

# ***‘Institutionalization of Smart Government to enhance public service delivery’***

## ***Address at Bangladesh Civil Services Academy***

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**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

- 1 ABOUT DARPG
- 2 WHAT IS CPGRAMS
- 3 CASE STUDIES OF GRIEVANCE REDRESSAL ACROSS COUNTRIES
- 4 INDIAS POLICY FOR EFFECTIVE REDRESSAL OF PUBLIC GRIEVANCES
- 5 10 STEP REFORMS – CPGRAMS
- 6 USE of AI/ML in CPGRAMS
- 7 SUCCESS STORIES - CPGRAMS
- 8 BEST PRACTICES IN EFFECTIVE GRIEVANCE REDRESSAL- Learning from States<sup>2</sup>
- 8 NESDA-24
- 9 SECRETARIAT REFORMS- E-OFFICE
- 10 NATIONAL CENTRE FOR GOOD GOVERNANCE

# ABOUT THE DEPARTMENT

- 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:

- |  |   |
|--|---|
| ✓ <b>Secretariat Reforms</b>   | ✓ <b>Recognizing Meritocracy,</b>             |
| ✓ <b>Redressal of Public Grievances and Improving Service Delivery</b> | ✓ <b>Digital Transformation of Governance</b> |
| ✓ <b>Benchmarking Governance</b>                                       | ✓ <b>Swachhata Campaigns</b>                  |





सत्यमेव जयते

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

# Recognizing Meritocracy



# Prime Minister's Awards For Excellence In Public Administration

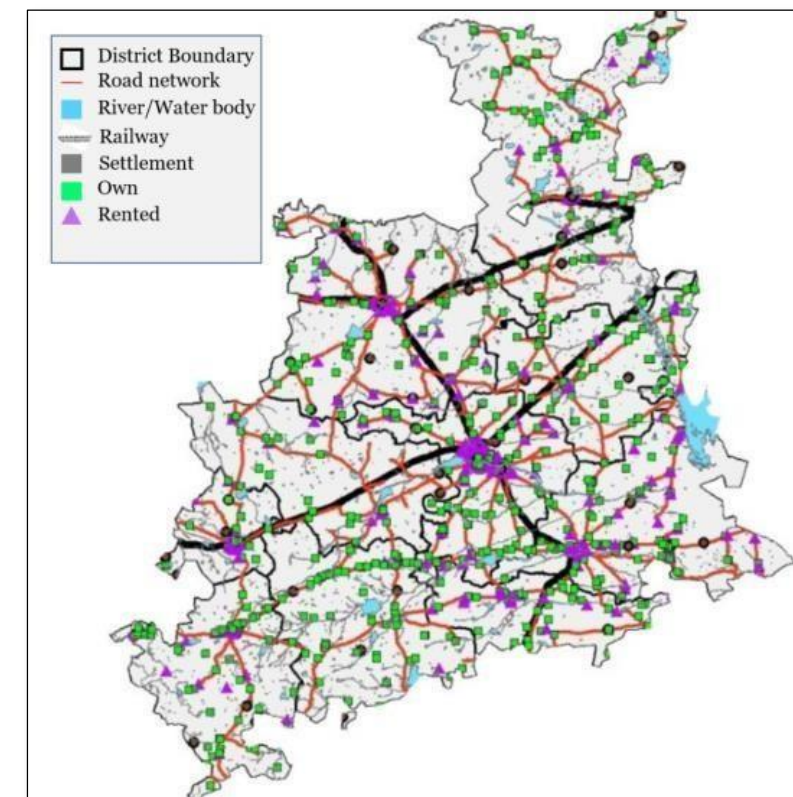
- PM's Awards for Excellence in Public Administration are given to Civil Servants for outstanding performance
- Encourage constructive competition among Districts, States and Central Government Ministries/Departments/ Organizations
- Encourages replication of awarded best practices and innovations in States/UTs.
- For 2023, the categories-
  - Composite Scheme for Saturation of Flagship Missions/ Schemes
  - Innovations at Centre/ States/ District levels



*PM conferring award at 16<sup>th</sup> 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

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**Mission Youth**  
Jammu & Kashmir



**State Organ and Tissue Transplant Organisation (SOTTO)**  
Gujarat





# PM Awards in Innovations for Administrative Reform at District Level

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**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

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### **PM AWARDS**

- ✓ **2006-2015** - Awards were conferred under three categories, viz., individual, group and organizations
- ✓ **2015** – 1<sup>st</sup> 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** – 2<sup>nd</sup> restructuring - to recognize the performance of District Collectors towards economic development
- ✓ **2021** – 3<sup>rd</sup> restructuring - to encourage Constructive Competition, Innovation, Replication and Institutionalization of Best Practices.
- ✓ **2024** – 4<sup>th</sup> 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 around 25,000 participants

# Initiatives - For Replication of Best Practices

- Regional Conferences have helped in presenting the best governance practices and have been held at Srinagar, Bengaluru, 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.



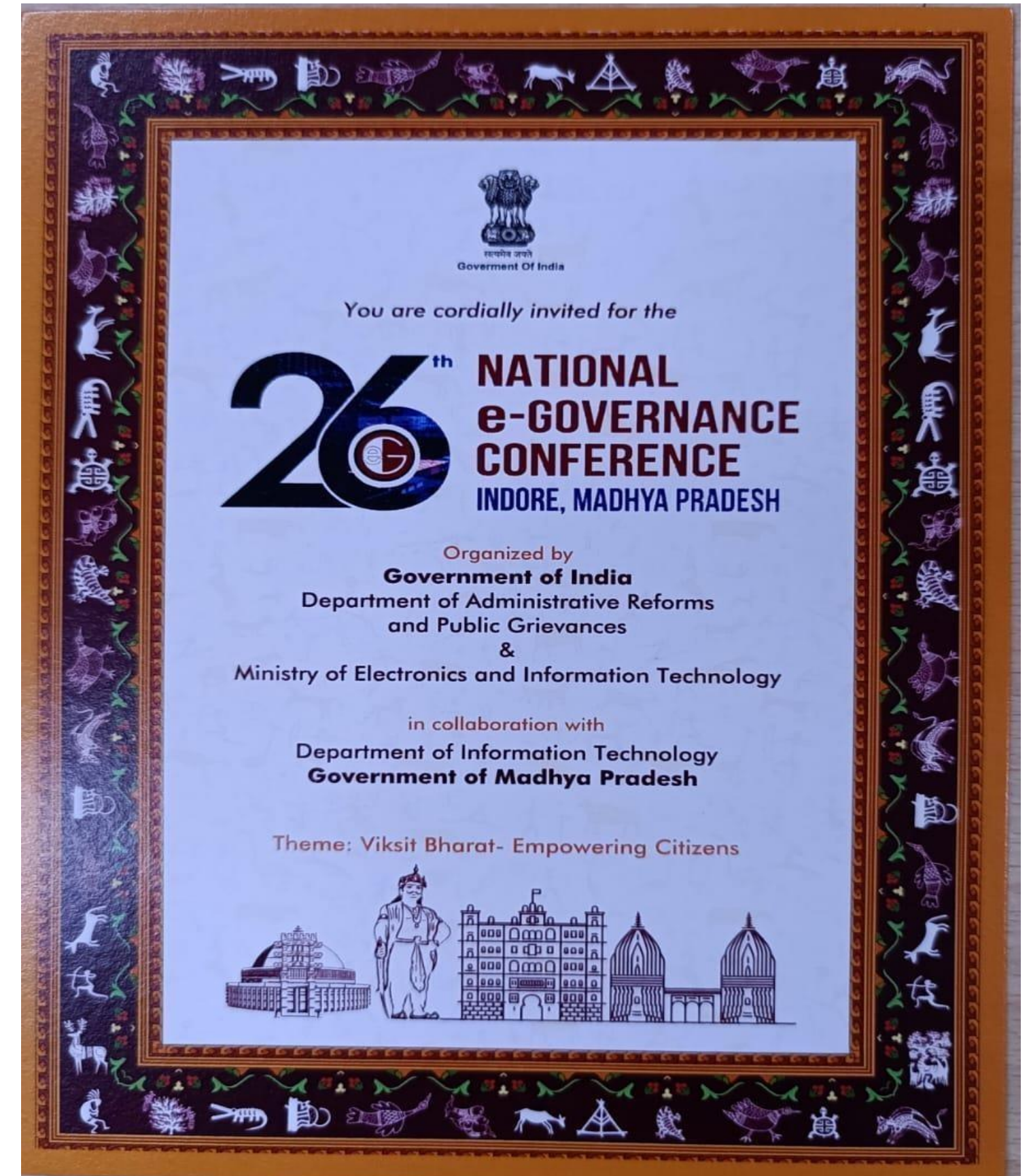
"You are the pioneers in the India Service, and the future of this service will depend much upon the foundation and traditions that will be laid by you, by your character and abilities and by your spirit of service. You can look forward to your future with trust and confidence, and if you serve in the true spirit of service I am sure you will have your best reward. I shall ask you, therefore, to devote yourselves to your studies fully conscious of the responsibilities and opportunities that await you and seek from what you hear instruction with an humble mind. I wish all of godspeed"  
— Sardar Vallabhbhai Patel





# 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 26<sup>th</sup> National Conference on e- Governance held in Indore, Madhya Pradesh on 25<sup>th</sup> -26<sup>th</sup> August, 2023
- The theme of the 26<sup>th</sup> Conference was “Viksit Bharat – Empowering Citizens”
- 16 NAeG 2023 under 5 categories was conferred in the 26<sup>th</sup> NCeG



# Excellence in Emerging Technology

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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**



# Regional Conference on Good Governance Practices



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







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



**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 - 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**



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

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- 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 21<sup>st</sup> May, 2023.
- The District Good Governance Index of Arunachal Pradesh was released on 8<sup>th</sup> June 2023



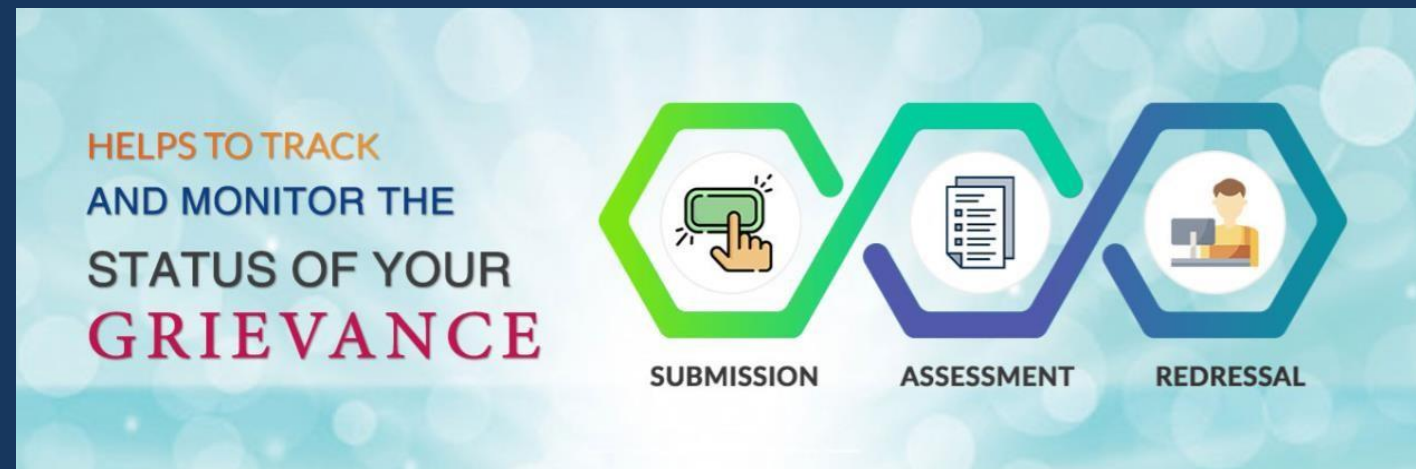


# Redressal of Public Grievances – Central Public Grievance Redressal and Monitoring Syaytem

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



# CPGRAMS FEATURED IN IT's 100 BIG TECH IDEAS

INDEPENDENCE DAY SPECIAL

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INDIA TODAY

INDIA

COMPUTING

COMMUNICATIONS

DEFENCE

ENERGY

E-COMMERCE

TRANSPORT

E-GOVERNANCE

AGRICULTURE

HEALTH

EDUCATION

100

THE REVOLUTIONS NEEDED IN 10 KEY SECTORS TO MAKE INDIA A DEVELOPED NATION BY 2047

INDIA@100E-GOVERNANCEAI SOLUTIONS

GOODBYE TO PAPERWORK

FOR GOVERNMENTS AND CITIZENRY ALIKE, DATA-DRIVEN INITIATIVES WILL ENSURE INFORMED DECISION-MAKING AND EASE OF ACCESS

Important papers stolen? Or, worse, destroyed in a fire? Soon, such events will be things of the past. Artificial Intelligence, with its ability to archive and analyse vast amounts of data, will 'dematerialise' documentation, and thus, revolutionise policymaking and service delivery. Whether it's a record of your land or health, your Aadhaar identity or your driving licence, everything will soon have a digital footprint, sans fear of destruction. Data privacy/security remains an area that needs urgent attention: this must harness

the auto-corrective features that the technology itself contains, so as to minimise or eliminate the scope of corruption or theft.

**WHY IT IS A GAME CHANGER**

In India, every state must mandatorily provide 56 digital services to the citizens. Though the implementation rate has been 67 per cent, the success of these and other offline services depends on the grievance redressal mechanism. Most governments do have

online platforms allowing aggrieved citizens to file their complaints. But in a country with a population of 1.4 billion, scanning the large volume of complaints and acting on them is an exercise in futility, given the time it consumes and the lack of manpower. However, the use of AI is not only making the grievance redressal system faster and more accountable, it's also helping government agencies detect systemic flaws and map socio-economic issues in various geographic locations. The



Illustration by NEELANJAN DASGUPTA

**THE CHANGE-MAKERS**

DEPARTMENT OF ADMINISTRATIVE REFORMS & PUBLIC GRIEVANCES

Directly under PM Modi, it has been spearheading the use of new emerging technologies in e-governance applications all government agencies use

56

No. of digital services states have to mandatorily provide to the people. These include financial services as well as those related to local government and utility

**WHAT INDIA NEEDS TO MASTER**

The AI-powered IGMS has been in use for all central government ministries and departments since February 2023. Such initiatives should now spread to all states

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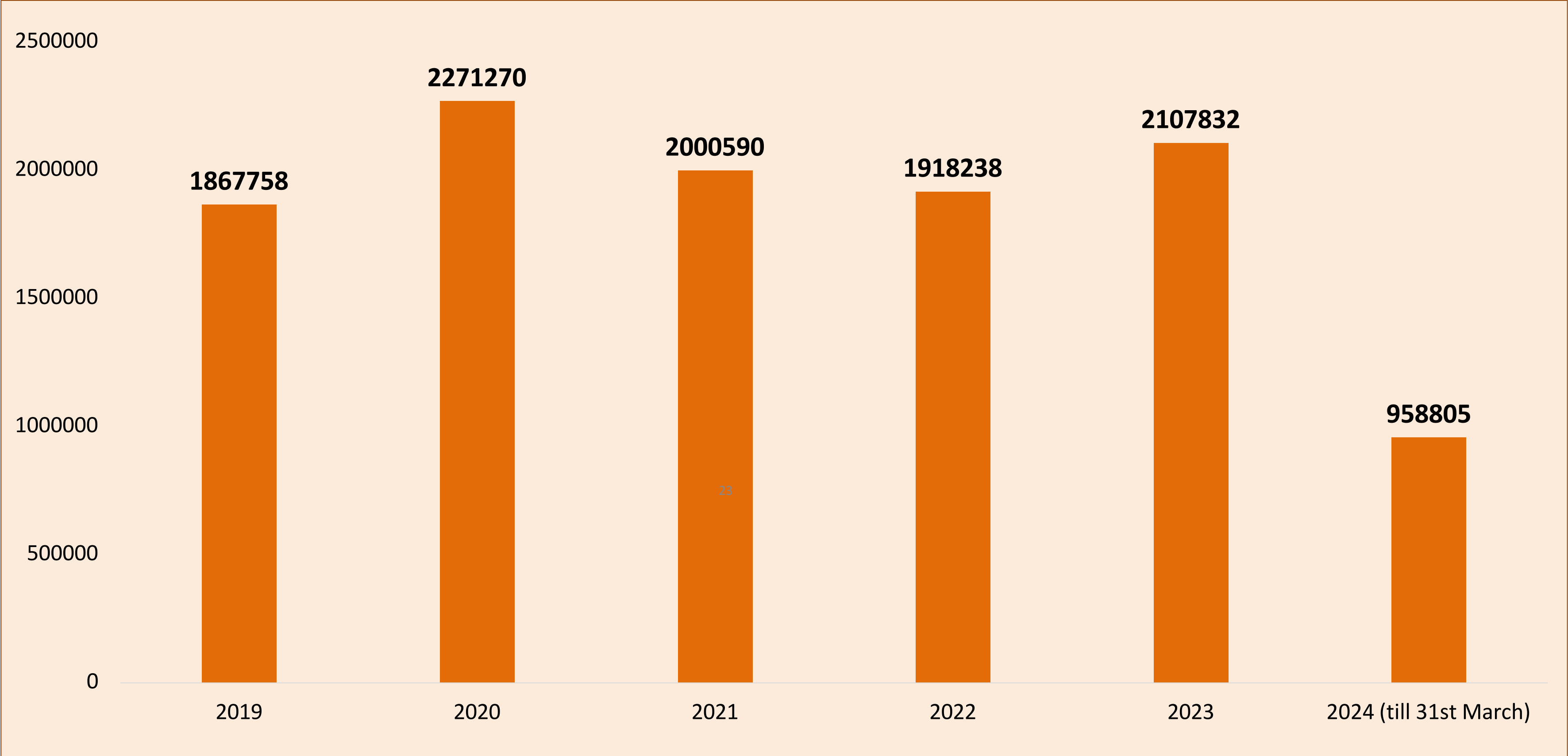
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Department of Administrative Reforms and Public Grievances

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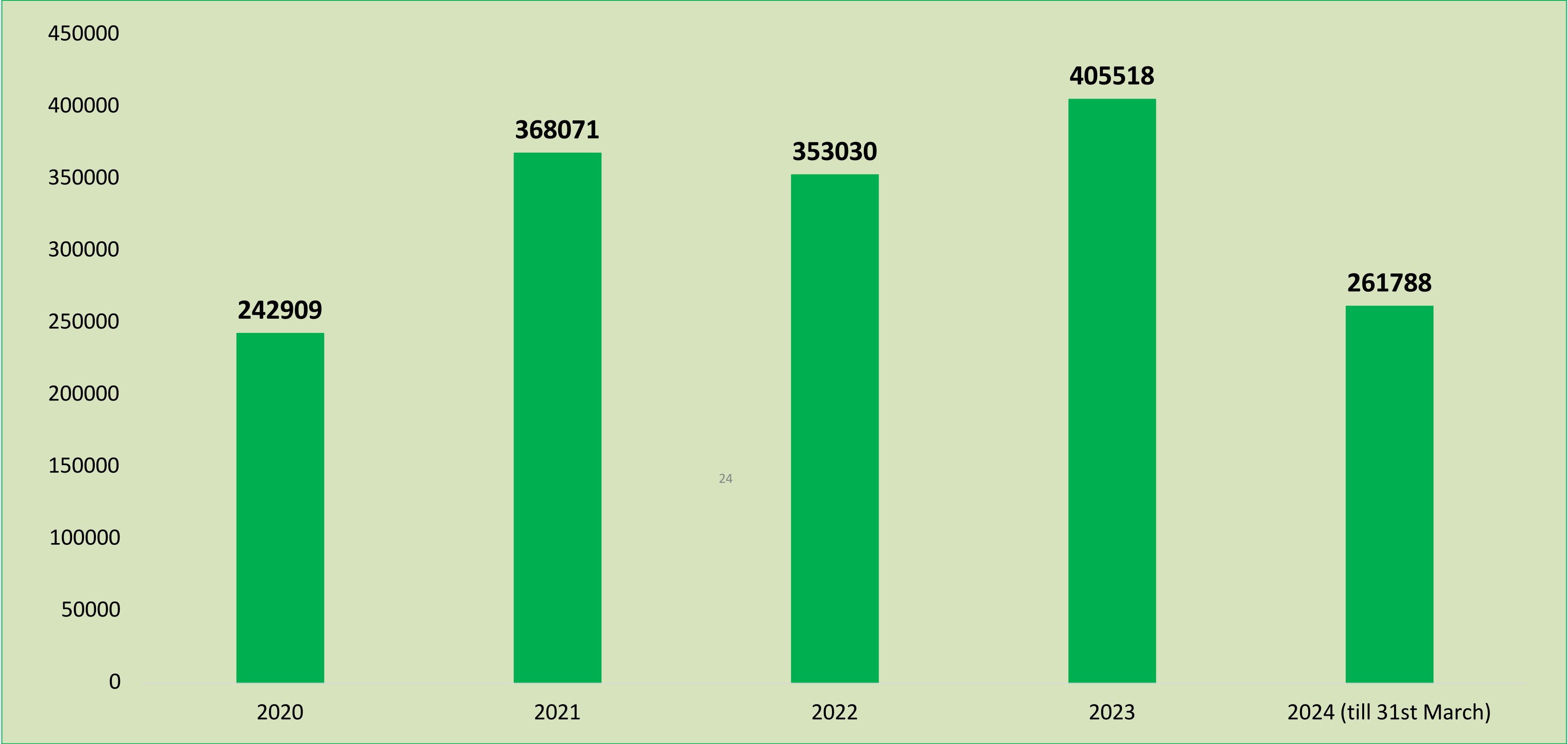


# GRIEVANCES RECEIVED ON CPGRAMS



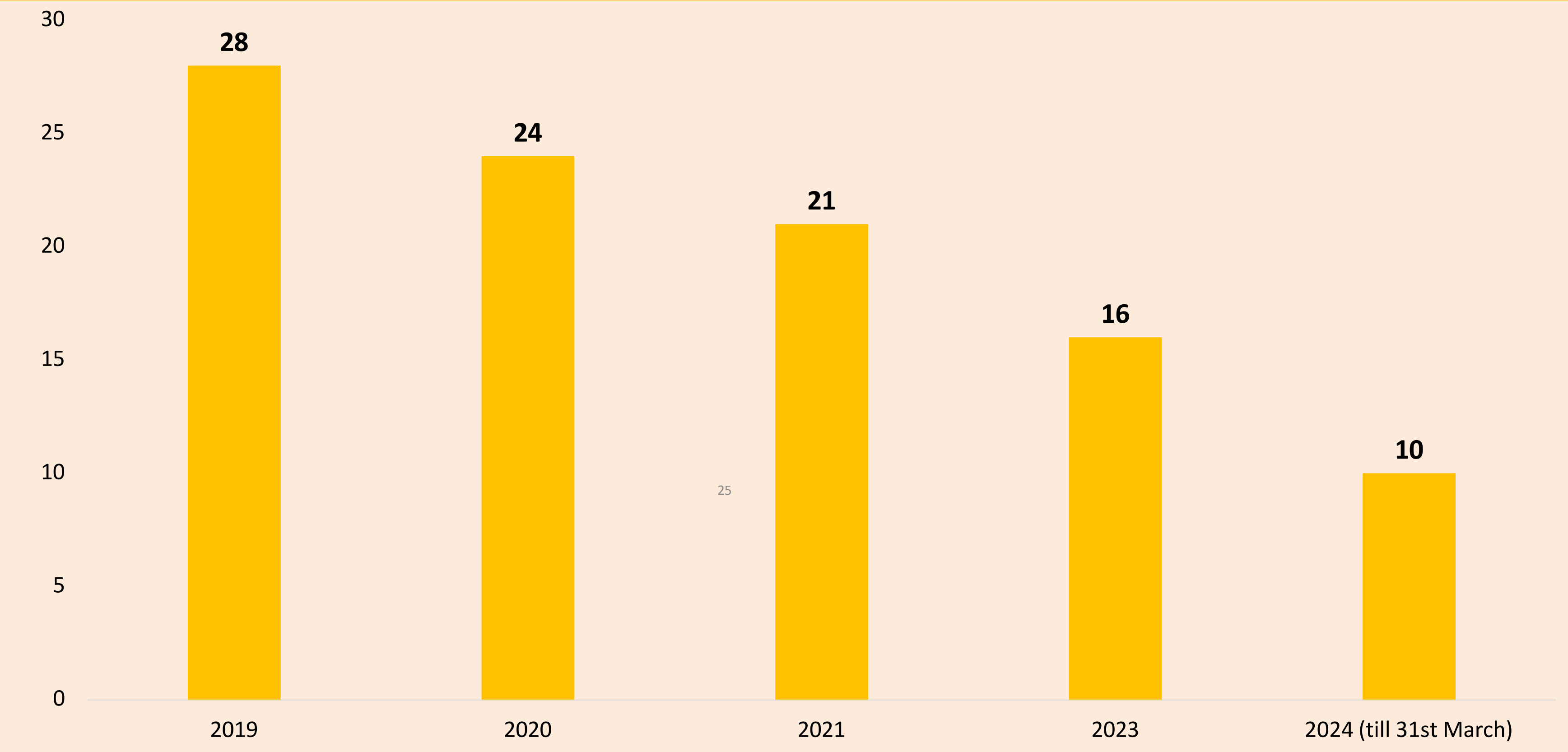


# USER REGISTRATION ON CPGRAMS



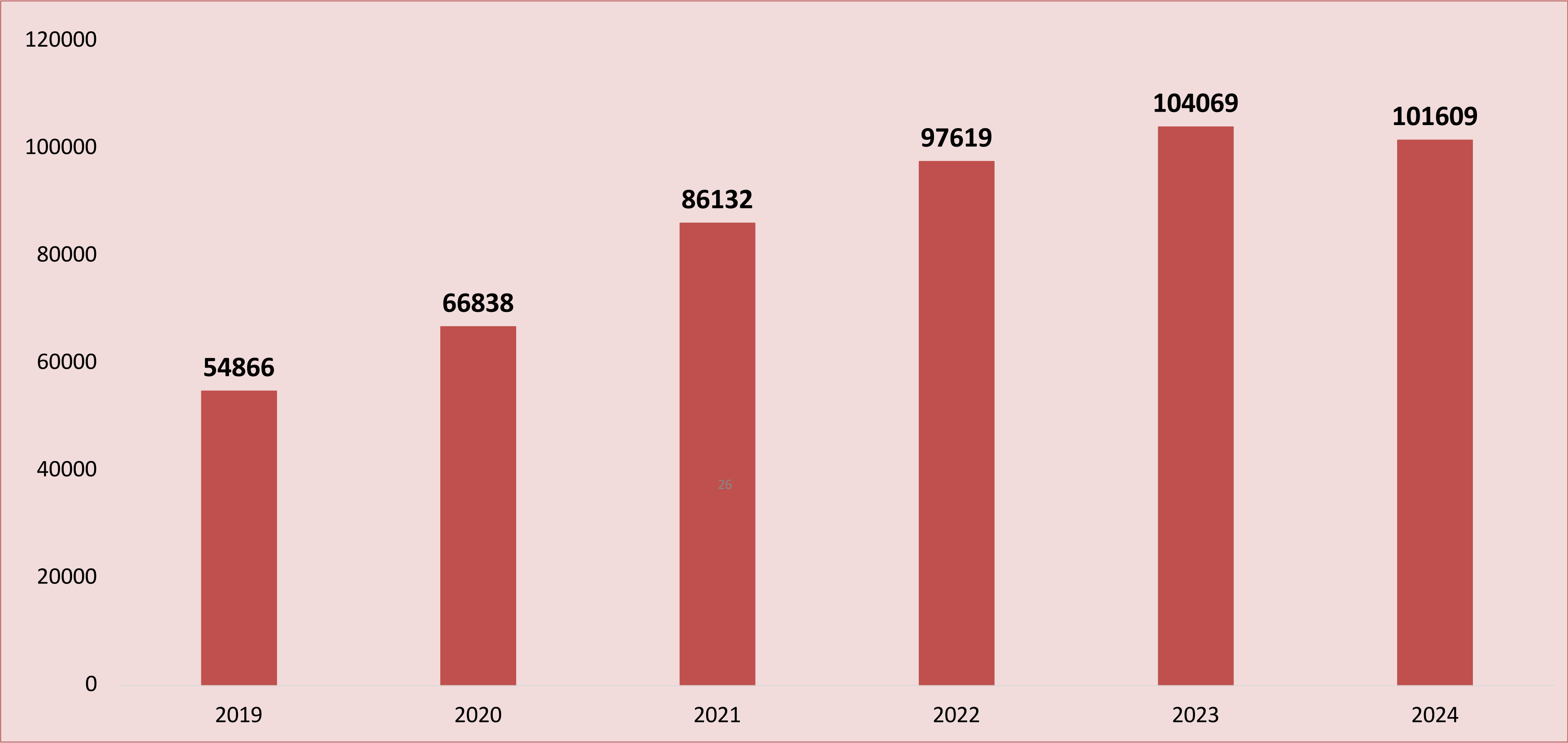


# AVERAGE CLOSING TIME OF CENTRAL SECTRETARIAT ON CPGRAMS



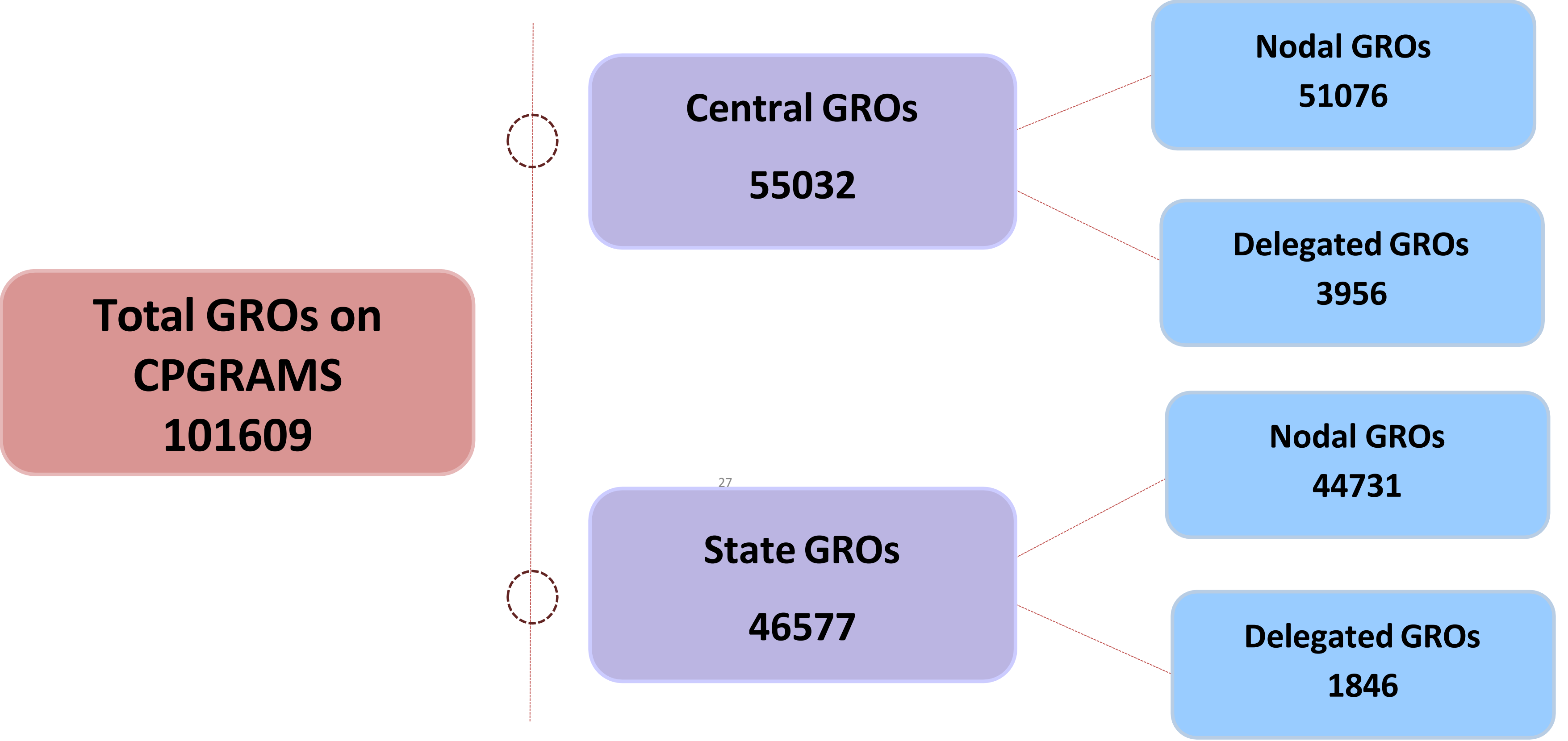


# GRIEVANCE REDRESSAL OFFICERS ON CPGRAMS





# FURTHER BREAKUP OF REDRESSAL OFFICERS ON CPGRAMS





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)



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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



Narendra Modi

@narendramodi

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



9:55 PM · Feb 18, 2023 · 747.5K Views



Dr Jitendra Singh

@DrJitendraSingh

Living up to PM Sh @NarendraModi's commitment to provide citizen-centric and accountable governance, launched Grievance Redressal Assessment and Index by #DARPG, Ministry of Personnel, to monitor time-lines and other parameters related to public grievance redressal. #9YearsOfSeva



7:28 PM · Jun 21, 2023 · 2,408 Views



INDIAai

@OfficialINDIAai

"🇮🇳 India Today Independence Day Special 📰 : Check out the latest article "Goodbye to Paper Work" on DARPG's adoption of A.I. for effective public grievance redressal. 🤖 #AI #IndependenceDay #DARPG #PublicGrievances" @IndiaToday @IndiaTodayFLASH @IndiaTodayTech

V.Srinivas IAS @svoruganti1466 · Aug 20

India Today Independence Day Special Edition features an article titled "Goodbye to Paper Work" on the adoption of A.I. by DARPG in "Effective Redressal of Public Grievances" dt 20 August 2023



1:57 PM · Aug 20, 2023 · 621 Views



Dr Jitendra Singh

@DrJitendraSingh

TREE Dashboard portal of #DARPG. Another step forward to realise PM Sh @NarendraModi's vision of citizen-centric and accountable governance. 2/2



7:47 PM · Sep 29, 2023 · 1,206 Views



Dr Jitendra Singh

@DrJitendraSingh

First of its kind Artificial Intelligence driven initiative."Intelligent" Grievance Monitoring System (IGMS) 2.0 Public Grievance portal launched. Provision of Automated Analysis in 1/2



7:47 PM · Sep 29, 2023 · 4,214 Views



Chief Minister Assam

@CMOfficeAssam

Our Govt is leaving no stone unturned to eradicate corruption from the State. Citizens can now report any instances of graft involving Government officials through the user-friendly online platform, Centralised Public Grievance Redressal and Monitoring System: HCM Dr @himantabiswa



12:49 PM · Aug 15, 2023 · 2,292 Views



- 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





Through the [performance.org](https://www.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

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.



# BEST PRACTICES – SINGAPORE

- 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

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# BEST PRACTICES – SOUTH KOREA

- 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 Gov 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

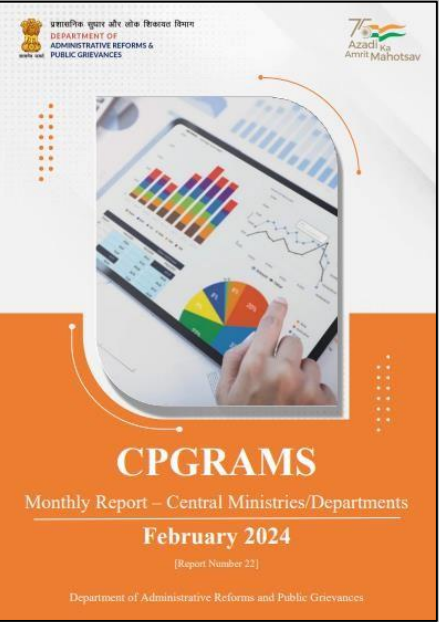
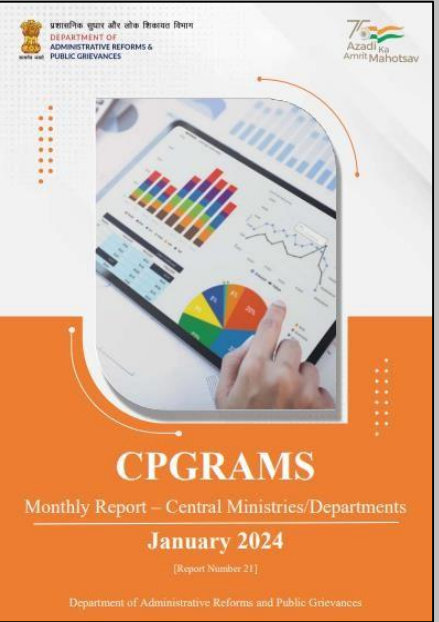
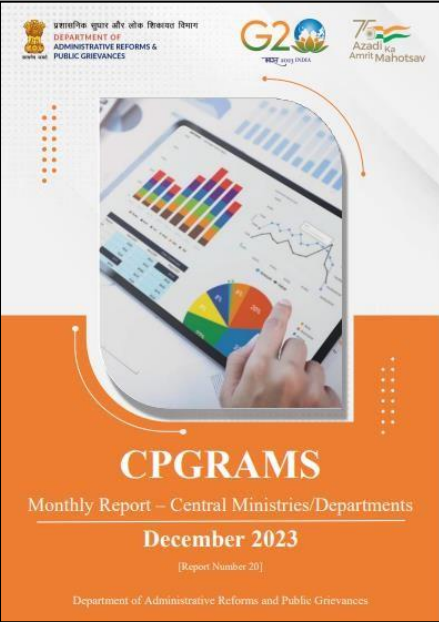
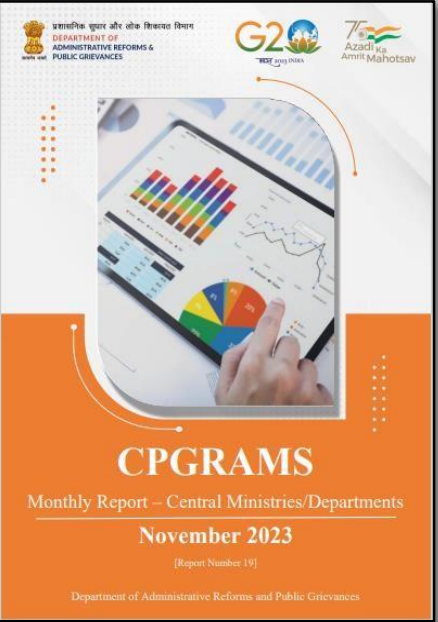
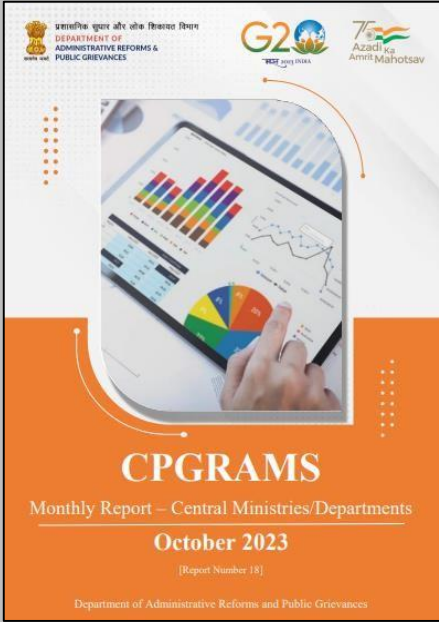
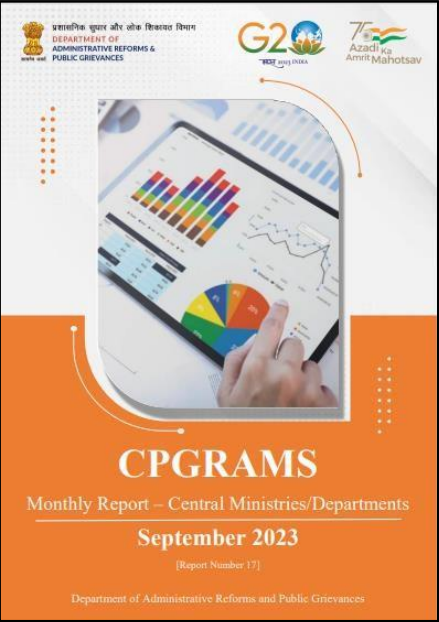
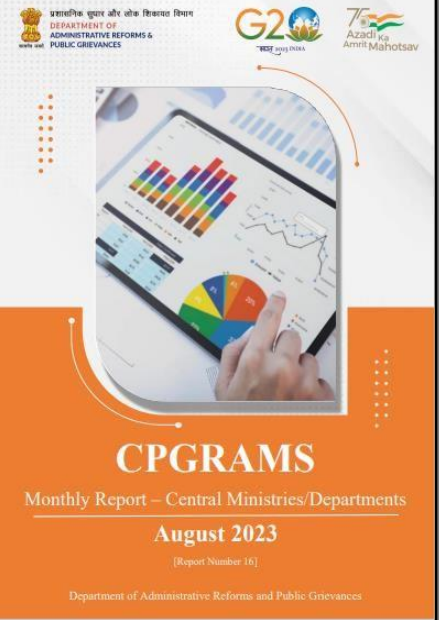
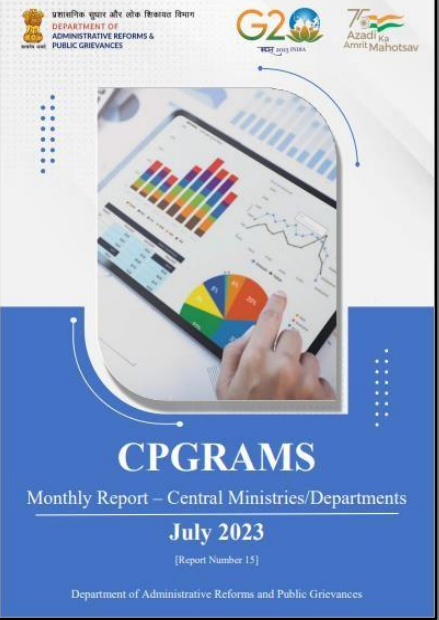
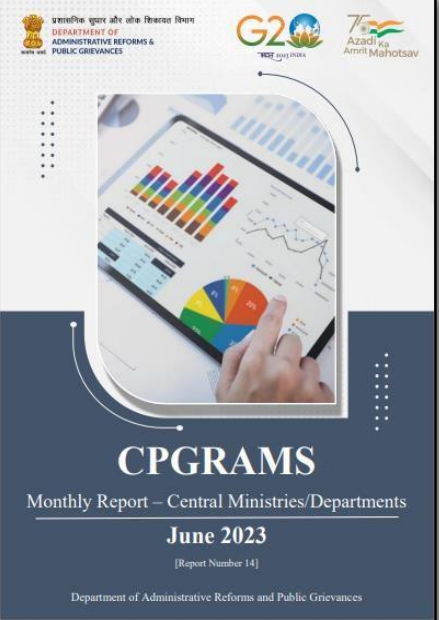
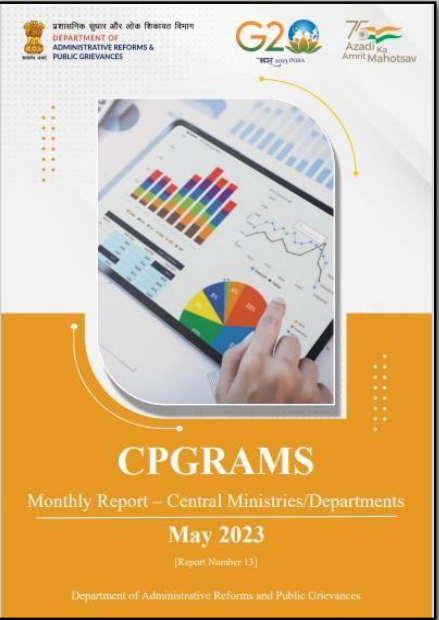
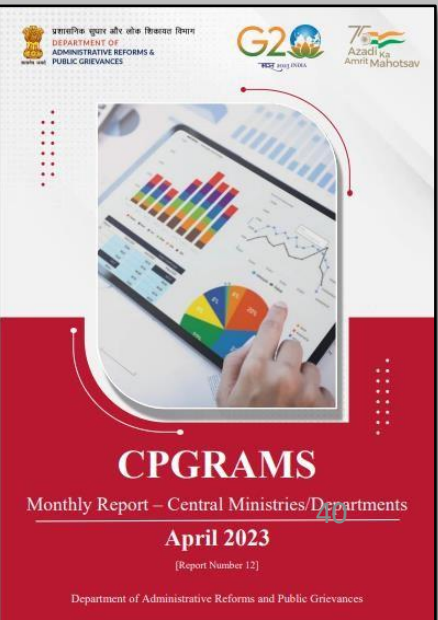
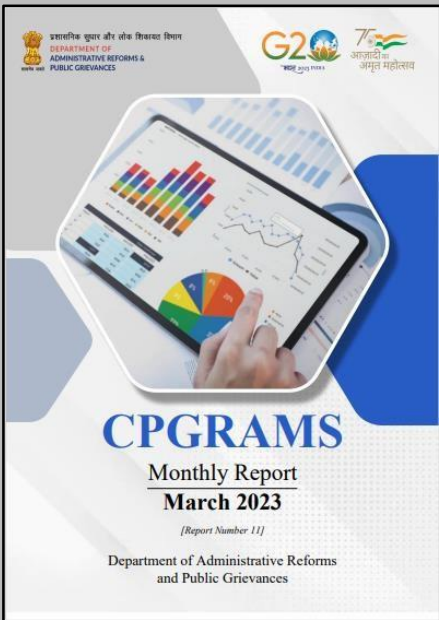
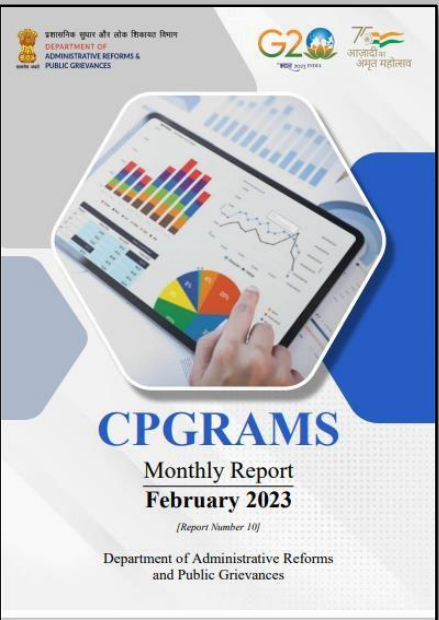
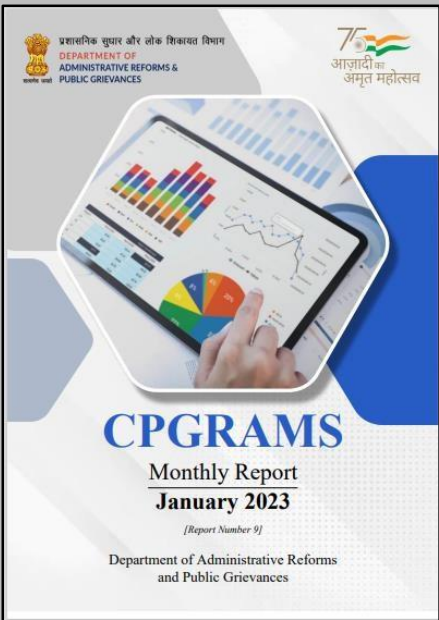
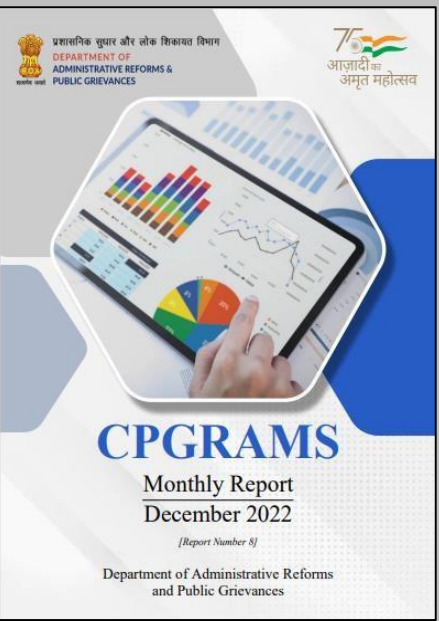
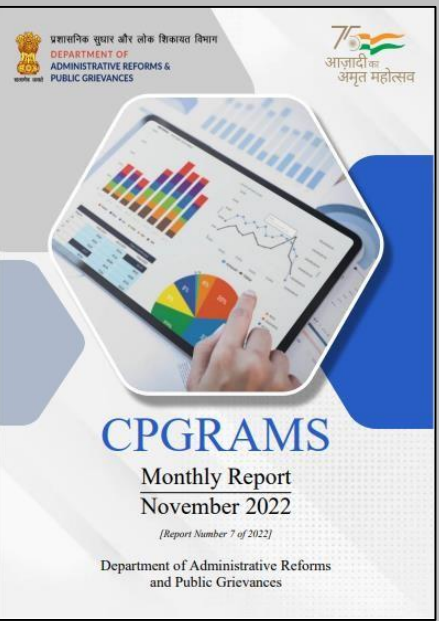
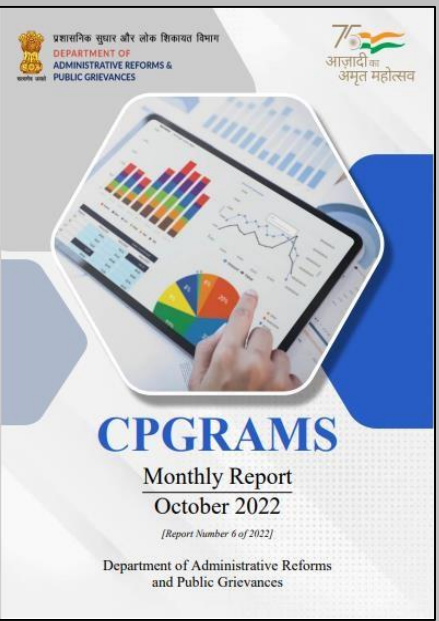
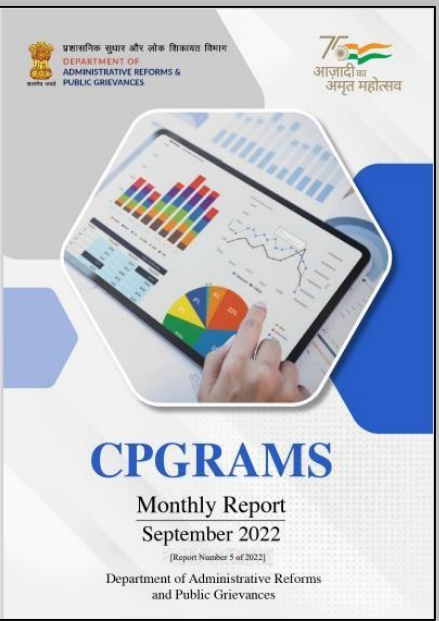
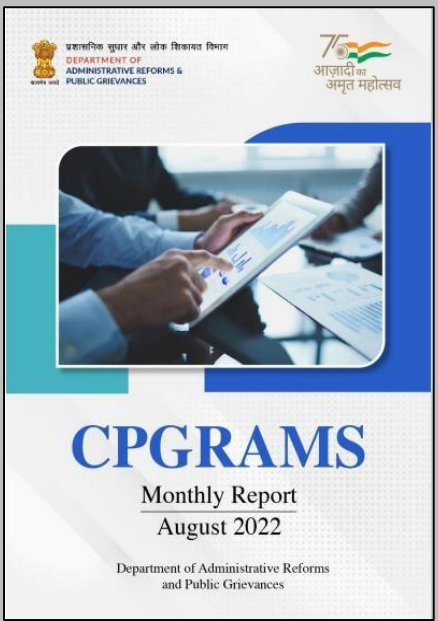
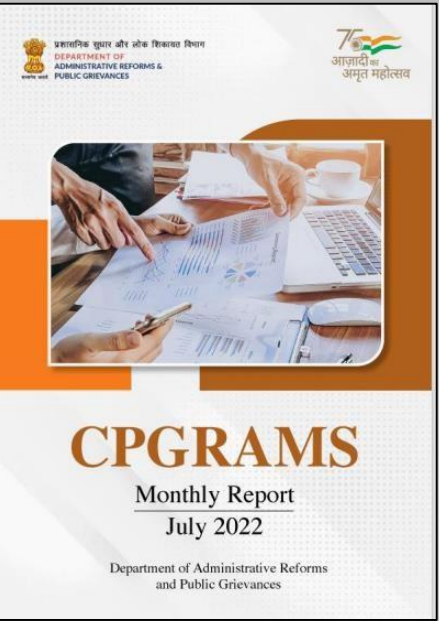
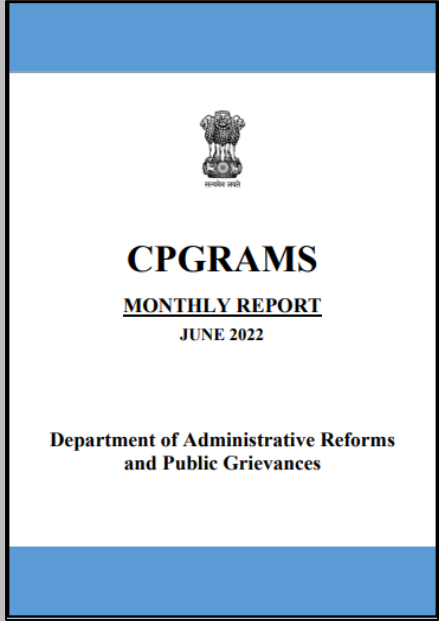
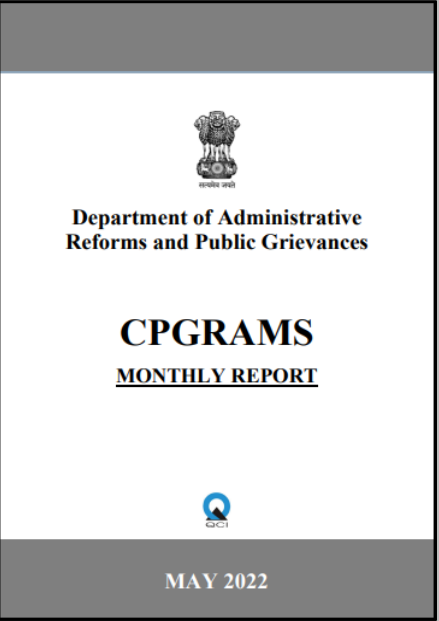
- **CPGRAMS Monthly Reports**, one for Central Ministries/Departments and the other for States/UTs, are published by DARPG.
- **CPGRAMS Annual Report** for the year 2022 and 2023 released at the inaugural function of the Good Governance Week 2022 and 2023
- **22 Monthly Reports** for the Central Ministries/Departments, from May 2022 to February 2024 published
- **19 Monthly Reports**, from August 2022 to February 2024, compiled for the States/UTs published

39





# MONITORING PROCESS – CENTRAL MONTHLY REPORTS





[illegible]



## MONITORING PROCESS – STATES/UTs MONTHLY REPORTS





[illegible]



# 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/](https://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



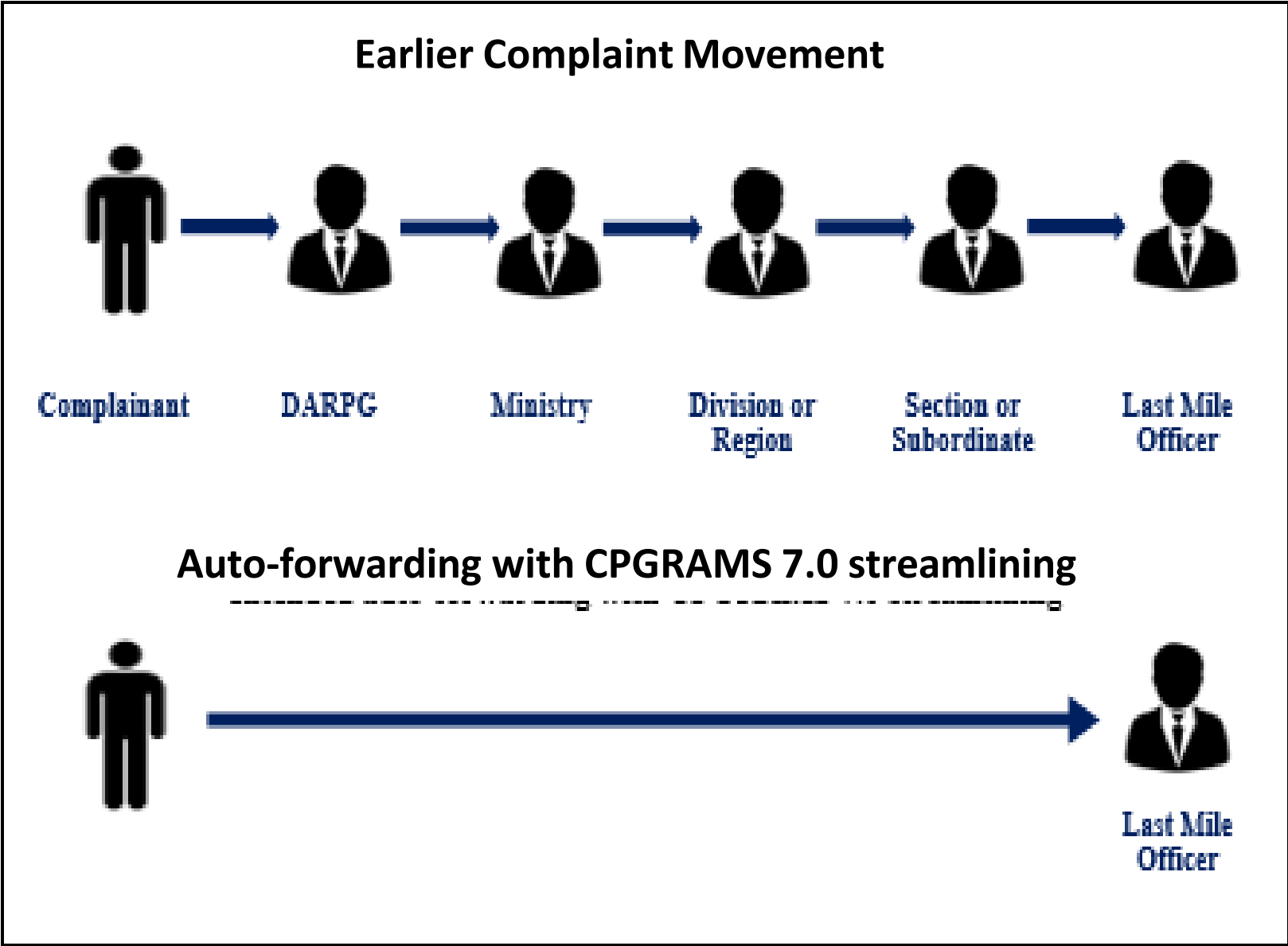
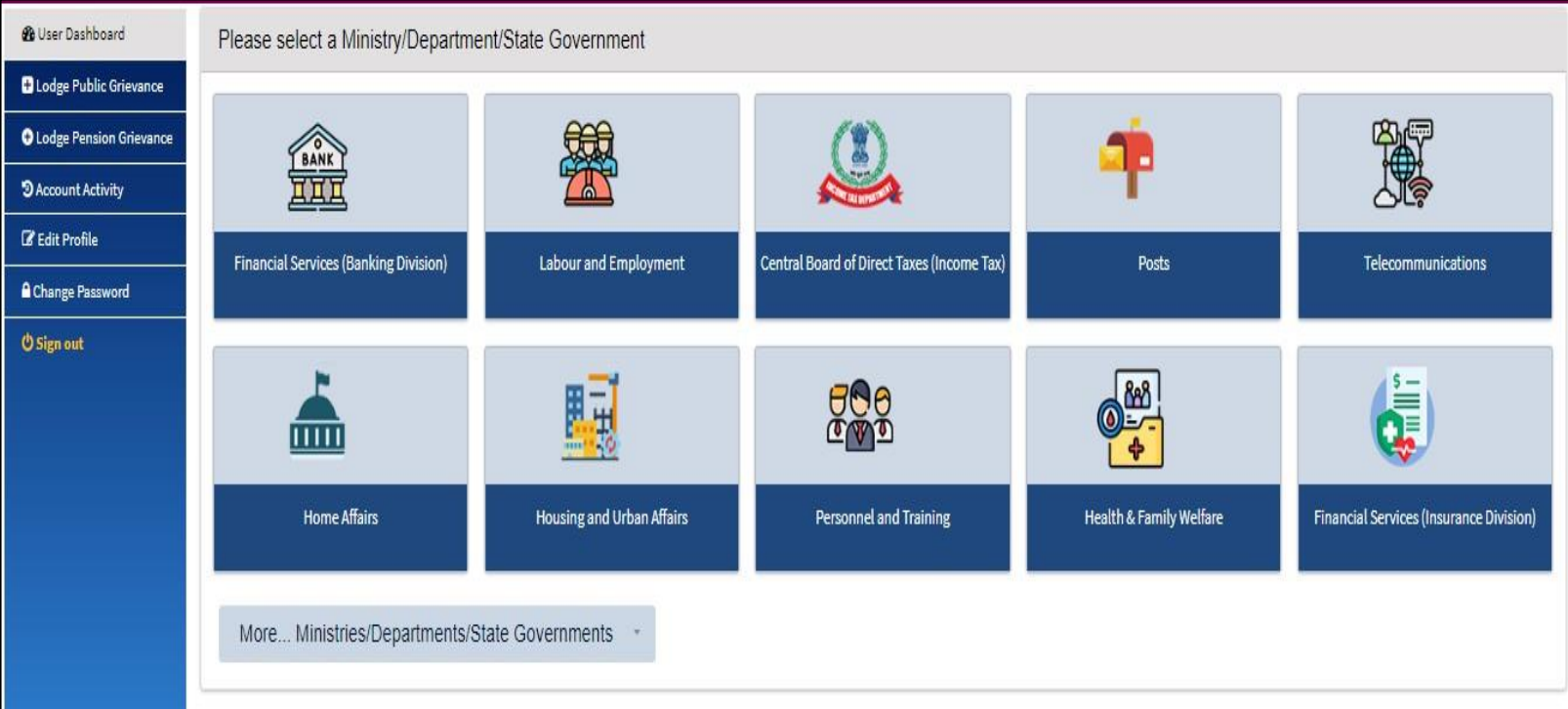
PMO India and 8 others

1:04 PM · Jul 25, 2023 · 785 Views

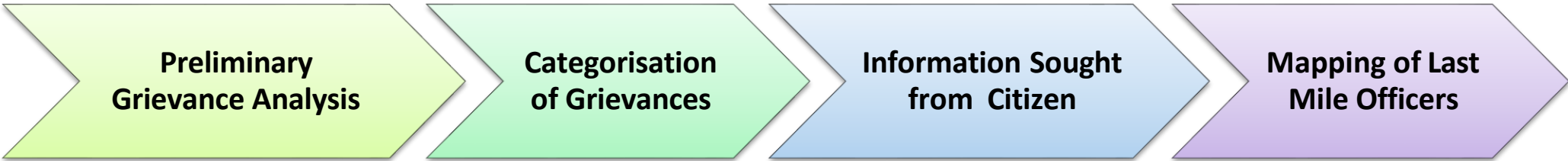


# Universalization of CPGRAMS 7.0

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



45



All the 90 Ministries/Departments on-boarded on CPGRAMS 7.0



- **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





सत्यमेव जयते

प्रशासनिक सुधार और लोक शिकायत विभाग

**DEPARTMENT OF**

**ADMINISTRATIVE REFORMS & PUBLIC**

**GRIEVANCES**

# 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 staff Mr. Arun Gavade Mr. Manoj Lad and Mrs Manisha pednekar. there are appointed on contractual 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

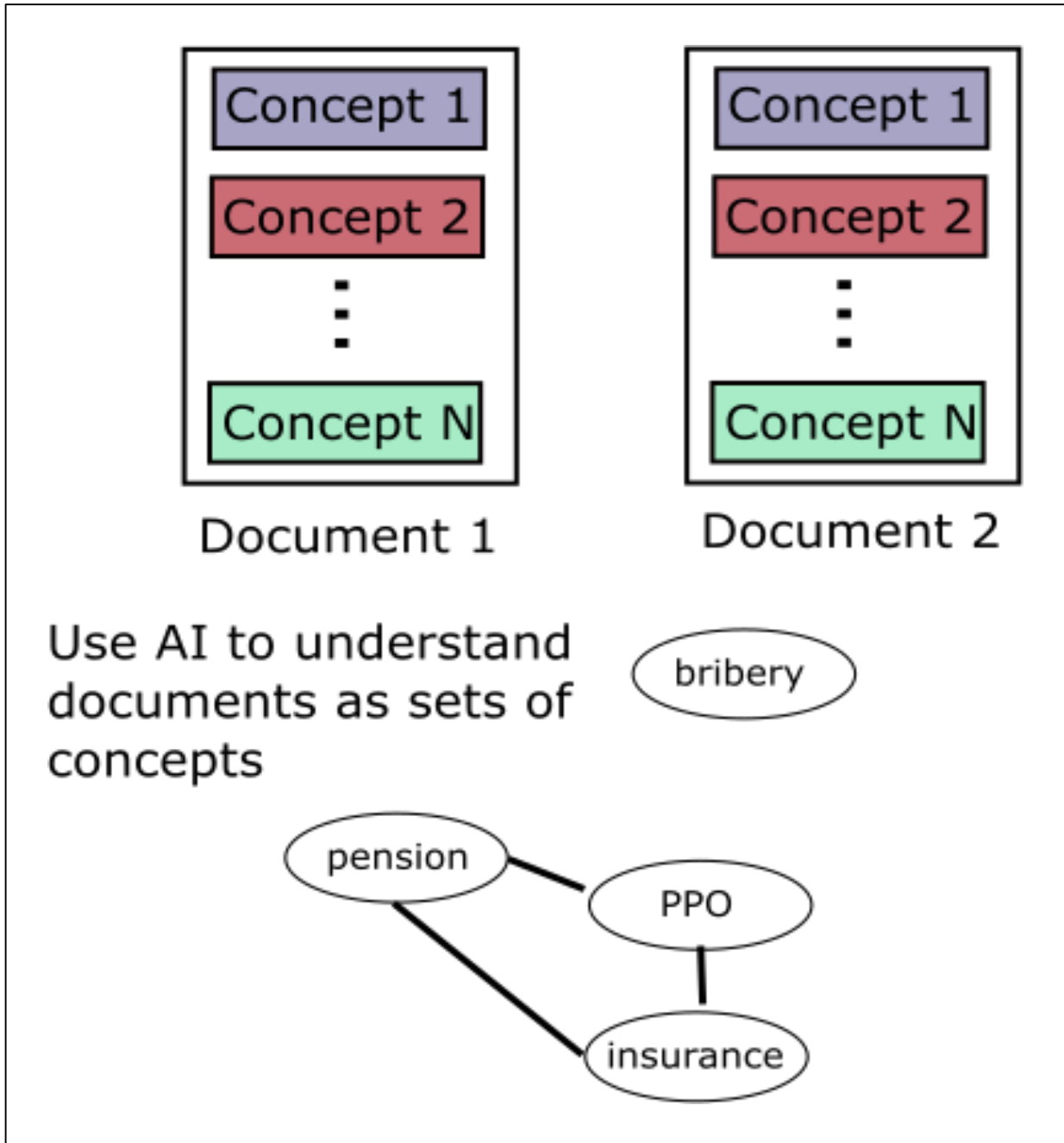
48



# A revolution in information processing



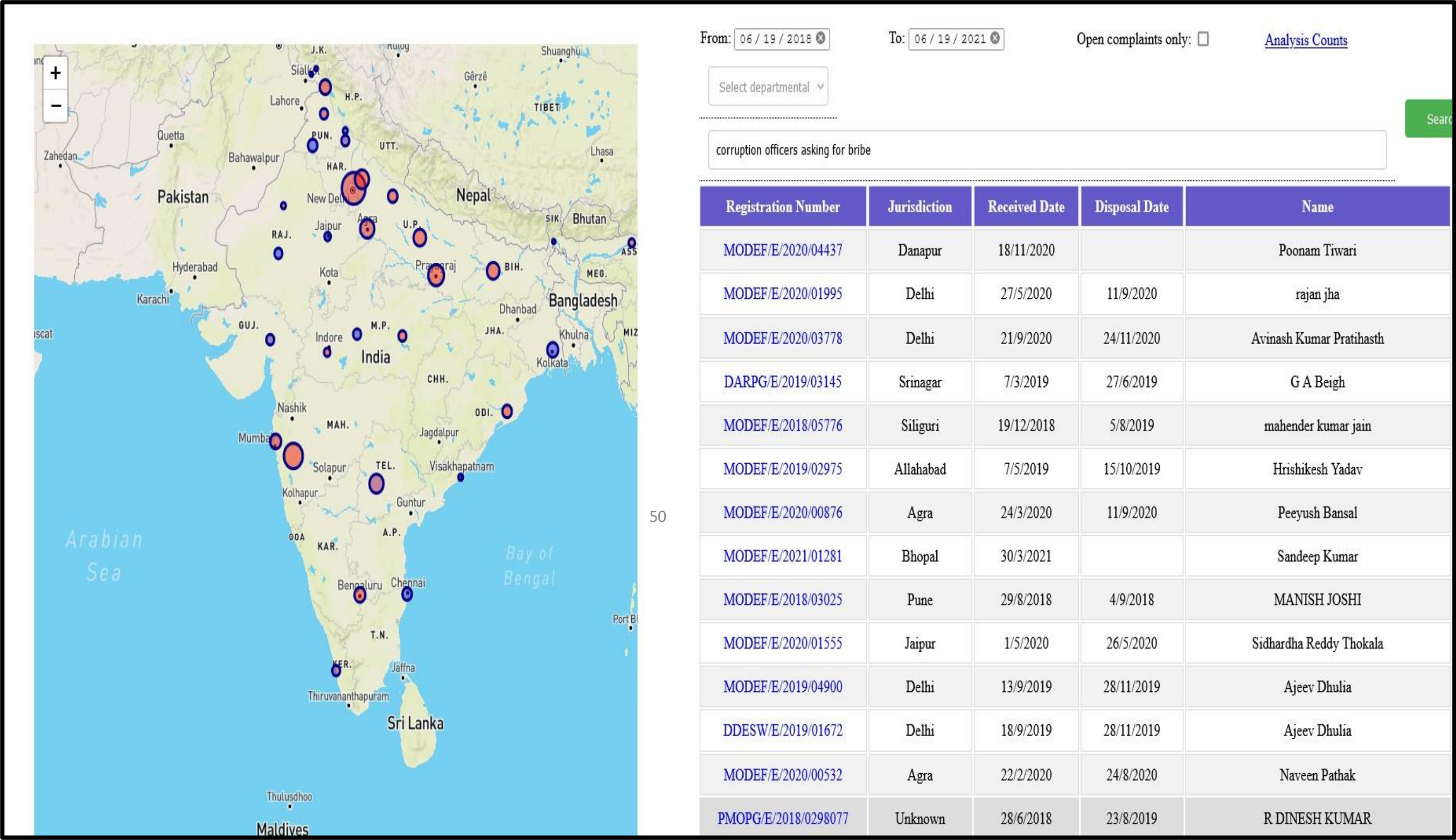
19th century information processing



21st century information processing

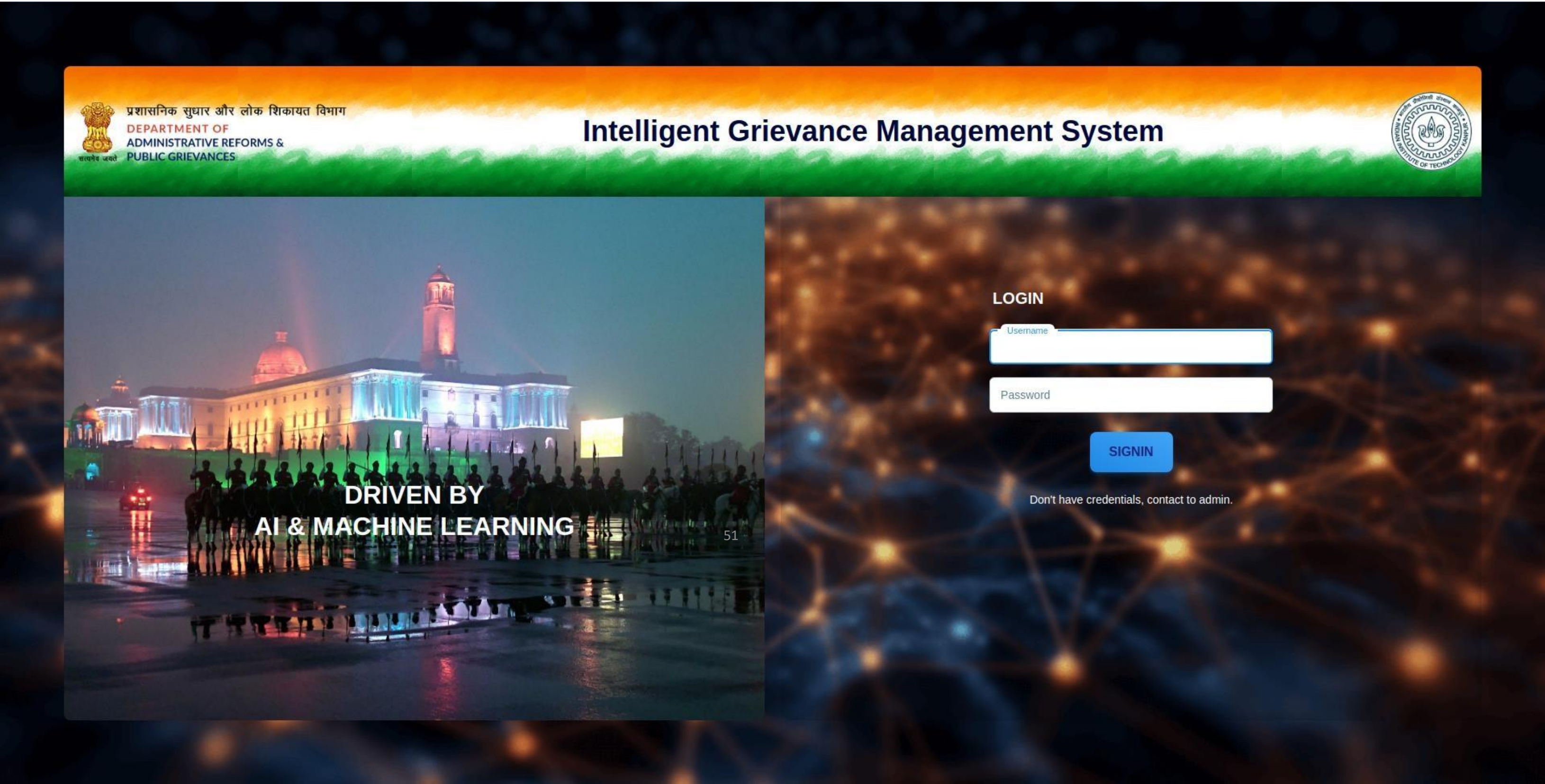


# Use Case – Identifying Problem areas





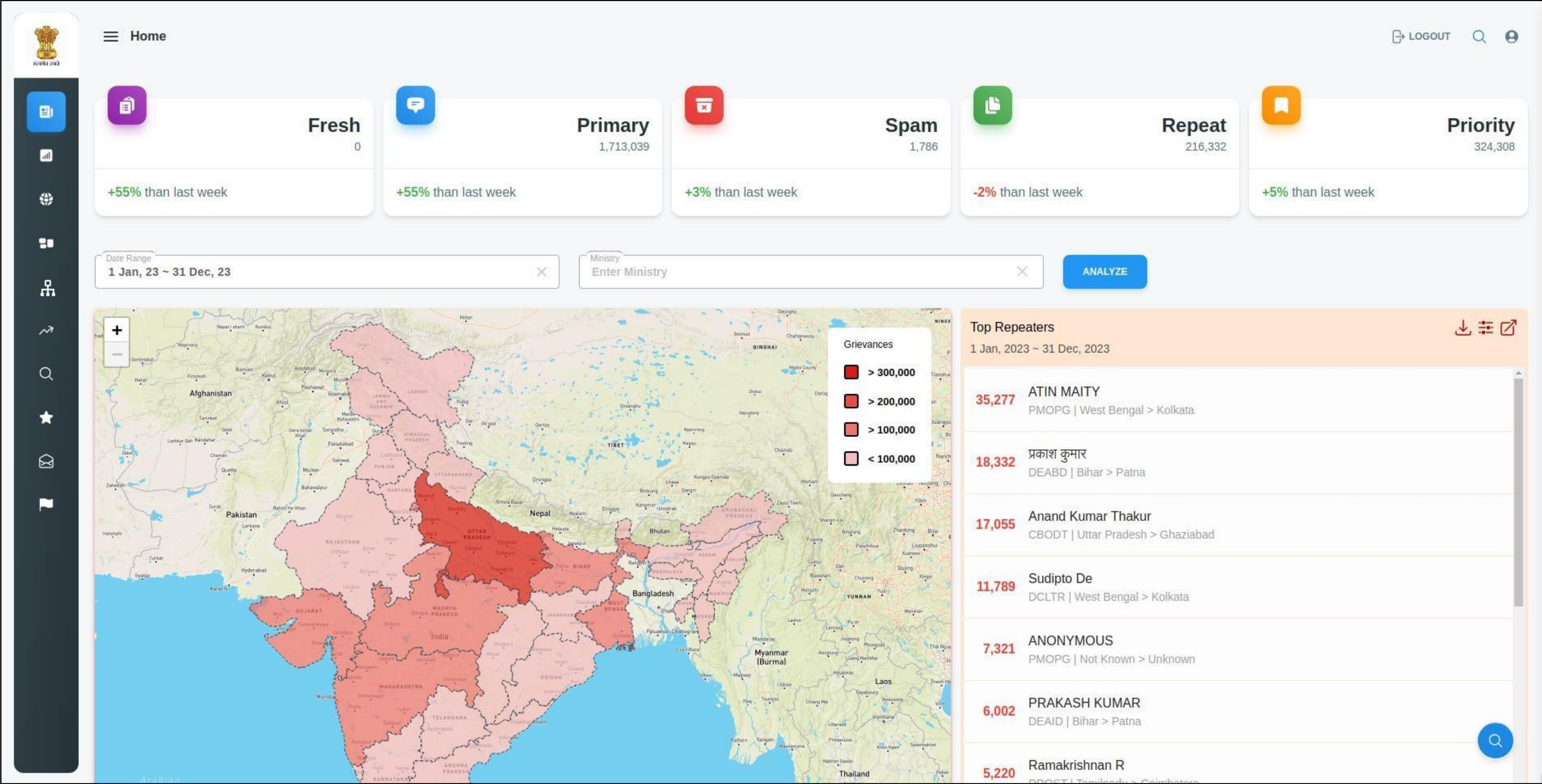
# TECHNOLOGICAL ENHANCEMENTS



IGMS 2.0 developed




# TECHNOLOGICAL ENHANCEMENTS



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



# TECHNOLOGICAL ENHANCEMENTS



सर्वोपकरण

Category Tree

Search Type

SemanticKeywordNormal

Search Query

Aadhar not updated

Date Range

1 Jan, 23 ~ 31 Dec, 23

Ministry

All

State > District

All

Relevance: 1.2

PDF All 31 A

Search Inside

Subject ContentPDF Content

SEARCH

Root

1-20 / 6453 records

< 1 2 3 >

REGISTRATION NO	STATE	DISTRICT	RECEIVED DATE	CLOSING DATE	NAME
DARPG/E/2023/0016308	Karnataka	Dharwad	30/4/2023		Mohan Yadawad
DARPG/E/2023/0016219	Assam	Kamrup Metropolitan	28/4/2023	7/6/2023	Enakshi Choudhury
DARPG/E/2023/0016165	Tamilnadu	Nagapattinam	27/4/2023	24/7/2023	Arivazhagan N

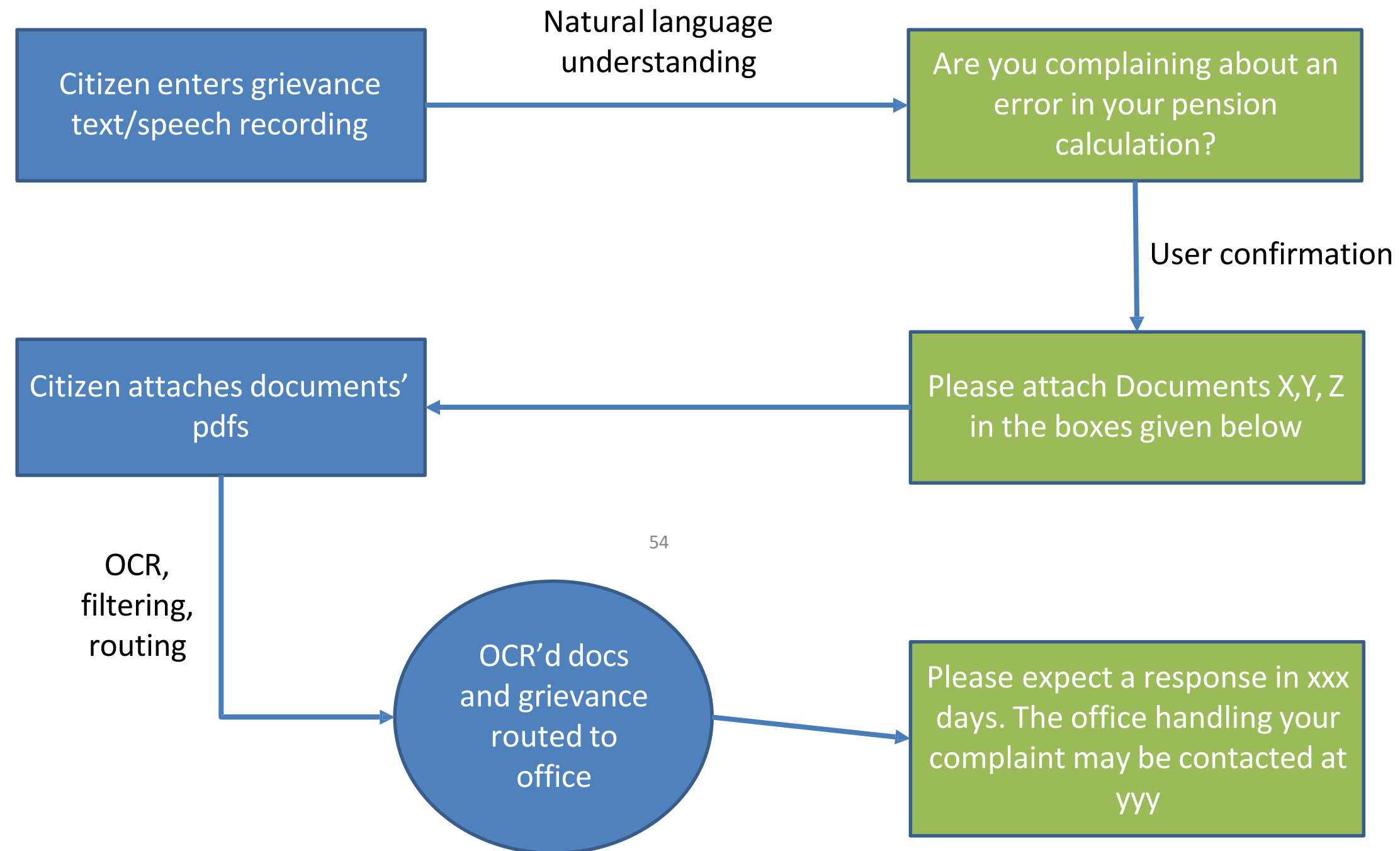
Category Tree for identifying issues category-wise

Department of Administrative Reforms and Public Grievances

35

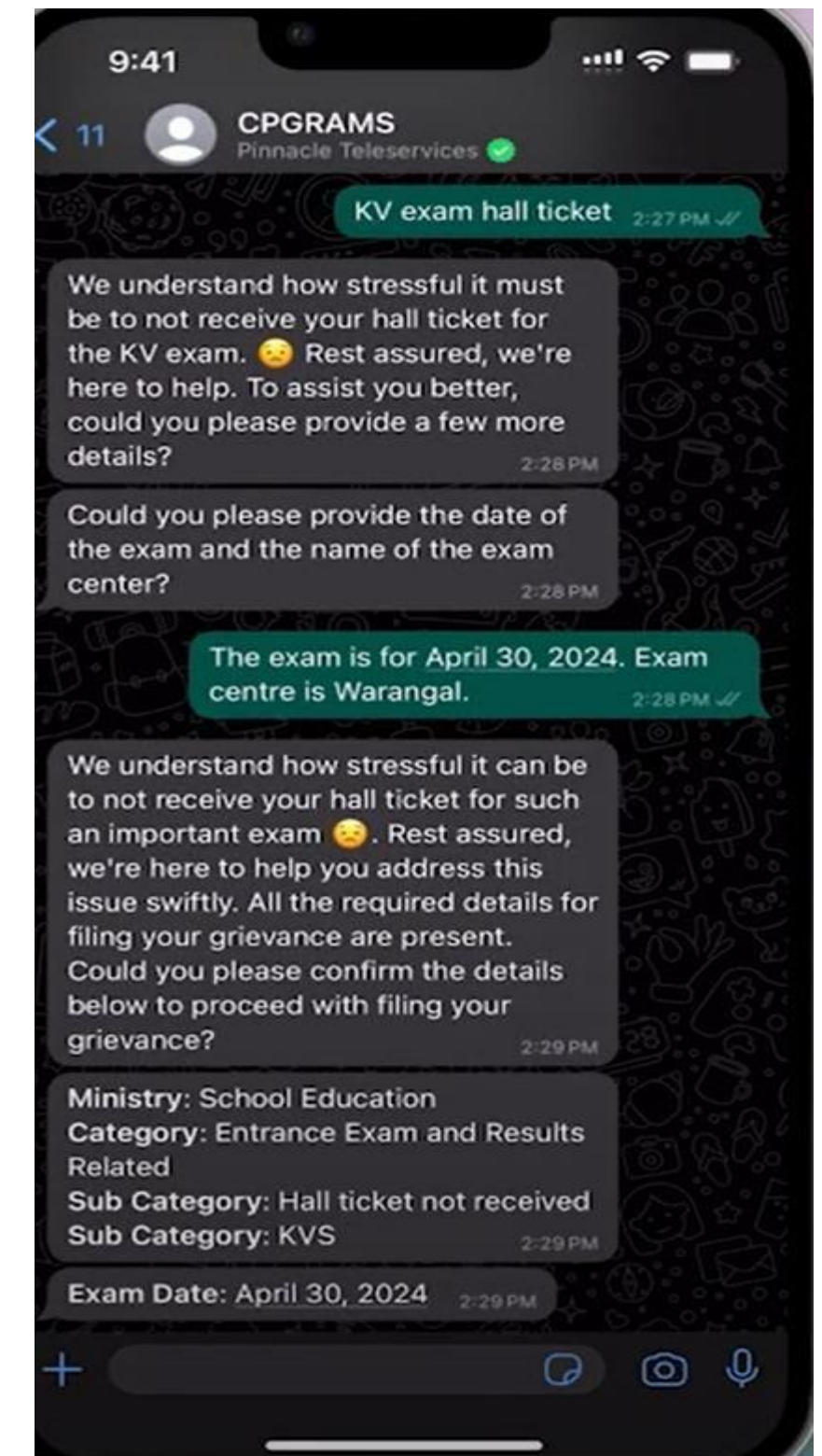
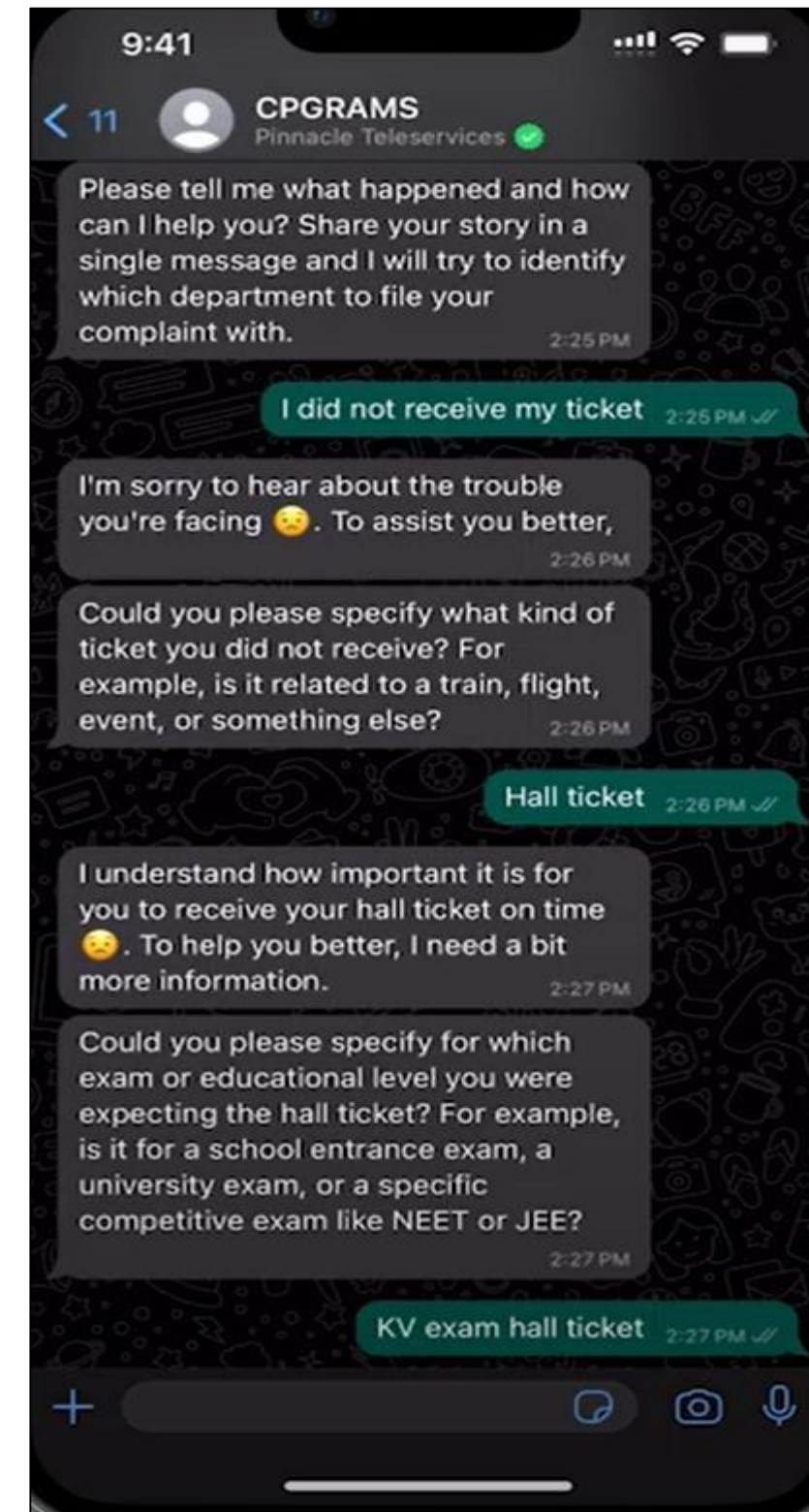
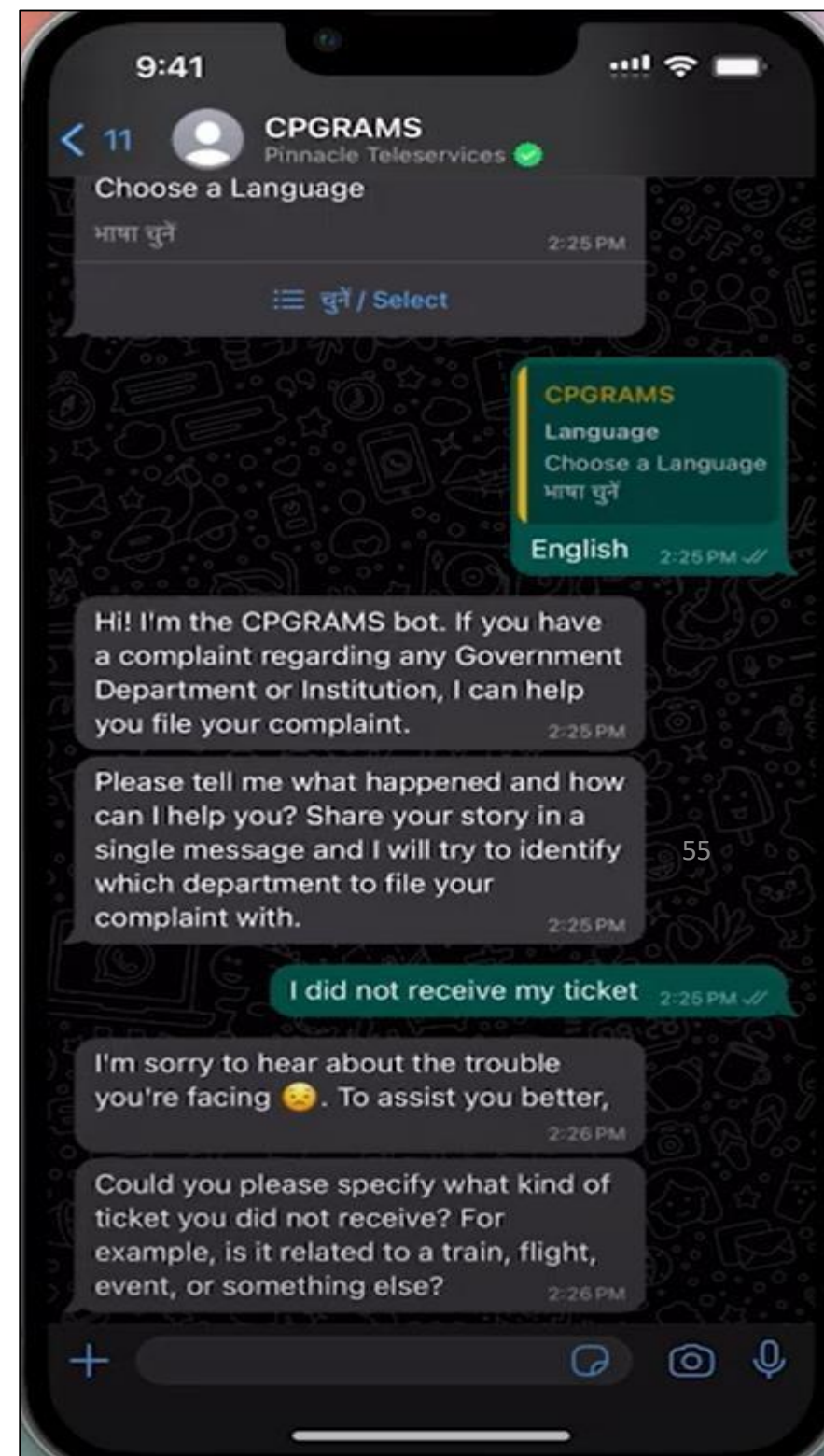
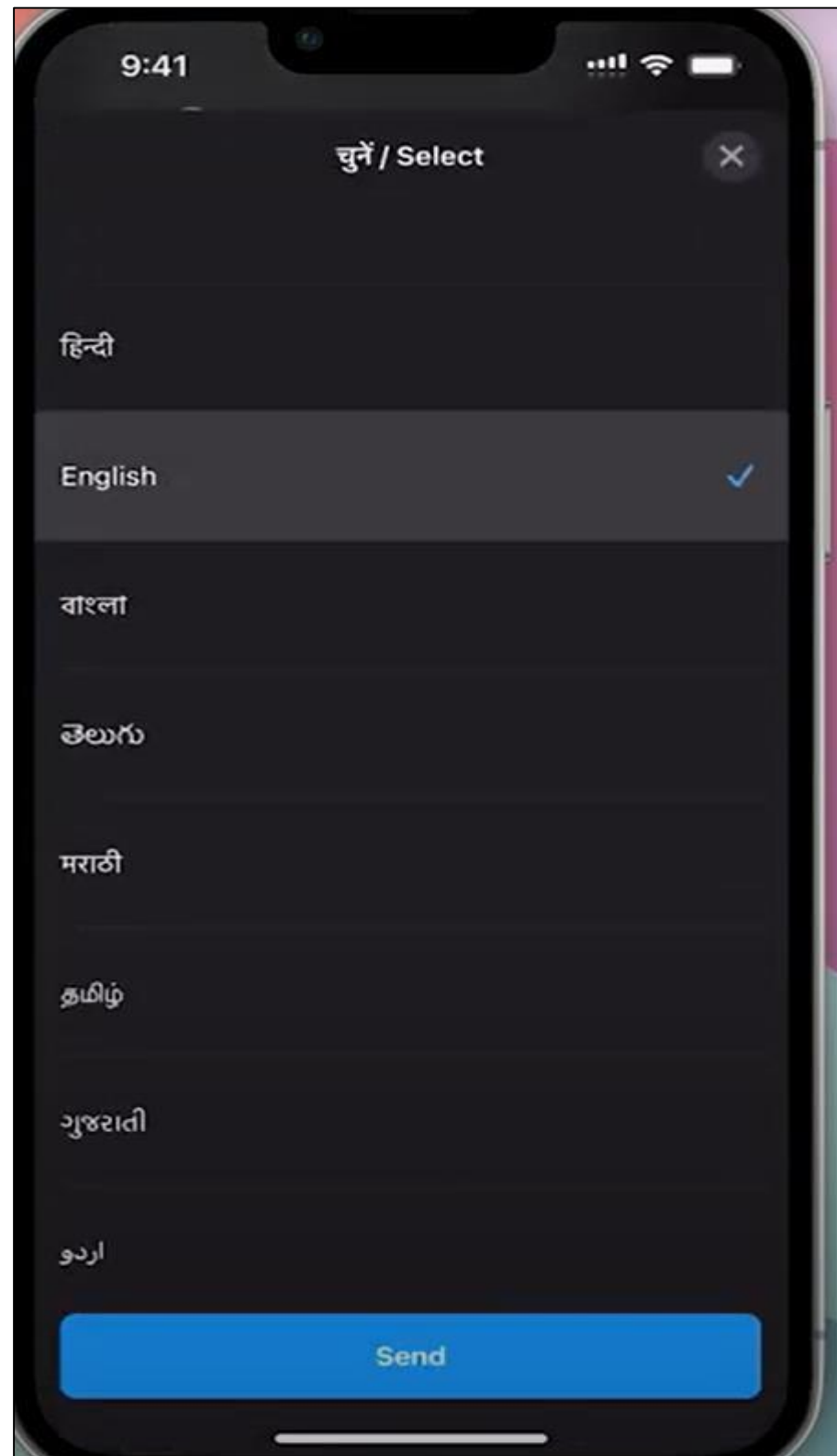


# AI based channel for receiving a grievance



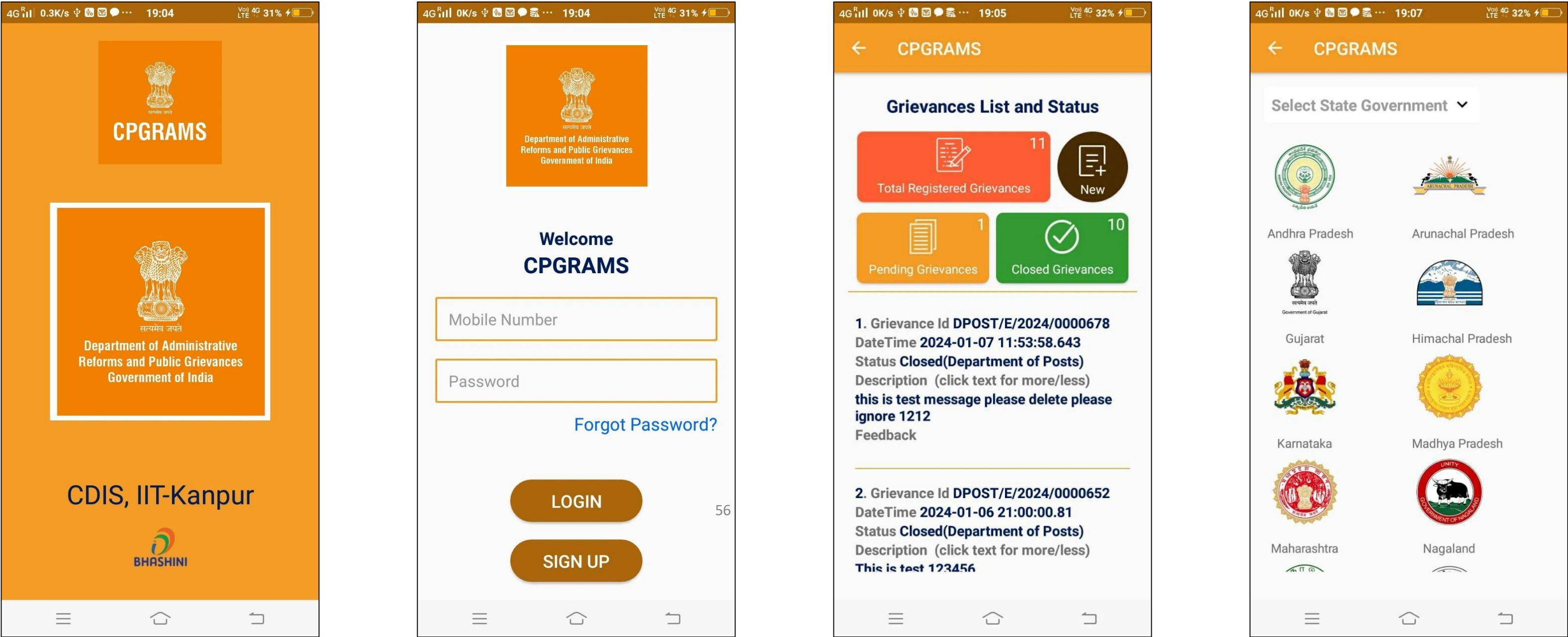


# Use of WhatsApp to file a grievance (under POC currently)






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.**



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.



The image shows a login interface titled "Tree Dashboard". It features two input fields: the first contains the text "DARPG" and the second contains masked characters "\*\*\*\*\*". Below these fields is a "Login" button. At the bottom of the page, there is a logo of the Department of Administrative Reforms and Public Grievances, which includes the Ashoka Lion Capital and the motto "सत्यमेव जयते". To the right of the logo, the text "प्रशासनिक सुधार और लोक शिकायत विभाग" is written in Hindi, followed by "DEPARTMENT OF ADMINISTRATIVE REFORMS & PUBLIC GRIEVANCES" in English.



▼ -Dashboard-

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

Comparison

Search

(1) Top Indi

4,435,5

Grievance

Arrived / Closed / A

Source Portal Arriv

▼ -Results-

▼ -Organisations

▼ -Flow Analysis-

Search Settings - Schemes

Filter: Search text Expand Collapse Uncheck Apply 14 selected.

200 Top Schemes

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

Apply

Let's Explore a Scheme, called PM-Kisan Yojna

Use 'Ctrl+C' to clone, 'F2' to edit, 'Shift+Y' to Child



Comparison ☐ Schemes ☐ Category 7.0 ☐ Quick Search ☐

AI-Based Category Analysis

Search

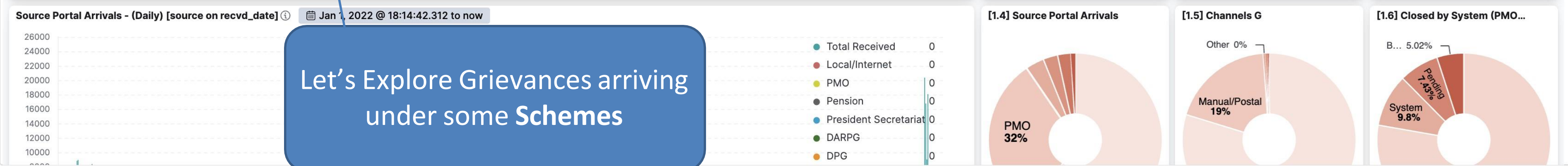
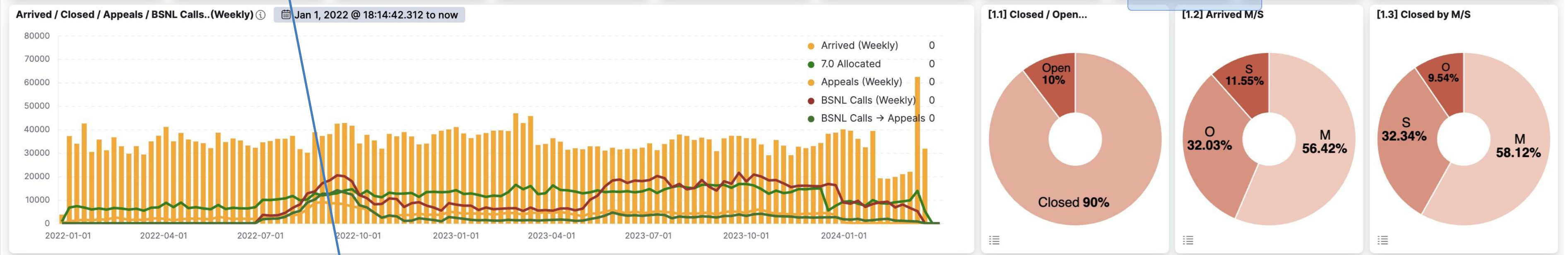
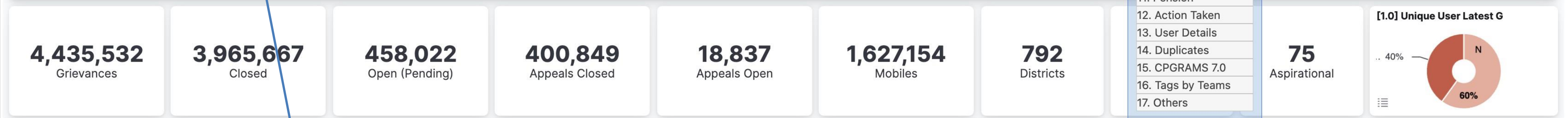
KQL

2021+ 2022+

0:00.000 → now

Refresh

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



Let's Explore Grievances arriving under some Schemes



Comparison ☐

Schemes ☒

Category 7.0 ☐

Quick Search ☐

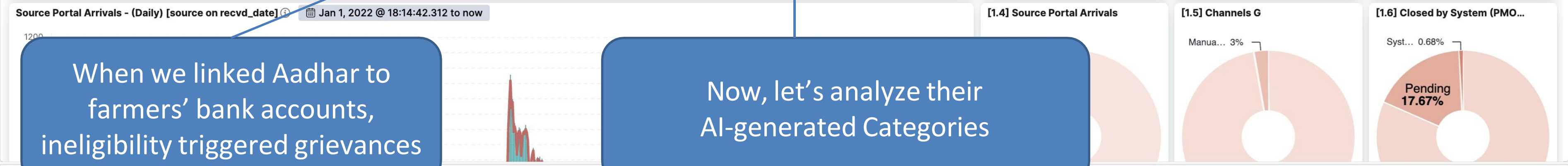
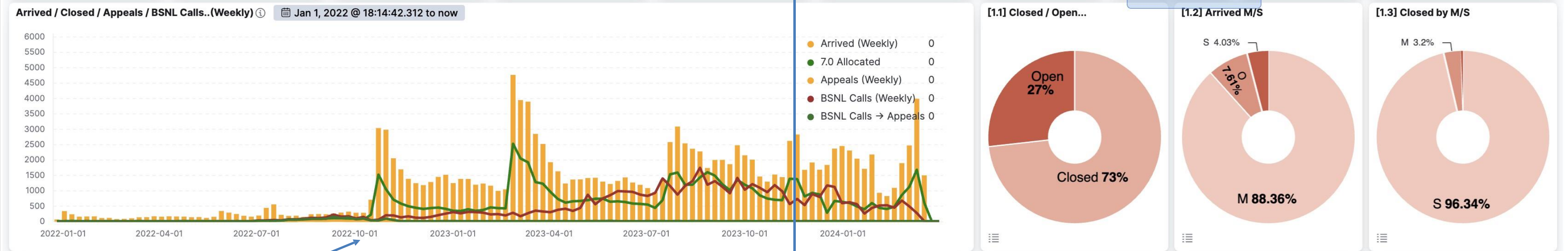
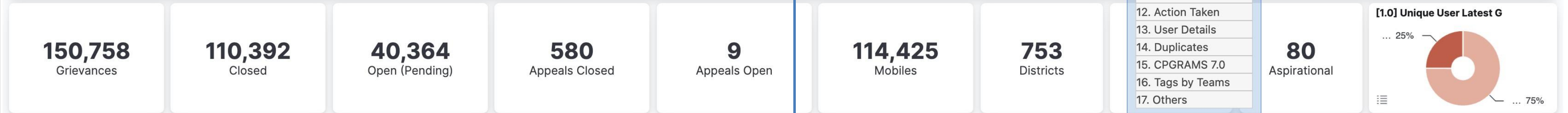
"Pradhan Mantri Kisan Samman Nidhi (PM-Kisan)" or "Kisan Samman Nidhi" or "Samman Nidhi" or "Kisan Samman" or "PM Kisan" or "PMKisan" or "प्रधानमंत्री किसान सम्मान" or "किसान सम्मान" KQL

2021+ 2022+

0:00.000 → now Refresh

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

AI-Based Category Analysis



When we linked Aadhar to farmers' bank accounts, ineligibility triggered grievances

Now, let's analyze their AI-generated Categories



AI Generated Category Tree

stop words (ignore always)

ignore from top-categories...

define top categories using top-words for generating tree...

Max Categories

Level

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	+	-	▷

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

Flow-All

Flow-One

seeding

34 : L1\_Arrival

66 : State

DOAAC

MODEF

MINHA

DPOST

PB

UP

JH

RJ

OR

MH

HY

CG

AP

BH

WB

GJ

KL

HP

DH

UC

TN

MP

AS

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

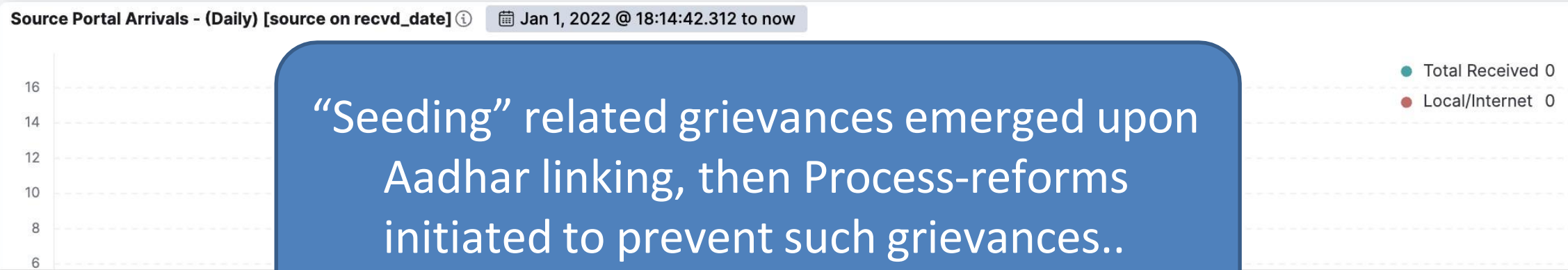
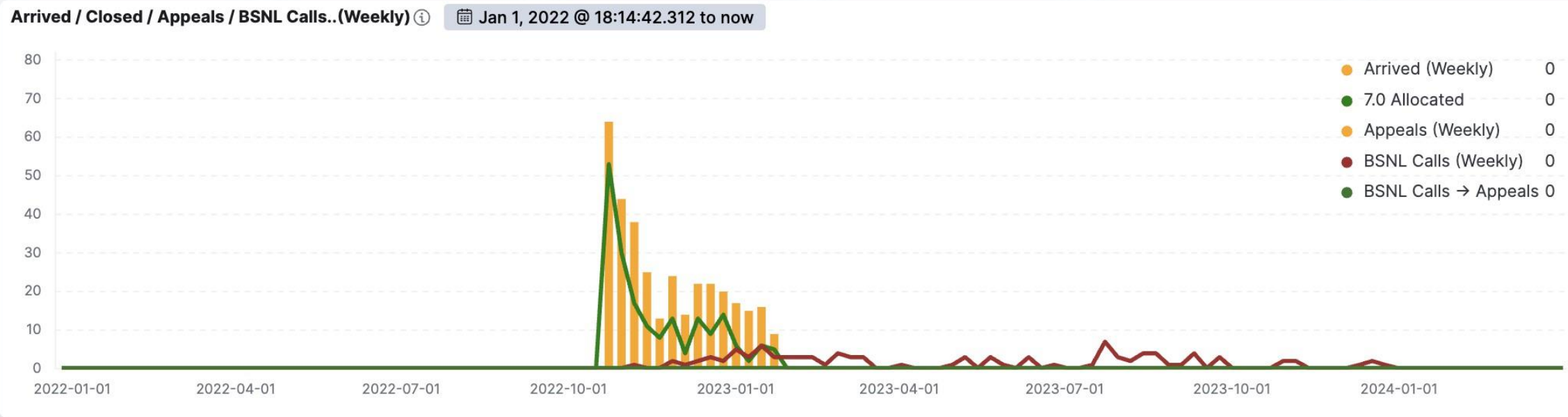
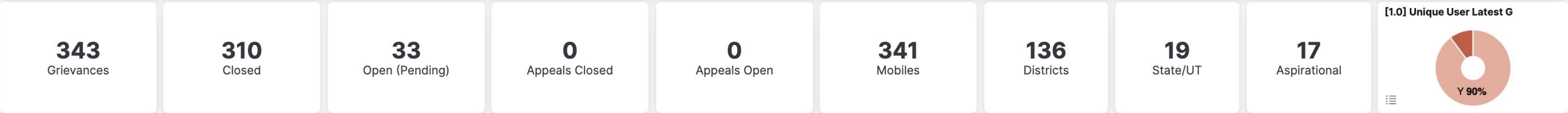
AI-generated Titles

Flow Visualization

Flow Options...



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



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





▸ -Dashboard-

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

▾ -Results-

Search any..

Person

100

Process

100 Record

Multi-Select

Policy

Duplicate (0)

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 verification
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 resolvec
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	Inadventent seeding of wrong cl
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

X Hide Looping Chart

Headline : Incorrect seeding entry

Grievance  
Sir/Madam

Iam drafting this greivence 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:

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

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
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...!!



show dashboard for...

-Dashboard-

query: x

Recvd Date:20-12-31 - 24-04-02 x

-Results-

Search any..

Person

100

100 Record

☐ Multi-Select

Process

Policy

Duplicate (0)

☐

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 received
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	

60

4T

50

40

4S

Preview

✓

★★★★★

☹

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)

LDRG2

AOSRI (24)

SYSTE

EFILE

CBODT

C1TZN (NaN)

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

**127<sup>th</sup> 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)”*

**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**





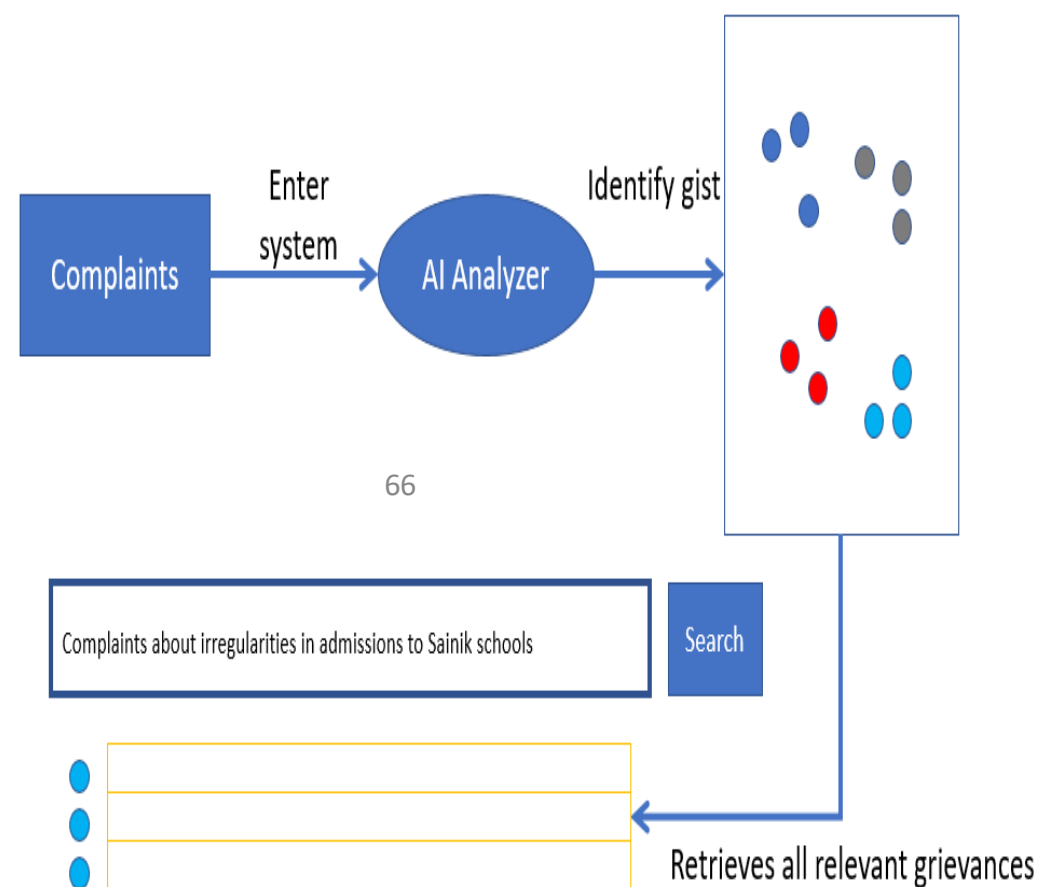
CPGRAMS



AI/ML



AI-based understanding



**TRANSFORMATIONAL GOVERNANCE**

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



# LANGUAGE TRANSLATION



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



# GRIEVANCE REDRESSAL ASSESSMENT & INDEX - CENTRAL

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

**Efficiency:**  
five (5) indicators

**Feedback:**  
two (2) indicators

**Organisational Commitment:**  
two (2) indicators

**Domain:**  
two (2) indicators

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



# 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 <sup>69</sup>	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



# A VISUAL DESCRIPTION OF TOP 10 MINISTRIES IN FEBRUARY 2024

#	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 <sub>70</sub>	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



# FEEDBACK CALL CENTRE

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

## Total Feedback Collected

13,40,947

## Citizen Expressing Satisfaction

4,96,604

## Excellent & Very Good Collected

3,34,844

*Timeline: July 2022 to March 2024*



# ONE NATION ONE PORTAL – CENTRAL MINISTRIES/DEPARTMENTS





# ONE NATION ONE PORTAL – STATES/UTs

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

One-Stop public grievance redressal platform for the citizens of Andhra Pradesh. The grievances can be registered from various sources viz. GSWs, 1902 Call Center, Mobile App, Web Application, Collectorate grievance day (Spandana Monday).

ಜನಸ್ಪಂದನ

1902

Janaspandana  
An Integrated Public Grievance Redressal System

आपले सरकार

Aapple Sarkar Portal : Login, Online Registration Track Application Status, Download Certificate and Authenticated Certificate

Check Out Here

www.sarkariyojnaa.com



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

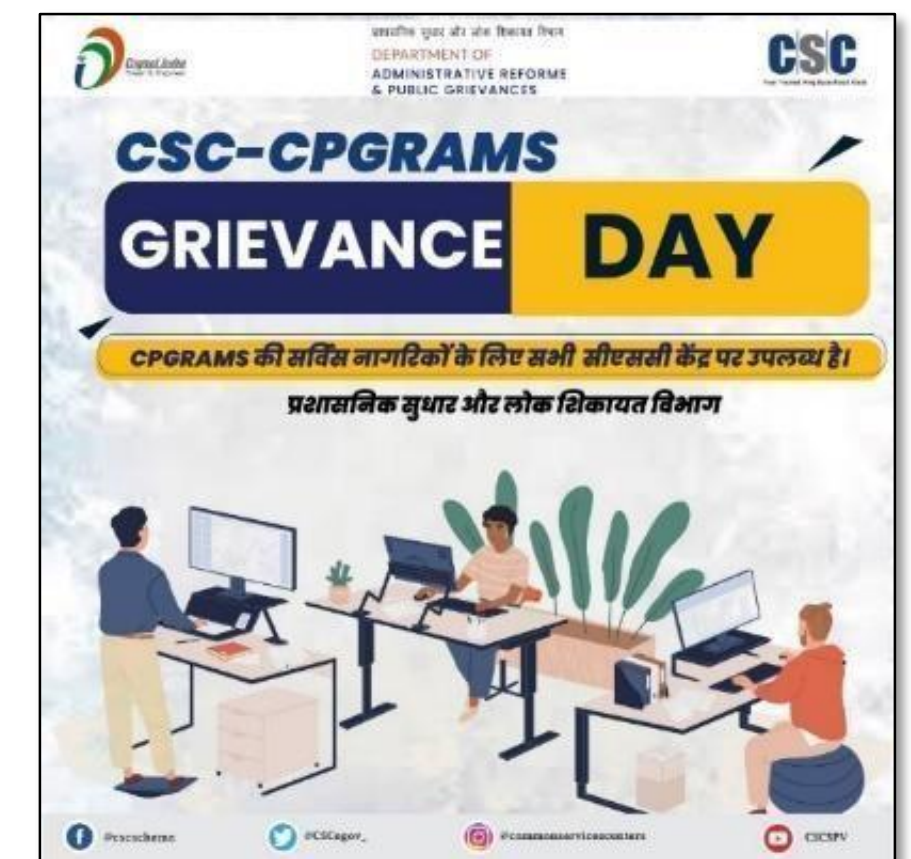
- CPGRAMS has been integrated with the Common Service Centre (CSC) portal and is available at more than **5 lakh CSCs**, associating with **2.5 lakh Village Level Entrepreneurs (VLEs)**.
- Common Service Centers has started organizing **CSC-CPGRAMS Grievance Day** on the 20<sup>th</sup> of every month from October, 2023.



CPGRAMS Stall at Civil Services Day 2023



CPGRAMS Stall at GPAI Summit 2023



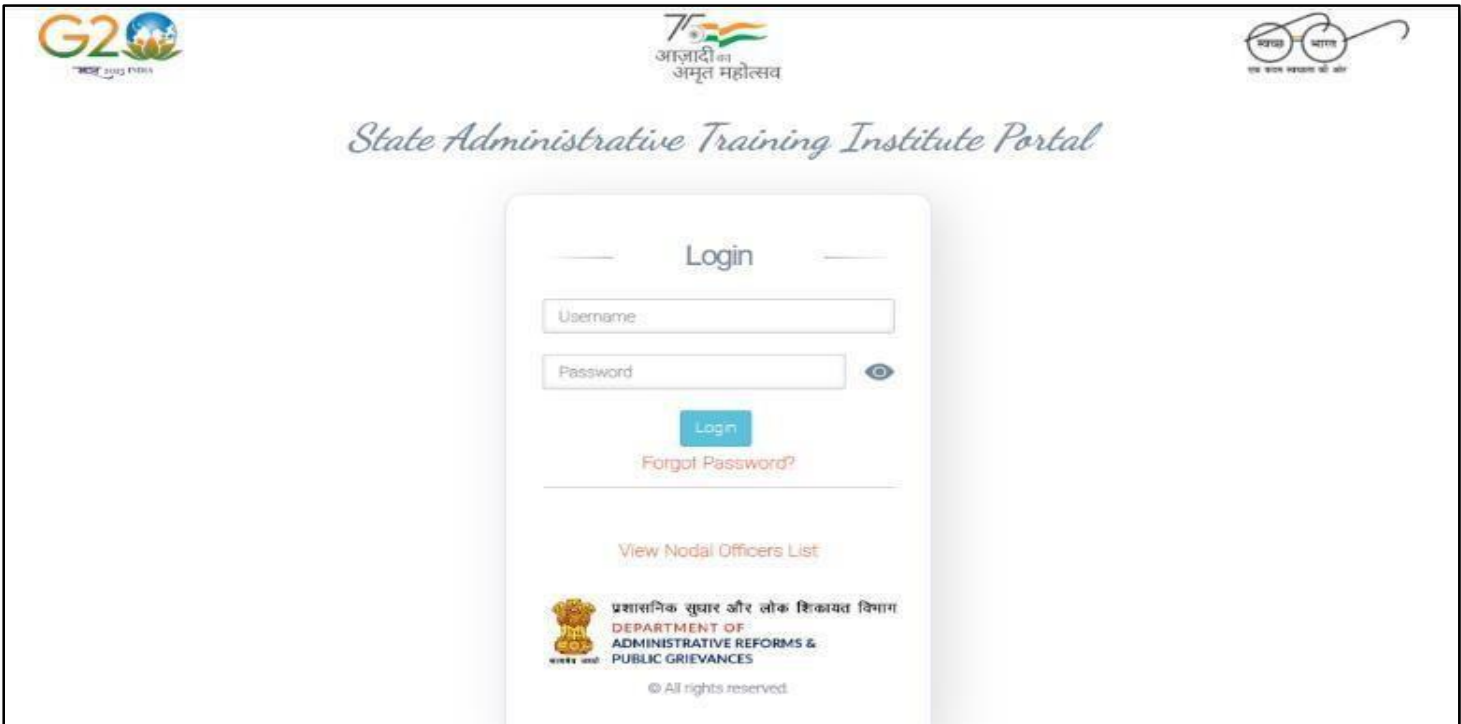


# TRAINING AND CAPACITY BUILDING

- 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.

S. No.	Financial Year	Training Conducted	Officers Trained
1	2022-23	280	85496
2	2023-24	265	8401

Data as on 31<sup>st</sup> 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:** 08<sup>th</sup> November 2023

**Complaint Closed Date:** 08<sup>th</sup> 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:** 16<sup>th</sup> August 2023

**Complaint Closed Date:** 30<sup>th</sup> 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:** 09<sup>th</sup> February 2024

**Complaint Closed Date:** 06<sup>th</sup> March 2024

**Total Time Taken for Resolution:** 26 Days

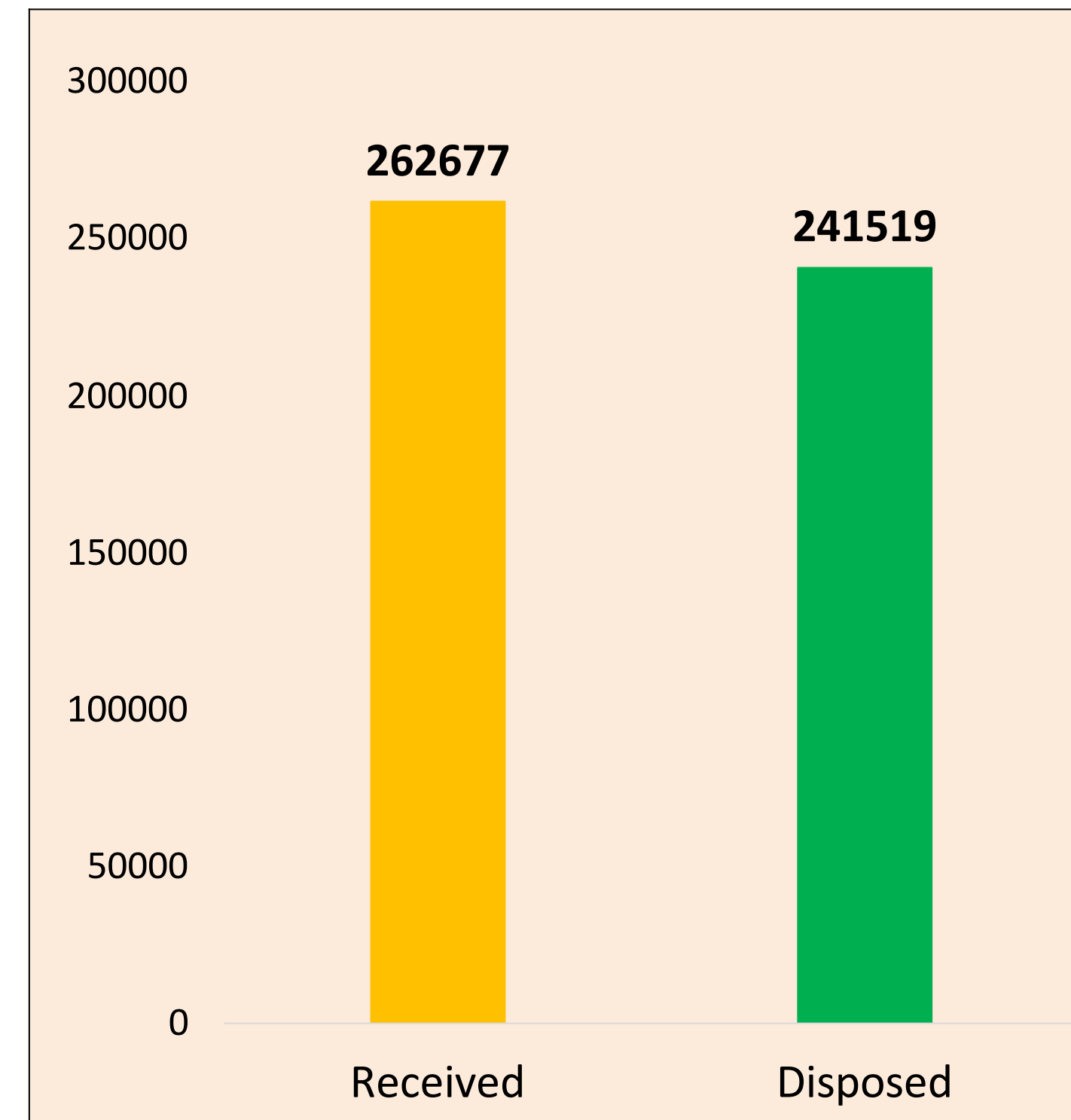
**Complaint Closed by:** Ministry of Petroleum and Gas

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.



# BEST PRACTICES IN GRIEVANCE REDRESSAL IN CPGRAMS - COVID

- 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

Dr. Narander Kumar Meena, IAS  
Collector and District Magistrate,  
Devbhumi Dwarka District, Gujarat

Public Grievance Redressal System



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

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



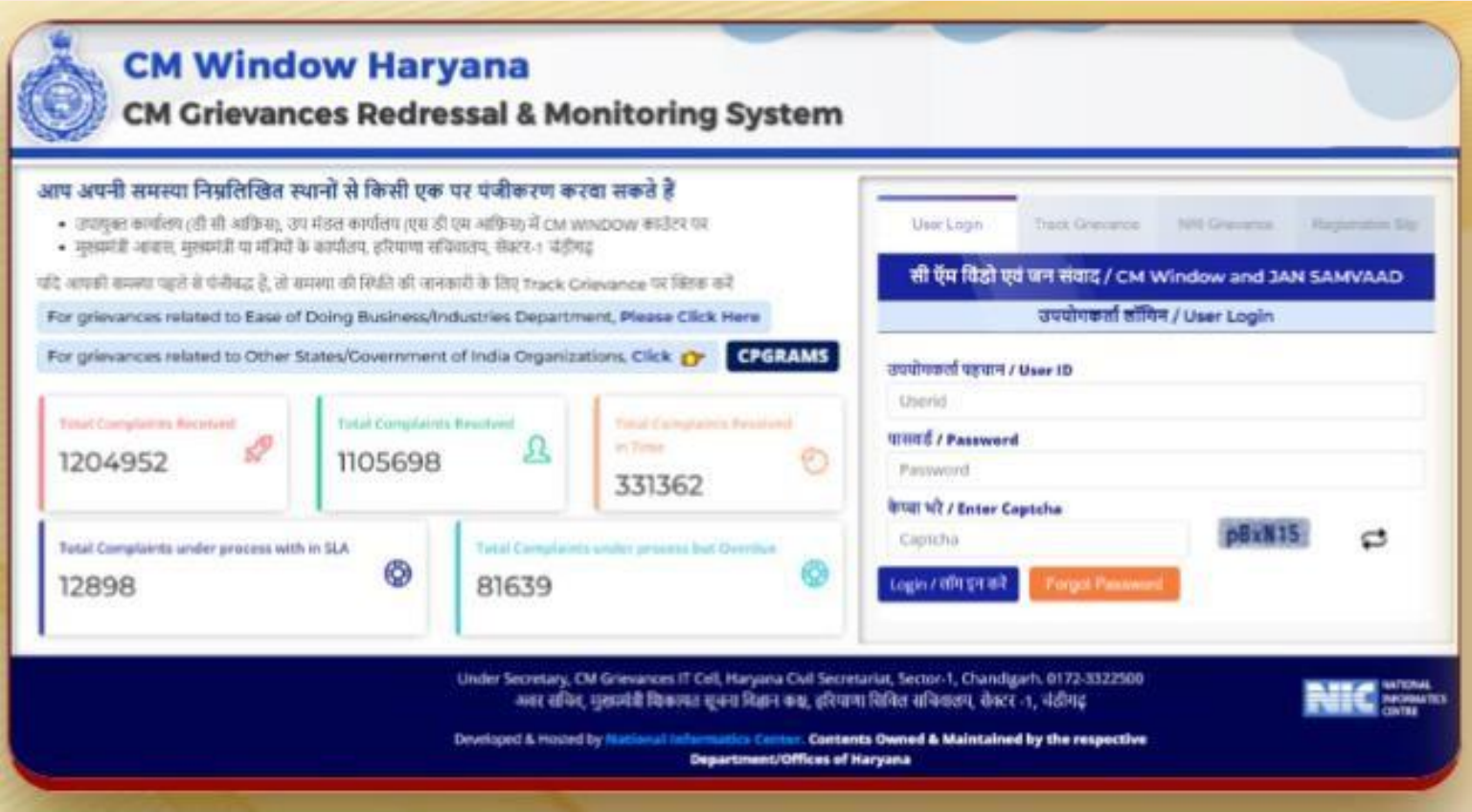
One-stop platform for citizens of Maharashtra to seek redressal of their grievances.



- 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






# REPLICATING GRIEVANCE PORTALS BEST PRACTICES



**DISTRICT ADMINISTRATION JHANSI**  
Government of Uttar Pradesh

**INTEGRATED GRIEVANCE REDRESSAL SYSTEM**  
(Samadhan)



82



**JAMMU AND KASHMIR**  
Integrated Grievance Redress and Monitoring System

HOME | IMPORTANT LINKS | CONTACT US

POST GRIEVANCE | TRACK GRIEVANCE



**JK -IGRAMS**



Shri Manoj Sinha  
Lieutenant Governor  
Jammu and Kashmir

Welcome to "Jammu and Kashmir Integrated Grievance Redress and Monitoring System" (JK-IGRAMS). This portal has been developed to enable citizens to register their grievances and seek redress/ answers from the concerned departments. Though it has existed for past few years, an attempt has now been made to provide a single window for lodging, channelling and tracking the grievances by integrating it with Govt. of India's CPGRAMS on top and District Grievance Cells of all 20 districts at bottom. Further, toll-free Call Centers have been set up for providing an alternate medium to the citizens to register their grievance at district level.





सत्यमेव जयते

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

# National E- Service Delivery- NeSDA



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

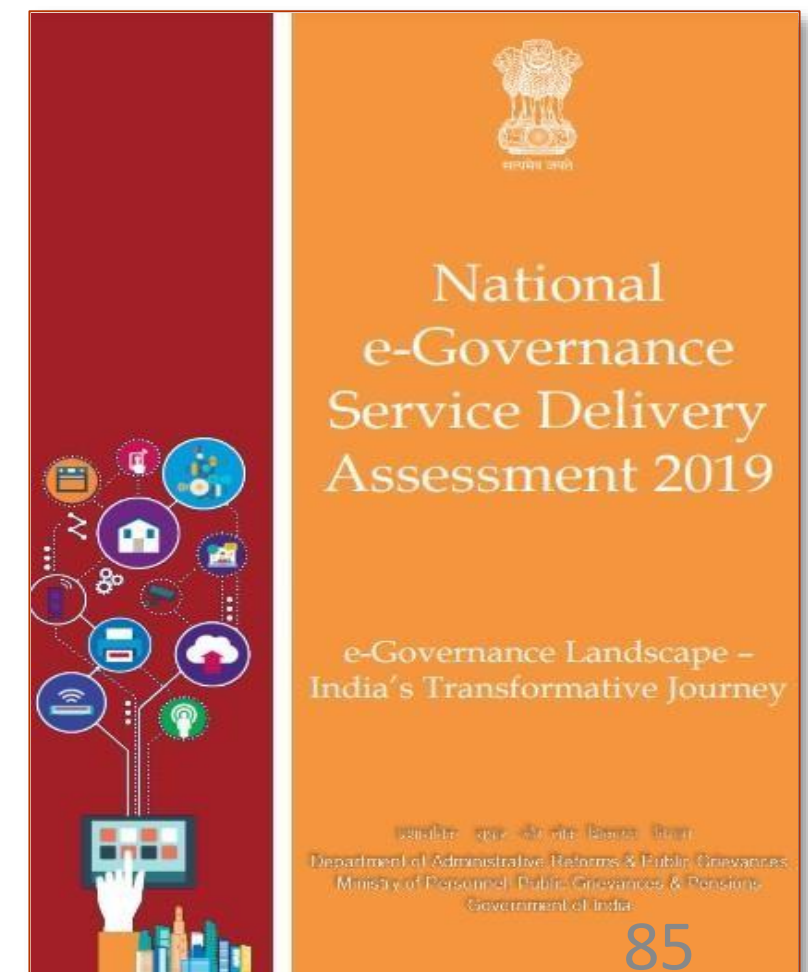
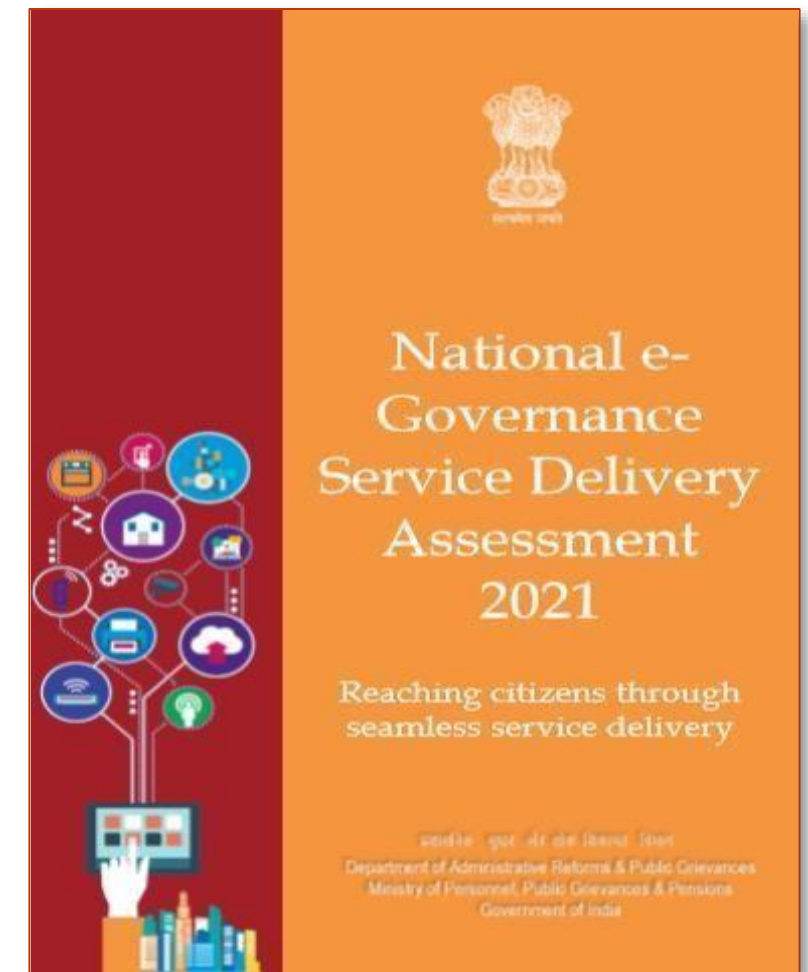
- Over **60% more services evaluated**, from 872 services in 2019 to 1400 services in 2021
- **69%% mandatory e-Services** delivered in 2021 by States/UTs, up from 48% in NeSDA 2019
- **74%** respondents for nation-wide **Citizen Assessment** Survey are Satisfied

## 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





# NeSDA – Way Forward | Objective

## Saturation of e-Services



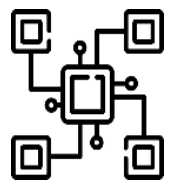
- Increase in delivery of **total e-Services**
- Provision of all **56 mandatory services**
- **Identification of all G2B and G2C services provided**

## 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



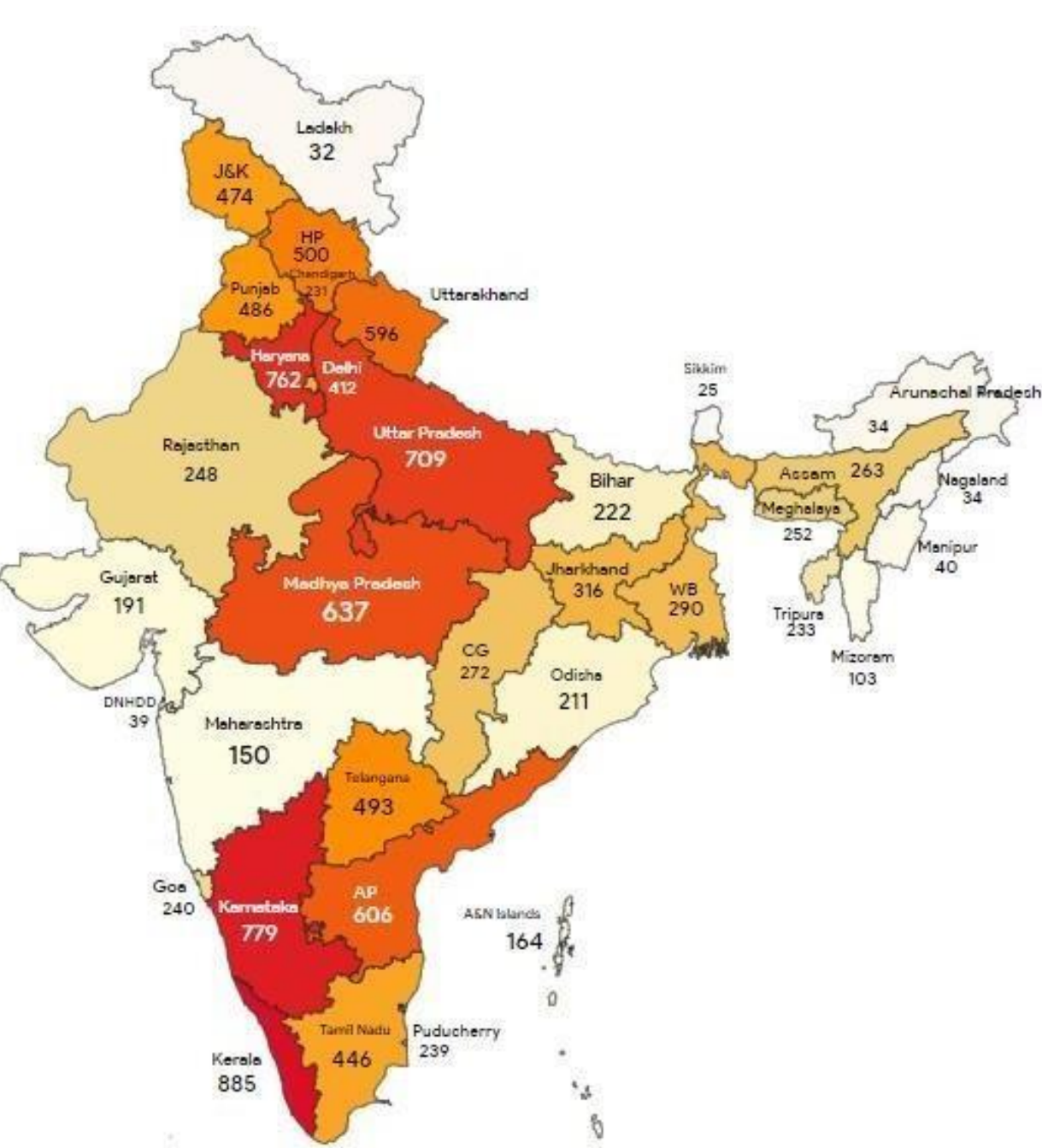
# NeSDA – Way Forward | Highlights

- **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

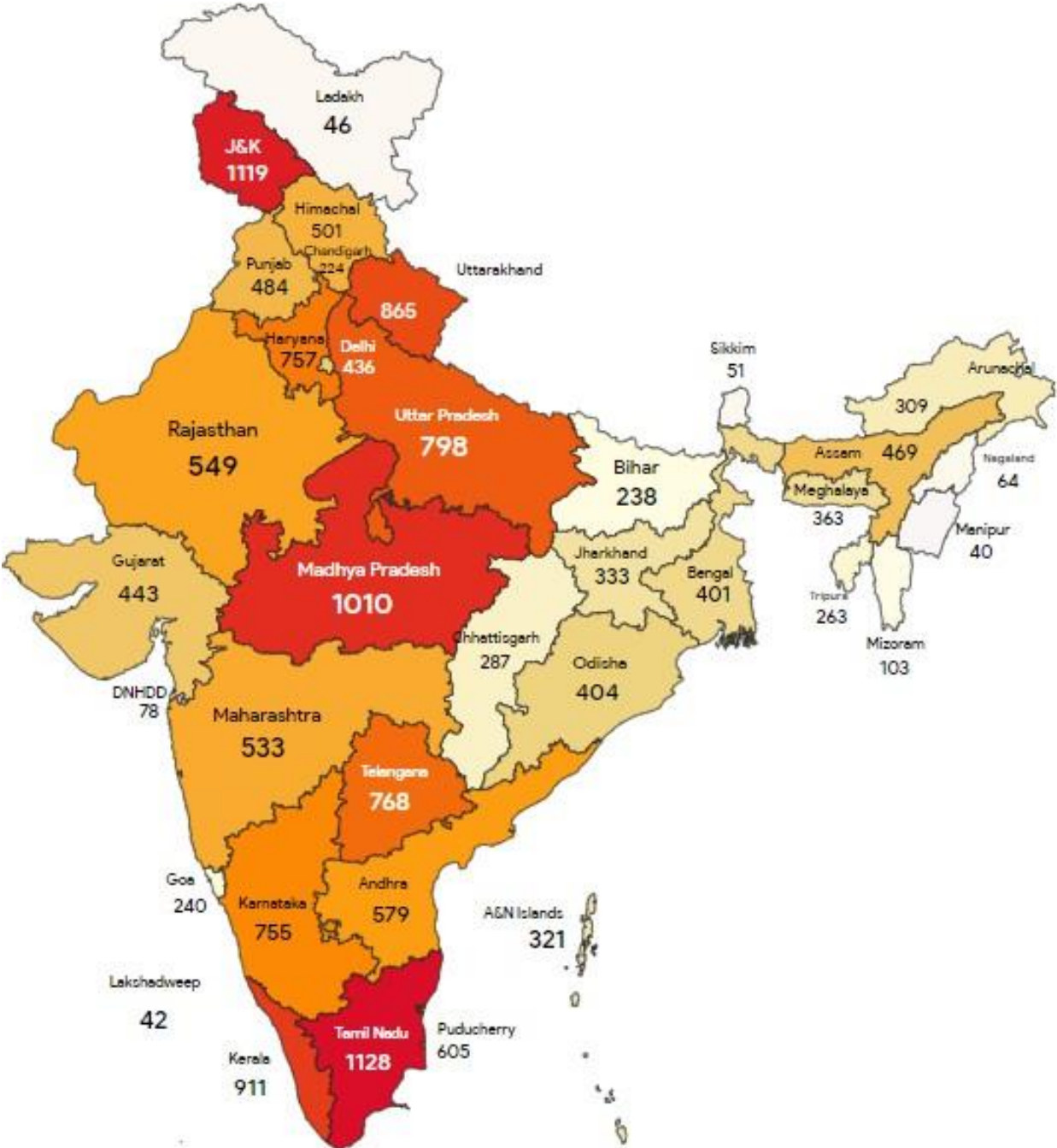


# NeSDA – Way Forward | Expanding e-Service Delivery

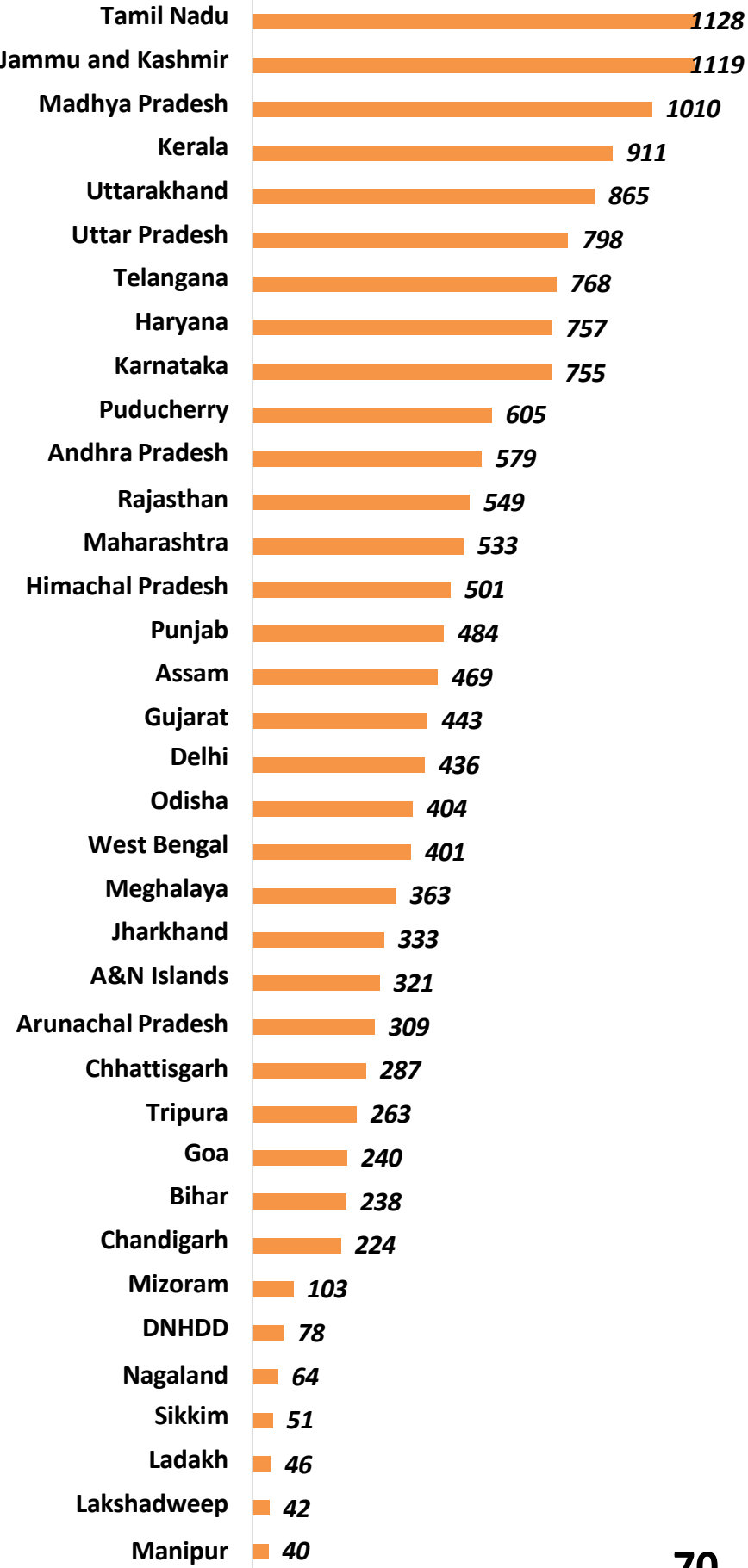
*42% Rise in mapping of Total e-Services on NeSDA Way Forward Dashboard from April'23 – February'24*



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



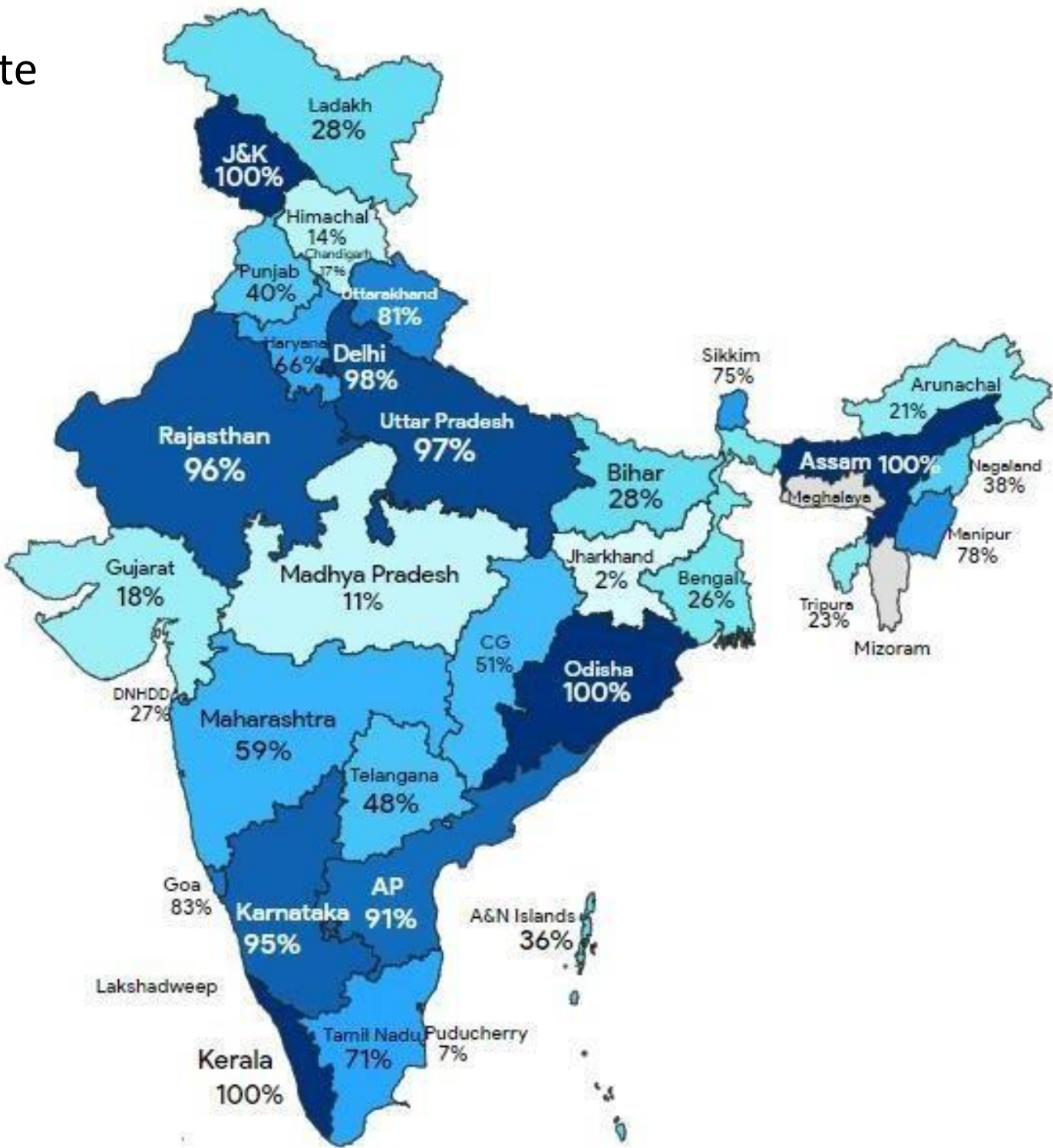


# NeSDA – Way Forward | Unified Service Portal

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)	SewaSetu
4	Odisha	100%(404)	OdishaOne
5	Delhi	98%(426)	e-District
6	UttarPradesh	97%(774)	NiveshMitra & e-District
7	Rajasthan	96%(529)	e-Mitra
8	Karnataka	95%(721)	SevaSindhu
9	AndhraPradesh	91%(524)	APSeva
10	Uttarakhand	84%(724)	ApuniSarkar

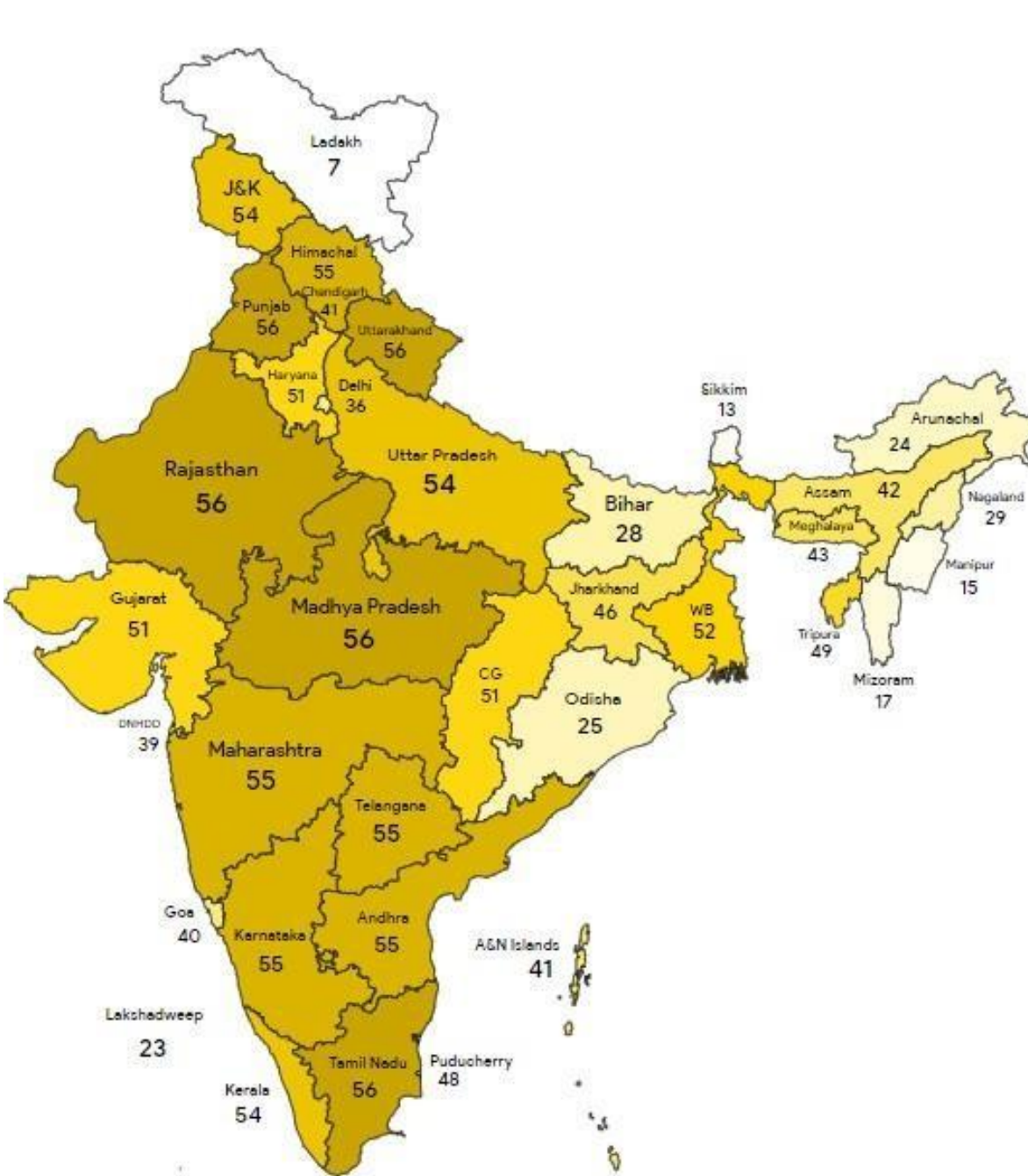
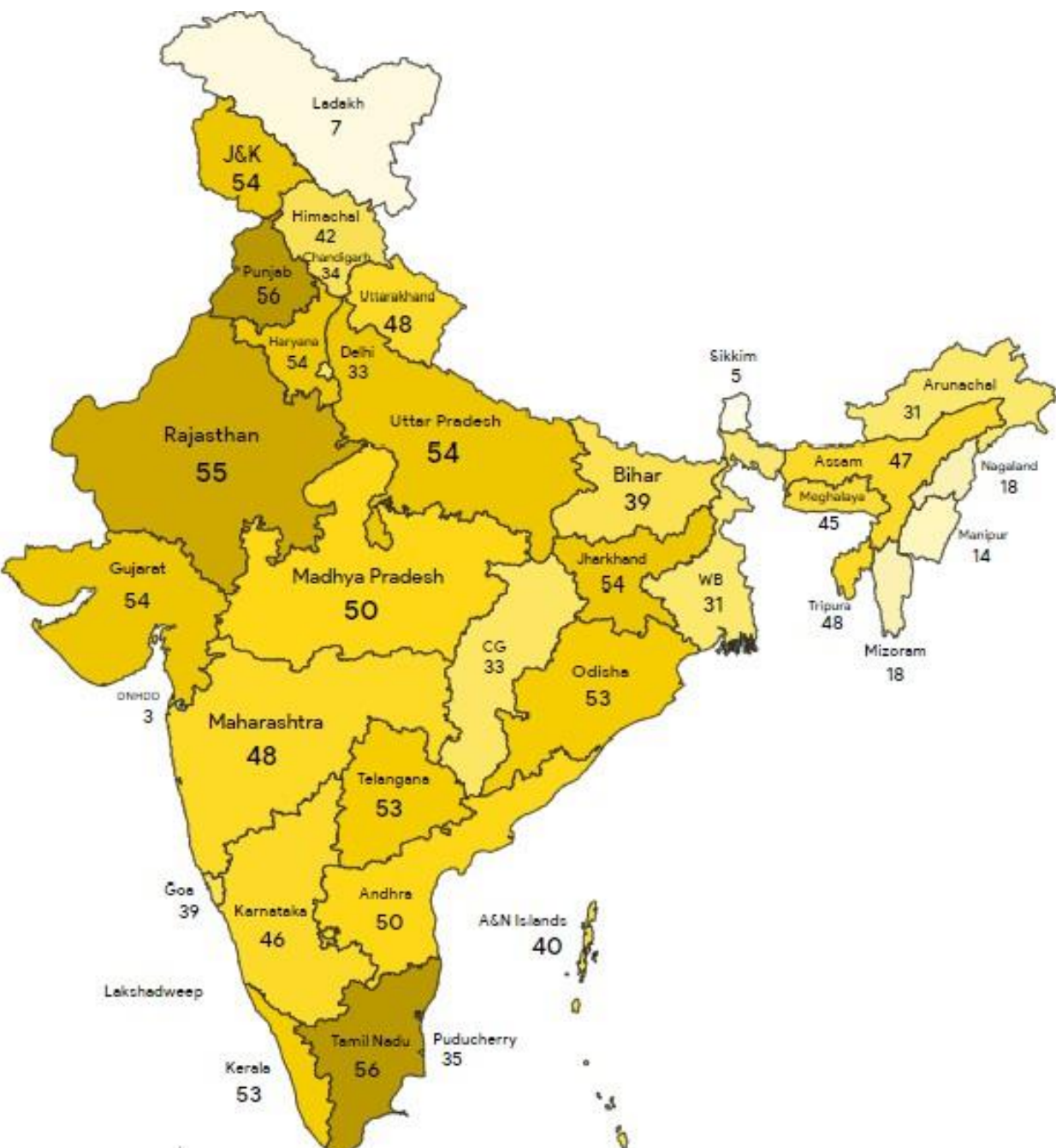
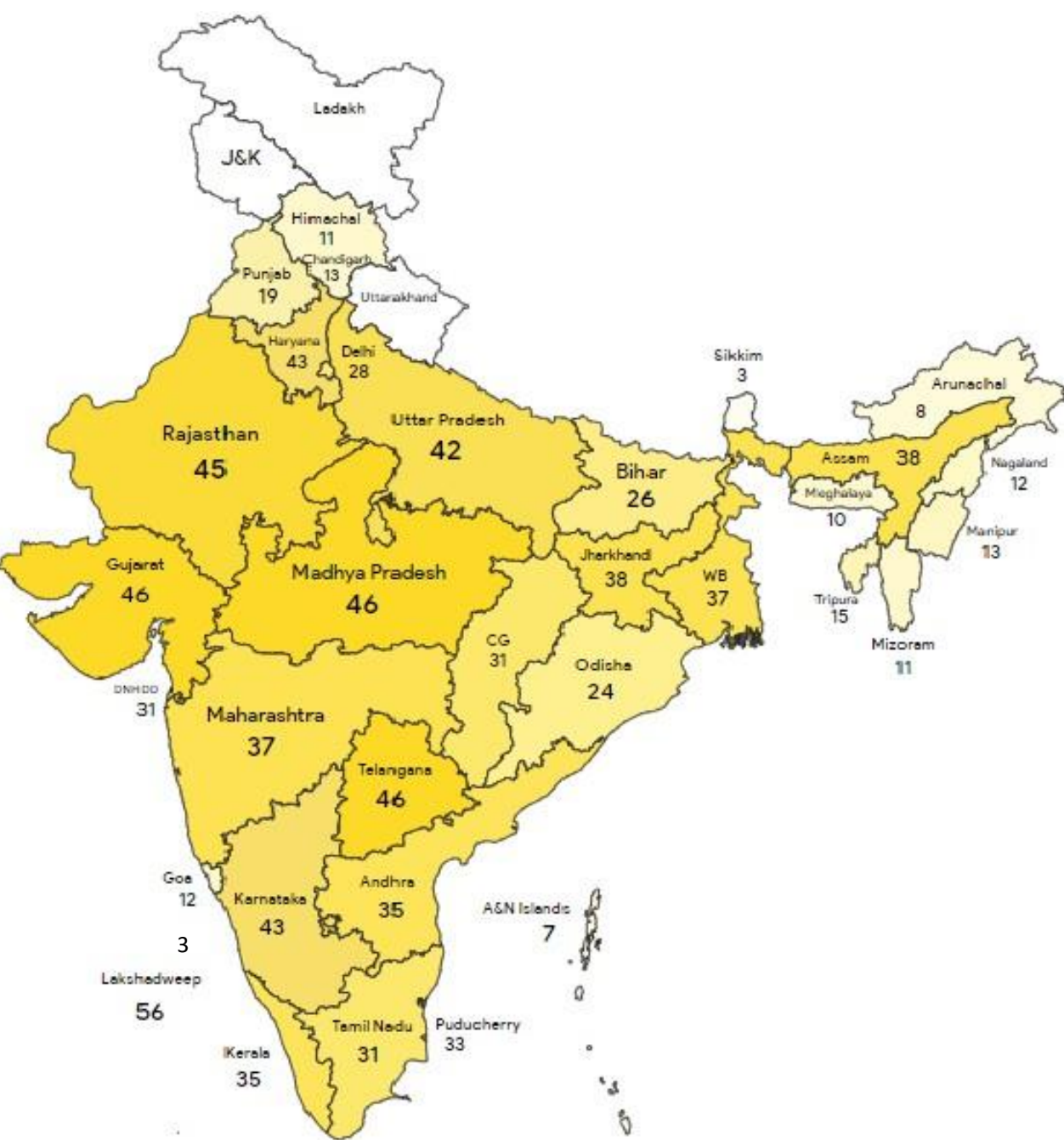


Share (%) of e-Services Available on the Identified Single UnifiedService Delivery Portal



# 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

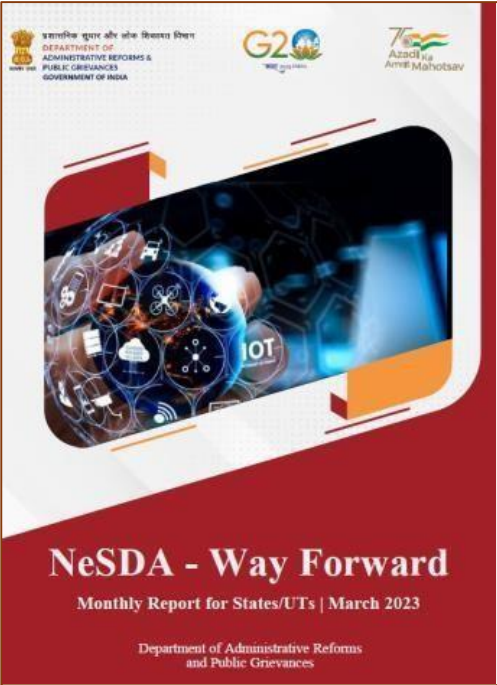
69% Saturation in NeSDA 2021

1528 Mandatory e-services

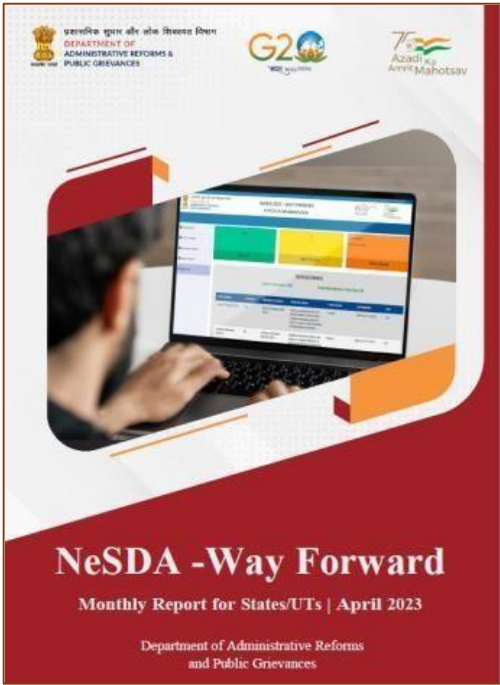
76% Saturation in NeSDA Way Forward, February 2024



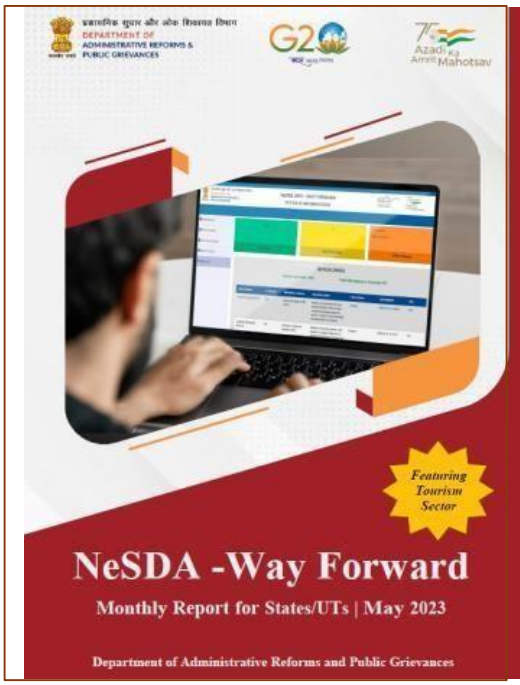
# NeSDA – Way Forward | Monthly Reports & Annual Report



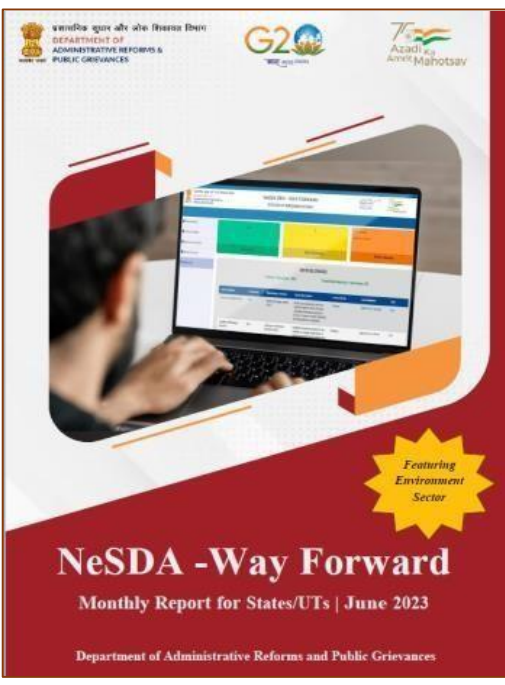
March 2023



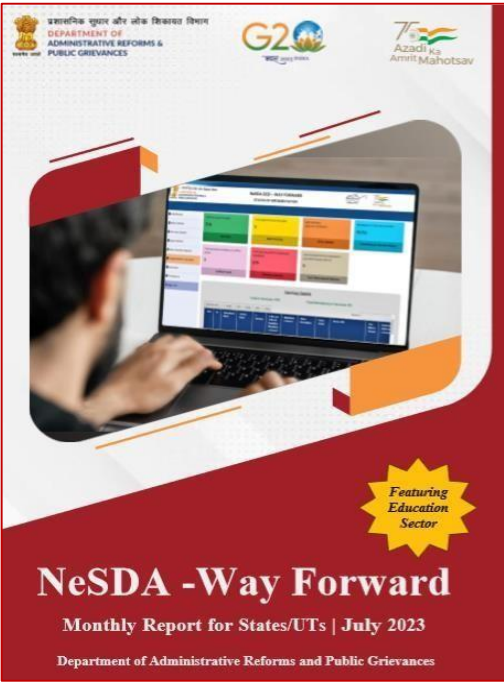
April 2023



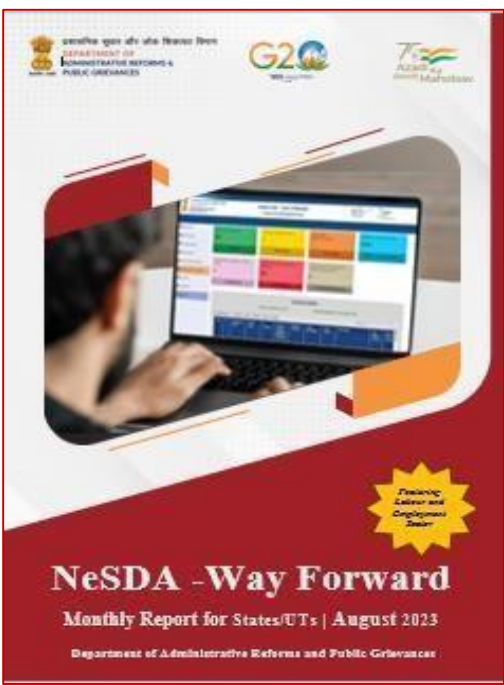
May 2023 –  
Tourism



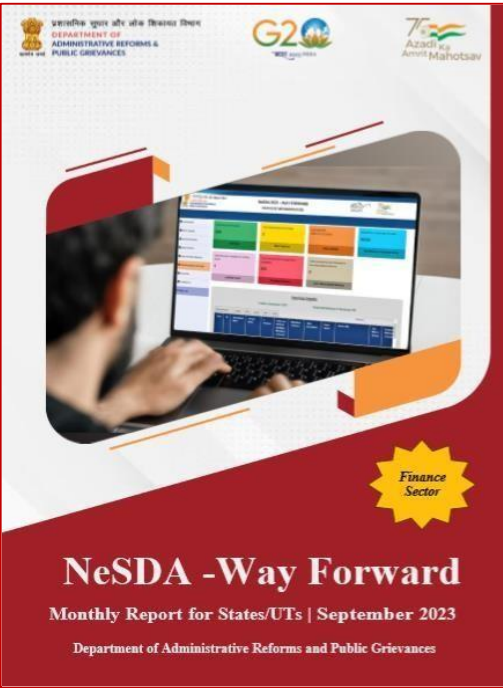
June 2023 -  
Environment



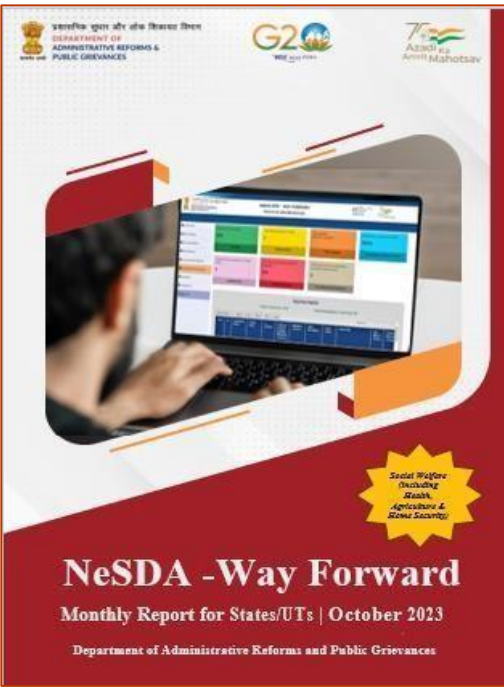
July 2023 -  
Education



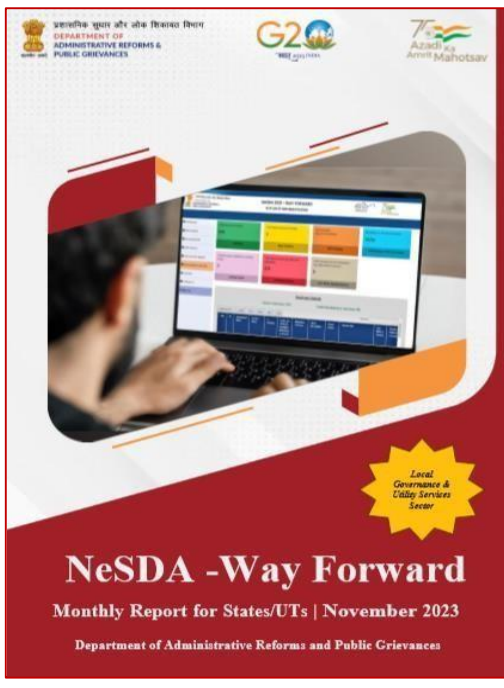
August 2023 –  
Labour & Employment



September 2023 -  
Finance



October 2023 –  
Social Welfare  
Ind. Agriculture, Health & Home Security



November 2023 –  
Local Governance &  
Utility Services



Annual Report 2023

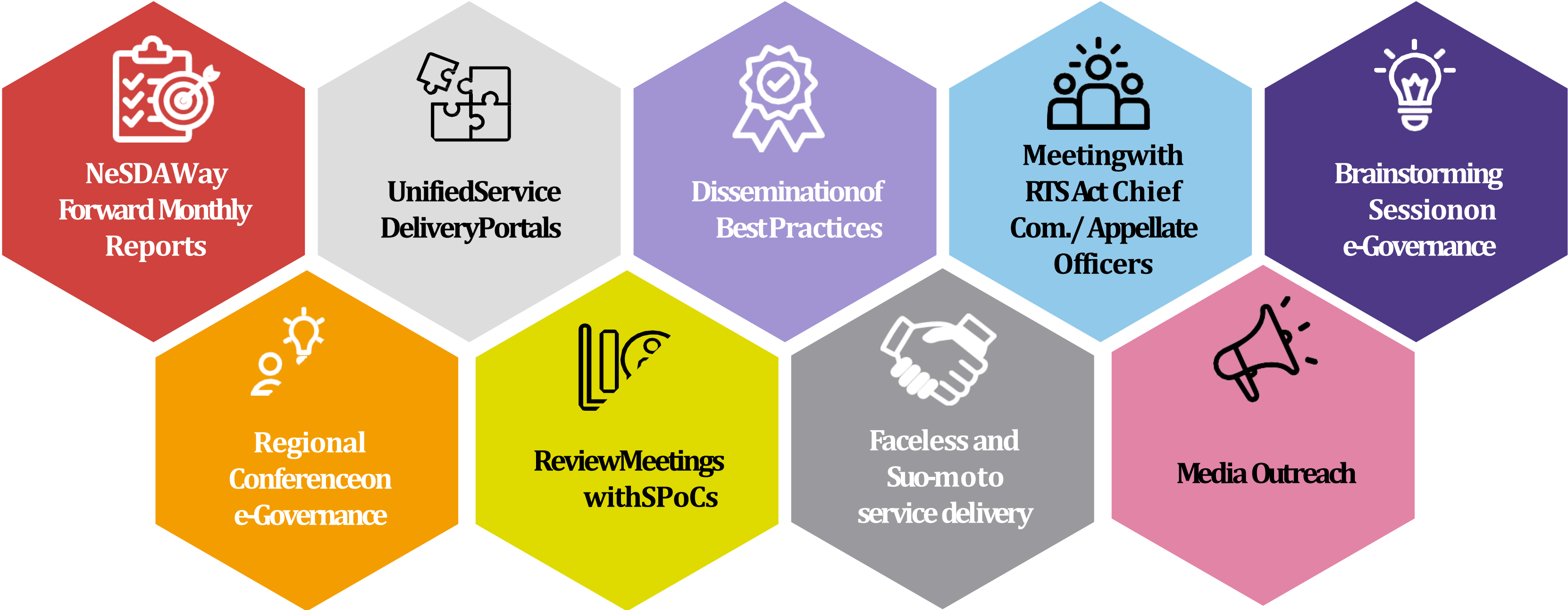


January & February 2024



# NeSDA – Way Forward | Multi-Pronged Approach

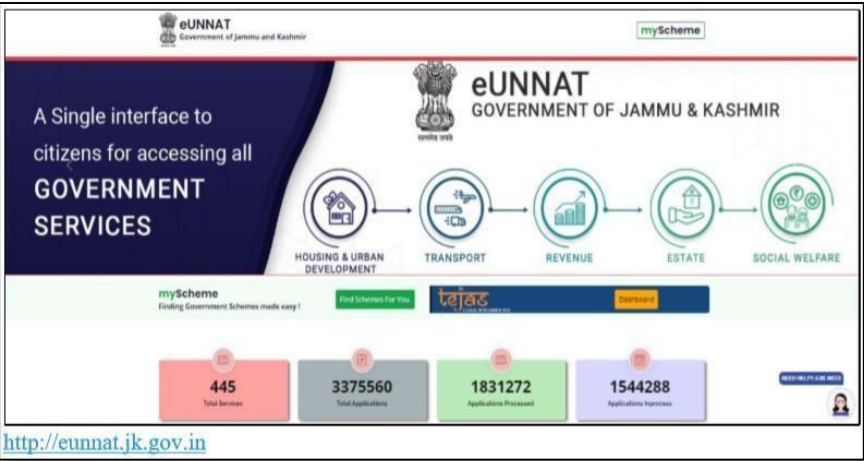
## Enhancing e-Service Delivery



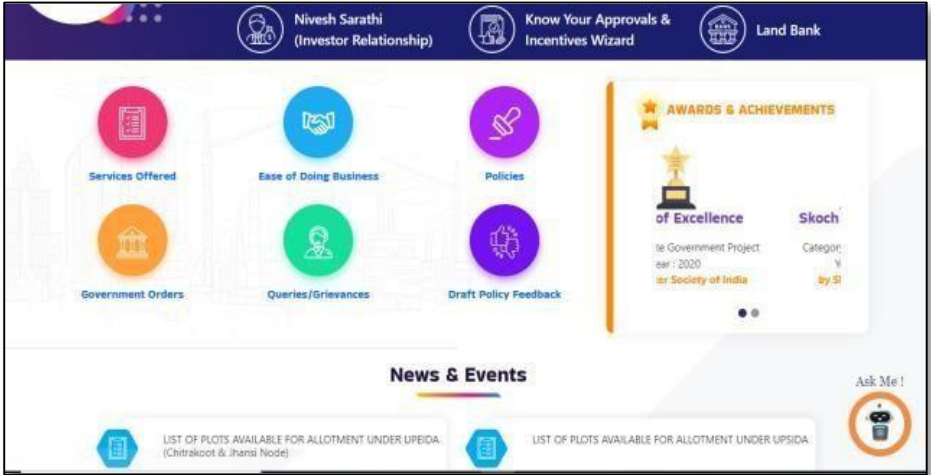


# NeSDA – Way Forward | Best Practice

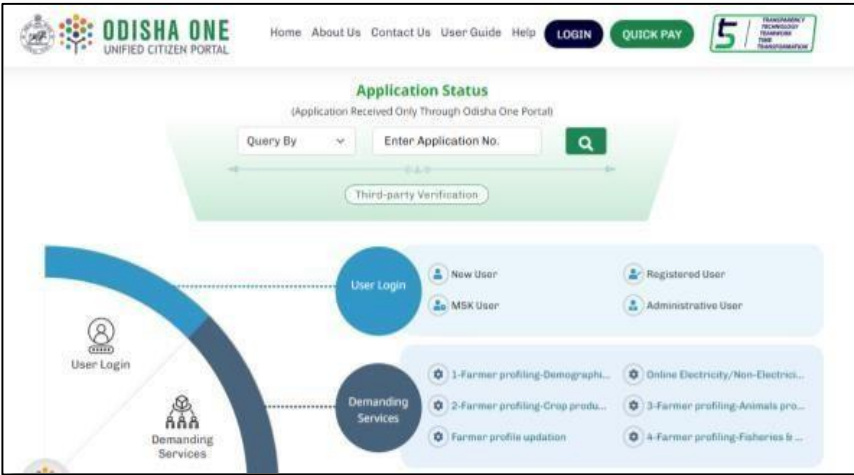
eUNNAT (Jammu & Kashmir)



Nivesh Mitra (Uttar Pradesh)



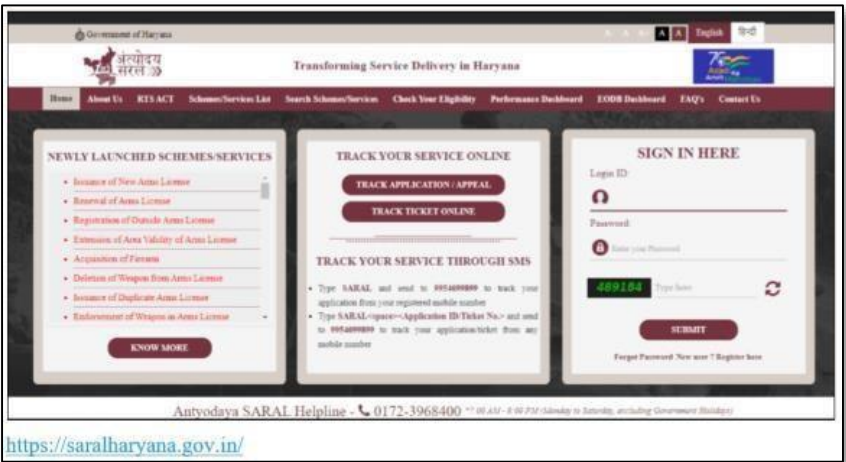
Odisha One (Odisha)



MeeSeva (Telangana)



Antyodaya Saral (Haryana)



Connect Punjab (Punjab)



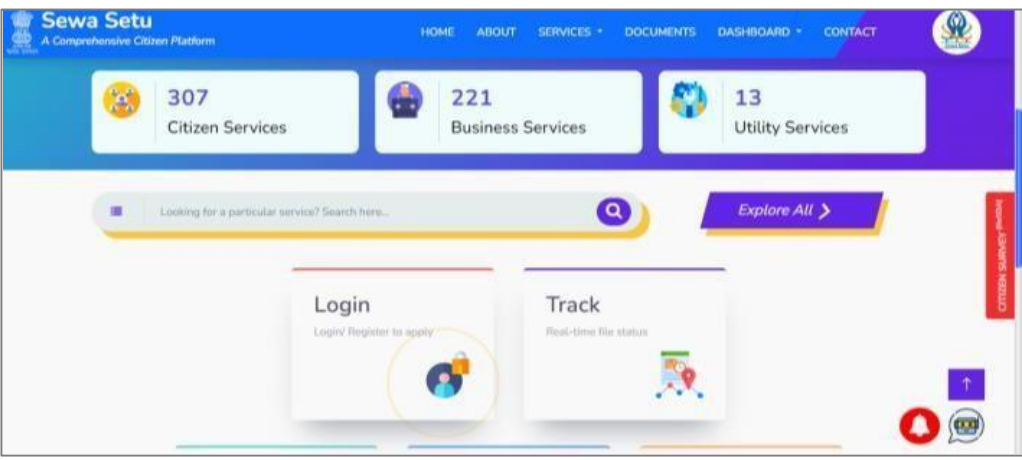
Seva Sindhu (Karnataka)



SWAAGAT (Tripura)



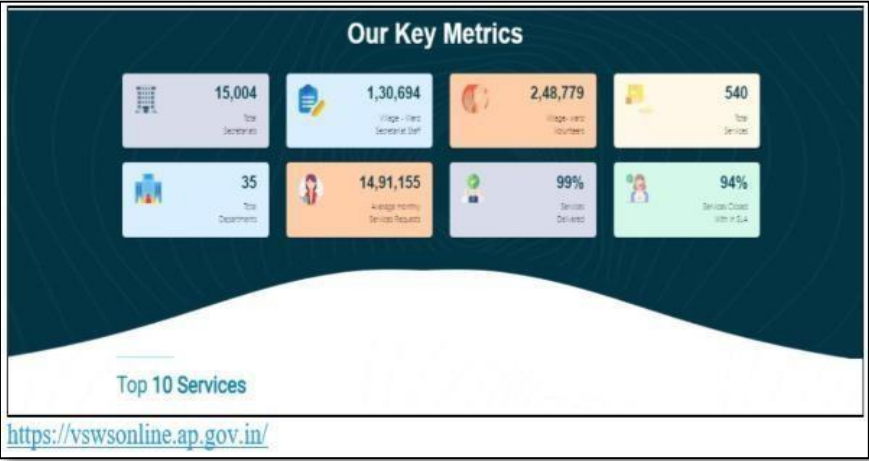
Sewa Setu (Assam)



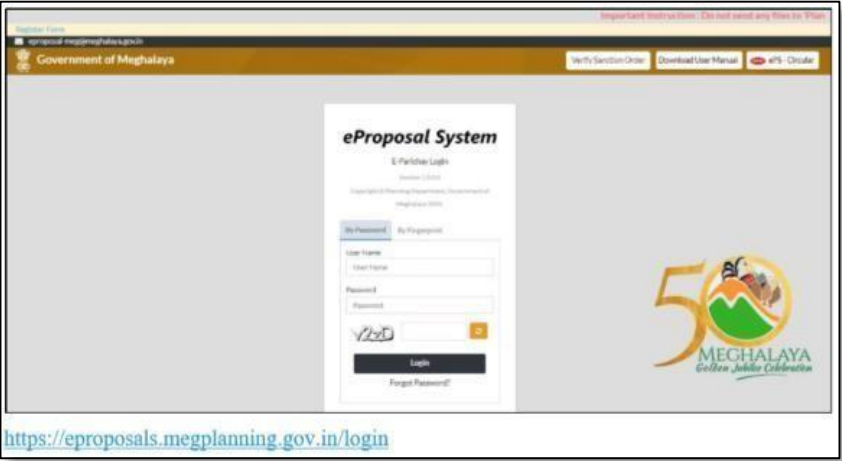


# NeSDA – Way Forward | Best Practice

## AP Seva (Andhra Pradesh)



## eProposal System (Meghalaya)



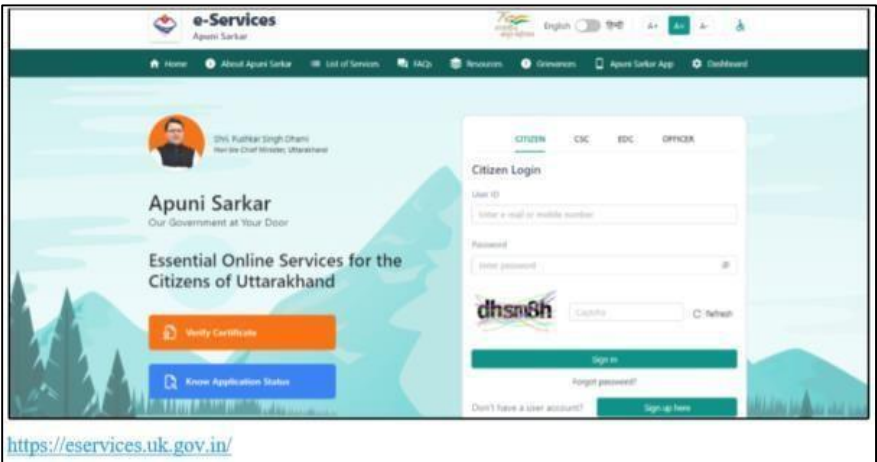
## Bihar eLokSeva (Bihar)



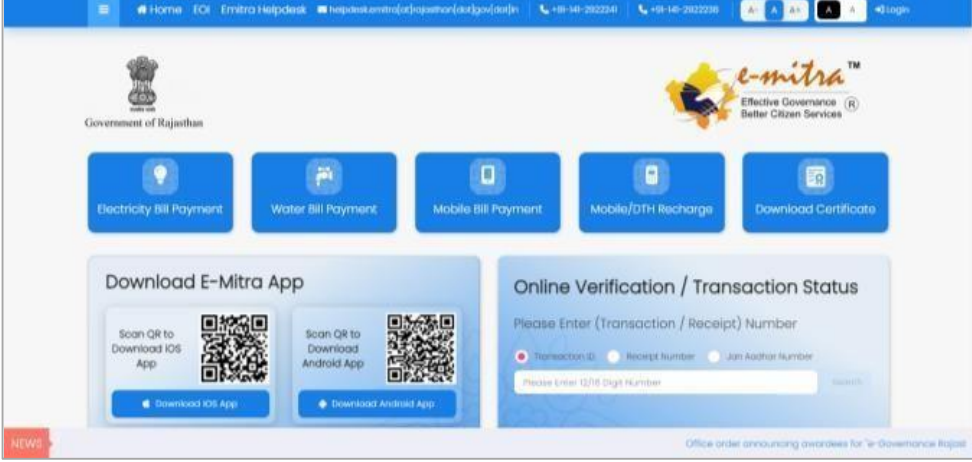
## Unified Data Hub (Puducherry)



## Apuni Sarkar (Uttarakhand)



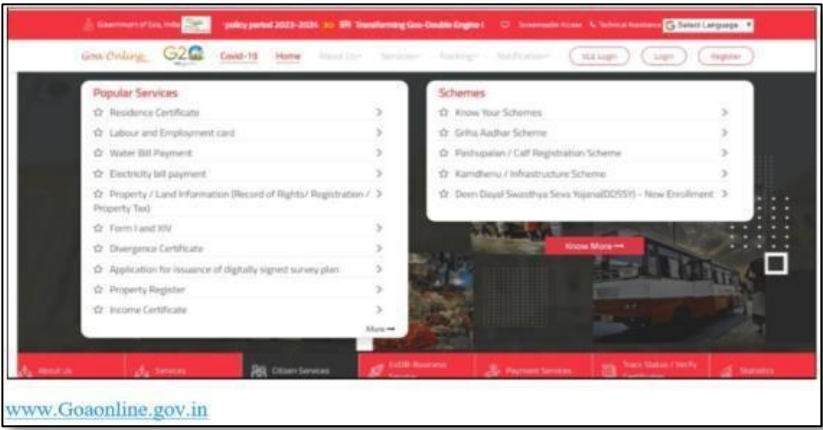
## e-Mitra (Rajasthan)



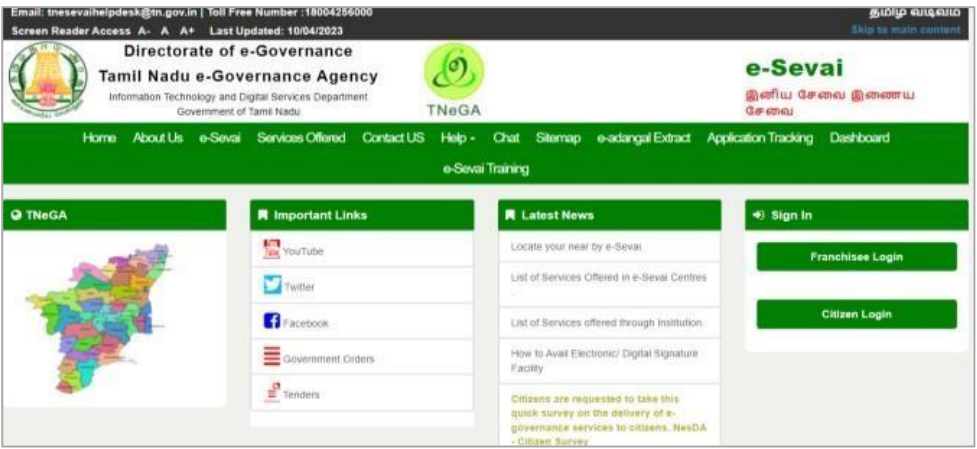
## eSevanam (Kerala)



## Goa Online (Goa)



## e-Sevai (Tamil Nadu)



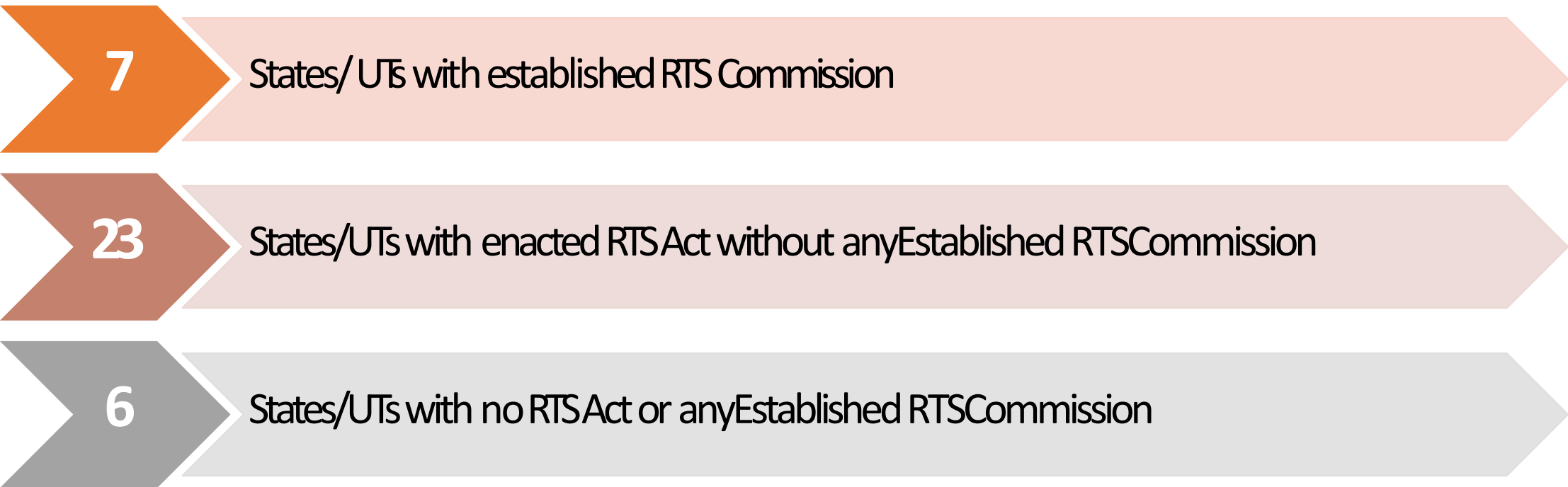


# NeSDA – Way Forward | Right to Service (RTS) Commission

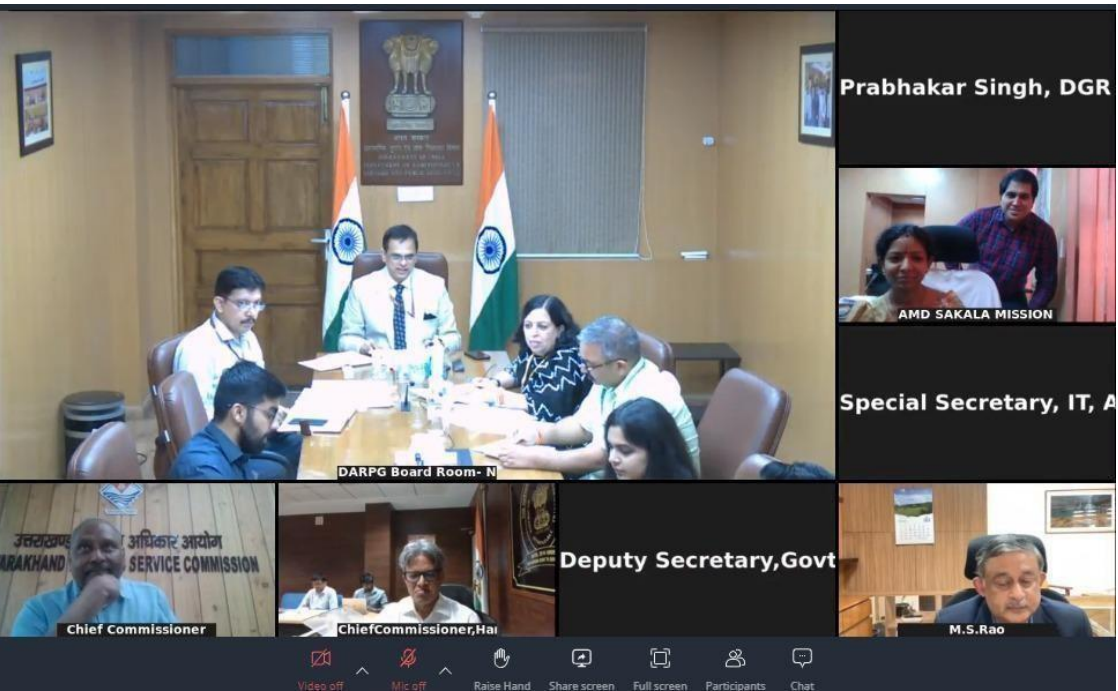
The DARPG has embarked on a collaborative initiative with the Chief Commissioners and Appellate Officers of the Right to Service (RTS) Act across various States/UTs. The department held two virtual meetings on 16.06.2023 and 09.10.2023, respectively.

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

## Status of RTS Act across States/UTs



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



Meeting with Chief Commissioners & Appellate officers of the RTS Act in States/UTs on 09.10.2023



# NeSDA – Way Forward | Brainstorming Session

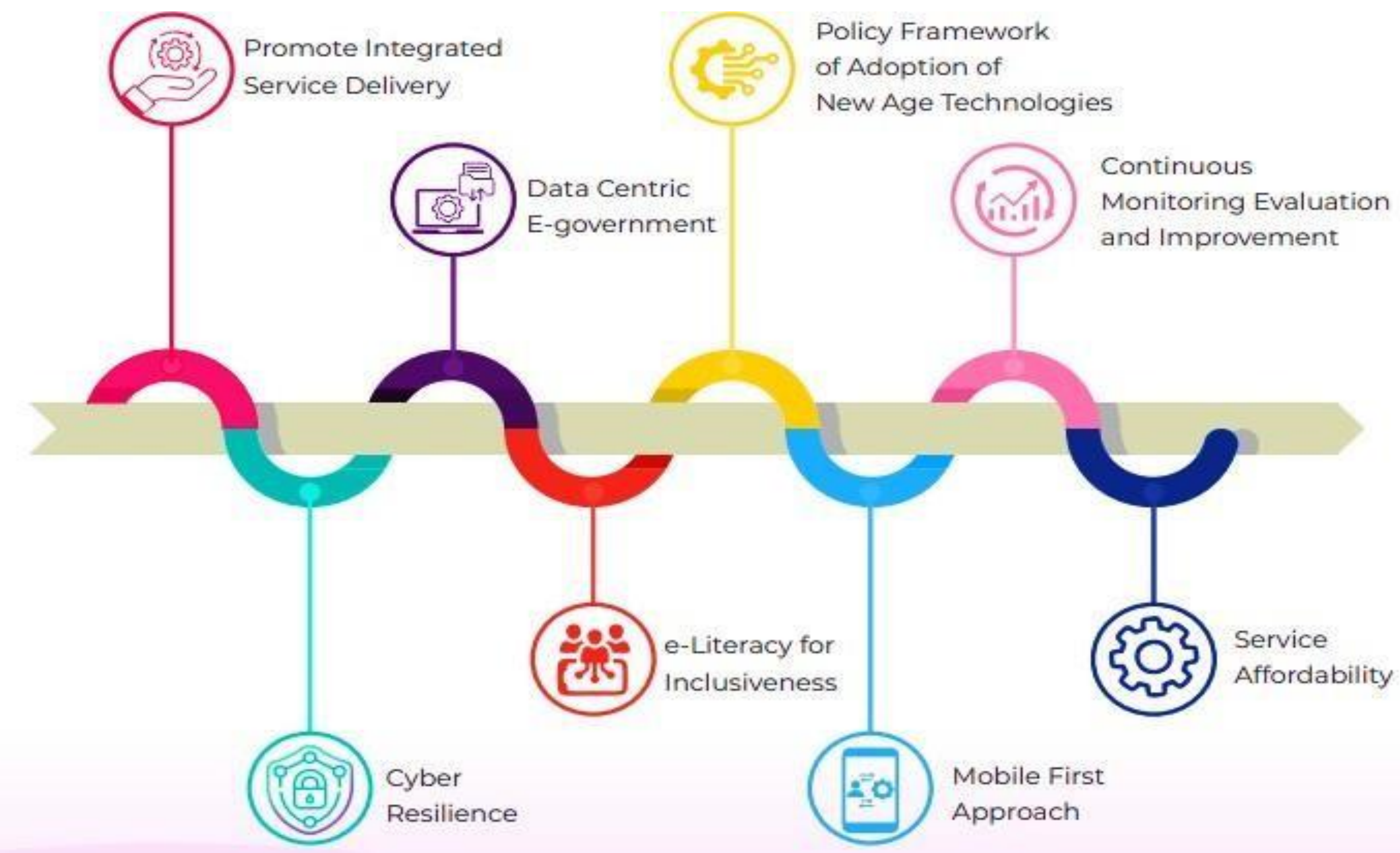
The DARPG conducted a **brainstorming session** on the theme- Emerging and Future e-Governance Initiatives, e-Commerce Initiatives, and Emerging Technologies on 04.01.2024 at CSol, New Delhi.

**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.





# NeSDA – Way Forward | Roadmap Ahead



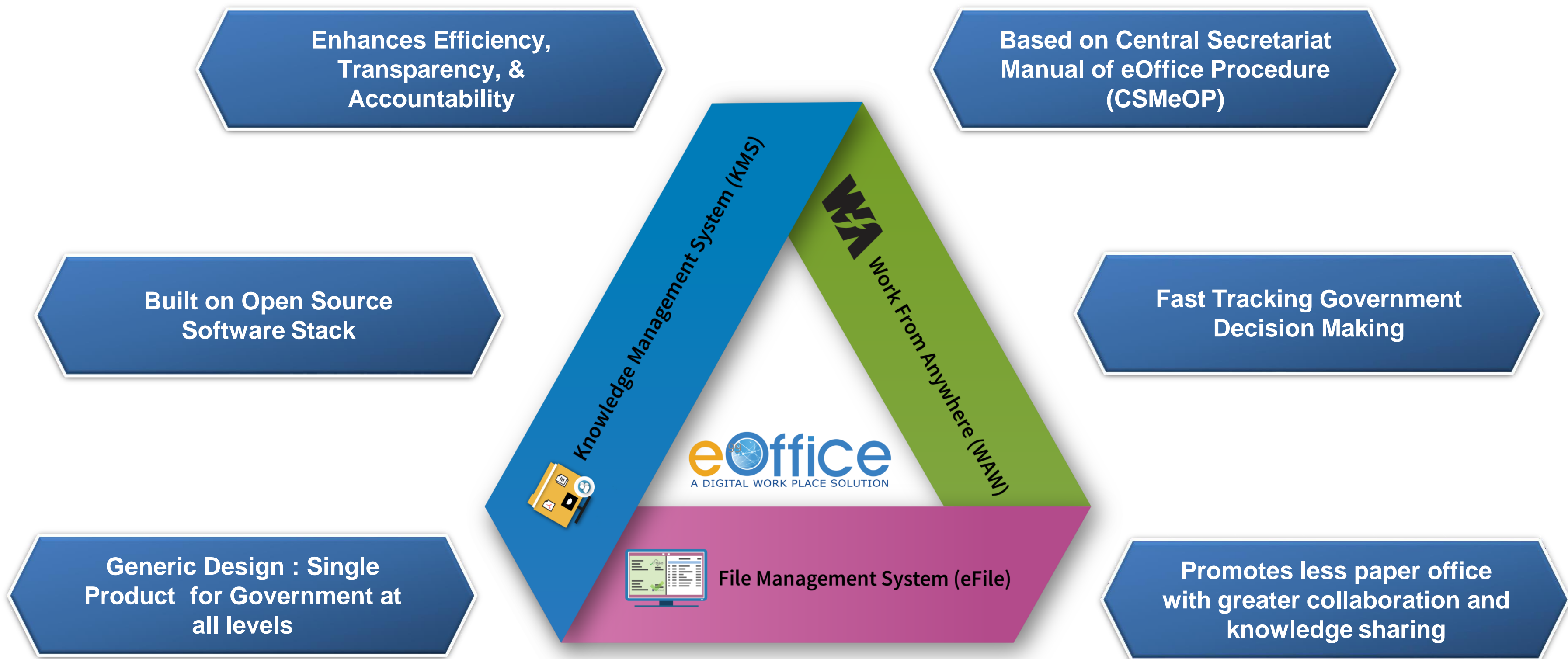




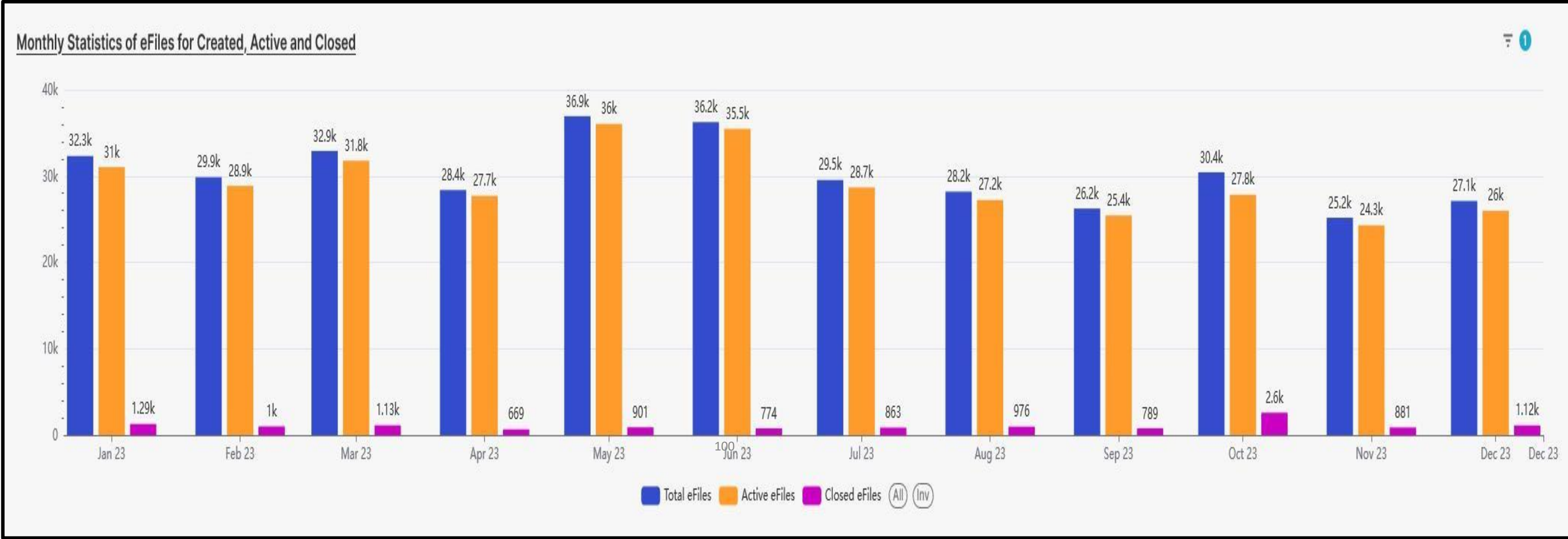
# Secretariat Reforms – e-office



# e-OFFICE : DIGITAL TRANSFORMATION OF GOVERNANCE – FEATURES







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

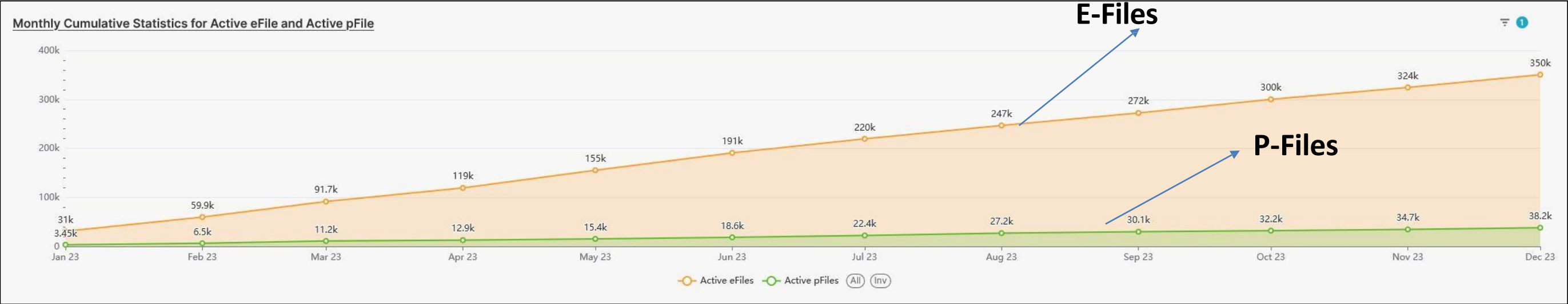
101  
Data Analysis to further streamline & strengthen e-Office

Enable comprehensive implementation of IEDM



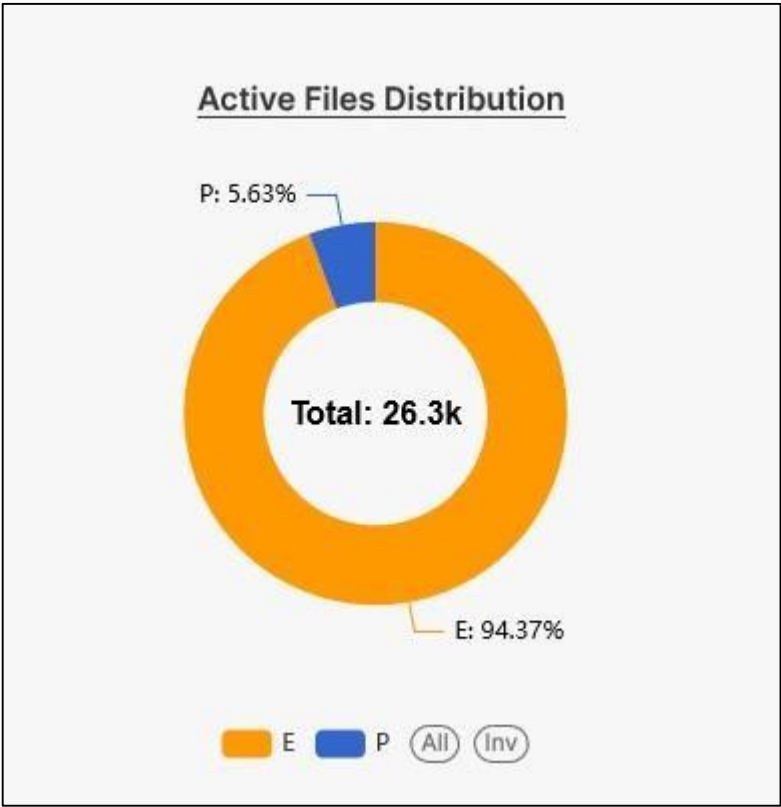
# A transition from Physical File to e-File for a Transparent, Faster and Efficient Decision Making

2023



Nearly 95% new files opened in Mar 2024 were e-Files

2024

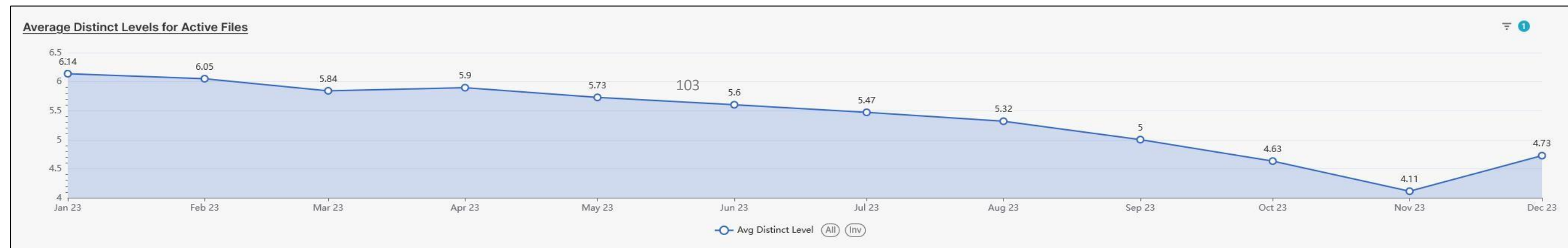




# Successful Delaying, towards a Flatter Hierarchy of Decision Making



**2023**



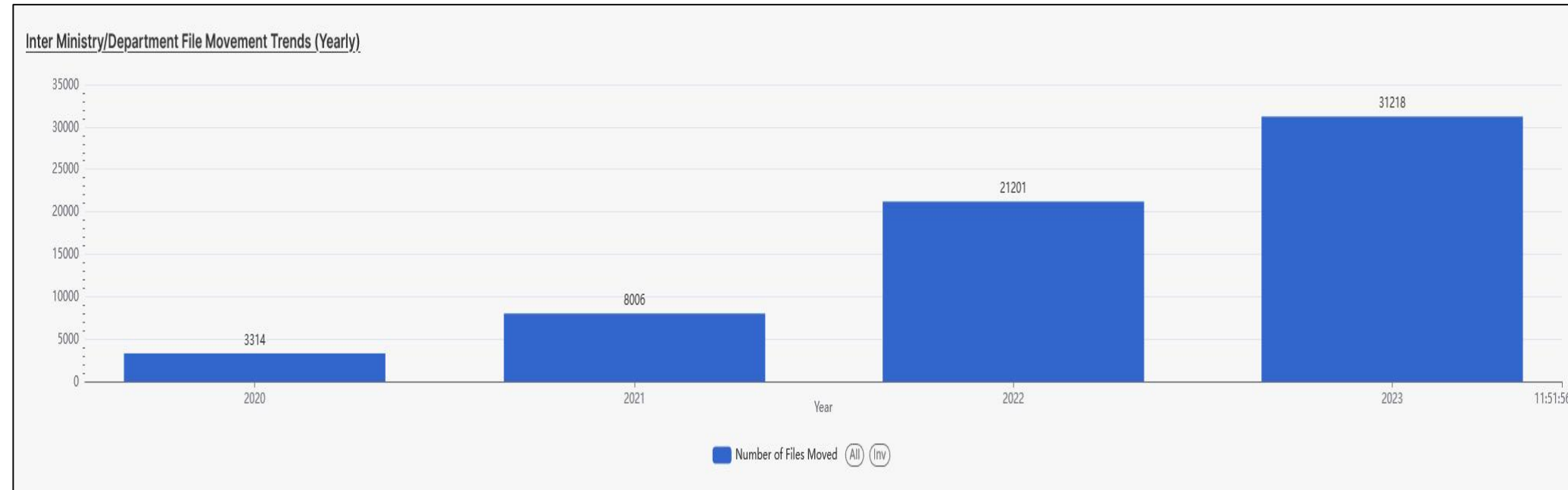
The distinct levels of file movement fell from an Average of **8.01 in 2020** to a minimum of **4.11 in Nov 2023**.

The Average was **4.4** levels in March 2024



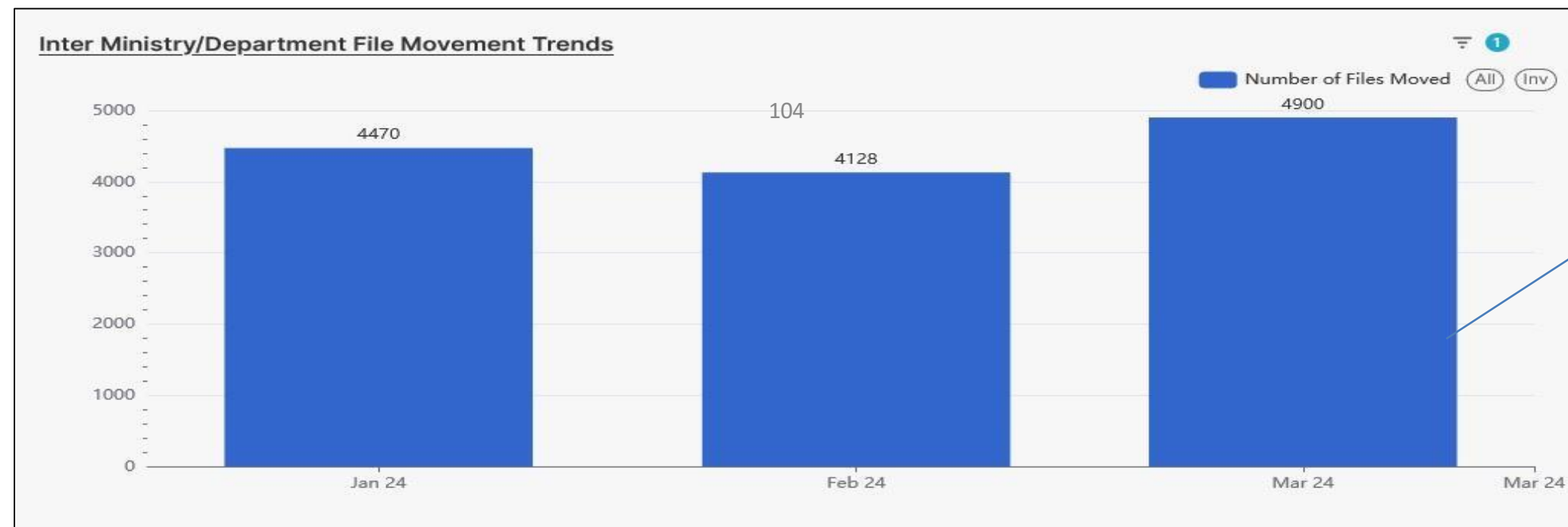
# Inter Ministerial e-file movement links pivotal components of government decision making

2020-23



Average of about 2500 files per month in 2023.

2024

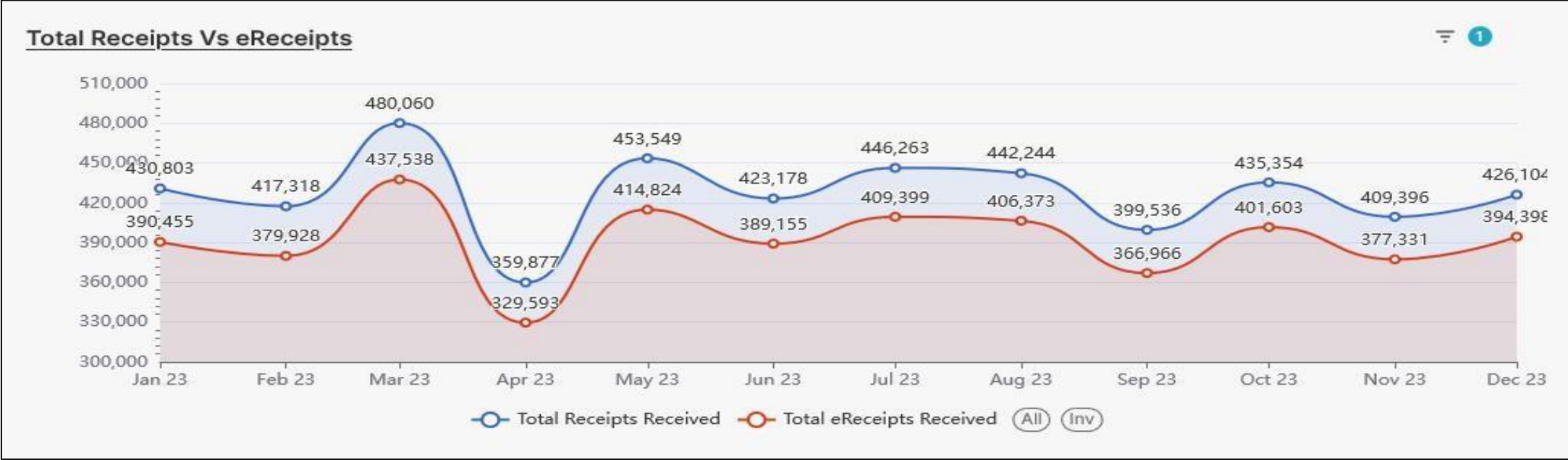


The Inter-Ministerial File movement is steadily increasing. The figures for the Year 2024 are well over 4000 files movement in each month so far.



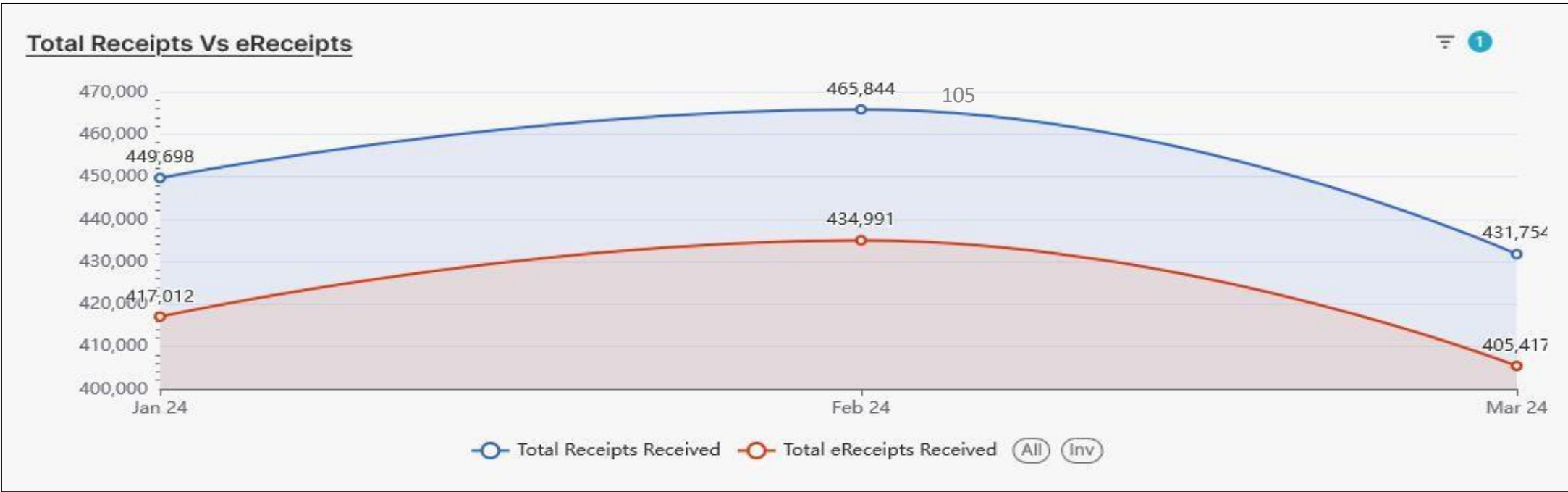
# The progress in digitizing communications to Government, a shift to e-Receipts

2023



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

2024



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**

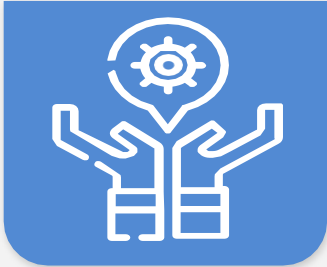
The National Centre for Good Governance (NCGG) was transferred to the Department of Administrative Reforms and Public Grievances (DARPG).

**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.

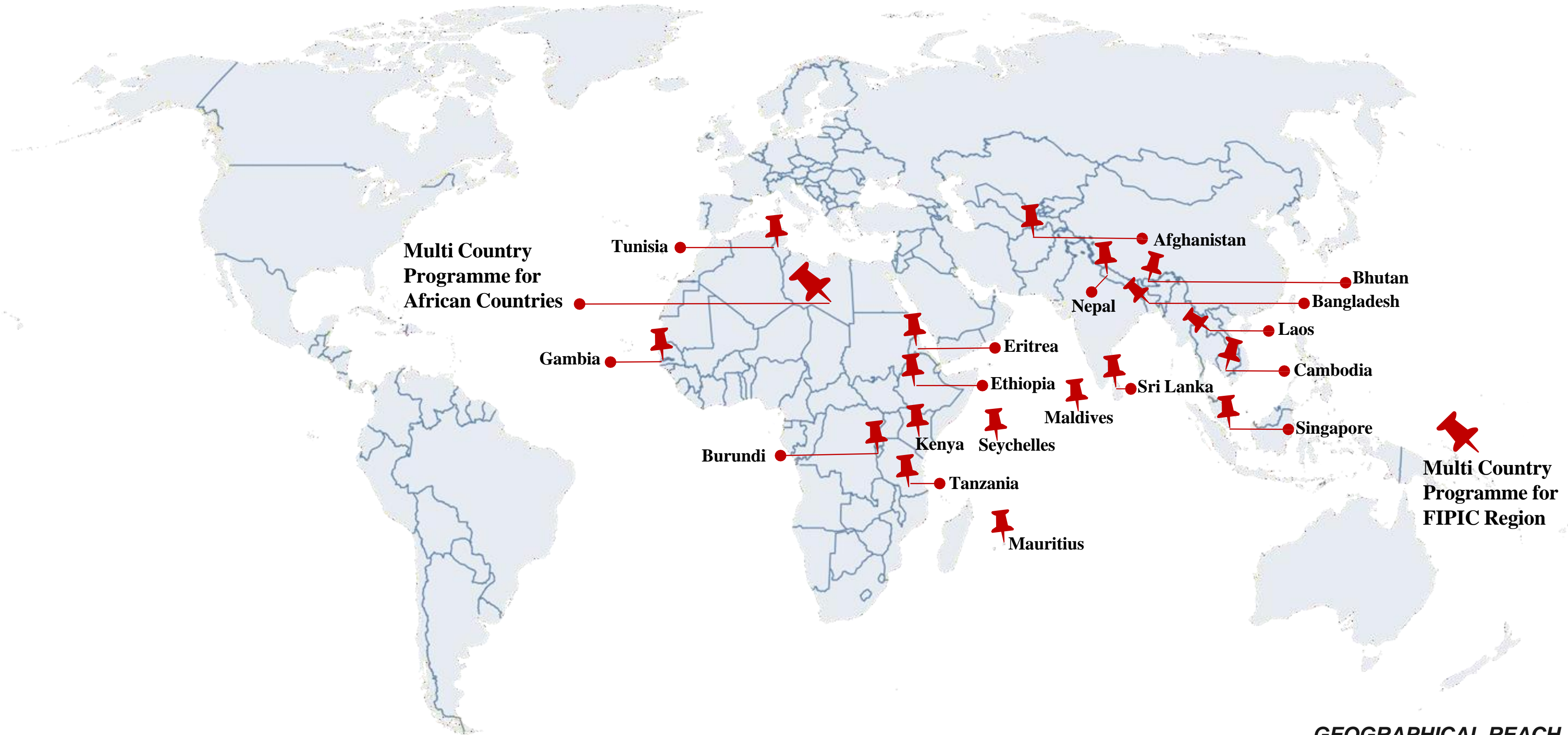


Undertaking initiatives for citizen centric governance & encourage the adoption and replication of innovative ideas and best practices.

**Mandate to Promote Good Governance**



# Capacity Building Programmes





# Global Reach Of NCGG - ITEC Webinars





# Engagements with Bangladesh

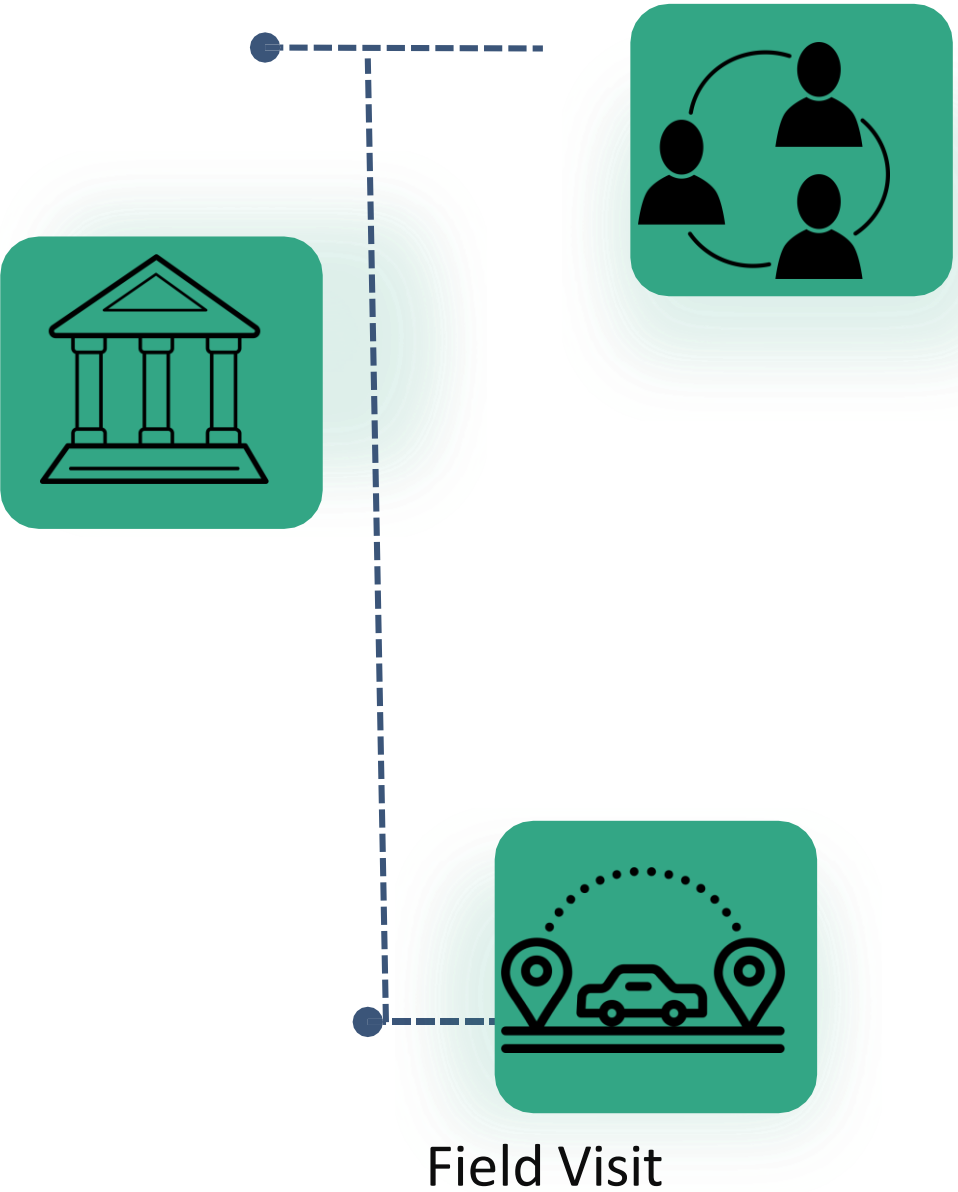
- Organizing the Mid Career Training Programme (MCTP) in Field Administration for Bangladesh's Civil Servants since 2014.
- Ministry of External Affairs, Gol has given the mandate to train 1500 Bangladesh Civil Servants to NCGG.
- During the sixteenth MCTP the NCGG had the pleasure of hosting Hon'ble 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.



Field Visit

## 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.

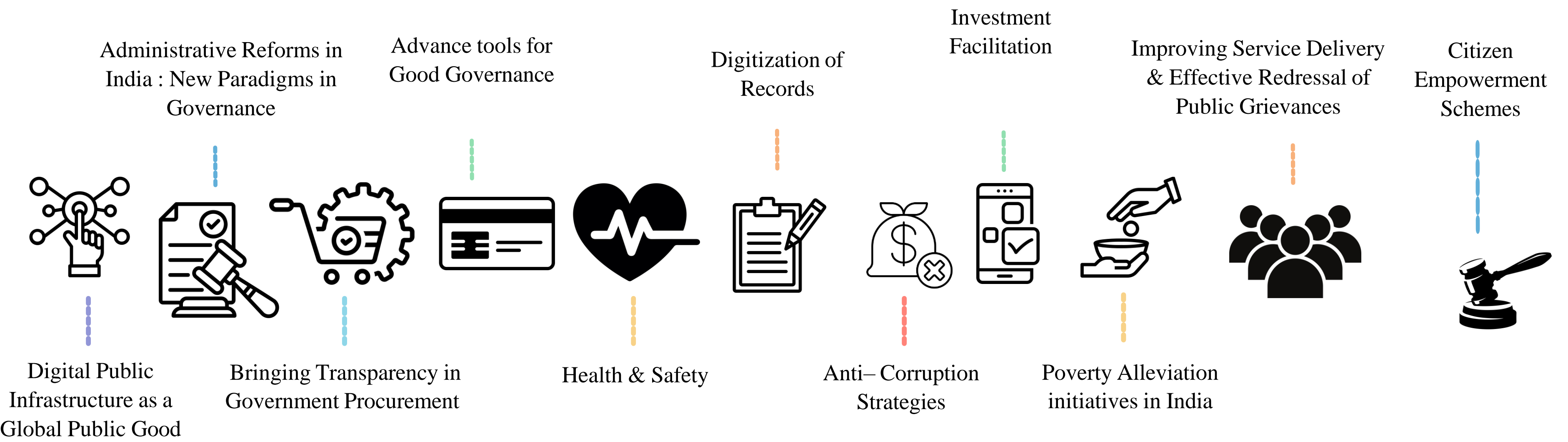


## About the Mid Career Training Programme (MCTP) – A Platform for Knowledge Exchange

- 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.

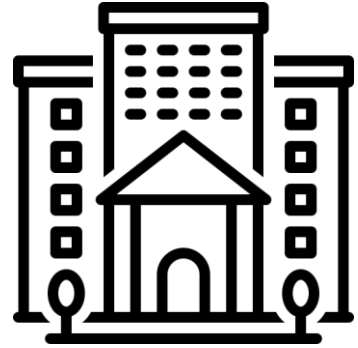


# THEMATIC AREAS/CASE STUDIES/BEST PRACTICES BEING COVERED IN PROGRAMS



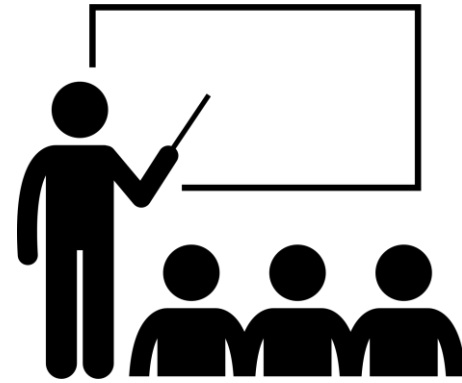


# ACADEMIC EXPOSURE VISITS FOR OFFICERS



## 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**

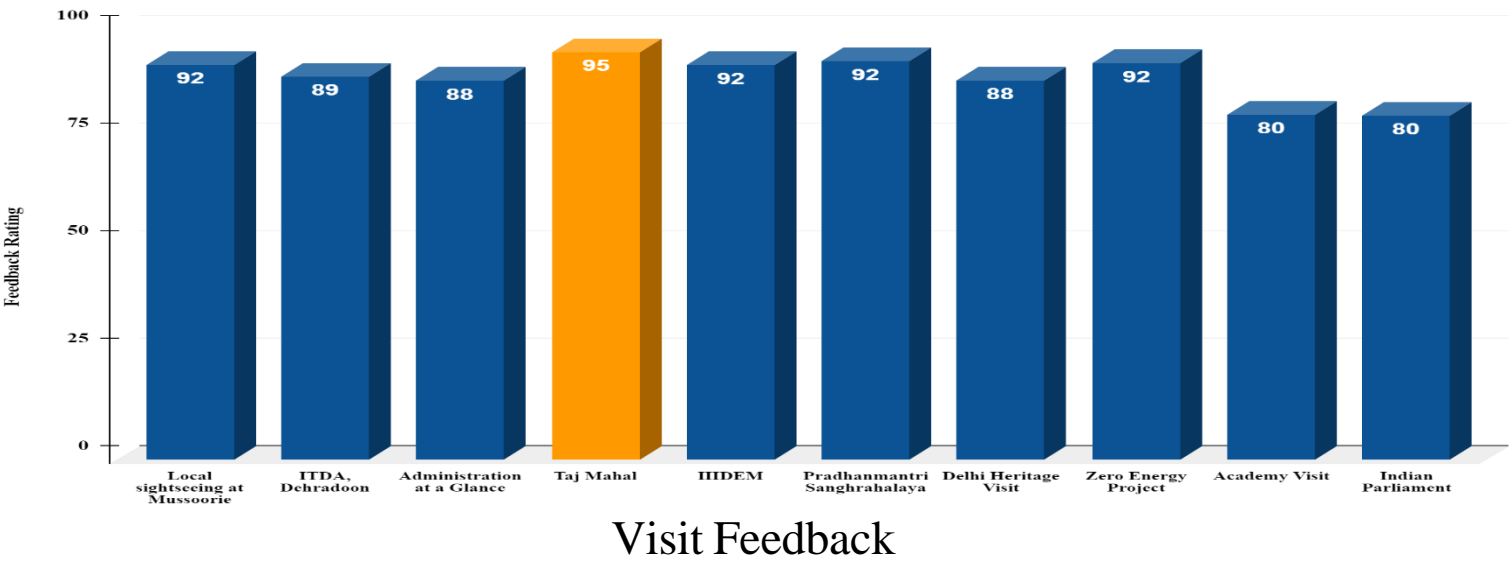
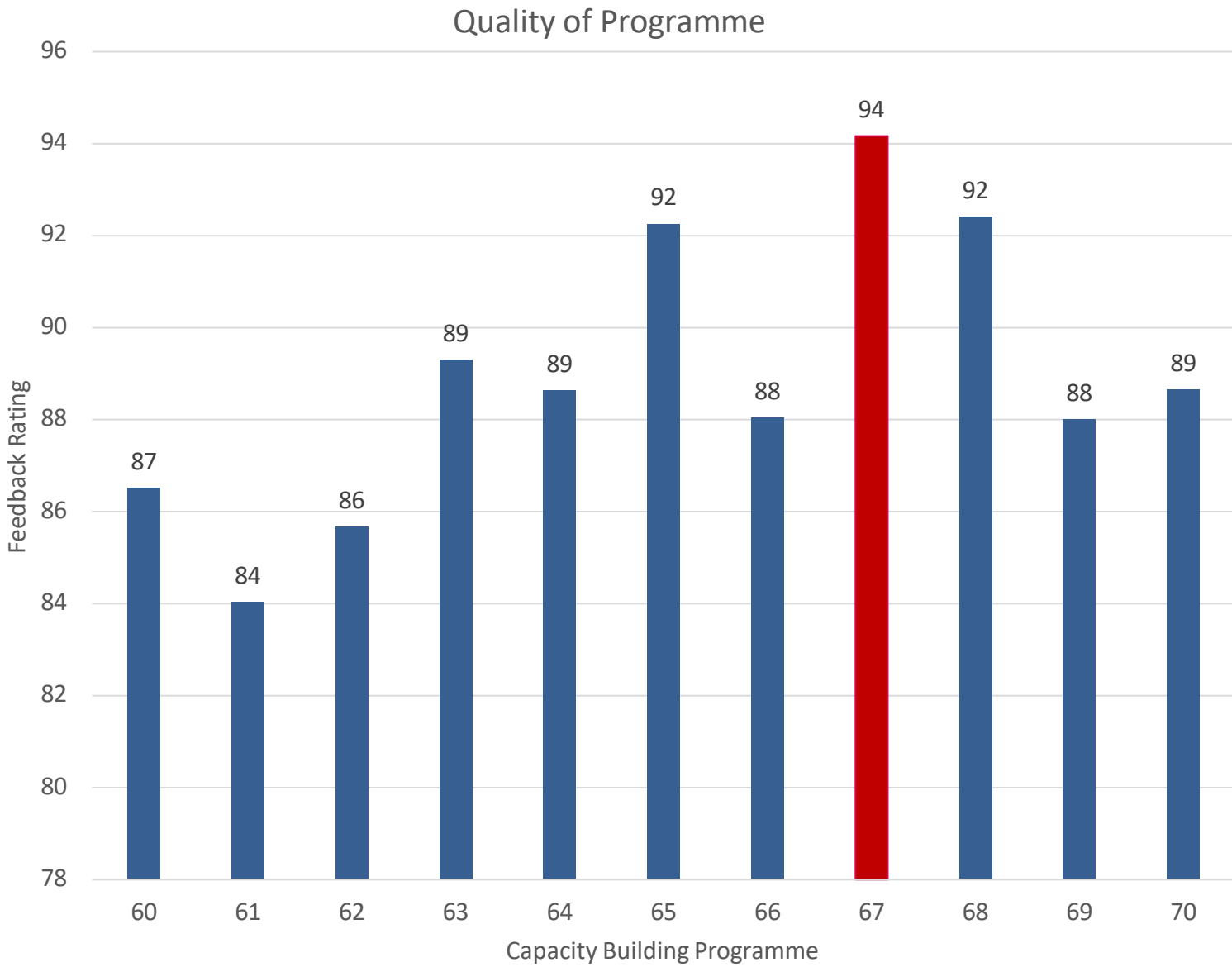


## EXPOSURE VISITS/ATTACHEMENT WITH EMINENT INSTITUTES AND ORGANISATION

<b>Election Commission of India (ECI)</b>	<b>01</b>		<b>08</b>	<b>New Parliament Building &amp; Samvidhan Sabha</b>
<b>Delhi Metro Rail Corporation (DMRC)</b>	<b>02</b>		<b>09</b>	<b>Pradhanmantri Sangrahalaya</b>
<b>Central Information Commission (CIC)</b>	<b>03</b>		<b>10</b>	<b>Morarji Desai National Institute of Yoga (MDNIY)</b>
<b>Zero Energy Building, Paryavaran Bhawan</b>	<b>04</b>		<b>11</b>	<b>Interaction with Ministry of External Affairs</b>
<b>New Delhi Municipal Corporation (NDMC)</b>	<b>05</b>		<b>12</b>	<b>Visit to Ministry of New and Renewable Energy</b>
<b>All India Institute of Medical Sciences (AIIMS)</b>	<b>06</b>		<b>13</b>	<b>Central Bureau of Investigation/Central Vigilance Commission</b>
<b>District Administration of nearby State</b>	<b>07</b>		<b>14</b>	<b>International Solar Alliance</b>



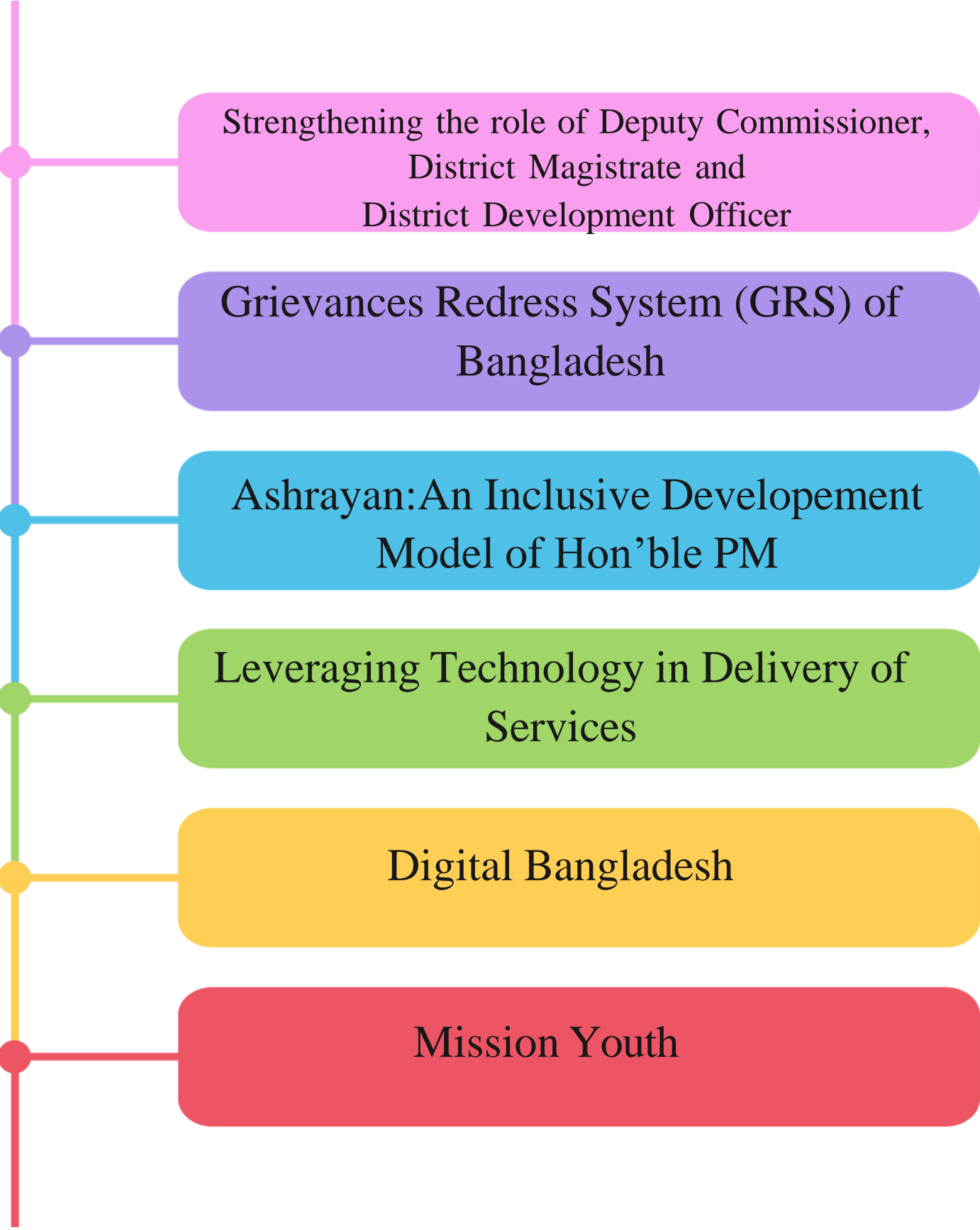
# FEEDBACK BY THE PARTICIPANTS -BANGLADESH





# GROUP WORK BY PARTICIPANTS

## BANGLADESH







**NCGG Team**





**A glimpse of memories**





















**Delegation from Bangladesh  
(1<sup>st</sup> Batch District Collectors)**



इन्दिरा गाँधी राष्ट्रीय वन अकादमी  
INDIRA GANDHI NATIONAL FOREST ACADEMY









सुषमा स्वराज विदेश सेवा संस्थान

विदेश मंत्रालय

नई दिल्ली

SUSMA SWARAJ NIDHI  
OF  
FOREIGN SERVICE  
COMMISSIONERATES  
GENERAL











**Morarji Desai National Institute of Yoga**  
Ministry of Ayush, Government of India

68, Ashoka Road, New Delhi - 110001







राजकीय बालिका इण्टर कॉलेज  
22, राजपुर रोड, देहरादून, उत्तराखण्ड  
राजकीय: कन्या: उच्चमाध्यमिक: विद्यालय  
22, राजपुर रोड, देहरादून, उत्तराखण्ड



राजकीय बालिका  
इण्टर कॉलेज  
( स्मार्ट स्कूल )

Government Girls Inter College  
22, राजपुर रोड, देहरादून, उत्तराखण्ड















**Delegation from Bangladesh  
(2<sup>nd</sup> Batch District Collectors)**



















जिला प्रशासन  
करनाल









# Thank you