrect **seeding** status
18 - land **seeding**
17 - land **seeding** status
14 - land **seeding**
13 - incomplete land **seeding**
12 - pmkisan land **seeding**
11 - land **seeding** updated
11 - no land **seeding**
9 - receipt **seeding**
9 - pmkisan land **seeding**
8 - incorrect land **seeding** information
8 - receipt land **seeding**
8 - land **seeding**
7 - incomplete land **seeding** process
7 - incorrect **seeding** details
6 - incorrect land **seeding** details
6 - incorrect land **seeding** portal
6 - land **seeding**
6 - land **seeding** problem
6 - land **seeding** status
6 - pmkisan installment land **seeding**
6 - verification land **seeding**
5 - land **seeding**
5 - incorrect land **seeding** number
5 - land **seeding** verification
5 - missing land **seeding** information
5 - payment **seeding**
5 - **seeding** land
4 - incorrect land **seeding**
4 - incorrect **seeding** status
4 - land **seeding** payment
4 - land **seeding** status updated
4 - problem land **seeding**
4 - **seeding** status updated

Flow-All | Flow-One

seeding

34 : L1_Arrival   66 : State

○ Selection ● Hover ☑

AI_Categories
○ Category AI - 1
○ Category AI - 5
○ Is_Version_7
○ Cat_V7_Name
○ Cat_V7_Org_Code
○ Main_Cat
○ Main_Sub_Cat
○ Main Category

Appeal
○ Appeal_Current_Status
○ Appeal_Disposal_Type
○ Appeal_Org_Code
○ Appeal_Status
○ Appellate_Action
○ Appellate_Action_To_Show
○ Appellate_Code
○ Is_Appeal
○ L1_Of_Appeal

ATR
○ Bulk_Closure
○ Disposal_Type_Text
○ Grievance_Cause_Text
○ Citizen_Demand_Text
○ Resolution_Done_Text

BSNL
○ Bsnl_Appeal_Org
○ Bsnl_Is_Appeal
○ Bsnl_Rating
○ Bsnl_Rating_Reason
○ Bsnl_Regsiter
○ Bsnl_Satisfaction
○ Bsnl_Satisfaction_Reason

AI-generated Categories | **AI-generated Titles** | **Flow Visualization** | **Flow Options...**

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"Seeding" related grievances emerged upon Aadhar linking, then Process-reforms initiated to prevent such grievances..

show dashboard for...

Dashboard for **DARPG**

Load ⬇ Save 🗎 Admin Logout ⬔

query: ✕ Recvd Date:20-12-31 - 24-04-02 ✕

▸ -Dashboard-

▾ -Results-

Search any..

Person

100

Process

100 Record
☐ Multi-Select

Policy

Duplicate (**0**)

X ☐ Hide Looping Chart

Registration No	Headline	Cause
DOAAC/E/2022/40297	PM Kisan Land Seeding	Land Seeding issue, Non-transf
DOAAC/E/2023/0001228	Incorrect Land Seeding Status	Incorrect Land Seeding status
DOAAC/E/2023/0001351	PMKisan land verification	Incomplete land verification and
DOAAC/E/2023/0002473	PMKSY Installment Error	Error in land seeding status
DOAAC/E/2023/0001051	Payment and seeding issue	Non-payment, land seeding not
MINHA/E/2023/0001733	Incomplete Land Seeding	Negligence in land seeding proc
DOAAC/E/2022/19414	Missing land seeding data	Missing land seeding verificatio
DOAAC/E/2022/21134	Incorrect land seeding	Incorrect land seeding status
DOAAC/E/2022/21149	No land seeding	Issue with land seeding
DOAAC/E/2022/21605	Verify land seeding option	Incorrect land seeding option
DOAAC/E/2022/22581	Land seeding approval	Land seeding not approved
DOAAC/E/2022/22745	Installment credit, land seeding status	Incorrect land seeding status
DOAAC/E/2022/27955	Land Seeding Verification	Verification documents for land
DOAAC/E/2022/27590	Land Seeding Pending	Pending land seeding for schem
DOAAC/E/2022/32111	Land seeding not found	Error in land seeding record
DOAAC/E/2022/32203	Incomplete Seeding Status	Land seeding issue not resolved
DOAAC/E/2022/32549	Non-receipt, seeding issue	Land Seeding Status issue
DOAAC/E/2022/33191	PM-KISAN benefit issue	Land seeding status not update
DOAAC/E/2022/32836	PM Kisan Payment Delay	Land seeding issue, payment pe
DOAAC/E/2022/32666	Incomplete land seeding status	Land seeding issue, installment
DOAAC/E/2022/33133	Scheme installment not received	Land seeding status issue
DOAAC/E/2022/34969	Account Seeding Status	Late application processing
DOAAC/E/2022/34981	PM Kissan installment issue	Land seeding issue
DOAAC/E/2022/35544	PMKSN payment delay	Land seeding issue, non-payme
DOAAC/E/2022/19670	Incorrect Land Seeding	Incorrect land seeding number
CBODT/E/2022/11638	Incorrect seeding entry	Inadvertent seeding of wrong ch
DOAAC/E/2022/37321	Incorrect LAND SEEDING information	Issue with LAND SEEDING field
DOAAC/E/2022/40480	PM Kisan land seeding	Land seeding request not appro
DOAAC/E/2022/22008	Land Seeding Approval	Land seeding not approved
DOAAC/E/2022/28534	Land seeding issue	Land seeding issue, Benefit
DOAAC/E/2022/18730	Verify seeding for installment	Seeding option not verified

Headline : Incorrect seeding entry

Grievance

Sir/Madam

Iam drafting this greivance on behalf of my client as ,it is state that we have inadvertently seeded an income tax challan in OLTAs application ,the details of the same are as:

Date
TAN
Name
Amount Type ASSESSMENT YEAR
TYPE OF PAYMENT :

Wrong Entry date 07.02.2022
Wrong Tan AMRN10438B
Name
New india assurance
Amount 26300

To be rectified with dated 07.02.2022 under
Tan no AMRG18898F GANIE GENERAL STORE 26300 NON COMPANY(0021) 2022-23 194Q.
If it is possible please rectify another refund the said amount to the tan no mentioned so that I can

Movement of a grievance through different departments..

Registration No	CBODT/E/2022/11638
Name	SAMEER AHMAD MALIK
Gender	M
Pin Code	192221
State	IN-JK
Complaint Channel	Electronic
Mode of Transfer	
Dispatch Type	Partially Accepted
Complaint Source	Local/Internet
	ervice/Civic Ame
Redress Code	
Rating	5
Type	Closed
Actions	19
Days	
District	Anantnag
Org Name	
L1 A	CBODT
L1 B	CBODT
L1 C	CBODT
Org Code	CBODT
Last Org	CBODT
Closed By	CBODT
L1 of Closed by	
ms A	
ms B	
ms C	
Closed with action status	
Received Date	2022-04-10T06:22:13.103Z
Closing Date	2022-05-27T00:00:00.000Z

Schemes >> PM-Kisan >> AI-Generated Categories >> Seeding related Issues…!!

45

-Dashboard-

query: ×   Recvd Date:20-12-31 - 24-04-02 ×

▼ -Results-

Search any..

100

100 Record
☐ Multi-Select

Person

Process

Policy

Duplicate (0)

Preview

Registration No	Headline
DOAAC/E/2022/40297	PM Kisan Land Seeding
DOAAC/E/2023/0001228	Incorrect Land Seeding Status
DOAAC/E/2023/0001351	PMKisan land verification
DOAAC/E/2023/0002473	PMKSY Installment Error
DOAAC/E/2023/0001051	Payment and seeding issue
MINHA/E/2023/0001733	Incomplete Land Seeding
DOAAC/E/2022/19414	Missing land seeding data
DOAAC/E/2022/21134	Incorrect land seeding
DOAAC/E/2022/21149	No land seeding
DOAAC/E/2022/21605	Verify land seeding option
DOAAC/E/2022/22581	Land seeding approval
DOAAC/E/2022/22745	Installment credit, land seeding
DOAAC/E/2022/27955	Land Seeding Verification
DOAAC/E/2022/27590	Land Seeding Pending
DOAAC/E/2022/32111	Land seeding not found
DOAAC/E/2022/32203	Incomplete Seeding Status
DOAAC/E/2022/32549	Non-receipt, seeding issue
DOAAC/E/2022/33191	PM-KISAN benefit issue
DOAAC/E/2022/32836	PM Kisan Payment Delay
DOAAC/E/2022/32666	Incomplete land seeding status
DOAAC/E/2022/33133	Scheme installment not receive
DOAAC/E/2022/34969	Account Seeding Status
DOAAC/E/2022/34981	PM Kissan installment issue
DOAAC/E/2022/35544	PMKSN payment delay
DOAAC/E/2022/19670	Incorrect Land Seeding
CBODT/E/2022/11638	Incorrect seeding entry
DOAAC/E/2022/37321	Incorrect LAND SEEDING inform
DOAAC/E/2022/40480	PM Kisan land seeding
DOAAC/E/2022/22008	Land Seeding Approval
DOAAC/E/2022/28534	Land seeding issue
DOAAC/E/2022/18730	Verify seeding for installment

▸ -Organisations-

▸ -Flow Analysis-

Org-Hint (movable..)   ×

| CBODT | L1(M) | 99999 | Central Board Of Direct Taxes (income Ta... |
| Joint Director Of Incom... | | Sh. Ramesh Chand | 9013852180 |

CBODT, Central Board Of Direct Taxes (income Tax)

Days	1	2	5	10	15	30	45	60	90	180	10000
%	2%	1%	3%	7%	7%	18%	12%	9%	12%	16%	8%

	Ministry	GRO	Tree
Rating Score	2.4	2.4	
Rxed	115040	115271	
Pending G Num	11528	1608	
Pending G Per	10.02	1.39	
Closed Number	87189	89067	
Closed Per	75.79	77.27	
Appeals Num	13997	13664	
Appeals Per	16.05	15.34	
Avg Delay In Closing	62.3	69.5	
Large ocations	48.06	47.97	
Disposed Time	87189	89067	
Disposed Past 3 Months	23983	26032	
Disposed Past 6 Months	29619	35332	
Avg Leaf Iterations	1.3	1.3	
Bulk Closed Per	1.87	1.88	
Movement Delays Per	93	93	
Avg Delay By Closer	3.3	3.4	
Close Score	391.8	371.1	
Org Code	CBODT		
Org Name	Central Board of Direct Taxes (Income Tax)		
Levels	1		
Mini./State/Dept.	M		
Tree Size			
L1	CBODT		

50	Case Disposed Of	70680
10	No Action Required	103
4S	Case Disposed Locally	449
40	Examined At Our Level	77
4T	Sent to Subordinate Org	80589
60	Not Pertaining To This Org	1709
6T	Redirected To Other Org	
TR	Transfer To Other Org	
20	Case Transferred By Nodal	

Org-Hint [toggle]   Sections +   ⚙   Load   Save   Admin Logout

⊘ ★★★★ 🙁

▼ Looping Iterations

ID	CBODT/E/2022/11638
Org All	CHAND, CHTDS, LDRG2, AOSRI, CBODT, SYSTE, EFILE
Movements	C1TZN, CHAND, CHTDS, LDRG2, CBODT, AOSRI, AOSRI, LDRG2, AOSRI, CHAND, SYSTE, CBODT, CHTDS, EFILE, SYSTE, CBODT, CHAND, CHTDS, CHAND, CBODT, C1TZN,
Delays	0, 0, 0, 0, 24, 0, 0, 0, 38, 0, 0, 14, 2, 2, 0, 0, 3, 1, 0, ,
Actions	19
Last Code	CASE DISPOSED OF

Days : 39   ▶ ⏸ ⏹

CHAND (38)
CHTDS (14)
CBODT
LDRG2
SYSTE   AOSRI (24)
C1TZN (NaN)   EFILE

Can hover to Explore grievance movement through different departments and where it took longer...

...and side-by-side see the overall performance of those departments...

46

AI/ML journey of DARPG

127th Parliamentary Standing Committee:

"The Committee 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. (3.10)"

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MoU with IIT Kanpur- December, 2021

Adoption of Tree Dashboard, IGMS 1.0- August, 2022

Adoption of IGMS 2.0 - August, 2023

Adoption of CPGRAMS App - November, 2023

Launch of CPGRAMS Chat bot - April , 2024

Launch of CPGRAMS Smart App - July, 2024

CPGRAMS + AI/ML =

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

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

Efficiency:
five (5) indicators

Feedback:
two (2) indicators

Organisational Commitment:
two (2) indicators

Domain:
two (2) indicators

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

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A VISUAL DESCRIPTION OF TOP 10 MINISTRIES IN SEPTEMBER 2023

#	Name of Ministry/Department	% of Grievances Resolution within Timeline	% Growth in Grievance Registration	% of Appeals Redressed	% of Resolution of Corruption Grievances	Average Disposal Time	% Pendency with GROs	% of Appeals Filed	% of Grievances with Excellent & Very Good Remarks	% of Disposal of Complaints Labelled as "Urgent"	Adequacy of Categorisation	Ratio of GROs vis-à-vis Grievances	% of Active GROs
1	Ministry of Labour and Employment	71.33	-4.44	89.45	76.32	9.00	0.09	25.99	34.25	75.76	27.17	11.65	24.32
2	Department of Financial Services (Banking Division)	54.02	-2.91	54.18	57.45	18.00	0.03	25.00	27.80	63.84	14.34	4.41	10.10
3	Department of Agriculture and Farmers Welfare	75.27	-15.36	27.03	75.00	5.00	0.00	0.26	24.66	100.00	0.06	99.98	15.18
4	Ministry of Railways (Railway Board)	55.60	-6.72	59.75	44.59	13.00	0.13	28.79	23.94	72.50	4.27	2.41	25.42
5	Central Board of Direct Taxes (Income Tax)	16.32	-10.54	26.97	42.86	62.00	0.03	21.04	35.15	85.90	21.30	0.52	10.84
6	Department of Posts	66.73	-4.65	65.75	61.42	11.00	0.00	28.00	34.39	83.33	23.29	3.89	35.87
7	Ministry of Home Affairs	71.97	-11.07	47.48	76.92	10.00	0.31	10.34	27.64	93.06	3.08	6.76	23.35
8	Department of Telecommunications	83.35	-7.41	87.40	84.40	6.00	0.00	34.95	22.48	93.10	7.76	2.30	12.92
9	Department of Ex Servicemen Welfare	35.83	-2.68	54.05	50.00	23.00	0.22	14.94	40.96	16.67	3.75	2.63	9.02
10	Department of Health & Family Welfare	46.46	-3.38	22.86	46.43	23.00	0.22	15.24	21.45	72.73	18.63	3.46	12.56

#	M/D	% of Grievances Resolution within Timeline	% of Appeals Redressed	% of Resolution of Corruption Grievances	Average Disposal Time	% Pendency with GROs	% of Appeals Filed	% of Resolution with "Satisfied" Remarks	% of Disposal of Complaints Labelled as "Urgent"	Adequacy of Categorisation	Ratio of GROs vis-à-vis Grievances	% of Active GROs
1	Department of Rural Development	12.11	25.35	38.89	19.00	0.00	5.52	74.10	50.00	0.01	2.99	2.40
2	Ministry of Labour and Employment	75.86	86.52	69.23	8.00	0.12	22.95	51.81	59.57	24.98	16.98	66.00
3	Department of Financial Services (Banking Division)	50.00	70.20	56.03	20.00	0.09	22.28	44.60	62.07	12.82	12.06	54.79
4	Ministry of Housing and Urban Affairs	48.38	46.66	61.70	7.00	0.00	6.73	32.00	53.85	0.08	7.30	24.47
5	Department of Agriculture and Farmers Welfare	83.23	33.80	60.00	5.00	0.00	0.32	52.68	83.33	0.10	91.11	43.43
6	Central Board of Direct Taxes (Income Tax)	17.46	27.37	63.16	63.00	0.05	14.19	56.51	85.87	14.04	1.52	84.40
7	Ministry of Railways (Railway Board)	60.95	62.40	53.89	14.00	0.05	24.99	40.13	85.29	4.12	2.62	43.26
8	Department of Posts	80.14	75.11	77.95	8.00	0.00	14.96	52.91	100.00	32.88	5.22	74.97
9	Ministry of Home Affairs	73.29	46.98	63.95	8.00	0.17	7.07	39.46	89.35	3.22	8.62	56.25
10	Department of Ex Servicemen Welfare	40.85	97.63	64.29	32.00	0.00	18.04	50.69	90.00	3.22	3.54	15.68

- DARPG in association with **Bharat Sanchar Nigam Limited (BSNL)** launched Feedback Call Centre in the month of July, 2022
- The establishment of the Feedback Call Centre aimed to **promote accountability and improve the quality of resolving grievances**
- Citizens provide direct feedback to the Call Centre, shedding light on the effectiveness of resolutions by Ministries/Departments and States/UTs in addressing their grievances
- The Call Centre operates in **4 cities: Noida, Vadodara, Zahirabad, and Marthandam**
- Feedback calls are conducted in **12 distinct languages**: English, Hindi, Gujarati, Marathi, Bengali, Telugu, Assamese, Odia, Tamil, Malayalam, Kannada, and Punjabi
- Citizens are provided with the choice to indicate their satisfaction level as either Satisfied, Partially Satisfied, or Not Satisfied with the resolution

71

Total Feedback Collected

13,40,947

Citizen Expressing Satisfaction

4,96,604

Excellent & Very Good Collected

3,34,844

Timeline: July 2022 to March 2024

Uttar Pradesh Jansunwai Portal - Registration

Samadhan Online Complaint Registration Status MP
CM Helpline - Pradhan Mantri Yojana

राजस्थान संपर्क
प्रकरणों के निस्तारण हेतु एक बेहतर मंच

Spandana

Janaspandana
An Integrated Public Grievance
Redressal System

Aaple Sarkar Portal : Login, Online
Registration Track Application
Status, Download Certificate and
Authenticated Certificate
www.sarkariyojnaa.com

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

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

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

CPGRAMS Stall at Civil Services Day 2023

CPGRAMS Stall at GPAI Summit 2023
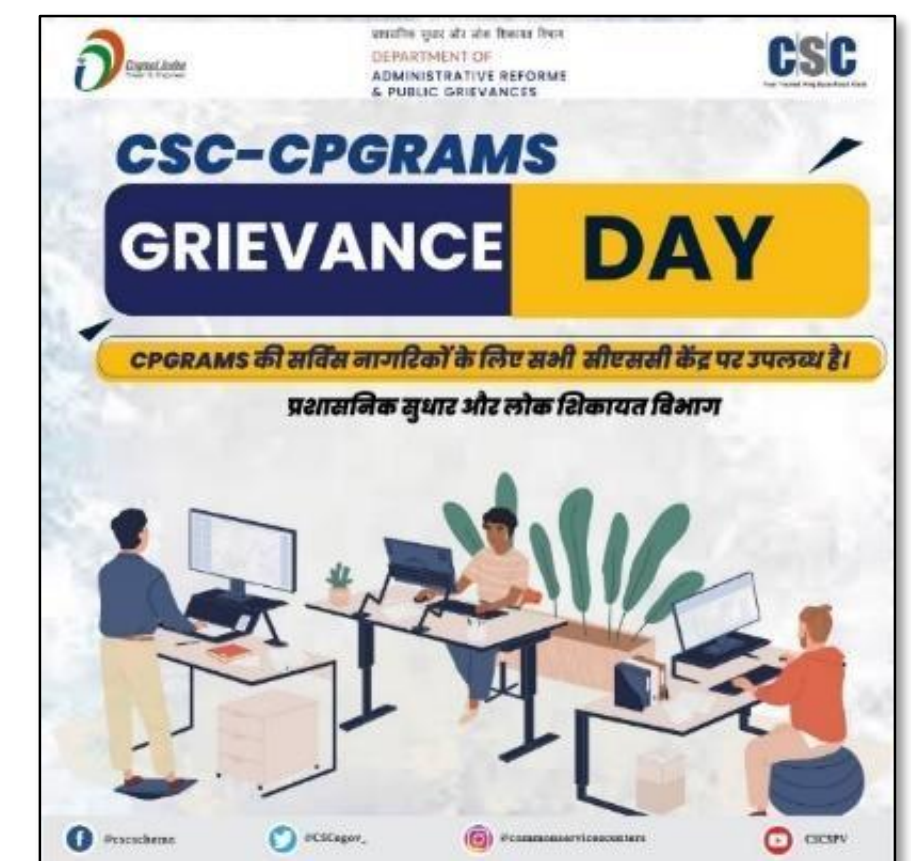
TRAINING AND CAPACITY BUILDING

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

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

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

S. No.	Financial Year	Training Conducted	Officers Trained
1	2022-23	280	8496
2	2023-24	265	8401

Data as on 31st March, 2024

Link: https://ati.darpg.in.net/login/
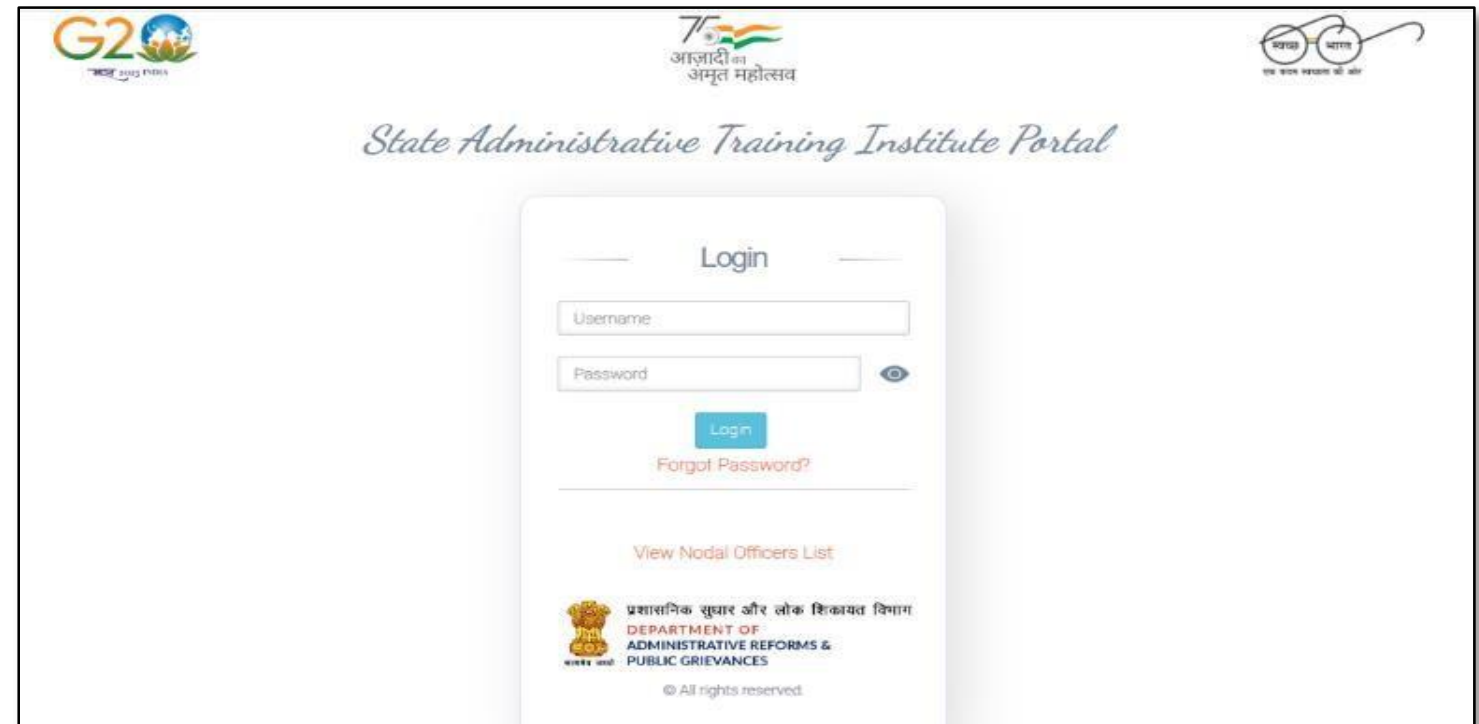
SUCCESS STORY 1

Grievance Number: DEABD/E/2023/0076794

Complaint Name: Pappu Kumar Singh

Complaint Lodge Date: 08th November 2023

Complaint Closed Date: 08th February 2024

Total Time Taken for Resolution: 92 Days

Complaint Closed by: Reserve Bank of India

Mr. Singh deposited ₹1,90,000 into Mahindra Finance's account with the hope of purchasing a tractor. However, his money remained untouched for nearly four years, despite his persistent inquiries. A grievance led to an investigation, revealing the truth. Mr. Singh's deposit was refunded, and he received ₹85,000 in compensation for the hardships endured.

SUCCESS STORY 2

Grievance Number: MINIT/E/2023/0003486

Complaint Name: Akshay Kumar

Complaint Lodge Date: 16th August 2023

Complaint Closed Date: 30th August 2023

Total Time Taken for Resolution: 14 Days

Complaint Closed by: Unique Identification Authority of India

Mr. Kumar, intending to update his Aadhar details, encountered an unethical practice at the enrolment center where he was charged double the standard fee without a receipt. Undeterred, he filed a grievance, leading to an investigation. Evidence revealed a pattern of overcharging, resulting in the operator's dismissal and a penalty imposed on the registrar, Yes Bank, emphasizing zero tolerance for such malpractices.

SUCCESS STORY 3

Grievance Number: MPANG/E/2024/0001645

Complaint Name: Rabiul Islam

Complaint Lodge Date: 09th February 2024

Complaint Closed Date: 06th March 2024

Total Time Taken for Resolution: 26 Days

Complaint Closed by: Ministry of Petroleum and Gas

After the passing of Mr. Rabiul Islam's father, who had an LPG connection with Indian Oil Corporation Limited (IOCL), it was insisted that he surrender the old connection and take a new connection with a composite cylinder. Mr. Islam approached the agency by filing a CPGRAMS, advocating for the transfer of the active connection from his late father's name to his own. A thorough investigation was initiated by MoPNG after the filing of the CPGRAMS. Mr. Islam's request was granted and the connection's name was successfully changed.

- A separate category '**COVID-19**' for lodging of public grievances by citizens during COVID

- The stipulated time for redressal of COVID-19 grievances was brought down to **3 days**

- A national Dashboard was launched for exclusive monitoring of COVID-19 public grievances

- Category wise daily reports were sent to Empowered Group
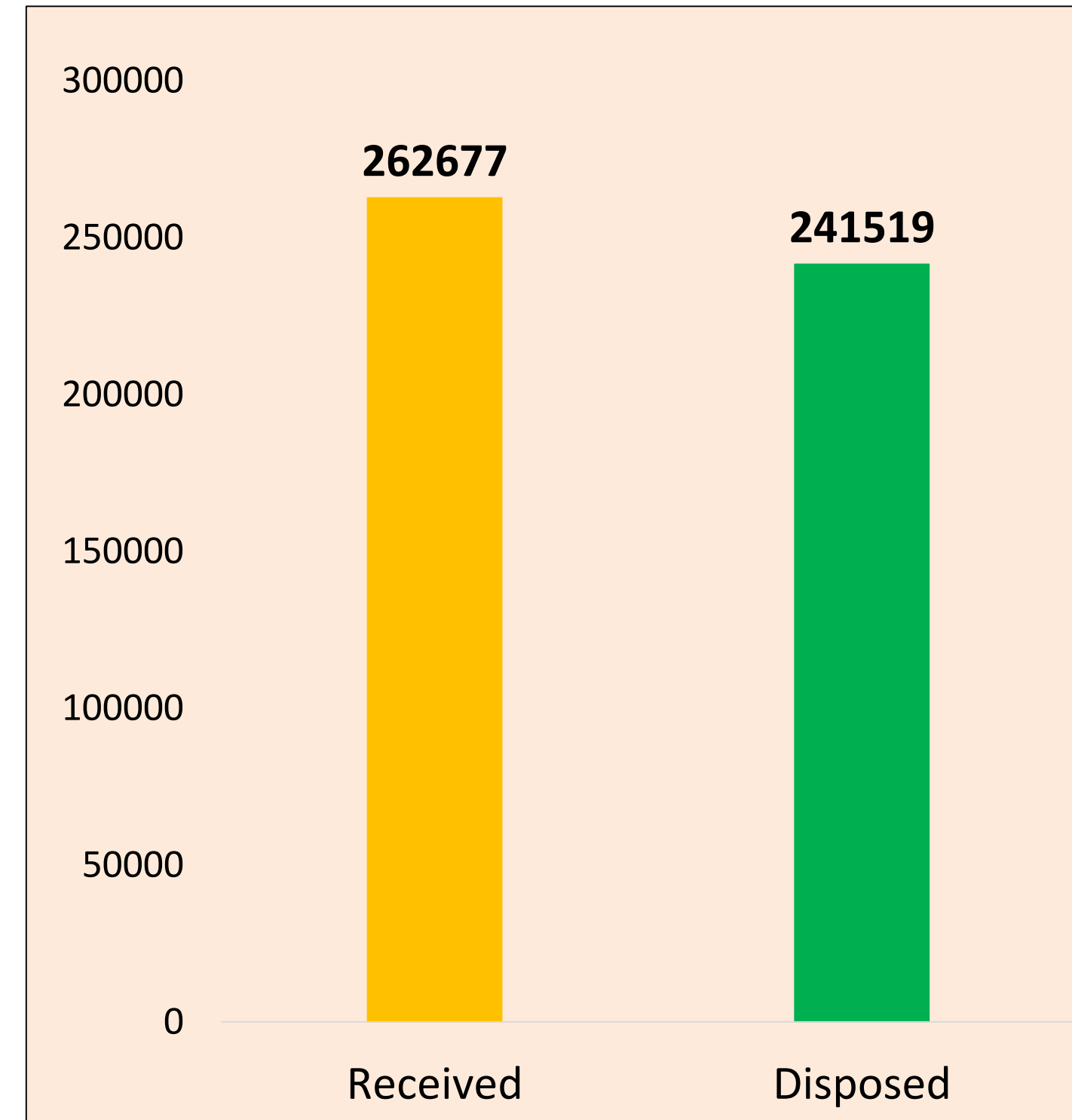
Disposal Rate = ~92%

SWAGAT
State Wide Attention on Grievances By Application of Technology
by
CMO Gujarat

80

Dr. Narander Kumar Meena, IAS

Collector and District Magistrate,

Devbhumi Dwarka District, Gujarat

Public Grievance Redressal System

आपले सरकार

https://aaplesarkar.maharashtra.gov.in/

An initiative by Chief Minister's Office, Mantralaya, Mumbai. Supported by Directorate of Information Technology (DIT)

Vision

One-stop platform for citizens of Maharashtra to seek redressal of their grievances.

Methodology

- The grievances can be filed under appropriate category (District Administration/ Mantralaya departments).
- Once grievance has been submitted, a tracking number will be generated.
- Citizens can track the status of the grievance with the help of the tracking number.
- The grievance will be addressed by the competent authority within a period of 21 working days

REPLICATING GRIEVANCE PORTALS BEST PRACTICES

National E- Service Delivery- NeSDA

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NeSDA | About

National e-Governance Service Delivery Assessment (NeSDA) assesses States/UTs and Central Ministries with regard to their delivery of e-services as a benchmarking exercise, covering seven sectors over 4 parameters.

Two NeSDA Reports (NeSDA 2019 & 2021) have been released, the third report (NeSDA 2023) is under formulation

To implement the recommendations, NeSDA Way Forward PMU monitor the monthly progress in e-service delivery, across States/UTs. DARPG has built NeSDA Way Forward Dashboard to collate timely data inputs from States/UTs.

NeSDA 2021 | Improvements from NeSDA 2019

1. **Increased delivery of e-Services**

➤ Over **60% more services evaluated**, from 872 services in 2019 to 1400 services in 2021

➤ **69%% mandatory e-Services** delivered in 2021 by States/UTs, up from 48% in NeSDA 2019

➤ **74%** respondents for nation-wide **Citizen Assessment** Survey are Satisfied

2. **Rise of Integrated / Centralized Portals**

3. **Improvement across Parameter Scores**

   In NeSDA 2021, scores have improved for –

   • Parameters for State/UT/Central Ministry **Portals**

   • Parameters for State/UT/Central Ministry **Services Portals**

   • **Information Security & Privacy** was the most improved aspect across all sectors

National e-Governance Service Delivery Assessment 2021

Reaching citizens through seamless service delivery

Department of Administrative Reforms & Public Grievances
Ministry of Personnel, Public Grievances & Pensions
Government of India

National e-Governance Service Delivery Assessment 2019

e-Governance Landscape – India's Transformative Journey

Department of Administrative Reforms & Public Grievances
Ministry of Personnel, Public Grievances & Pensions
Government of India

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NeSDA – Way Forward | **Objective**

Saturation of e-Services

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

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

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

Rise in use of Unified / Centralized Portals for delivery of e-Services
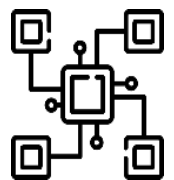
- **Adoption of integrated service delivery through unified portal** provides multiple benefits including faster rollout of services, consistent interfaces, reduced friction and increased trust

Identification of bottlenecks and Dissemination of Best Practices

- Recognize the existing knowledge gaps and learn from best practices

NeSDA – Way Forward | Highlights

- **3 Regional Conferences** were organized on e-Governance in Bhopal, Mumbai and Guwahati, respectively

- **16,517 Total e-services** are provided across States/UTs

- **Jammu and Kashmir and Tamil Nadu** provide the highest number of e-Services, across States/UTs

- **76% Mandatory e-services** are available i.e., 1,528 out of 2,016 (56*36 States/UTs), an increase from 69% under NeSDA 2021

- **Jammu and Kashmir, Kerala, Assam and Odisha** provide 100% of their services through their identified Single **Unified Service Delivery Portal** i.e., e-UNNAT, e-Sevanam, Sewa Setu and Odisha One, respectively

- Meetings were held with **RTS Act Chief Commissioners/Appellate Officers** on 06.06.2023 and 09.10.2023, resp., on improving e-service delivery

- A **brainstorming session** was conducted on 04.01.2024 on the theme- Emerging and Future e-Governance Initiatives, and Emerging Technologies

- **Interactive session with Manipur and Jammu & Kashmir** to improve unified services delivery portals and leverage existing digital infrastructure

- **40+ Best practices** in e-service delivery were featured in 11 NeSDA Way Forward monthly reports

- **250+ Tweets, 15 PIBs** were issued by the department on e-Governance and NeSDA Way Forward

NeSDA – Way Forward | Expanding e-Service Delivery

42% Rise in mapping of Total e-Services on NeSDA Way Forward Dashboard from April'23 – February'24
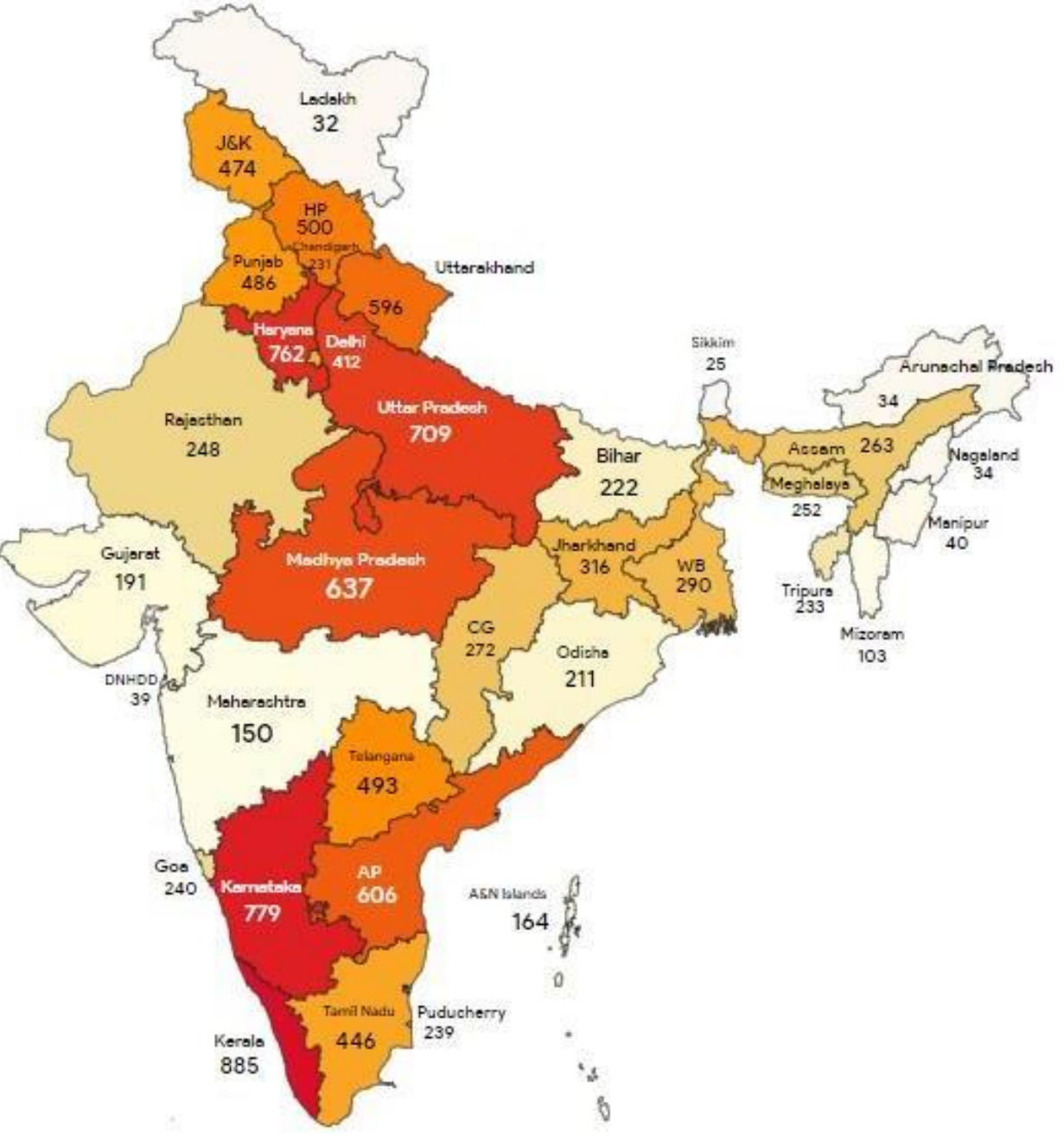
11,614 Total e-Services mapped on
NeSDA Way Forward Dashboard, April 2023
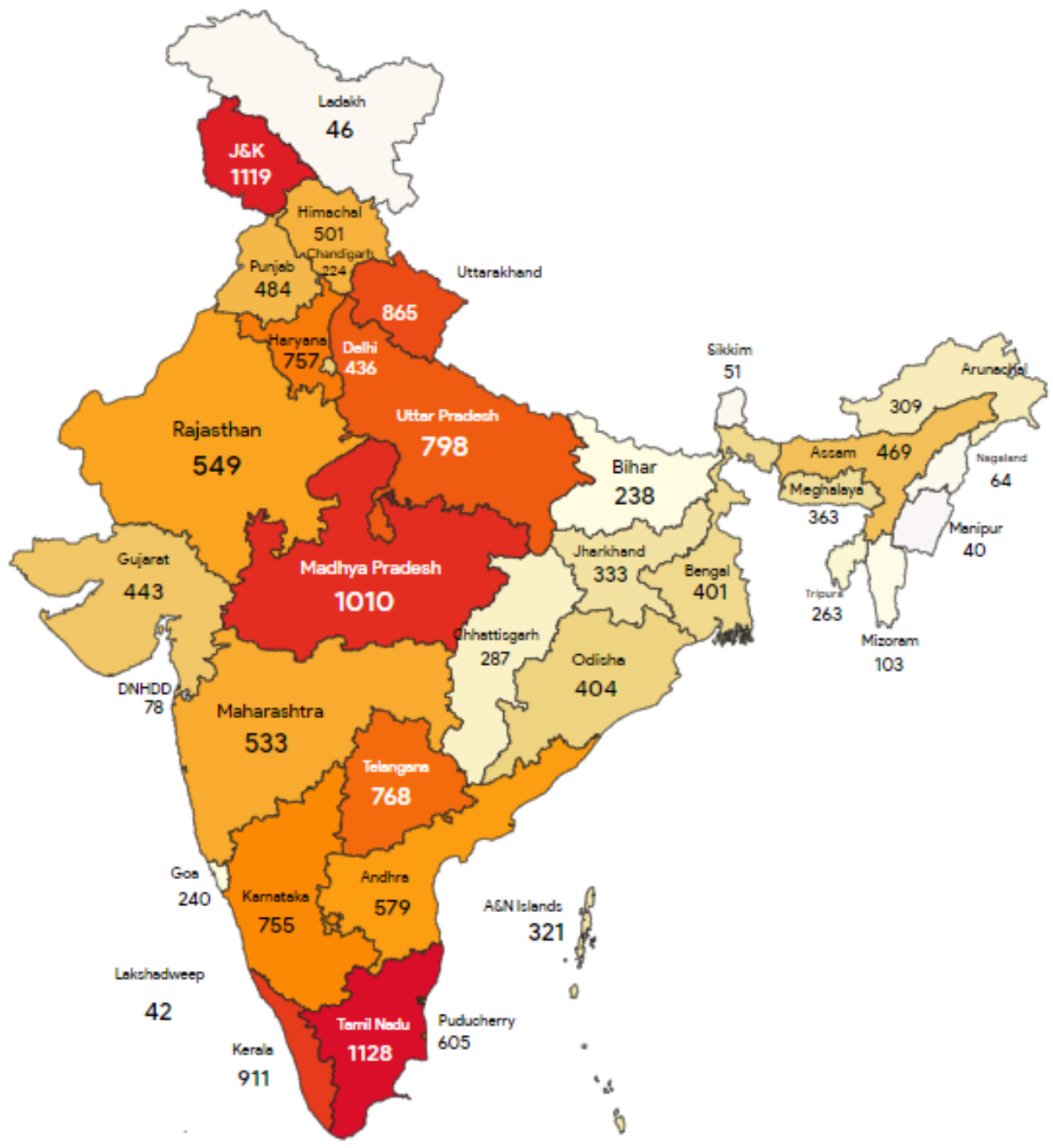
16,517 Total e-Services mapped on
NeSDA Way Forward Dashboard, February 2024

State	Value
Tamil Nadu	1128
Jammu and Kashmir	1119
Madhya Pradesh	1010
Kerala	911
Uttarakhand	865
Uttar Pradesh	798
Telangana	768
Haryana	757
Karnataka	755
Puducherry	605
Andhra Pradesh	579
Rajasthan	549
Maharashtra	533
Himachal Pradesh	501
Punjab	484
Assam	469
Gujarat	443
Delhi	436
Odisha	404
West Bengal	401
Meghalaya	363
Jharkhand	333
A&N Islands	321
Arunachal Pradesh	309
Chhattisgarh	287
Tripura	263
Goa	240
Bihar	238
Chandigarh	224
Mizoram	103
DNHDD	78
Nagaland	64
Sikkim	51
Ladakh	46
Lakshadweep	42
Manipur	40

70

NeSDA – Way Forward | Unified Service Portal

A unified service delivery portal seamlessly integrates services across Departments to provide better governance and service availability. These help ensure that all citizen entitlements are available on the cloud, enhance the ease of doing business, and integrate a number of technologies for development activities.

Top 10 States/UTs with Highest Share (%) of e-Services Available on the Identified Single Unified Service Delivery Portal

#	State/UT	Share (%)	Unified Service Delivery Portal
1	J&K	100% (1119)	e-UNNAT
2	Kerala	100% (911)	e-Sevanam
3	Assam	100% (469)	Sewa Setu
4	Odisha	100% (404)	Odisha One
5	Delhi	98% (426)	e-District
6	Uttar Pradesh	97% (774)	Nivesh Mitra & e-District
7	Rajasthan	96% (529)	e-Mitra
8	Karnataka	95% (721)	Seva Sindhu
9	Andhra Pradesh	91% (524)	AP Seva
10	Uttarakhand	84% (724)	Apuni Sarkar
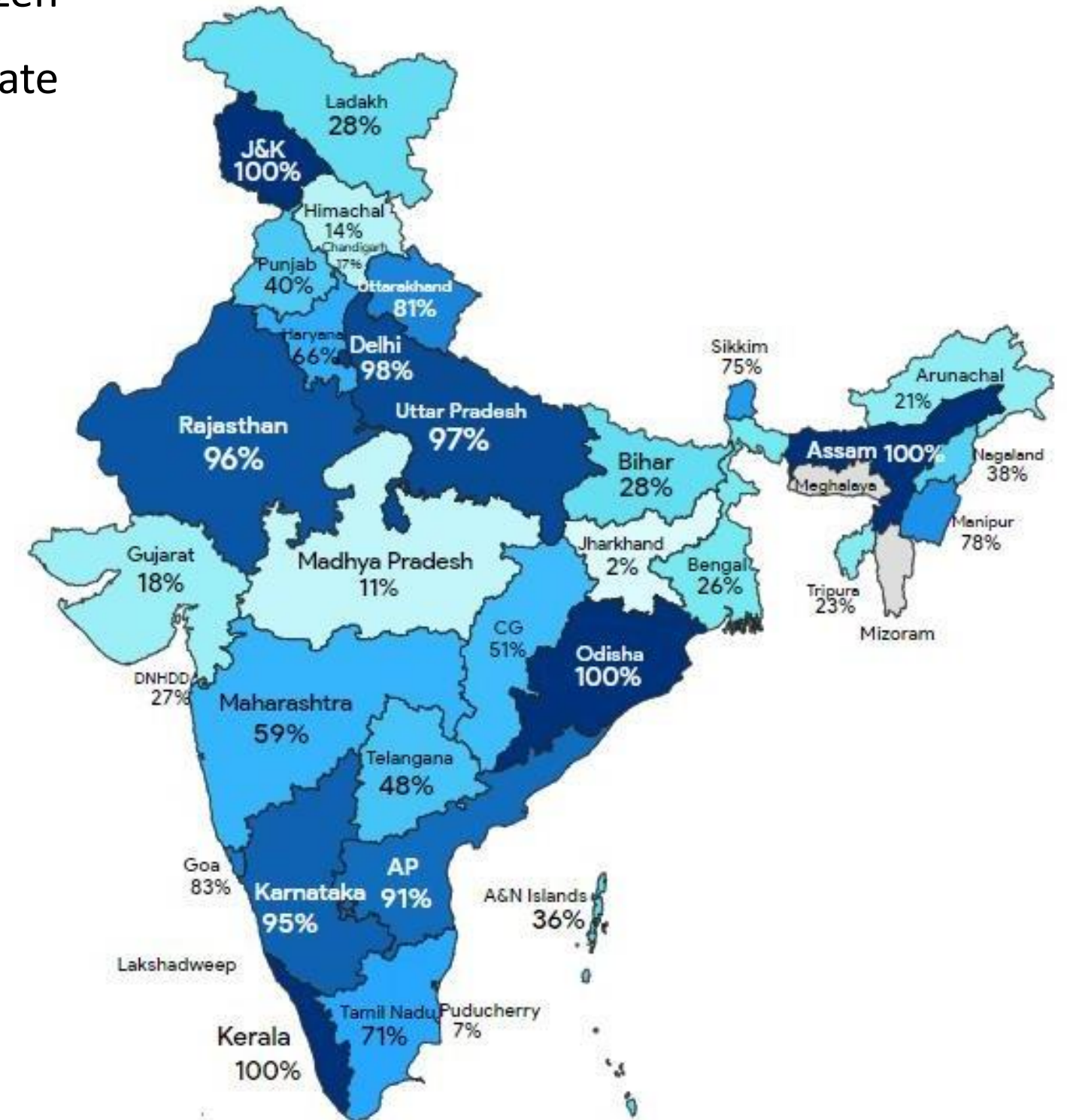
Share (%) of e-Services Available on the Identified Single Unified Service Delivery Portal

NeSDA – Way Forward | Growth in Mandatory e-Services

Rise in Saturation of Mandatory e-Services from 48% in NeSDA 2019 to 69% in NeSDA 2021 to 76% in NeSDA Way Forward, February 2024
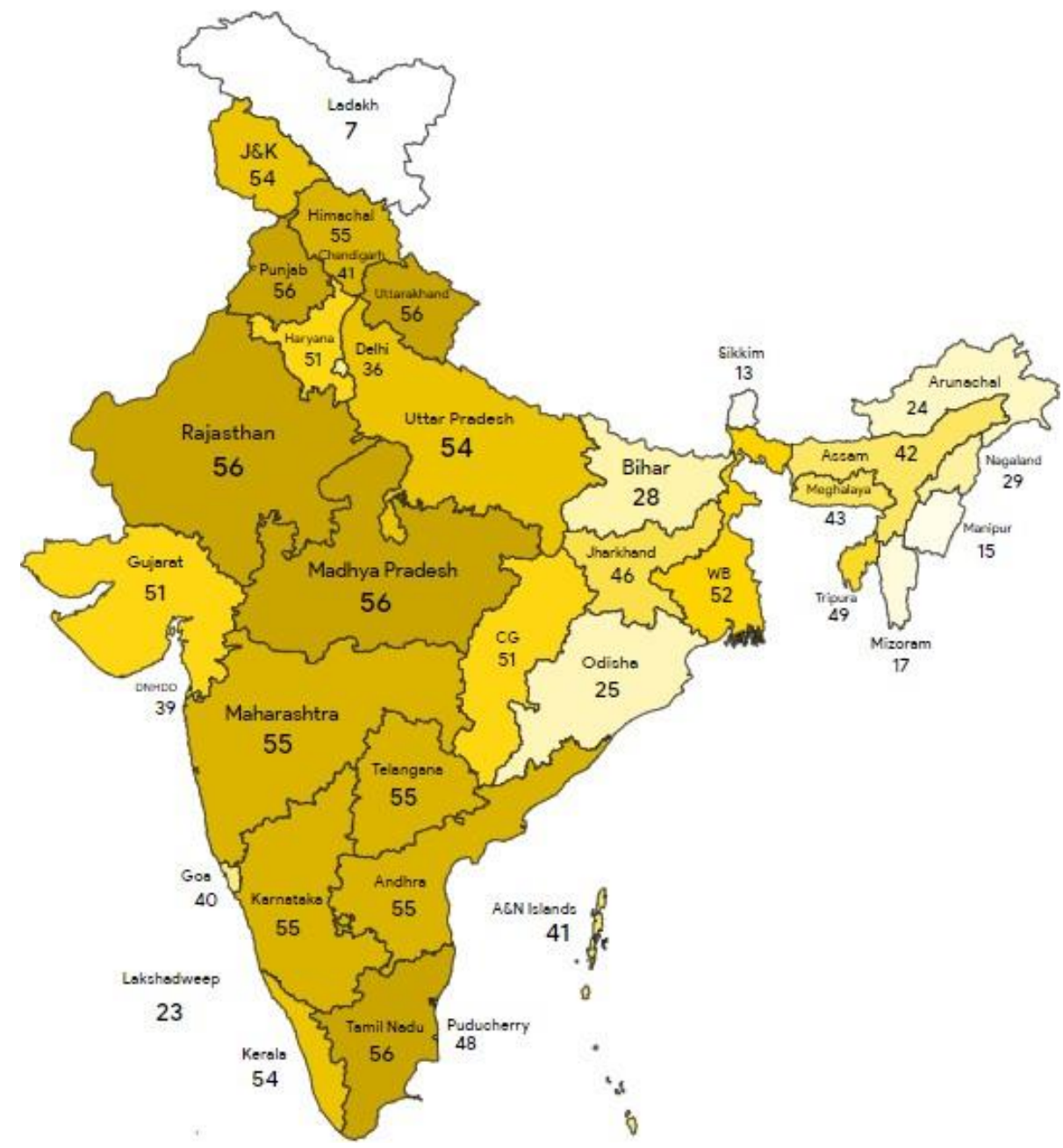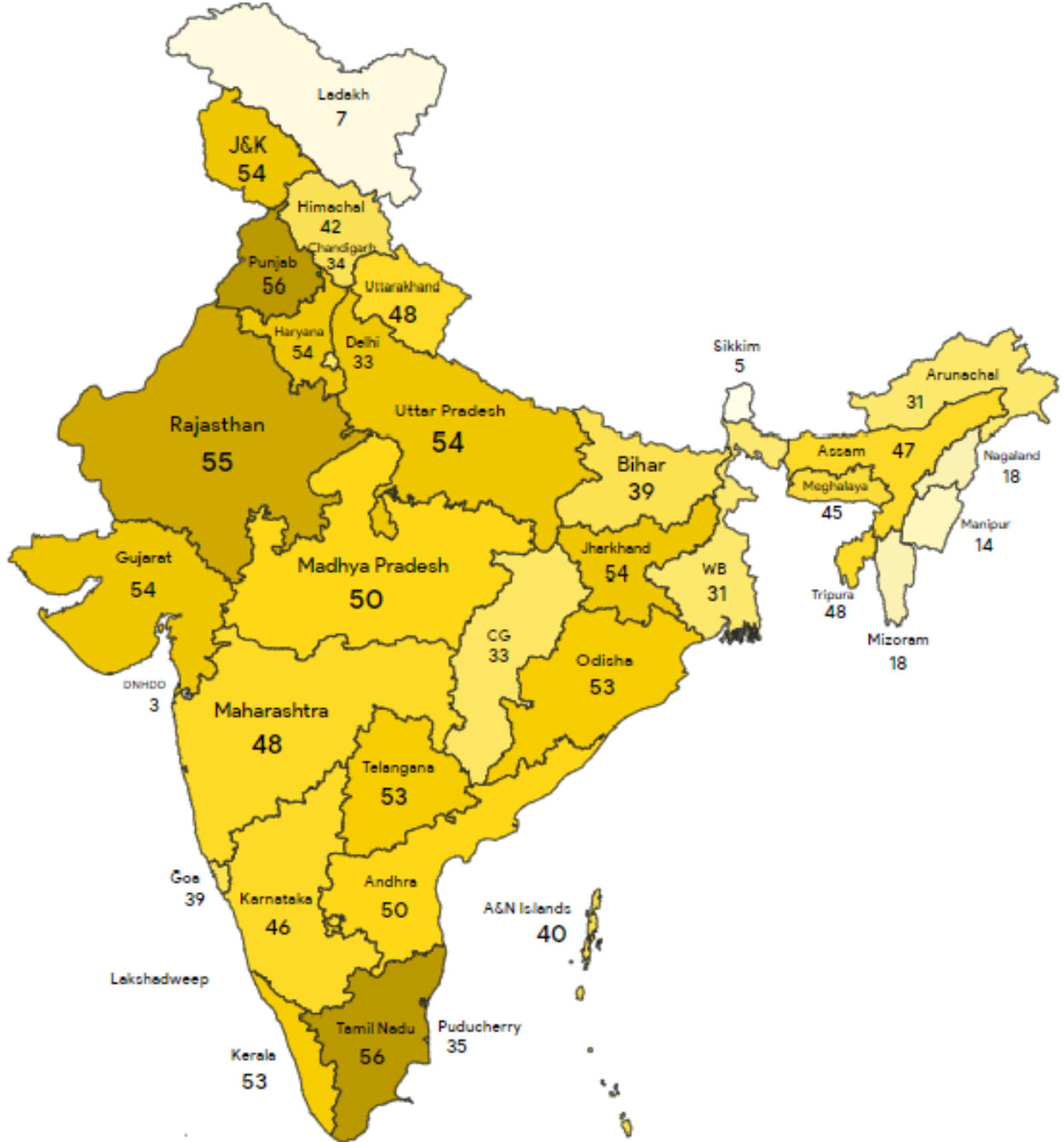
872 Mandatory e-services

48% Saturation in NeSDA 2019

1400 Mandatory e-services

69% Saturation in NeSDA 2021

1528 Mandatory e-services

76% Saturation in NeSDA Way Forward, February 2024

NeSDA – Way Forward | Monthly Reports & Annual Report
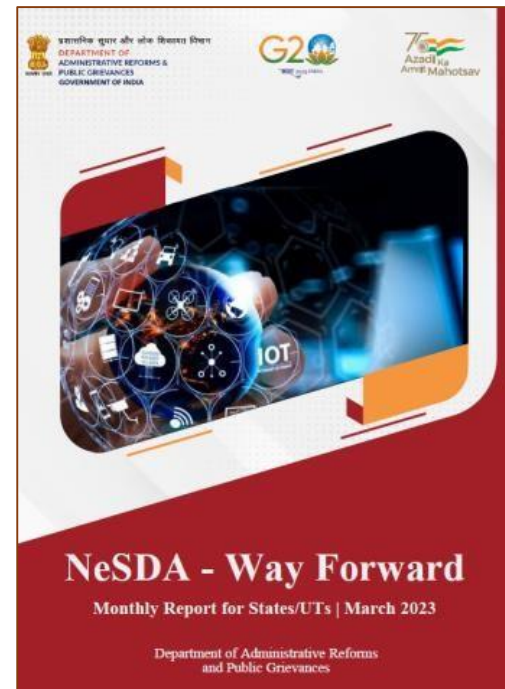
March 2023
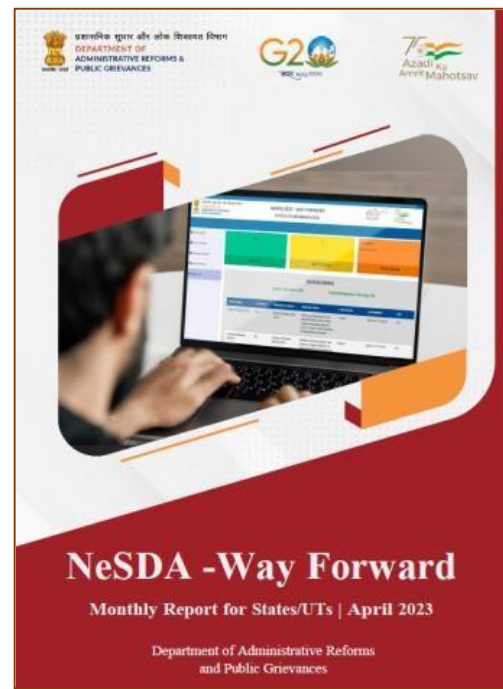
April 2023
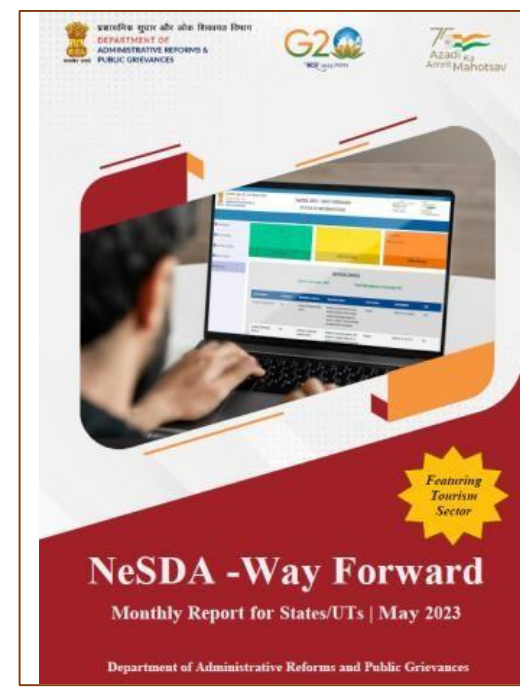
May 2023 –
Tourism
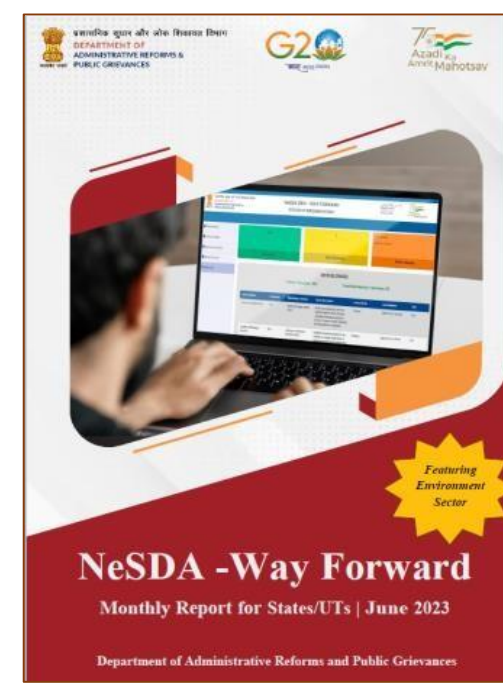
June 2023 -
Environment
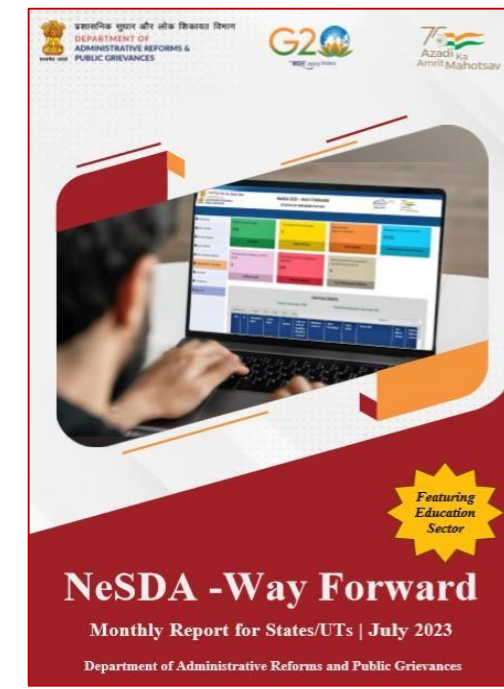
July 2023 -
Education
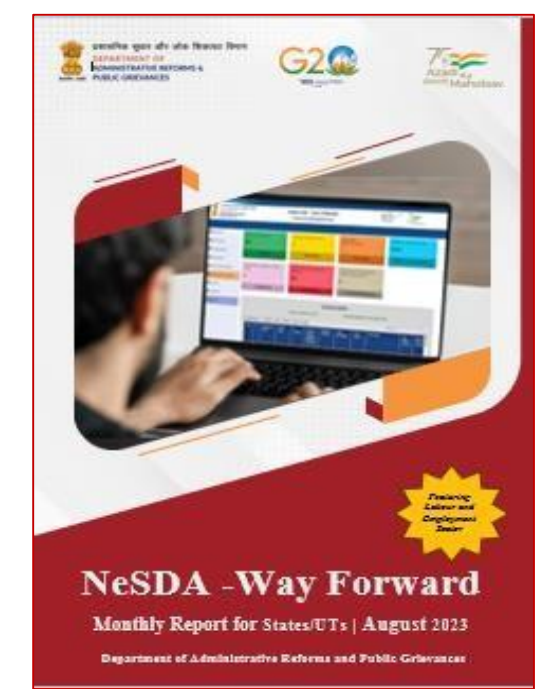
August 2023 –
Labour & Employment
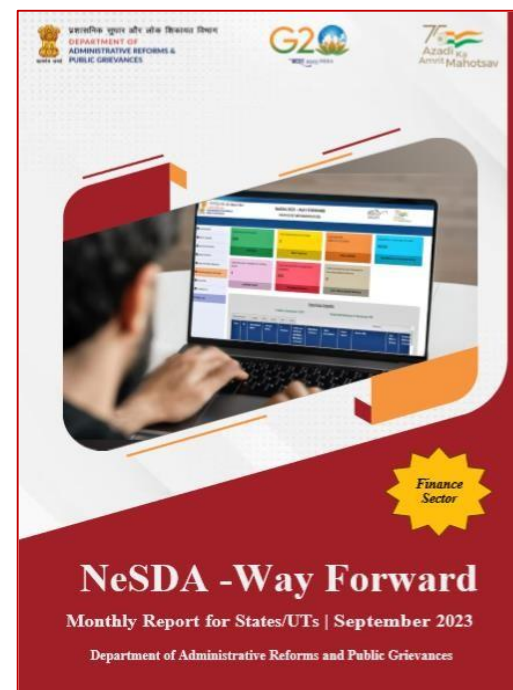
September 2023 -
Finance
Ind. Agriculture, Health & Home Security
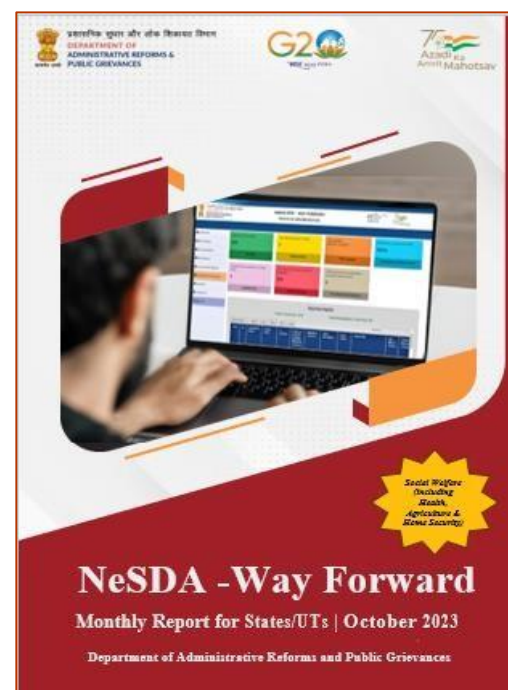
October 2023 –
Social Welfare
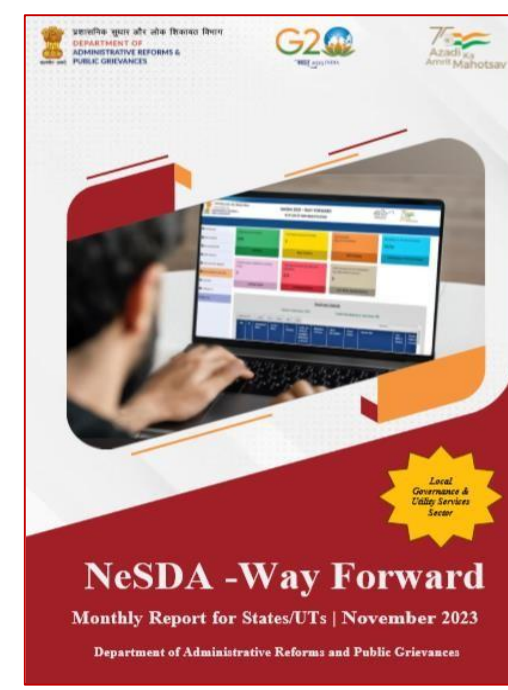
November 2023 –
Local Governance &
Utility Services

Annual Report 2023

January & February 2024

NeSDA – Way Forward | Multi-Pronged Approach

Enhancing e-Service Delivery

NeSDA Way Forward Monthly Reports

Unified Service Delivery Portals

Dissemination of Best Practices

Meeting with RTS Act Chief Com. / Appellate Officers

Brainstorming Session on e-Governance

Regional Conference on e-Governance

Review Meetings with SPoCs

Faceless and Suo-moto service delivery

Media Outreach
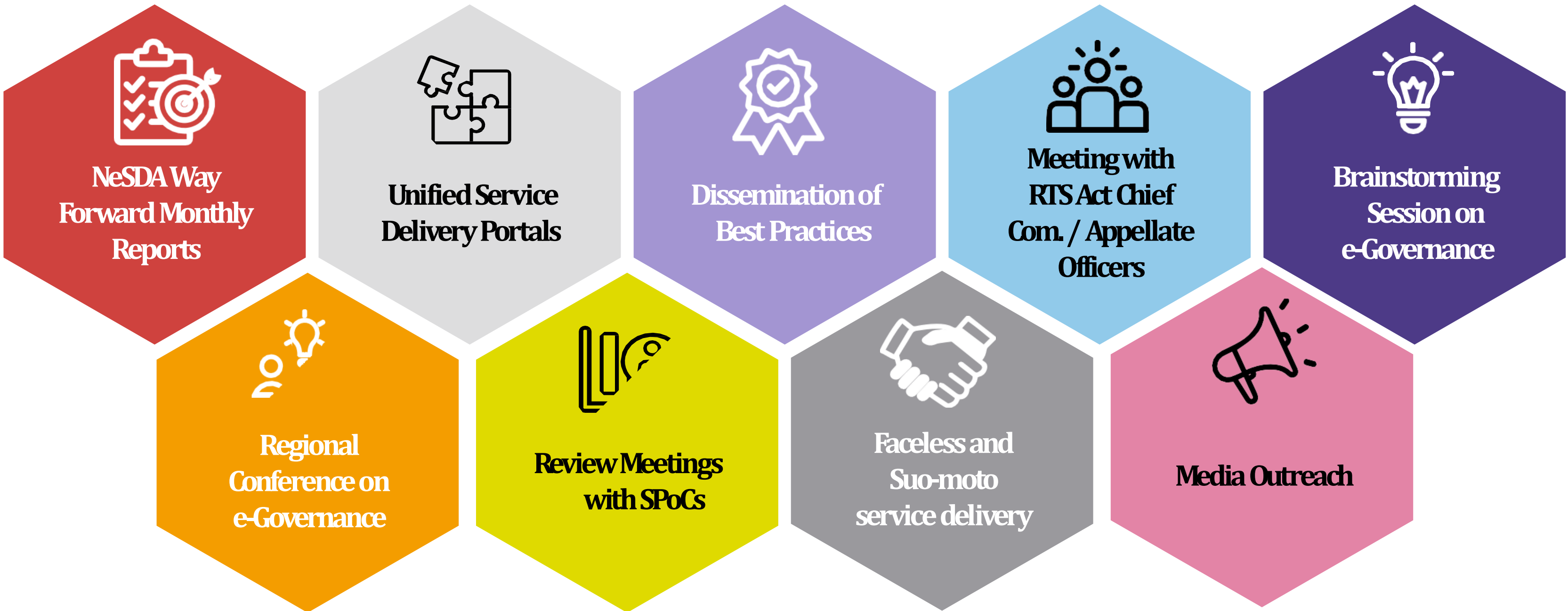
NeSDA – Way Forward | Best Practice

eUNNAT (Jammu & Kashmir)
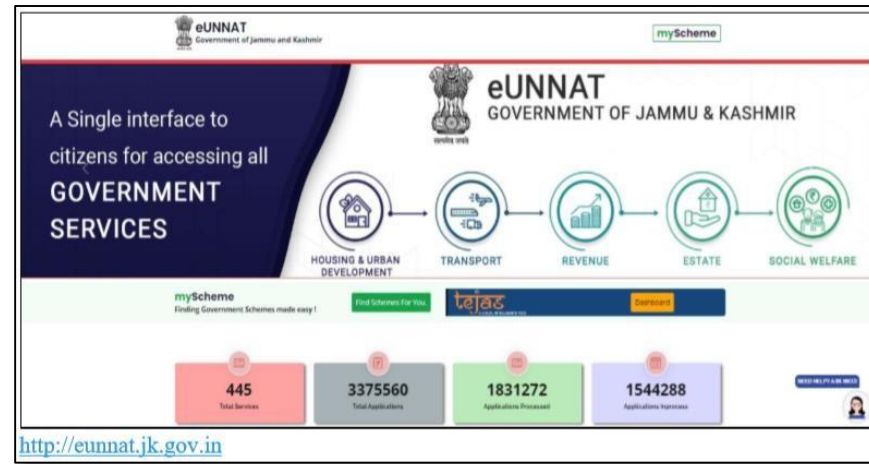
Nivesh Mitra (Uttar Pradesh)
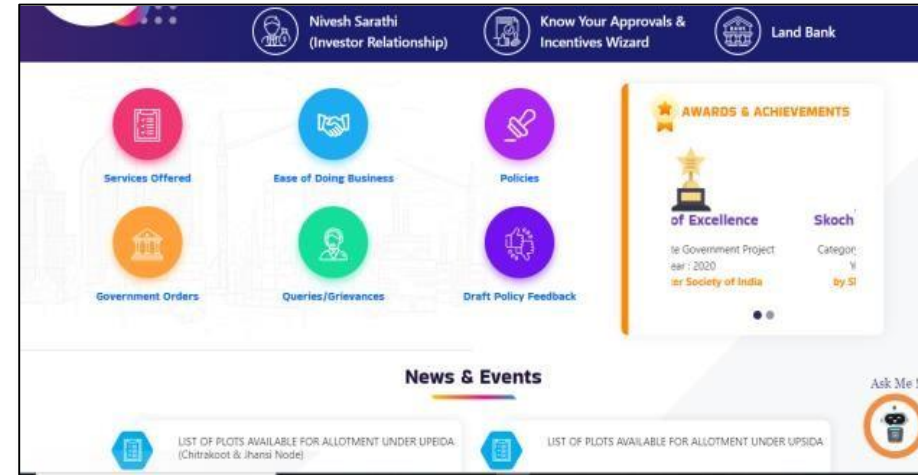
Odisha One (Odisha)
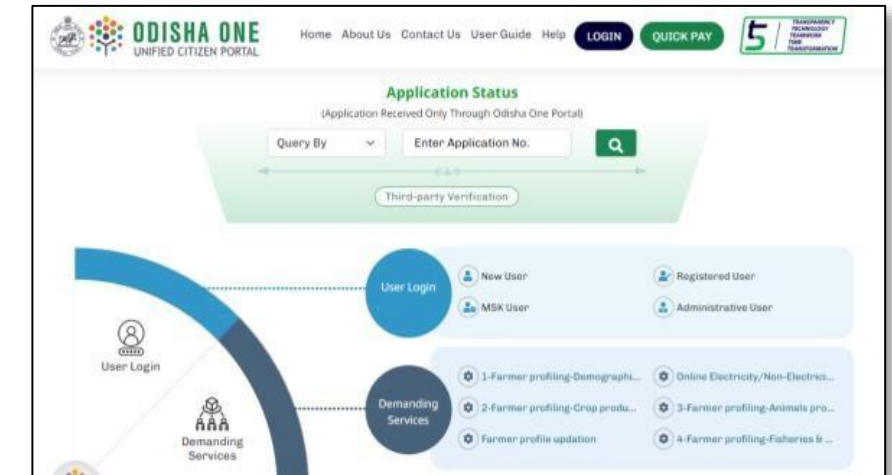
MeeSeva (Telangana)
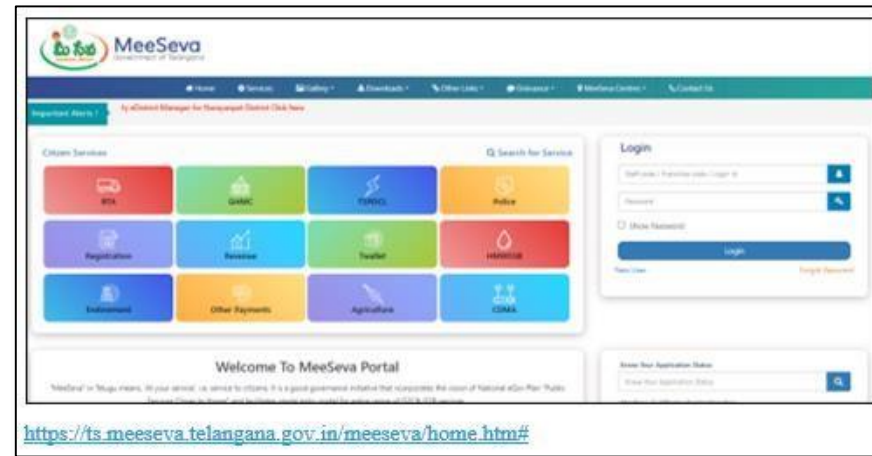
Antyodaya Saral (Haryana)

Connect Punjab (Punjab)

Seva Sindhu (Karnataka)

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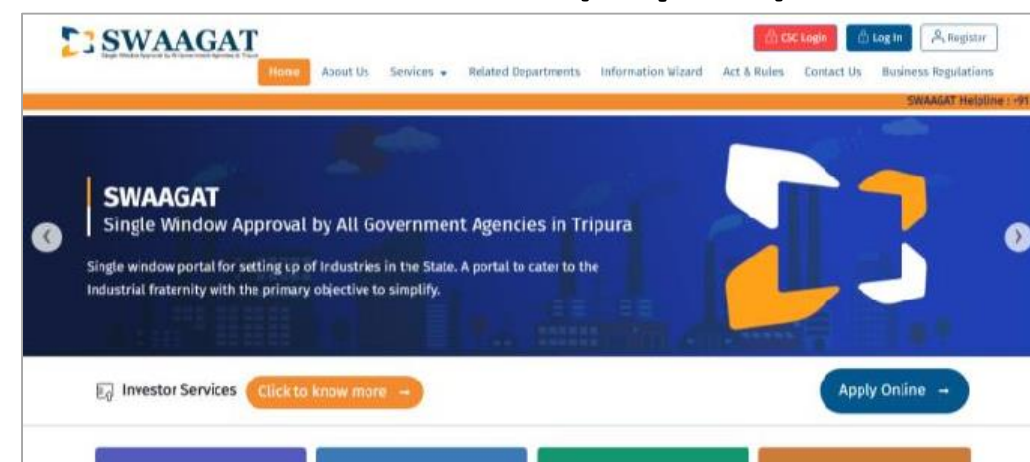
Sewa Setu (Assam)
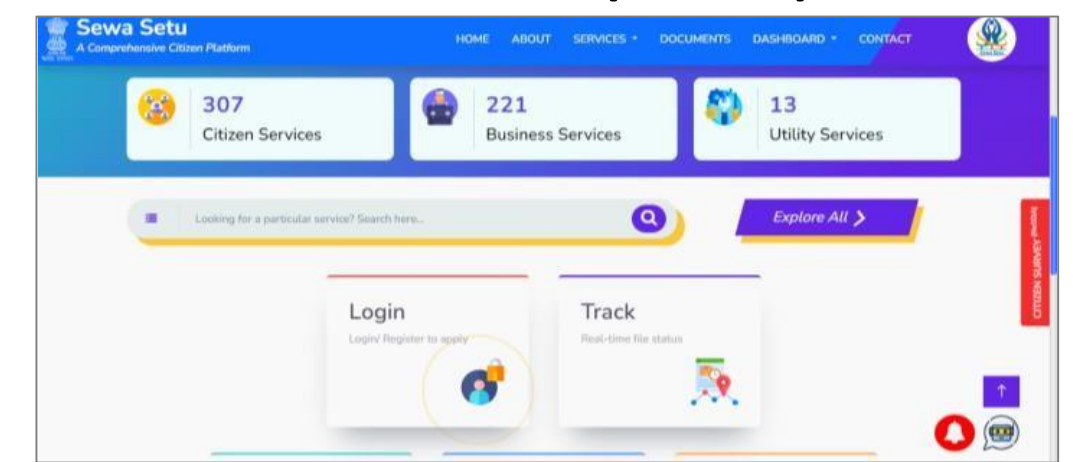
NeSDA – Way Forward | Best Practice

AP Seva (Andhra Pradesh)

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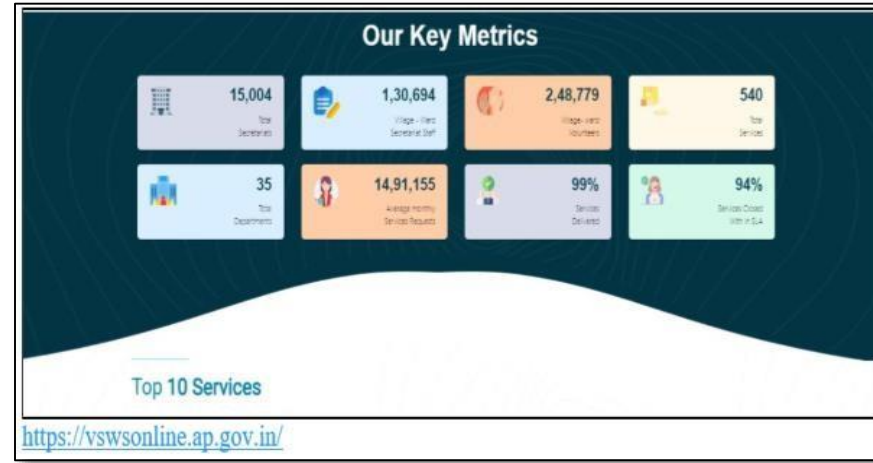
eProposal System (Meghalaya)

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

Bihar eLokSeva (Bihar)

https://serviceonline.bihar.gov.in/

Unified Data Hub (Puducherry)

https://udh.py.gov.in/
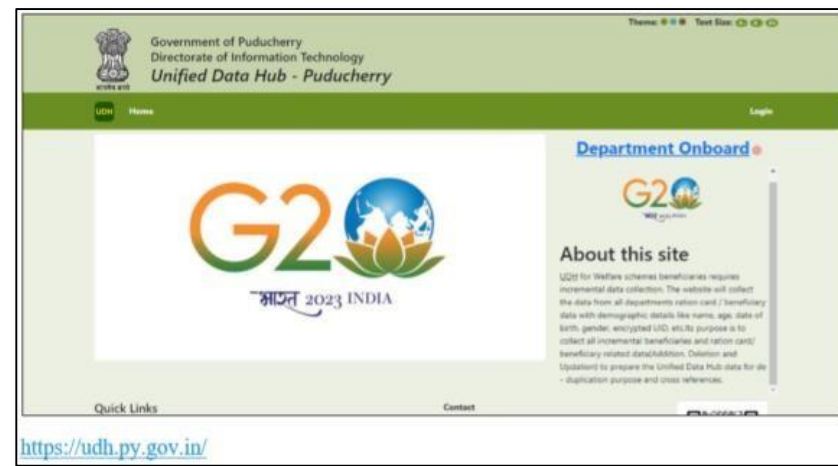
Apuni Sarkar (Uttarakhand)

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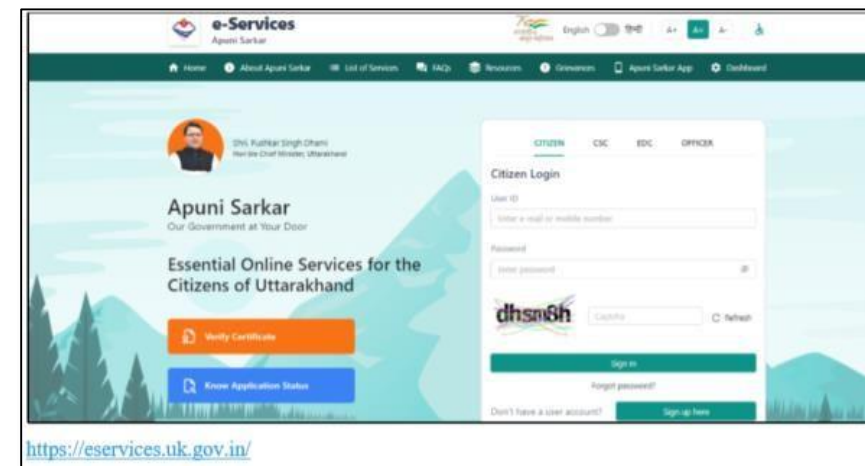
e-Mitra (Rajasthan)
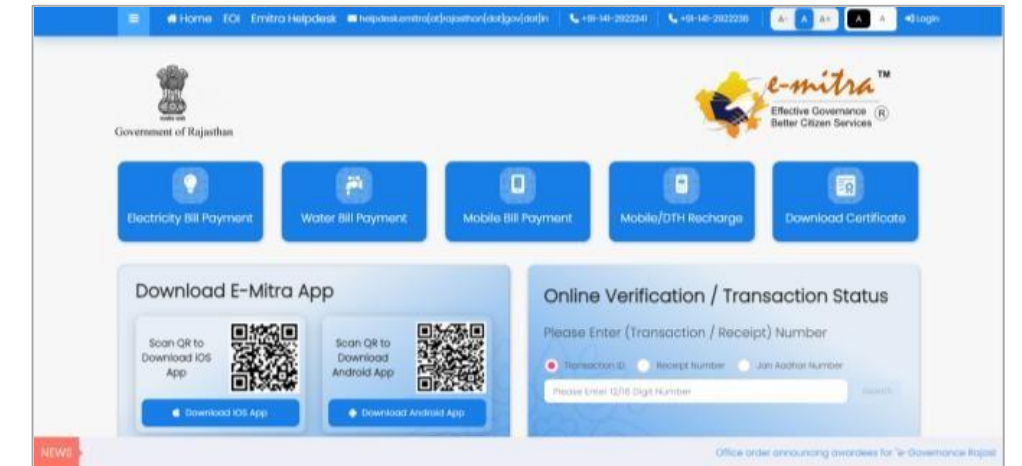
eSevanam (Kerala)

Goa Online (Goa)

www.Goaonline.gov.in

e-Sevai (Tamil Nadu)
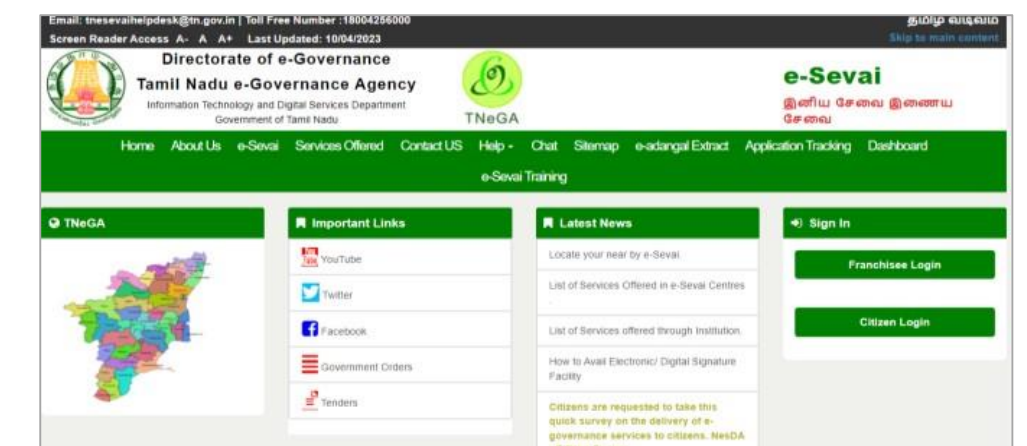
NeSDA – Way Forward | Right to Service (RTS) Commission

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

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

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

Status of RTS Act across States/UTs

7 States/UTs with established RTS Commission

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

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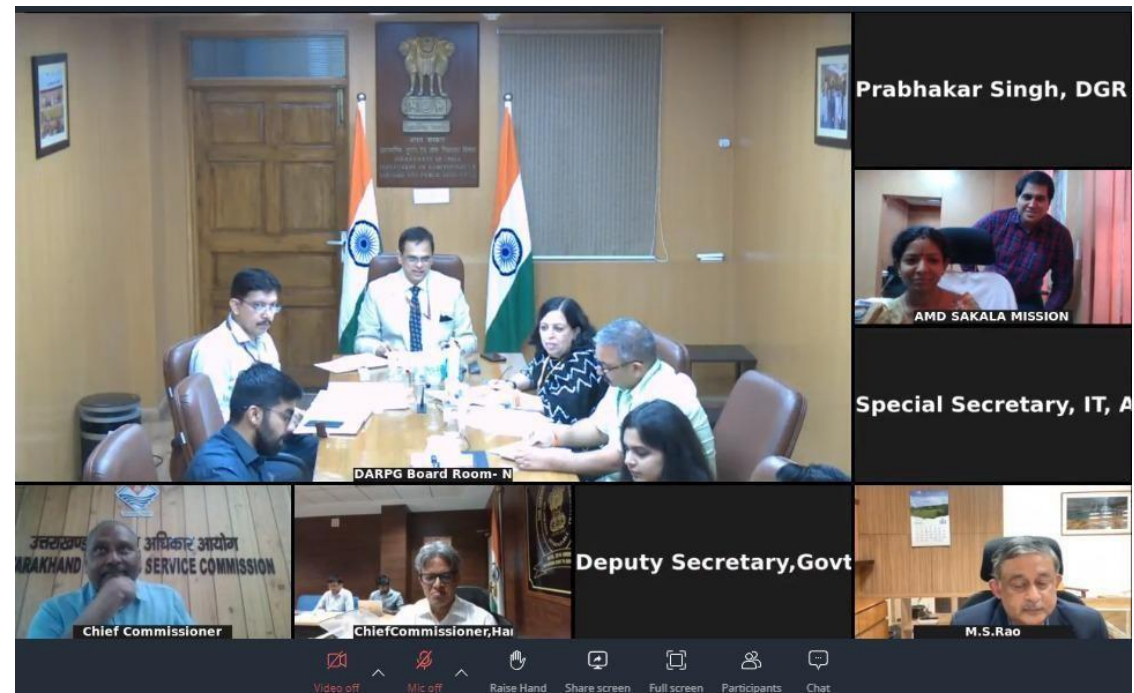
Meeting with Chief Commissioners & Appellate officers of the RTS Act in States/UTs on 09.10.2023

NeSDA – Way Forward | Brainstorming Session

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

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

Govt Seeks Ideas to Push AI-Driven eGovernance

Experts suggest AI solutions in areas like crop disease diagnosis, face authentication etc

The roadmap forward, following the day long deliberations envisaged:

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

NeSDA – Way Forward | Roadmap Ahead
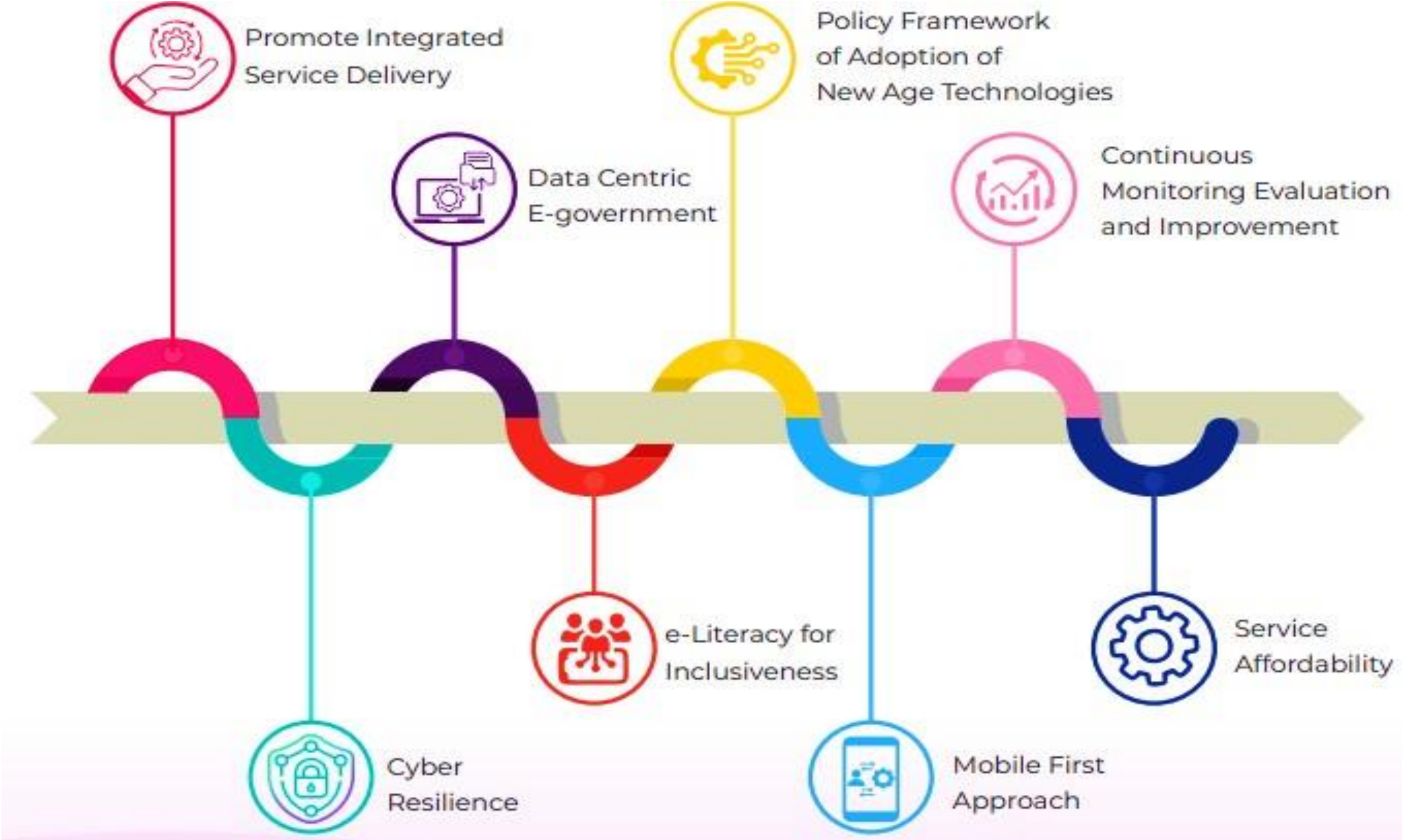
Secretariat Reforms – e-office

e-OFFICE : DIGITAL TRANSFORMATION OF GOVERNANCE – FEATURES

Enhances Efficiency, Transparency, & Accountability

Based on Central Secretariat Manual of eOffice Procedure (CSMeOP)

Built on Open Source Software Stack

Fast Tracking Government Decision Making

Generic Design : Single Product for Government at all levels

Promotes less paper office with greater collaboration and knowledge sharing

Knowledge Management System (KMS)

Work From Anywhere (WAW)

File Management System (eFile)

eOffice
A DIGITAL WORK PLACE SOLUTION

Monthly Statistics of eFiles for Created, Active and Closed

Total eFiles | Active eFiles | Closed eFiles (All) (Inv)

A Dashboard Monitoring nearly 3.8 Million Active files

BENEFITS OF e-OFFICE - ANALYTICS DASHBOARD

Providing Real Time metrics to facilitate in-depth data analysis & strengthen Decision Making

Decision making made user friendly, through Visualization of Data and Trends

Identifying bottlenecks and creating scope for improvement

Data Analysis to further streamline & strengthen e-Office

Enable comprehensive implementation of IEDM

A transition from Physical File to e-File for a Transparent, Faster and Efficient Decision Making

2023

Monthly Cumulative Statistics for Active eFile and Active pFile

E-Files

P-Files

Active eFiles   Active pFiles   (All) (Inv)
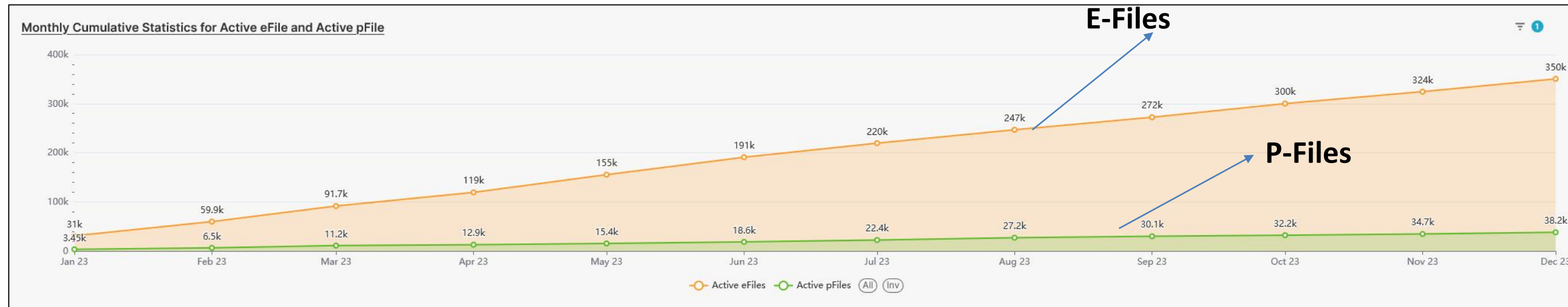
Nearly **95%** new files opened in Mar 2024 were **e-Files**

2024

Monthly Cumulative Statistics for Active eFile and Active pFile

Active eFiles   Active pFiles   (All) (Inv)

Active Files Distribution

P: 5.63%

Total: 26.3k

E: 94.37%

E   P   (All) (Inv)
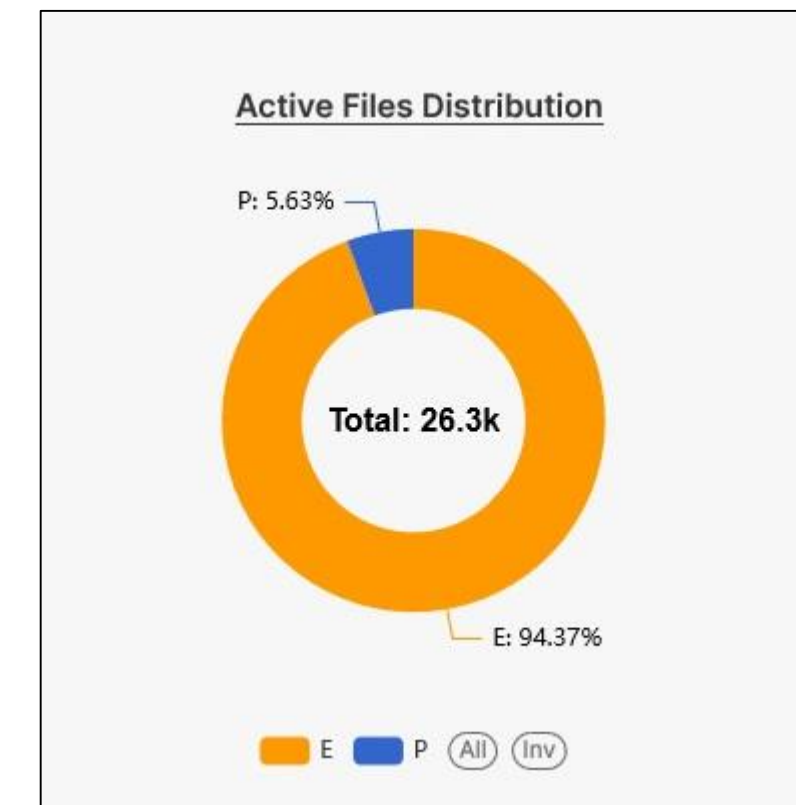
Successful Delayering, towards a Flatter Hierarchy of Decision Making

Average Distinct Levels for Active Files (Yearly)
- 2020: 8.01
- 2021: 7.19
- 2022: 6.41
- 2023: 5.54

2023

Average Distinct Levels for Active Files
- Jan 23: 6.14
- Feb 23: 6.05
- Mar 23: 5.84
- Apr 23: 5.9
- May 23: 5.73
- 103
- Jun 23: 5.6
- Jul 23: 5.47
- Aug 23: 5.32
- Sep 23: 5
- Oct 23: 4.63
- Nov 23: 4.11
- Dec 23: 4.73
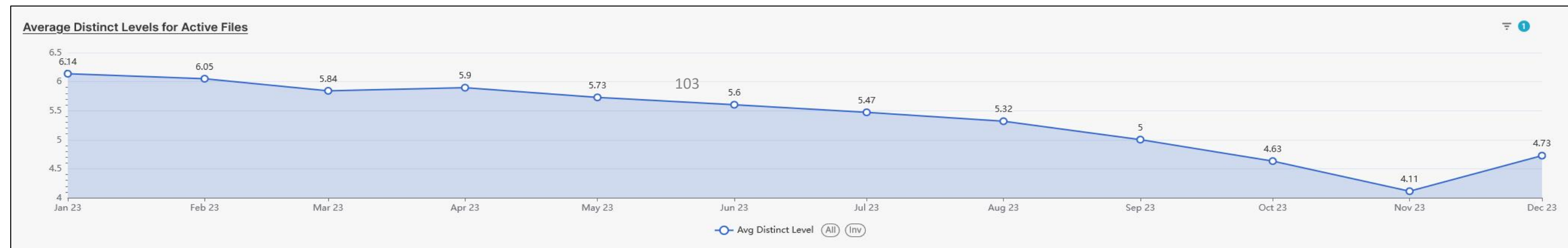
The distinct levels of file movement fell from an Average of 8.01 in 2020 to a minimum of 4.11 in Nov 2023.

The Average was 4.4 levels in March 2024

Inter Ministerial e-file movement links pivotal components of government decision making

2020-23
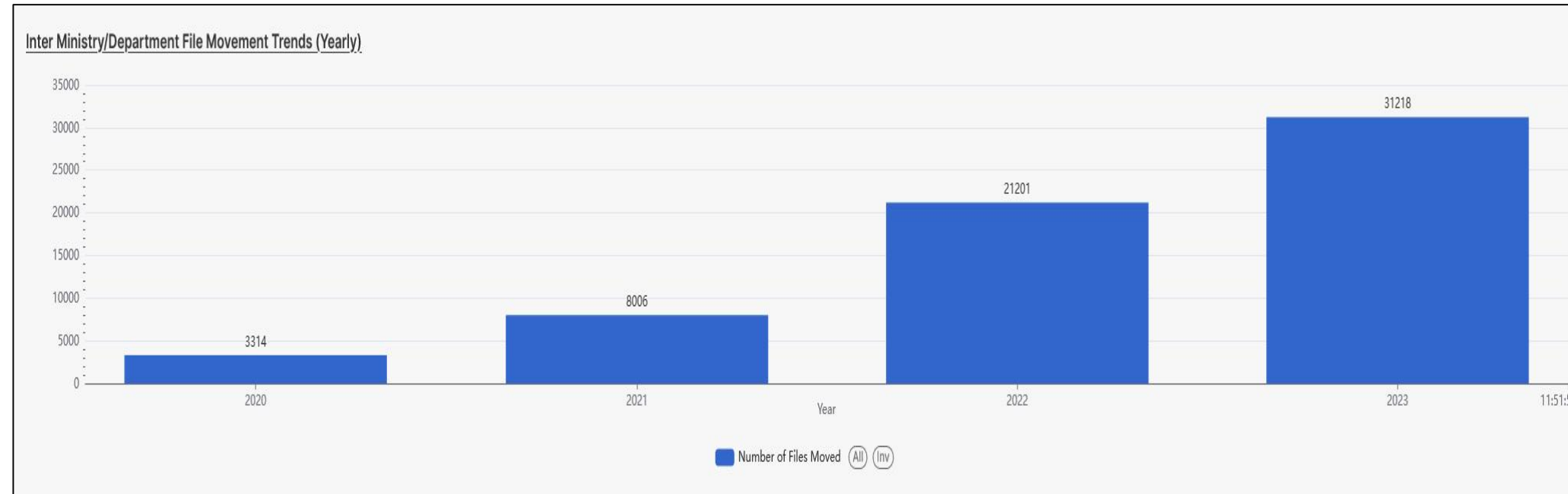
Average of about 2500 files per month in 2023.

2024
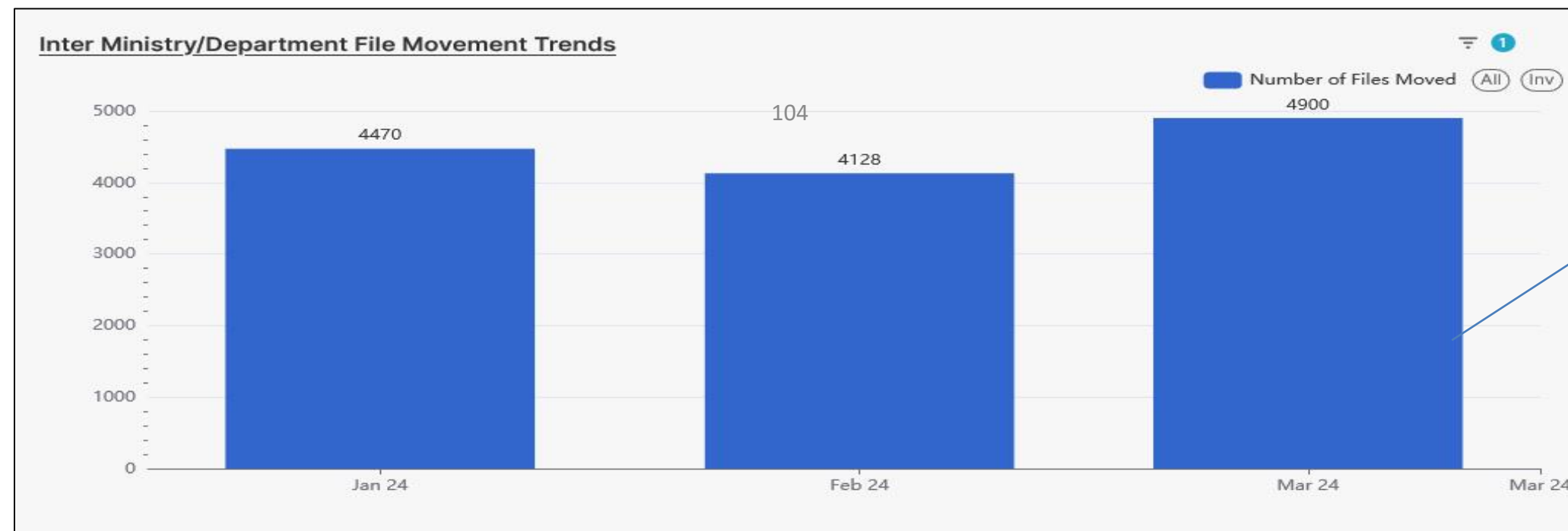
The Inter-Ministerial File movement is steadily increasing.
The figures for the Year 2024 are well over 4000 files movement in each month so far.

The progress in digitizing communications to Government, a shift to e-Receipts

2023
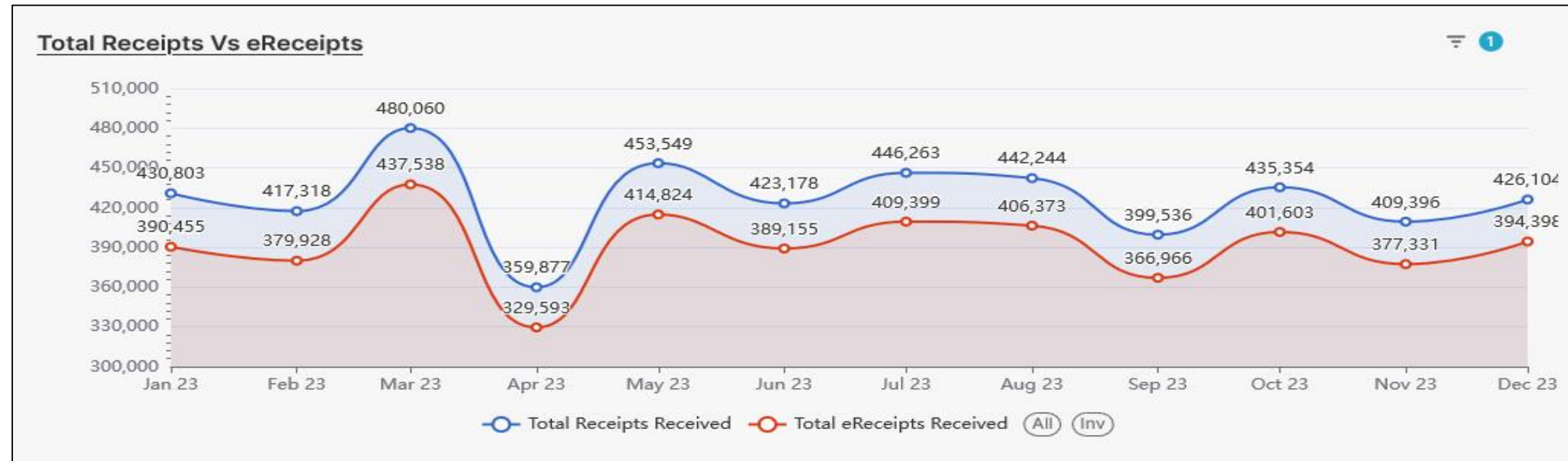
2024
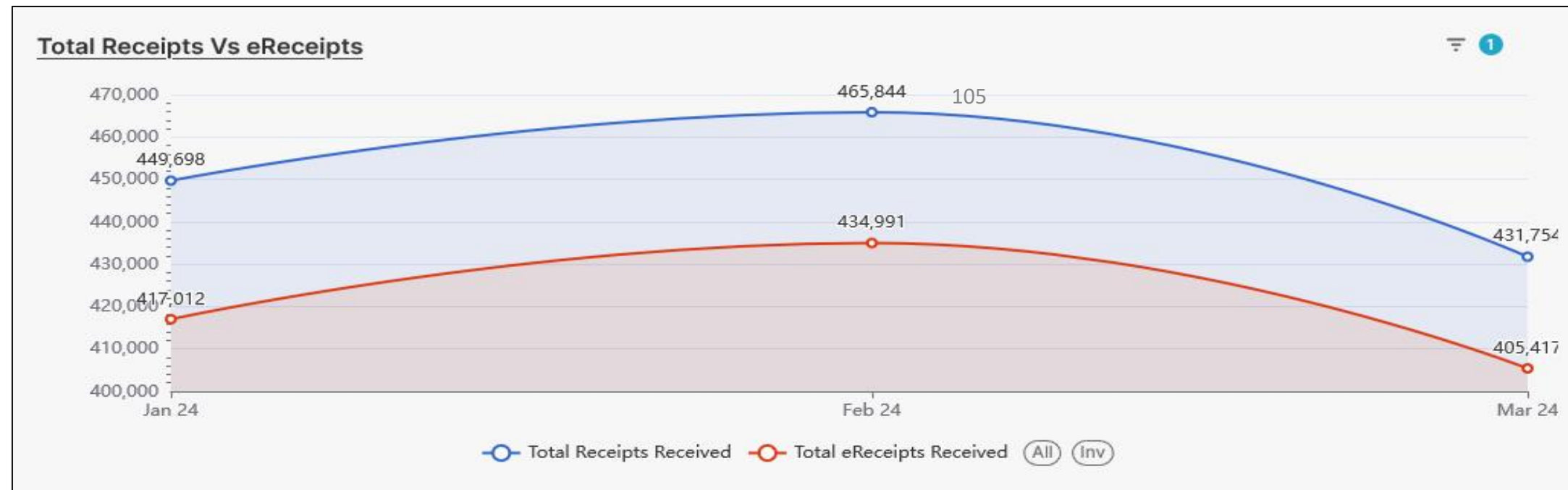
Over 90% of Receipts are getting digitized as e-Receipts. This entails enhanced focus and tracking of action taken on each communication.

Nearly 93% of the Receipts were digitized in March 2024.

A highly secured environment
A gradual increase in DSC / e-Sign usage
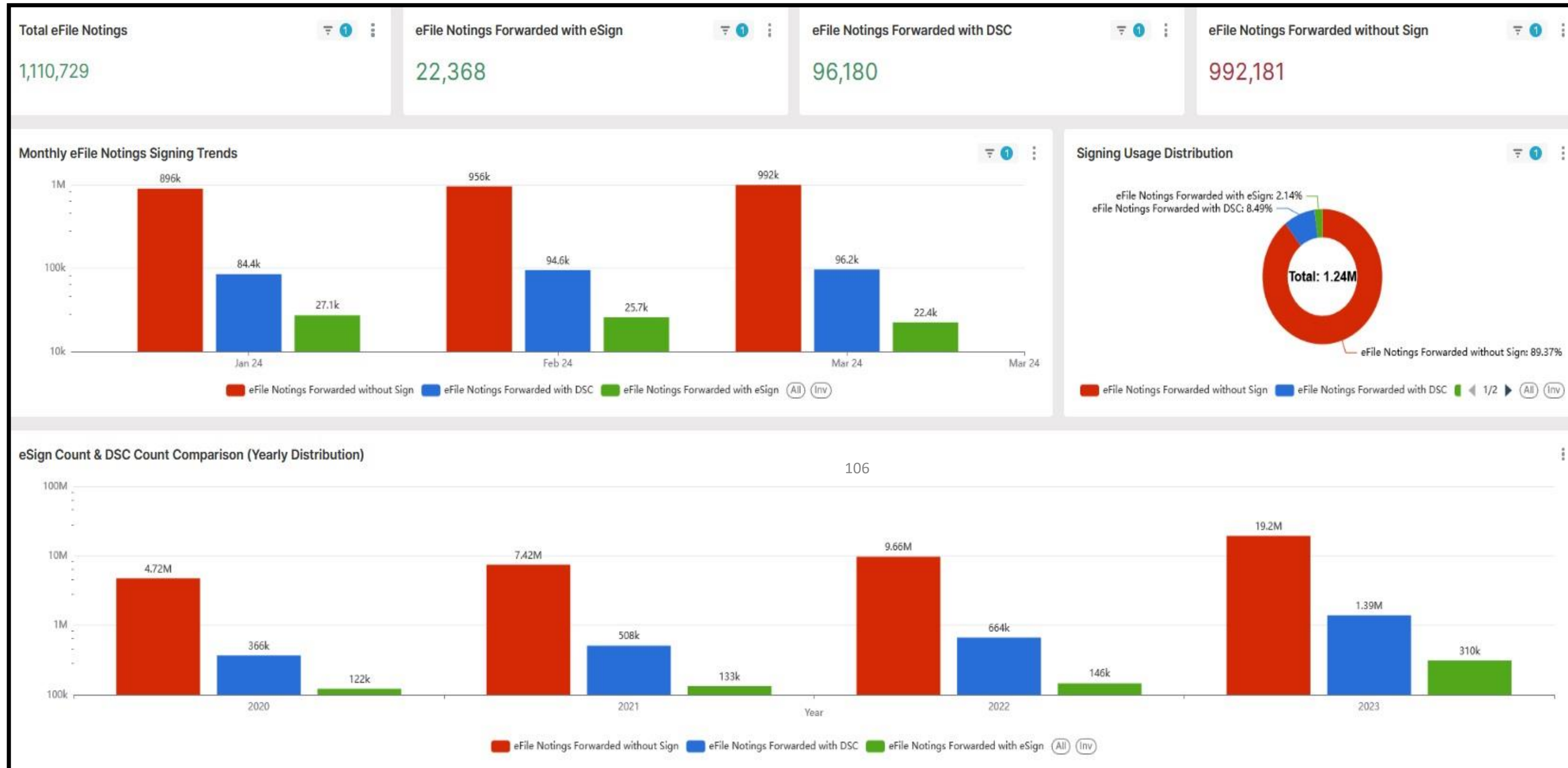
There is a steady increase in DSC & e-Sign usage, specifically the **usage has doubled in the Year 2023 over the Year 2022.**

E-Office is work in progress
Future Initiatives

Timely Closing and Parking of Files for a cleaner system

Deduplication of Receipts

Sensitization on usage of Digital Signature & e-Sign

A flatter decision making of 3 Levels

National Centre for Good Governance

About National Centre for Good Governance

2017

The National Centre for Good Governance (NCGG) was transferred to the Department of Administrative Reforms and Public Grievances (DARPG).

2014

The National Centre for Good Governance (NCGG) was established as an apex-level autonomous institution under the Department of Personnel and Training (DoPT).

2019

The National Centre for Good Governance (NCGG) registered as a society with head office in New Delhi

Conducting training/capacity building at both national and international level on Public Policy & Governance.

To serve as a think tank for governance and policy reform initiatives & Carrying out studies on issues relating to governance.

Organizing consultations, workshops, seminars, webinars, symposia to promote improved governance.

Undertaking initiatives for citizen centric governance & encourage the adoption and replication of innovative ideas and best practices.

Mandate to Promote Good Governance

Capacity Building Programmes

Tunisia

Multi Country Programme for African Countries

Gambia

Eritrea

Ethiopia

Burundi

Kenya

Tanzania

Seychelles

Maldives

Mauritius

Afghanistan

Nepal

Bhutan

Bangladesh

Laos

Cambodia

Sri Lanka

Singapore

Multi Country Programme for FIPIC Region
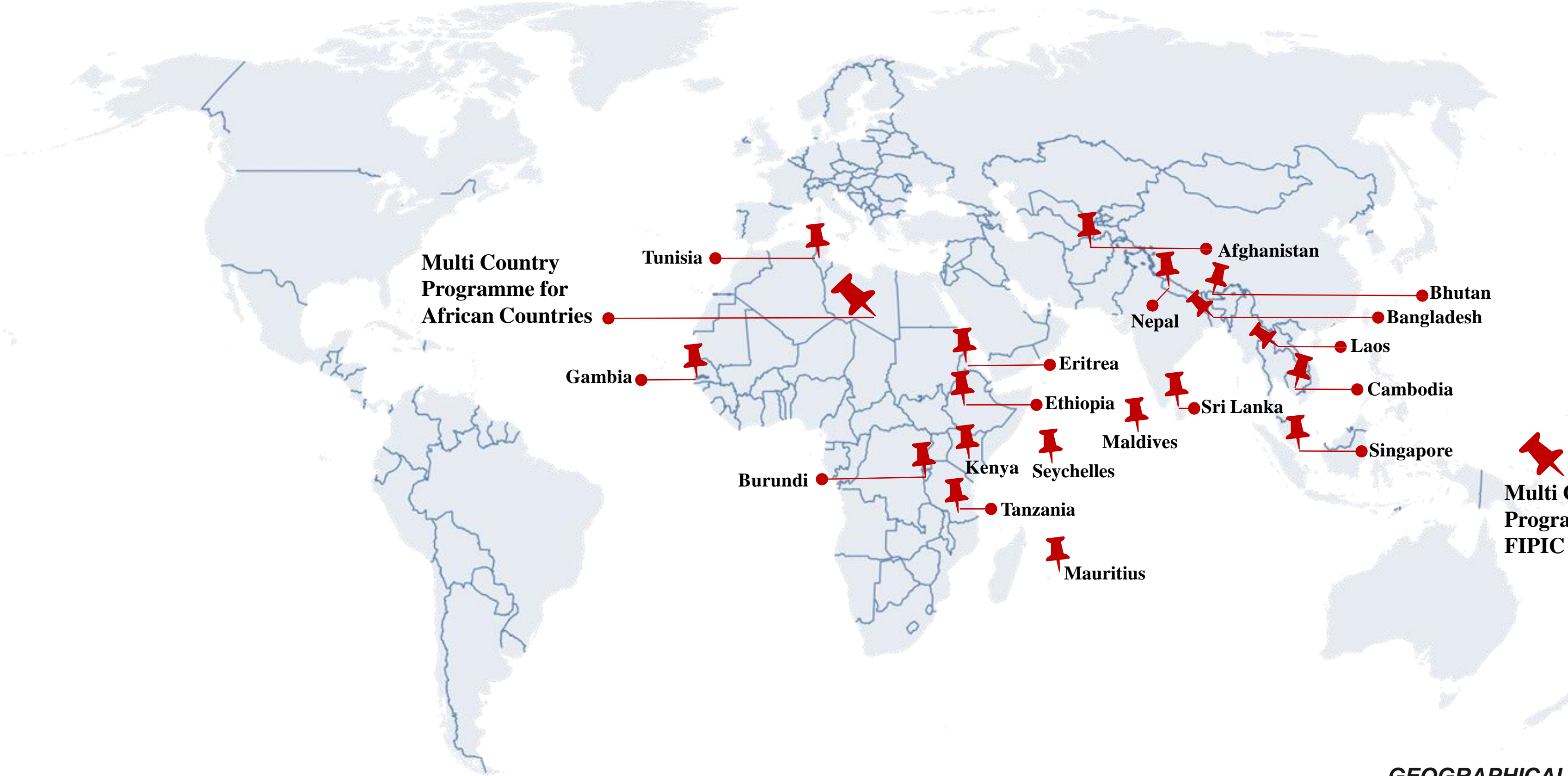
Global Reach Of NCGG - ITEC Webinars

Engagements with Bangladesh

- Organizing the Mid Career Training Programme (MCTP) in Field Administration for Bangladesh's Civil Servants since 2014.
- Ministry of External Affairs, GoI has given the mandate to train 1500 Bangladesh Civil Servants to NCGG.
- During the sixteenth MCTP the NCGG had the pleasure of hosting Hon'ble State Minister Begum Ismat Ara Sadique, Minister of State for Public Administration, Govt. of Bangladesh who inaugurated the programme along with a senior delegation from Bangladesh and appreciated the efforts of NCGG in training the Bangladesh Civil Servants.
- The successful coordination of MCTP in Field Administration of 1500 UNOs and ADCs of Bangladesh resulted in the MeA entrusting NCGG with fresh training of 1800 of Bangladesh civil servants.
- An MoU has been signed between Ministry to Public Administration, Govt. of Bangladesh and NCGG in February,2019 to train another 1800 Bangladesh Civil Servants .
- The 71 programs for ADCs, UNOs and Sr. Assistant commissioners & eight programmes for Deputy Commissioners of Bangladesh conducted till now have all received good feedback.
- During this year, NCGG is offering 9 MCTPs and 3 Executive programmes for Deputy Commissioners, Director Generals and Joint Secretaries.

STRUCTURE of MCTP

Phase One of the Training Program

During phase one of the Training Program, participants embark on a transformative week-long learning journey in Mussoorie. Here, seasoned mentors guide them through an array of relevant topics. Among the highlights is a comprehensive exploration of India's diverse governance models, facilitated by experienced civil servant officers who provide invaluable insights and practical strategies for implementation in other contexts. This unique opportunity allows participants to engage directly with speakers, seeking clarity on concepts and gaining deeper understanding to drive positive change in their respective countries.
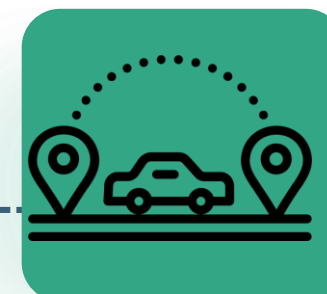
Phase Two of the Training Program

In the program's second week, participants approach the culmination stage, where they present collaborative group projects centered around assigned topics. These presentations demonstrate how their nations can progress, leveraging insights gained from both the capacity building and advanced learning programs. By showcasing the potential impact of implementing these policies, participants illustrate how positive transformations can be realized for the betterment and growth of their countries.

Participants embark on enriching field visits to esteemed institutions, district attachments, training institutes, and historical landmarks. These excursions provide invaluable firsthand experiences of India's governance machinery, allowing participants to witness real-world operations. Engaging directly with field officers enhances their understanding and exposure, enriching their overall learning journey.

Field Visit

About the Mid Career Training Programme (MCTP) – A Platform for Knowledge Exchange

- Effort to give a complete overview of the governance and Administrative Approaches both in areas of rural development as well as urban development.

- Endeavor to show case various e-governance experiences in India in different sectors and also the exposure to various good projects.

- Participants of different batches taken to districts in Uttarakhand, Delhi, Himachal Pradesh, Haryana, Punjab, Chandigarh, Uttar Pradesh and Rajasthan for exposure to functioning of the district Administration.

- Exposure to cultural and music of the country through heritage visits around Delhi and Agra and Musical and Cultural Evening.

- The faculty members were from various fields and backgrounds such as civil servants, academicians, management experts having rich experience in respective fields and with vast experience to their credit.

THEMATIC AREAS/CASE STUDIES/BEST PRACTICES BEING COVERED IN PROGRAMS

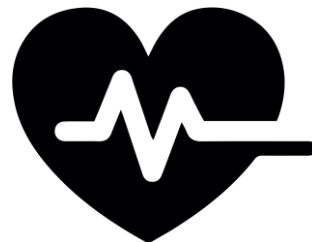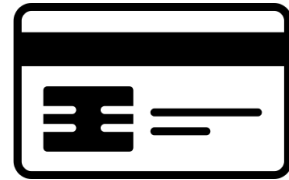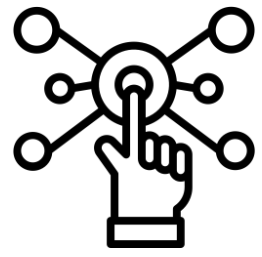Administrative Reforms in India : New Paradigms in Governance

Advance tools for Good Governance

Digitization of Records

Investment Facilitation

Improving Service Delivery & Effective Redressal of Public Grievances

Citizen Empowerment Schemes

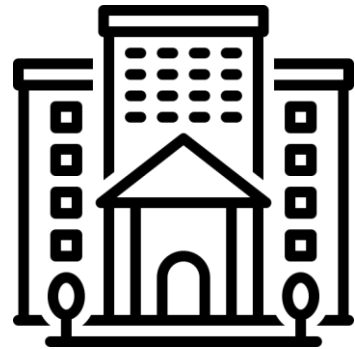Digital Public Infrastructure as a Global Public Good

Bringing Transparency in Government Procurement
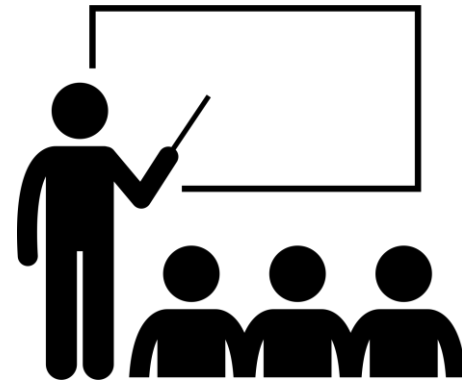
Health & Safety

Anti– Corruption Strategies

Poverty Alleviation initiatives in India

ACADEMIC EXPOSURE VISITS FOR OFFICERS

ATTACHMENT WITH THE CENTRAL INSTITUTES

- Lal Bahadur Shastri National Academy of Administration
- Indira Gandhi National Forest Academy Dehradun
- Central Public Works Department
- Sushma Swaraj Institute of Foreign Services

ATTACHMENT WITH STATE TRAINING INSTITUTES

- Haryana Institute Public Administration
- Mahatma Gandhi State Institute of Public Administration

ATTACHMENT TO DISTRICT ADMINISTRATION
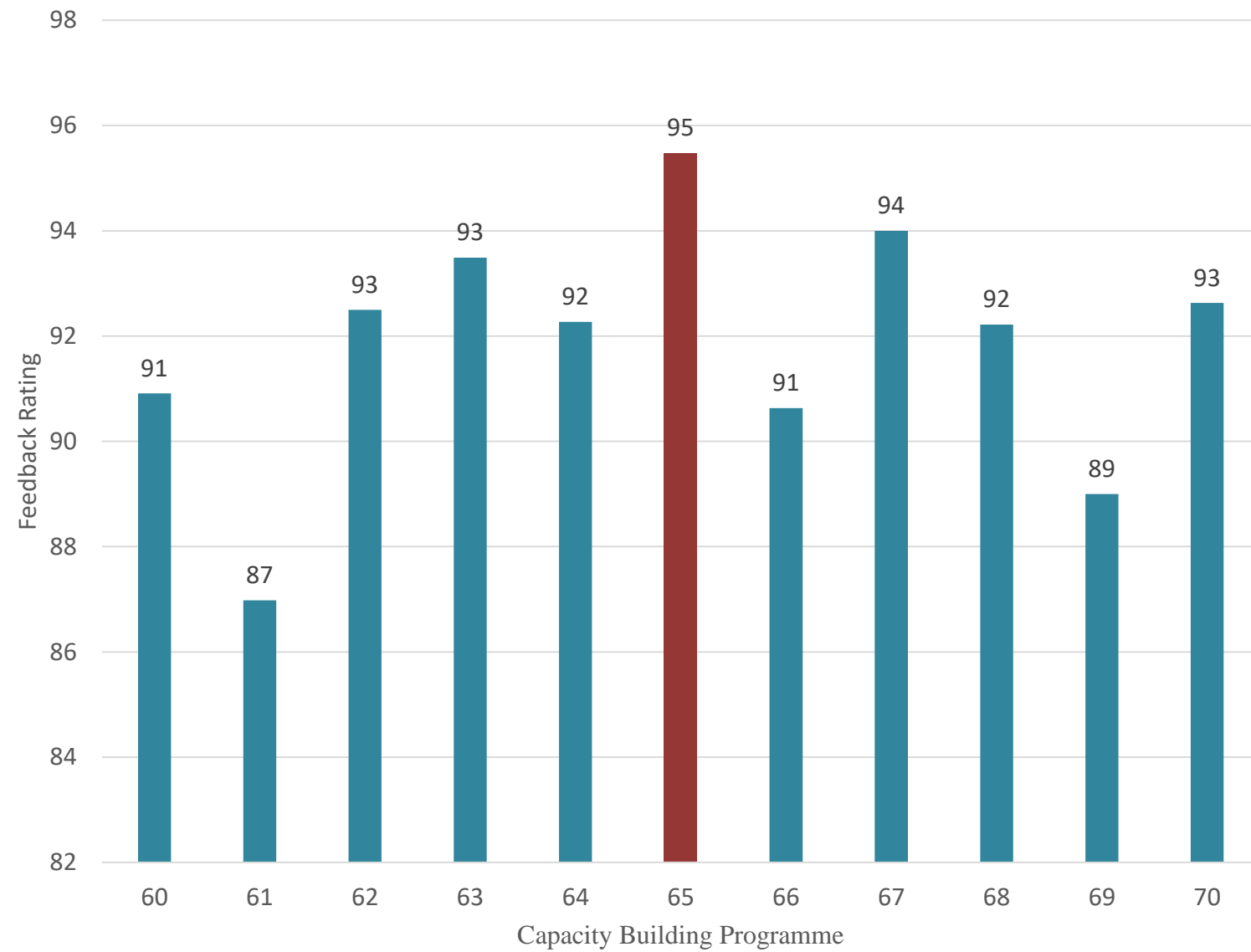
- **Haryana**: Yamunanagar, Panchkula, Sonipat, Panipat, Gurugram, Faridabad, Ambala, Kurukshetra, Karnal
- **Uttar Pradesh:** Shamli, Agra, Gautam Buddha Nagar, Saharanpur, Muzaffarnagar, Meerut, Ghaziabad, Bulandshahr
- **Uttarakhand:** Tehri, Haridwar, Dehradun
- **Punjab:** Mohali, Rupnagar, Patiala
- **Rajasthan:** Alwar
- **Himachal Pradesh**: Sirmaur
- **Chandigarh**

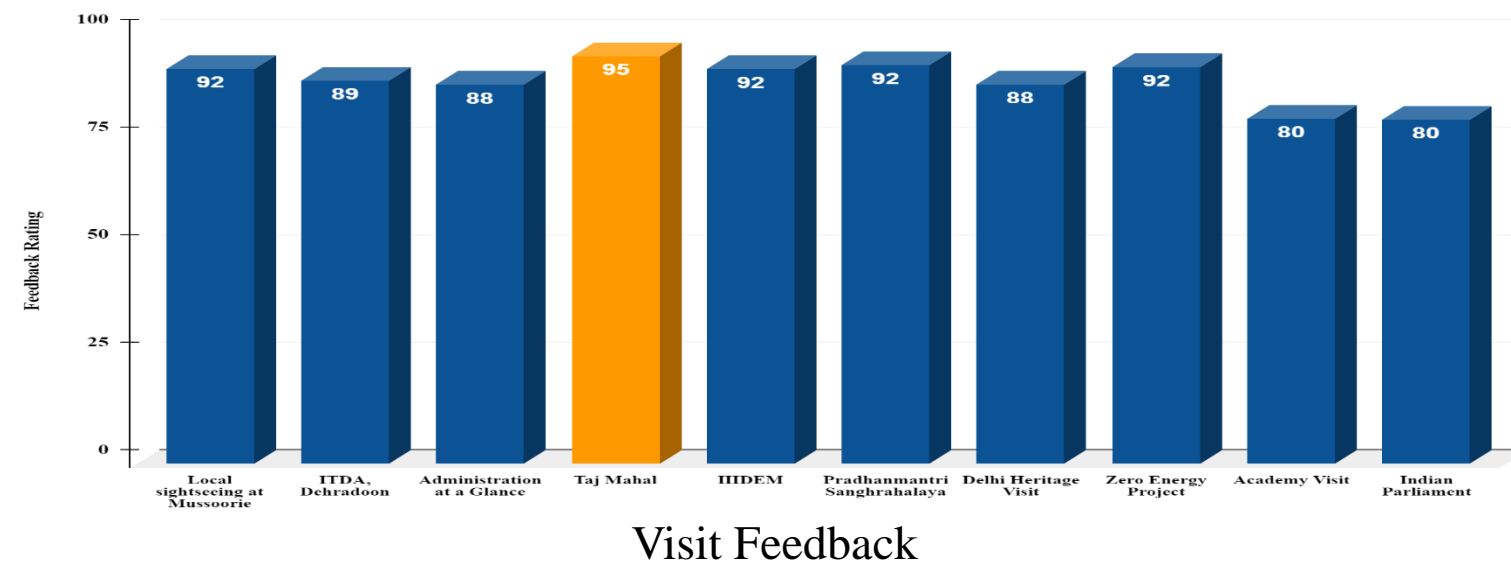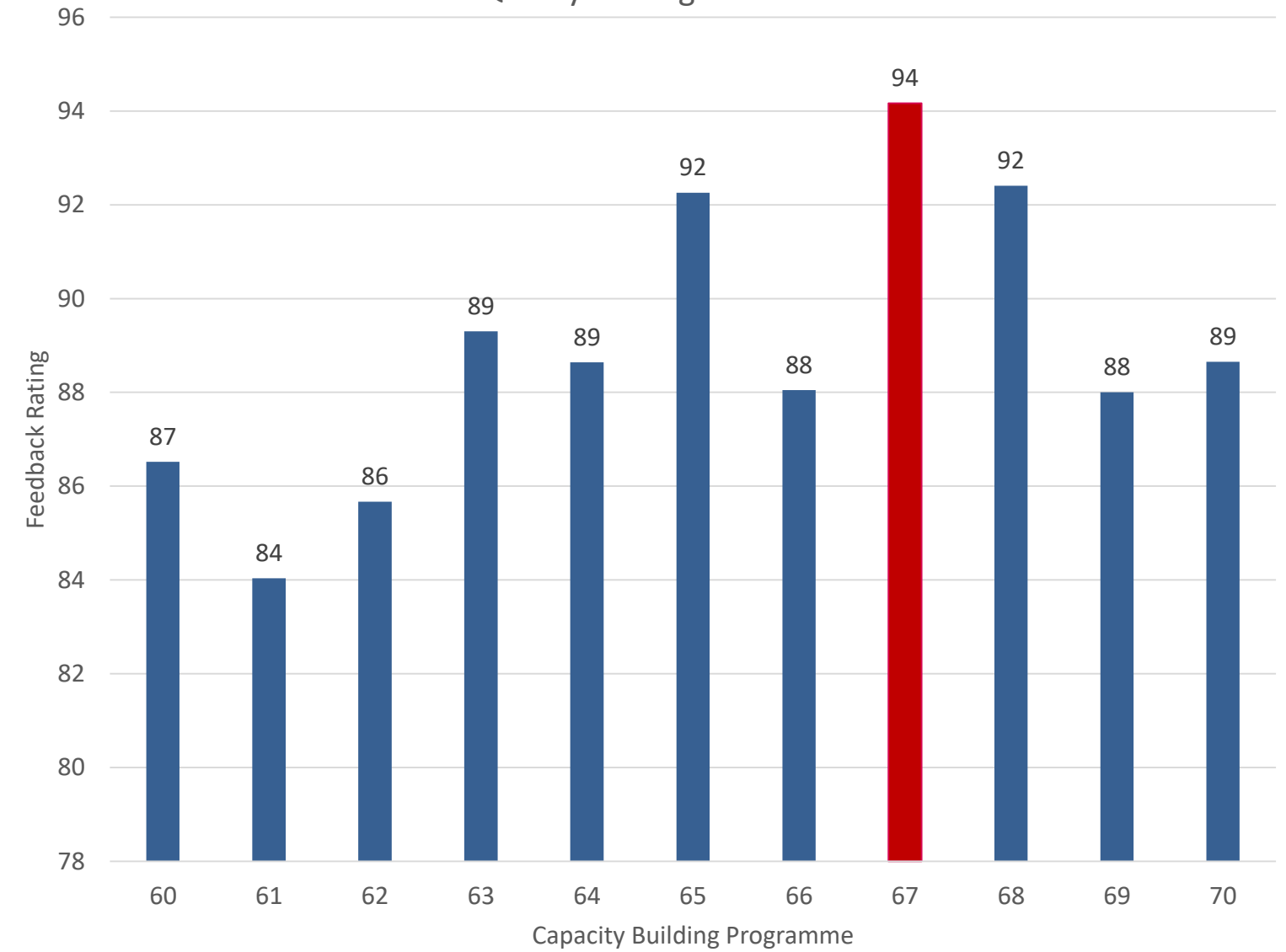# EXPOSURE VISITS/ATTACHEMENT WITH EMINENT INSTITUTES AND ORGANISATION

01 Election Commission of India (ECI)

02 Delhi Metro Rail Corporation (DMRC)

03 Central Information Commission (CIC)

04 Zero Energy Building, Paryavaran Bhawan

05 New Delhi Municipal Corporation (NDMC)

06 All India Institute of Medical Sciences (AIIMS)

07 District Administration of nearby State

08 New Parliament Building & Samvidhan Sabha

09 Pradhanmantri Sangrahalaya

10 Morarji Desai National Institute of Yoga (MDNIY)

11 Interaction with Ministry of External Affairs

12 Visit to Ministry of New and Renewable Energy

13 Central Bureau of Investigation/Central Vigilance Commission

14 International Solar Alliance

FEEDBACK BY THE PARTICIPANTS-BANGLADESH

Overall Training Experience

Quality of Programme

Visit Feedback

GROUP WORK BY PARTICIPANTS
BANGLADESH

Strengthening the role of Deputy Commissioner, District Magistrate and District Development Officer

Digital Bangladesh

Grievances Redress System (GRS) of Bangladesh

Making Vision 2041 a Reality Perspective Plan of Bangladesh (2021-2041)

Ashrayan:An Inclusive Developement Model of Hon'ble PM

Effective redressal of public grievances

Leveraging Technology in Delivery of Services

Effective redressal of Public Grievances

Digital Bangladesh

Innovative Local Adaptation Finance in Bnagladesh

Mission Youth

Combating Corruption & Ethics in Public Service

NCGG Team

A glimpse of memories

Delegation from Bangladesh
(1st Batch District Collectors)

Delegation from Bangladesh
(2nd Batch District Collectors)

Thank you