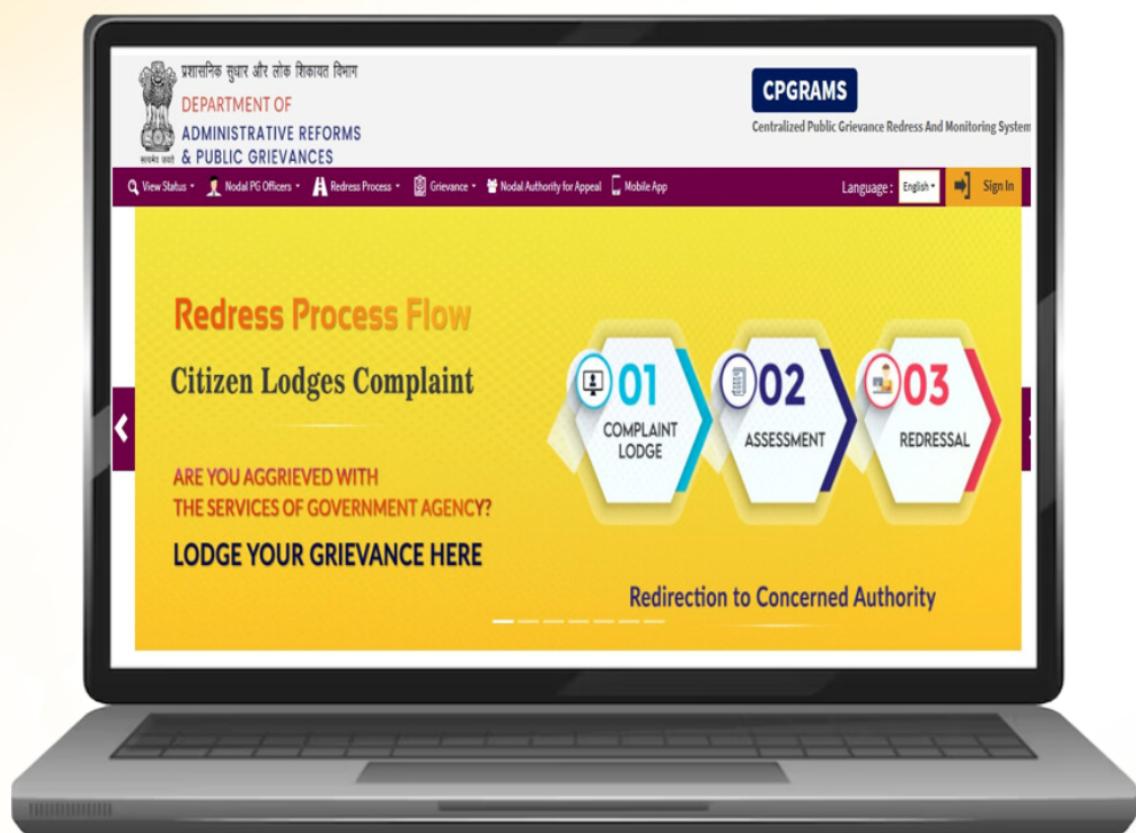




प्रशासनिक सुधार और लोक शिकायत विभाग

DEPARTMENT OF
ADMINISTRATIVE REFORMS
& PUBLIC GRIEVANCES

“EFFECTIVE REDRESSAL OF PUBLIC GRIEVANCES”



16TH ANNUAL CONVENTION, 2024 OF CENTRAL INFORMATION COMMISSION

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Effective Redressal of Public Grievances

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“We all need to constantly improve our democratic practices and systems. And, we all need to continuously enhance inclusion, transparency, human dignity, responsive grievance redressal and decentralization of power.” – Prime Minister Modi at the Summit for Democracy on December 10, 2021

Introduction

The 16th Annual Convention 2024 of the CIC is an occasion that enables us to rededicate ourselves to the transparency in public affairs and right to information which is a basic necessity of good governance. I am grateful to the Chief Information Commissioner, Shri Heeralal Samariya ji for inviting me to present my thoughts on this occasion. The Right to Information Act has clearly defined the right of citizens to obtain information from public authorities, establishing well defined points for seeking information – PIO, mandated the Departments/ Ministries for suo-moto declaration of specified information, stipulating a time frame within which the information is furnished to the applicant and setting-up an internal appellant mechanism.

The subject of my address today is **“Effective Redressal of Public Grievances”**.

In a large number of cases under the Right to Information Act, the information sought to be accessed stems from a grievance filed against a Ministry/ Department. The principles of the Right to Information initiative are also applicable to Effective Redressal of Public Grievances. However, public grievances cover a wide range of issues and problems ranging from simple complaints regarding red-tapism, to corruption and delays, to major demands for provision of physical and social infrastructure.

Grievances can be categorized into three broad groups –

- (a) grievances arising out of abuse of office and corruption on part of public functionaries,
- (b) grievances arising out of systemic deficiencies within an organization and

(c) grievances arising from non-fulfilment of needs/ demands.

Whilst the first category is amenable to statutory intervention similar to those embodied in the RTI Act, the second and third categories require internal reforms, organizational capacity building and adequate budgetary allocations. Public Grievances which emanate out of systemic deficiencies or those which are of the nature of demands/ requests are best handled through strong internal grievance redressal mechanisms, transparency in use of resources and reform of internal processes.

Prime Minister Modi has accorded highest priority to Effective Redressal of Public Grievances in a timely, meaningful and accessible manner, calling effective grievance redressal the most important aspect of governance in Indian democracy. The government has undertaken significant reforms to strengthen citizen engagement, streamline grievance redressal processes, and integrate cutting-edge technology.

This lecture delves into the policy reforms adopted for Effective Redressal of Public Grievances in India – the CPGRAMS, the Central/ State Grievance Portals and futuristic policy reforms in Grievance Redressal.

CPGRAMS: A Foundation for SMART Governance

Presently CPGRAMS is the world's largest citizen interface platform. The CPGRAMS has been adopted and implemented across all Central Ministries/ Departments, attached, subordinate and autonomous bodies. By integrating advanced technologies, supporting multiple languages and providing comprehensive tracking and feedback mechanisms, CPGRAMS ensures that citizen's grievances are addressed promptly and effectively, contributing to improved governance and public service delivery.

The Centralized Public Grievance Redress and Monitoring System (CPGRAMS), is a 24x7 digital platform on which citizens can seamlessly lodge grievances pertaining to Ministries/ Departments, and States/ UT's. The CPGRAMS is accessible through the portal www.pgportal.nic.in, mobile applications such as My Grievance App and UMANG, and Common Service Centres, it ensures inclusivity through multilingual support and harnesses cutting-edge technologies such as artificial intelligence, to

manage extensive data ecosystems with precision. In 2019-2024 period, 1.12 crores public grievances were redressed on CPGRAMS portal, by 101,675 grievance officers with average grievance redressal time of 14 days and citizen satisfaction of 55 percent. 28 lac citizens are registered on the CPGRAMS portal.

Citizens receive unique registration IDs for real-time grievance tracking and an integrated appeal mechanism in cases of poor grievance redressal. Feedback on CPGRAMS grievances is collated through a Feedback Call Centre which ensures inclusivity and amplifies citizen engagement.

The CPGRAMS employs several of institutional and domain experts who have played a pivotal role in fortifying its ecosystem and driving its success.

National Informatics Centre (NIC) : The National Informatics Centre (NIC) provides critical institutional support to CPGRAMS through the development, upgradation, and maintenance of the platform, ensuring its functionality, security, and user-friendliness. NIC facilitates seamless integration with government departments, offers technical support, and ensures data security while conducting training programs to build capacity among officials. By enabling real-time monitoring, reporting, and data-driven insights, NIC strengthens the CPGRAMS ecosystem, driving efficiency in grievance redressal and fostering citizen-centric governance.

Quality Council of India (QCI): The Quality Council of India (QCI) has been a key institutional partner driving systemic reforms in CPGRAMS to enhance efficiency and citizen-centricity. QCI has led initiatives like CPGRAMS 7.0 universalization, grievance analysis, and the introduction of performance indices, while also supporting COVID-19 grievance management and capacity-building programs. Through comprehensive data analysis, feedback mechanisms, and innovative interventions, QCI has significantly strengthened the grievance redressal system, fostering improved governance outcomes.

Data Strategy Unit (DSU) : The Data Strategy Unit (DSU), established by DARPG in March 2022, plays an important role in enhancing CPGRAMS by leveraging data analytics and visualization for strategic decision-making and policy reforms. Through its Tree Dashboard, DSU provides actionable insights, trend and root cause analysis, and tracks grievances related to key national schemes, enabling targeted

interventions. Additionally, DSU conducts training programs to promote data literacy and optimize grievance management, strengthening the overall effectiveness of CPGRAMS.

Bharat Sanchar Nigam Limited (BSNL) : BSNL supports CPGRAMS through its multilingual Feedback Call Centre, launched in July 2022, enabling direct citizen engagement to assess grievance resolution quality. By gathering satisfaction ratings and feedback, the call centre fosters accountability, enhances the grievance redressal process, and ensures citizens' concerns are comprehensively addressed. This citizen-centric mechanism strengthens trust, provides actionable insights for system improvement, and creates a robust e-governance framework connecting the government with the public.

Common Service Centers (CSCs): The CPGRAMS integrated with Common Services Centre (CSC) network, with 5.3 lakh CSC's, acts as a bridge between citizens and the government, especially in internet poor areas and remotest corners of the nation. By facilitating grievance registration, documentation, and follow-up, CSCs ensure accessibility, transparency, and accountability in the grievance redressal process. Initiatives like the CSC-CPGRAMS Day further amplify awareness and citizen engagement across the nation.

Indian Institute of Technology, Kanpur : The Indian Institute of Technology (IIT) Kanpur, as a knowledge partner to DARPG, has introduced AI and ML capabilities to CPGRAMS through the Intelligent Grievance Monitoring System (IGMS 2.0). This system enables grievance classification and root cause analysis while offering advanced semantic search and graphical data visualization. These innovations enhance grievance redressal efficiency, driving systemic improvements and informed policy interventions.

C-DAC: C-DAC has enhanced CPGRAMS by enabling grievance logging in 22 Indian languages, and to break language barriers. It has created tools like Intelligent Script Manager and Name Translation to facilitate seamless communication in diverse languages for inclusive and citizen-friendly grievance redressal.

Bhashini: The DARPG integrated the AI-based language tool, Bhashini, with CPGRAMS to enhance accessibility and efficiency in grievance redressal. Bhashini supports 22 Indian languages, enabling seamless translation, dual-language replies, and inclusive grievance

handling. This initiative reflects the government's commitment to leveraging AI for citizen-centric governance and overcoming language barriers.

The implementation of CPGRAMS-10-Step reforms, resulted in institutional strengthening and significant improvements in quality and timelines of grievance redressal. Monthly disposal of public grievances has crossed 100,000 for the past 28 months, grievance redressal timelines have reduced from 28 days in 2022 to 13 days by October 2024, and registration has crossed 28 lac citizens on the CPGRAMS portal. 101,675 Grievance Redressal Officers have been mapped and 70 lac grievances resolved between 2022-2024, the system demonstrates remarkable efficiency and impact. An average of 22 lac public grievances/ annum have been received on CPGRAMS portal. The pendency levels of central ministries/ departments stands at an all-time low of 51450 in November 2024 and pendency of state grievances stands at 1.9 lac.

Comprehensive Guidelines for Handling Public Grievances, 2024

In August 2024, the Government further refined its policy for Effective Redressal of Public Grievances with the introduction of new Comprehensive Guidelines, which were disseminated during the National Workshop on Effective Grievance Redressal held in November 2024. The key features of the August 2024 policy, per below an integrated user-friendly grievance filing platform, appointment of experiences/ competent officers as Nodal Officers for Public Grievances, creation of Grievance Redressal Cells in Ministries/ Departments, reducing the timelines of grievance redressal to 21 days from 30 days and improving the appeal officer system.

An integrated user-friendly grievance filing platform: CPGRAMS is a centralized platform for citizens to register grievances against public authorities in the Central Government or States/UTs, offering role-based access to relevant departments. Many Central Ministries/Departments, and States also have their own public grievance platforms. Integrating all of them into a single window enhances accessibility, reduces duplication, and saves officials' time. Priority shall be given to API-based integration to optimize the operational efficiency of all public grievance portals.

Appointment of Nodal Officer for Public Grievances: The Nodal Officer for Public Grievances ensures citizen grievances are addressed promptly, fairly and efficiently. Ministries must appoint experienced, competent officers with sufficient authority and knowledge of departmental workflows. In the Ministries/Departments where grievance volume is high, a dedicated Nodal Officer with independent charge on sufficient rank is recommended to ensure timely and quality grievance resolution.

Role of Nodal Public Grievance officer: An indicative list of activities to be performed by the Nodal Officer for Public Grievances is given as follows:

- ◆ **Effective categorization:** Effective grievance management on CPGRAMS is based on accurate categorization and their mapping with right authorities. Nodal PG officer, under the guidance of Secretary, shall undertake review of categorization once in six months to ensure their relevance and effectiveness for citizen in filing of grievances.
- ◆ **Appointment of Nodal Technical GRO:** The updating of Grievance Redressal Officers (GROs) and ensuring their correct mapping on CPGRAMS is crucial for faster grievance resolution. A Nodal GRO should appoint a Nodal Technical GRO to oversee this process. The Nodal Technical GRO will manage updates related to officers' mobile numbers, transfers, retirements, and other CPGRAMS-related technical details. This ensures smooth and efficient functioning of the grievance redressal system.
- ◆ **Monitoring pendency:** The Nodal Officer shall monitor grievances and ensure quality disposal. Nodal GRO is responsible for handling grievances sensitively and maintaining polite, respectful communication with citizens.
- ◆ **Supervisory Oversight:** Nodal Public Grievance officer may view the performance of other GROs in the nodal PG officer's dashboard in CPGRAMS. The Nodal officer is expected to utilize this facility to review the performance of other GROs in the respective Ministry.

DARPG has created a portal for the feedback collected by BSNL on the grievances disposed by the GROs on CPGRAMS. The portal can be accessed on pgportal.gov.in/ccfeedback/ The Nodal officer is expected to analyze the feedback and work on the areas of poor/low feedback. DARPG has created an AI-powered Data

Strategy Unit and analytics dashboards for in-depth grievance analysis. Nodal Officers can utilize these tools to identify pain points in schemes and implement sustainable solutions. DARPG publishes monthly CPGRAMS reports with performance rankings of Ministries/Departments based on the parameters of Grievance Redressal and Assessment Index (GRAI). Nodal Officers shall utilize the report to enhance their Ministry/Department's performance and rankings. The Nodal officer shall take note of the complaints appearing in the newspaper/ social media etc. and take Suo moto action on the complaints. At least one day in a month shall be utilized by Nodal GRO for having meetings with all Grievance Redressal Officers in his Ministry/Department regarding pendency, quality of redressal and complaints being received.

Setting up a dedicated Grievance Cell in every Ministry: Every Ministry shall set up a dedicated Grievance Cell under the supervision of the Nodal GRO. This Cell must be staffed with personnel knowledgeable about the Ministry's schemes and skilled in data analytics and root cause analysis to effective grievance handling.

Timeline for resolving the grievances: The 10-setp reforms initiated in CPGRAMS have significantly reduced the average resolution time, enabling DARPG to set a maximum grievance redressal time of 21 days. In cases where the redressal requires longer time, an interim reply may be provided, stating the reason and expected resolution timeline. For grievances requiring more than 21 days due to procedural complexities, Ministries/Departments may identify such categories and suggest the timelines as a guideline to GROs. DARPG will support Ministries/Departments in this process by using algorithms to determine optimal time for resolution based on past history. The grievances of urgent/priority nature are flagged on CPGRAMS based on individual Ministry-level inputs. Nodal GROs may validate the tagging of grievances and ensure GROs prioritize resolving these grievances promptly.

Escalation process: Appointment of Appellate Authorities: CPGRAMS serves as an appeal platform for grievances unresolved on other portals, allowing citizens to raise appeals via the portal or feedback call centers. Appeals are handled by a Nodal Appellate Authority (NAA) of Additional/Joint Secretary rank, supported by Sub Appellate Authorities (SAA) for localized resolution of appeals against GROs. Appeals

must be independently reviewed and shall be disposed off within a maximum of 30 days.

Redressal/ Closure of Grievances: Grievances shall follow a 'whole of the government' approach, avoiding closures with "*Does not pertain to this Ministry/Department/Office*" or its equivalent statements. Efforts shall be made to transfer the same to the concerned authority for resolution. GROs should not close grievances due to missing documents or information. Instead, they can request additional details through CPGRAMS or contact the citizen directly to obtain the required documents, if needed. After redressal, GROs must submit a detailed Action Taken Report (ATR). DARPG has redesigned ATRs for faster closure of frivolous cases and meaningful reporting in other cases. In cases identified as frivolous, GROs are not required to submit detailed ATRs and feedback. GROs must ensure to upload any relevant letters or orders issued by the Ministries/Departments for grievance redressal and provide clear, valid reasons while closing the grievance, especially if a citizen's request is not accepted. The disposed grievance will be treated as closed unless the citizen has filed the appeal. If the appeal is received from the citizen against the disposed grievance, the grievance will be treated as closed only after disposal of appeal. CPGRAMS has multilingual auto translation facility. This facility shall be utilized and reply to the citizen shall be given in the language grievance was filed. GROs are advised to follow the Standard Operating Procedure for handling the grievance on CPGRAMS which is enclosed at Annexure to this Circular.

Feedback on disposed grievances: Upon grievance resolution, an SMS/email is sent to the citizen on their registered mobile number and email address, and if dissatisfied, they can provide feedback or raise an appeal on the portal. DARPG has also set up a call center to survey the citizen response on grievance disposal. Feedback will soon be integrated with platforms like WhatsApp and chatbots, allowing citizens to appeal through various channels. DARPG has created a separate portal <https://pgportal.gov.in/ccfeedback> for feedback and call records, accessible to Nodal PG Officers. Ministries can use this portal for detailed analysis of citizen feedback to improve their programs and policies.

Analysis of grievances to review impact of the schemes/ programmes and scope for improvements: Public grievances offer direct feedback on government programs, policies, and services. Analysing these grievances provides valuable insights into areas needing attention and helps improve efficiency in government initiatives. DARPG has established a Data Strategy Unit and developed two AI-powered analytical tools, accessible

(a) <https://dashboard-pmopg.nic.in/igms2/sign-in>

(b) <https://treedashboard.in/>.

Ministries have been provided login credentials to these dashboards, which can be used for in-depth grievance analysis on CPGRAMS.

Benchmarking Performances: Grievance Redressal Assessment Index (GRAI):

The Grievance Redressal Assessment Index (GRAI), introduced by DARPG, helps Ministries/Departments review, analyse and streamline their internal grievance redressal mechanisms through SWOT analysis. Based on four dimensions of Efficiency, Feedback, Domain, and Organizational Commitment, the GRAI ranks Ministries/Departments on grievance handling effectiveness. Rankings are published in the CPGRAMS monthly reports, and an award policy be also introduced to recognize the best practices in grievance resolution.

Communication and Awareness: The link of CPGRAMS shall be prominently displayed at the homepage of every Ministry/ Department. The individual schemes/ programmes of the Ministry shall contain the link of grievance portal/ helpline where citizen can contact in case of a grievance. Other mediums of communication including social media handles of Ministry/ Departments shall also be used to create awareness about the grievance/ complaint filing systems in GOI. Success stories and the best practices of CPGRAMS shall be publicized through PIB Statements and social media handles of the Ministries.

Training and Capacity Building: DARPG will organize training for GROs on last Friday of every month. User Manual for GRO interface and Citizen interface are also available for self-learning by GROs. A course module on CPGRAMS is available in iGoT. Ministries shall utilize those training facilities to ensure effective and meaningful

handling of public grievance. For training of State GROs, DARPG has collaborated with State ATIs under its SEVOTTAM scheme. It supports ATI for training @ Rs 1500 per GRO / per day.

Review of PG Cases/ PG Appeals in SOMs: To institutionalize the mechanism of grievance resolution, and to ensure quality disposal, the Secretary of the line Ministries/Departments may review disposal process of CPGRAMS in Senior Officers Meetings. Secretary/Additional Secretary/Joint Secretary should also examine disposal of grievances every week and issue necessary direction for improvement in quality of disposal.

Grievance Redressal Assessment and Index

Developed by DARPG in collaboration with CGG, Hyderabad, the Grievance Redressal Assessment and Index (GRAI) is a comprehensive ranking system that evaluates the performance of Ministries and Departments on the CPGRAMS portal across four dimensions—efficiency, feedback, domain, and organizational commitment—further divided into eleven indicators, fostering healthy competition to enhance efficiency and accountability in grievance redressal.

The GRAI overall findings report the following:

- ◆ Departments have shown significant improvement and progress from the GRAI report 2022.
- ◆ Around 10 percent have shown more than 50 percent growth, 28 percent have shown growth between 25-50 percent, and 51 Ministries and Departments have shown growth up to 25 percent.

The GRAI findings indicate improved resolution rates, high volume of grievances, data analytics and continuous improvement.

GRAI has been formulated based on the following 4 dimensions and 11 indicators with the corresponding weightages:

#	Dimensions	Weights	#	Indicators	Orientation of Indicator*	Weights
1	Efficiency	0.45	1	% of Grievances Resolved with ATRs within Timeline (within 30 days)	Positive	0.45
			2	% of Appeals Redressed	Positive	0.15
			3	% of Resolution of Grievances under Corruption Category	Positive	0.15
			4	Average Resolution Time	Negative	0.10
			5	% Pendency with GROs (beyond 30 days)	Negative	0.15
2	Feedback	0.30	6	% of Appeals Filed	Negative	0.50
			7	% of Resolution with "Satisfied" Remarks	Positive	0.50
3	Domain	0.15	8	% of Resolution of Complaints Labelled as "Urgent"	Positive	0.60
			9	Adequacy of Categorisation of Grievance by M/D	Negative	0.40
4	Organisational Commitment	0.10	10	Ratio of GROs vis-à-vis Grievances Received	Negative	0.30
			11	% of Active Grievance Redressal Officers (GROs)	Positive	0.70

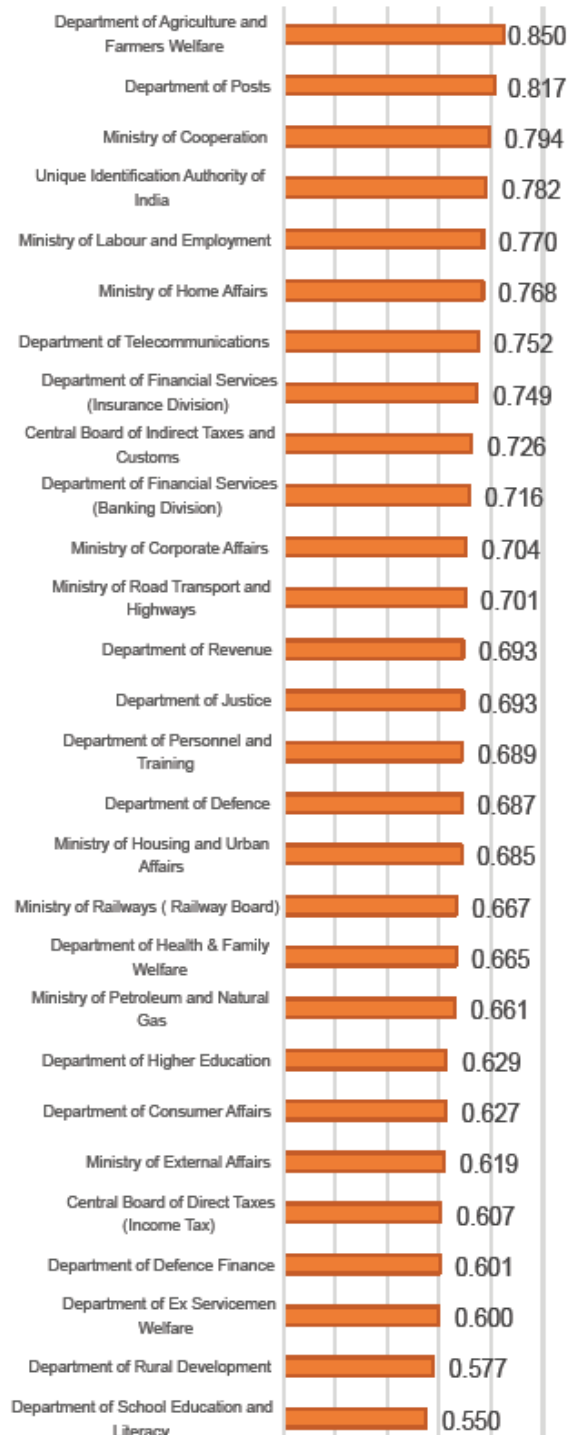
Note: Positive = for which Higher Value is better; Negative Indicator = for which Lower Value is better

GRAI Report-2023: Key Findings

Composite Ranking – Group A (M&D.with registered grievances 10,000) >	<ul style="list-style-type: none"> • Department of Agriculture and Farmers Welfare topped the ranking with a composite score of 0.850 among the 28 M&D of Group A. It is followed by Department of Post and Ministry of Cooperation with composite score of 0.817 and 0.794 respectively. • Around 90% M&D of Group A have scored more than 0.600. Seven M&D have scored more than 0.750. • All the 28 M&D, except for two (Department of Ex Servicemen Welfare and Department of School Education and Literacy) have registered growth in overall growth. score from GRAI 2022. Ten out of the 28 M&D (36%) have registered more than 50%.
Composite Ranking – Group B (M&D with registered grievances 2,000 to 9,999)	<ul style="list-style-type: none"> • The O/o the Comptroller & Auditor General of India has topped the ranking with a composite score of 0.878 among the 33 M&D of Group B. It is closely followed by Department of Land Resources and NITI Aayog with composite score of 0.877 and 0.839 respectively. • More than 90% M&D of Group B have scored more than 0.600. Ten M&D have scored more than 0.750. • All the 33 M&D, except for Department of Financial Services (Pension Reforms have 50% growth.
Composite Ranking – Group C (M&D with registered grievances 2,000) <	<ul style="list-style-type: none"> • Department of Investment & Public Asset Management has topped the ranking with a composite score of 0.839 among the 28 M&D of Group C. It is followed by Ministry of Development of North Eastern Region and Department of Pharmaceuticals with composite score of 0.806 and 0.7990 respectively. • Around 70% M&D of Group C have scored more than 0.600. Four M&D have scored more than 0.750. • All the 28 Ministries, except for one have registered growth in overall Score from GRAI 2022. Eight out of the 28 M&D (29%) have registered more than 50% growth.

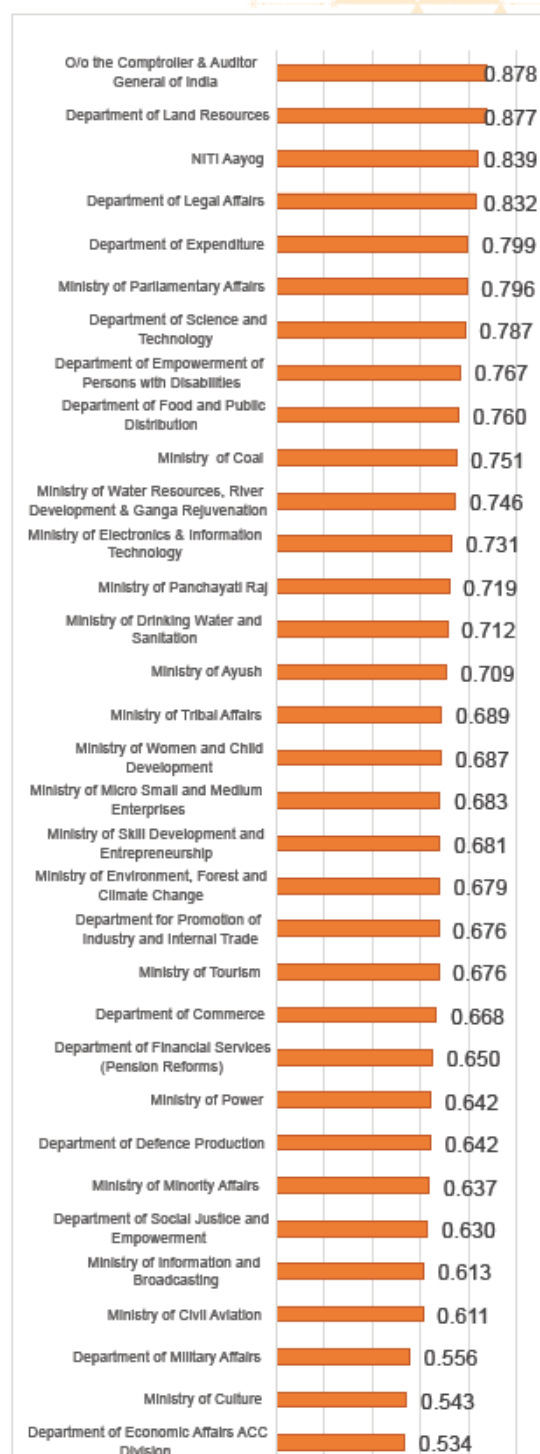
GRAI Ranking: Group A – Composite (M&D with grievances > 10,000)

#	M/D	Score
1	Department of Agriculture and Farmers Welfare	0.850
2	Department of Posts	0.817
3	Ministry of Cooperation	0.794
4	Unique Identification Authority of India	0.782
5	Ministry of Labour and Employment	0.770
6	Ministry of Home Affairs	0.768
7	Department of Telecommunications	0.752
8	Department of Financial Services (Insurance Division)	0.749
9	Central Board of Indirect Taxes and Customs	0.726
10	Department of Financial Services (Banking Division)	0.716
11	Ministry of Corporate Affairs	0.704
12	Ministry of Road Transport and Highways	0.701
13	Department of Revenue	0.693
14	Department of Justice	0.693
15	Department of Personnel and Training	0.689
16	Department of Defence	0.687
17	Ministry of Housing and Urban Affairs	0.685
18	Ministry of Railways (Railway Board)	0.667
19	Department of Health & Family Welfare	0.665
20	Ministry of Petroleum and Natural Gas	0.661
21	Department of Higher Education	0.629
22	Department of Consumer Affairs	0.627
23	Ministry of External Affairs	0.619
24	Central Board of Direct Taxes (Income Tax)	0.607
25	Department of Defence Finance	0.601
26	Department of Ex Servicemen Welfare	0.600
27	Department of Rural Development	0.577
28	Department of School Education and Literacy	0.550



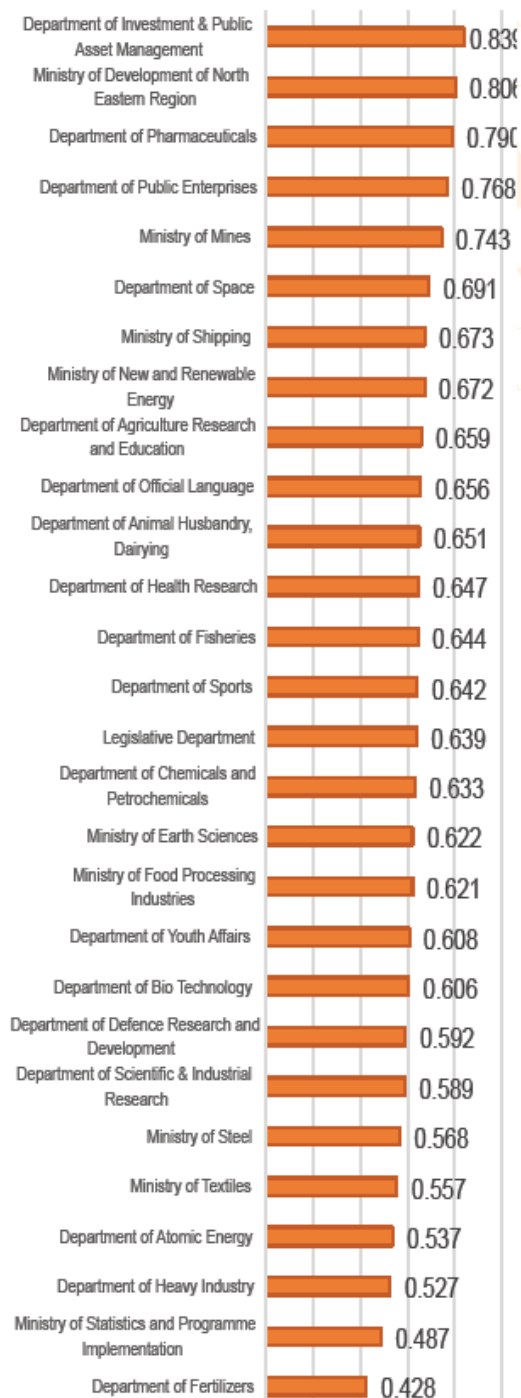
GRAI Ranking: Group B – Composite (M&D with grievances 2000 to 9999)

#	M/D	Score
1	O/o the Comptroller & Auditor General of India	0.878
2	Department of Land Resources	0.877
3	NITI Aayog	0.839
4	Department of Legal Affairs	0.832
5	Department of Expenditure	0.799
6	Ministry of Parliamentary Affairs	0.796
7	Department of Science and Technology	0.787
8	Department of Empowerment of Persons with Disabilities	0.767
9	Department of Food and Public Distribution	0.760
10	Ministry of Coal	0.751
11	Ministry of Water Resources, River Development & Ganga Rejuvenation	0.746
12	Ministry of Electronics & Information Technology	0.731
13	Ministry of Panchayati Raj	0.719
14	Ministry of Drinking Water and Sanitation	0.712
15	Ministry of Ayush	0.709
16	Ministry of Tribal Affairs	0.689
17	Ministry of Women and Child Development	0.687
18	Ministry of Micro Small and Medium Enterprises	0.683
19	Ministry of Skill Development and Entrepreneurship	0.681
20	Ministry of Environment, Forest and Climate Change	0.679
21	Department for Promotion of Industry and Internal Trade	0.676
22	Ministry of Tourism	0.676
23	Department of Commerce	0.668
24	Department of Financial Services (Pension Reforms)	0.650
25	Ministry of Power	0.642
26	Department of Defence Production	0.642
27	Ministry of Minority Affairs	0.637
28	Department of Social Justice and Empowerment	0.630
29	Ministry of Information and Broadcasting	0.613
30	Ministry of Civil Aviation	0.611
31	Department of Military Affairs	0.556
32	Ministry of Culture	0.543
33	Department of Economic Affairs ACC Division	0.534



GRAI Ranking: Group C – Composite (M&D with grievances < 2000)

#	M/D	Score
1	Department of Investment & Public Asset Management	0.839
2	Ministry of Development of North Eastern Region	0.806
3	Department of Pharmaceuticals	0.790
4	Department of Public Enterprises	0.768
5	Ministry of Mines	0.743
6	Department of Space	0.691
7	Ministry of Shipping	0.673
8	Ministry of New and Renewable Energy	0.672
9	Department of Agriculture Research and Education	0.659
10	Department of Official Language	0.656
11	Department of Animal Husbandry, Dairying	0.651
12	Department of Health Research	0.647
13	Department of Fisheries	0.644
14	Department of Sports	0.642
15	Legislative Department	0.639
16	Department of Chemicals and Petrochemicals	0.633
17	Ministry of Earth Sciences	0.622
18	Ministry of Food Processing Industries	0.621
19	Department of Youth Affairs	0.608
20	Department of Bio Technology	0.606
21	Department of Defence Research and Development	0.592
22	Department of Scientific & Industrial Research	0.589
23	Ministry of Steel	0.568
24	Ministry of Textiles	0.557
25	Department of Atomic Energy	0.537
26	Department of Heavy Industry	0.527
27	Ministry of Statistics and Programme Implementation	0.487
28	Department of Fertilizers	0.428



Positive Outcomes in CPGRAMS

The CPGRAMS reforms received considerable national and international appreciation. The India Today magazine featured CPGRAMS reforms as amongst 100 big tech ideas for the revolution needed in 10-key sectors to make India a developed Nation by 2047. In April 2024, at the 3rd Biennial Meeting of the Pan-Commonwealth Heads of Public Service/ Secretaries to the Cabinet on “Institutionalization of SMART Government to enhance public service delivery”, the CPGRAMS was recognized as a state-of-the-art grievance redressal system that has engaged and empowered citizens across India which has had a transformative impact on the transparency and accountability of government. The evolution of India’s vision to use AI for further policy, process and people-related changes, to operationalize the CPGRAMS mobile app and adopt the CPGRAMS 7.0 version in all States/ UT’s have been recognized as futuristic governance models for replication and adoption across many countries.



10-Step Reforms in CPGRAMS

In pursuance of the decisions taken by the Hon'ble Prime Minister in the review meeting on 16th April 2022, CPGRAMS reforms were implemented by the DARPG to improve the quality of grievance disposal and further reduce redressal timelines. A comprehensive 10-step CPGRAMS reform program was drawn-up after several rounds of consultations with key stakeholders. These reforms have transformed grievance redressal by promoting technology-driven and data-driven governance. By enhancing accountability through periodic reviews, the system ensures a citizen-centric and transparent administration, making good governance a reality.

S No.	Steps	Reforms
1	Universalization of CPGRAMS 7.0	Previously, grievances were manually forwarded to the concerned officer. With universalization, grievances are now auto-routed to the appropriate authority, ensuring timely resolution. All Ministries/Departments of the Government of India were onboarded onto CPGRAMS 7.0.
2	Technological Enhancements	Use of AI/ML technologies to prioritize grievances, and flag systemic issues through real-time analysis of text. Advanced dashboards empowered GRO's to address localized problems, and refine public services. By identifying root causes and implementing policy changes, the system ensures efficient grievance redressal and continuous governance improvement.
3	Language Translation	Portal supports submissions in 21 scheduled languages, in addition to English and Hindi, increasing accessibility and inclusivity for citizens nationwide. AI-based Bhashini integrated with CPGRAMS, enabling Grievance Redressal Officers to respond in the language in which grievance was submitted.

S No.	Steps	Reforms
4	Grievance Redressal Assessment and Index	A ranking system that evaluates the effectiveness of Ministries/Departments in grievance redressal, fostering healthy competition to enhance efficiency and accountability.
5	Feedback Call Centre:	Outbound call centre to gather direct citizen feedback on their redressed grievances, driving continuous improvement in grievance resolution.
6	One Nation – One Portal	State-level grievance portals and grievance portals of Ministries/ Departments were integrated with CPGRAMS, creating a unified and efficient platform for streamlined grievance redressal.
7	Inclusivity and Outreach	Focus on empowering even citizens in remote areas to file grievances through enhanced outreach and inclusive policies, with CPGRAMS integration into Common Service Centres (CSCs) to assist rural citizens in raising concerns with public authorities. The CSC-CPGRAMS Day is held on the 20th of every month to further facilitate this process.
8	Training and Capacity Building	Training programs conducted under ISTM and the Sevottam scheme through 22 ATI's equip grievance officers with the technology and skills for effective grievance resolution.
9	Monitoring Process	Monthly reports generated for Central Ministries/Departments and States/UTs to ensure transparency and monitor performance effectively, accompanied by review meetings with Nodal Grievance Officers, Nodal Appellate Authorities, and Administrative Training Institutes.
10	Data Strategy Unit	A dedicated unit at DARPG for conducting insightful data analytics to identify trends, enhance policies, and optimize grievance redressal processes

Grievance Redressal in Ministries/ Departments

Rail Madad: Ministry of Railways' flagship initiative – Rail Madad, integrates technology to enable passengers to register complaints, seek assistance, and track grievance resolutions in real time. The platform enhances coordination across departments, ensuring faster resolutions and significantly improving passenger satisfaction. Proactive measures such as real-time monitoring, automatic escalation of unresolved grievances, and data-driven analytics to identify recurring issues are key features driving systemic improvements. By leveraging these innovations, Rail Madad not only resolves grievances efficiently but also shapes policies to enhance service delivery, reinforcing trust and reliability in public transportation services.

EPFO: Key initiatives taken up by EPFO include Nidhi Aapke Nikat 2.0 and EPFiGMS (EPFO Grievance Management System), which aims to make grievance redressal more accessible and citizen-friendly. Nidhi Aapke Nikat 2.0 fosters direct interaction between EPFO officials and stakeholders, ensuring grievance resolution in a participatory manner. Meanwhile, EPFiGMS provides an integrated digital platform for filing, tracking, and resolving grievances, reflecting EPFO's commitment to leveraging technology for better governance. These steps are a testament of EPFO's proactive approach in addressing citizen concerns, reaffirming its dedication to building trust and enhancing satisfaction through innovative and efficient grievance redressal mechanisms.

Pension Adalat: An important administrative reform for pensioners has been Pension Adalat which was introduced to resolve chronic grievances of Central Government Pensioners. Pension Adalats have been conducted across various Ministries, Departments, and Organizations on a single day throughout the country, including all Central Armed Police Forces and non-civil Ministries like Defence, Railways, Telecom, and Posts. The objective was to provide on-the-spot resolution of unresolved grievances in CPENGRAMS Portal. In the period 2017-2024 over 18000 cases were redressed in Pension Adalats.

CPENGRAMS: The Centralized Pension Grievance Redress and Monitoring System is a dedicated platform for Pensioners grievances. It serves as a vital mechanism for addressing grievances related to pensions and retirement benefits of Central Government pensioners. Integrated with the broader CPGRAMS Portal, this system offers wide-range of online facilities. CPENGRAMS focuses exclusively on streamlining the resolution of pension-related issues, ensuring a user-centric and transparent grievance redressal process. With a commitment to accountability, the portal ensures that grievances are forwarded to the appropriate authorities for prompt action, fostering improved service delivery. 1.68 lac Pensioners grievances were redressed on the CPENGRAMS portal in 2023 and 2024.

SEBI SCORES: The SEBI SCORES (Securities and Exchange Board of India – Complaints Redress System) portal is an innovative online platform created by SEBI to provide investors with a transparent, efficient, and streamlined mechanism for lodging and resolving grievances related to securities markets. It serves as a single-window system where investors can register grievances against listed companies, stock exchanges, depositories, mutual funds, portfolio managers, and other entities regulated by SEBI. The new version of SCORES, SCORES 2.0, is designed to make the process more efficient and user-friendly, and to reduce timelines.

Use of AI/ML in CPGRAMS

Tree dashboard: The Data Strategy Unit (DSU), established by the DARPG in March 2022, plays a pivotal role in enhancing grievance redressal and policymaking through data-driven insights and advanced analytics. The DSU has developed the **TREE Dashboard**, which provides tools for trend, geographical, and root-cause analyses to support strategic decision-making and policy reforms. It aids Grievance Redressal Officers (GROs) by offering analytical insights on grievances across Central Ministries, States, and Union Territories, helping to identify key issues and improve the efficiency of grievance resolution.

The DSU is also focused on tracking grievances related to critical national schemes like Jal Jeevan Mission and Pradhan Mantri Awas Yojana (PMAY), offering tailored analytical perspectives to address implementation challenges. By identifying habitual

complainants and GROs with high pendency rates, the DSU enhances system responsiveness and overall performance. Additionally, the DSU conducts training for departments to effectively use the TREE Dashboard, fostering a culture of evidence-based policymaking and data-driven governance. This initiative ensures transparency, accountability, and systematic improvements in grievance management, contributing significantly to the success of the CPGRAMS platform.

IGMS Dashboard: The Intelligent Grievance Monitoring System (IGMS) 2.0 Dashboard, developed by IIT Kanpur as a knowledge partner to the Department of Administrative Reforms and Public Grievances (DARPG), integrates Artificial Intelligence (AI) and Machine Learning (ML) into the CPGRAMS platform to improve grievance management. Launched in September 2023, IGMS 2.0 facilitates exploratory and predictive analyses of grievances, enabling systemic changes and policy interventions.

The dashboard categorizes grievances into four types: **Normal**, **Priority**, **Spam**, and **Repeat**, and filters them to respective Grievance Redressal Officers (GROs) for efficient processing. IGMS 2.0 provides instant tabular and geographical analyses of grievances filed and resolved, aiding in better visualization and tracking. Its AI-driven semantic search capability enhances traditional keyword-based searches by understanding grievance context, helping officials identify root causes more effectively. All Central Ministries and Departments are provided access to the portal and requested to login and train the AI/ ML algorithm for their respective M&D related issues/grievances.

My Grievance Application

The newly launched CPGRAMS App has been developed by the Department of Administrative Reforms and Public Grievances in collaboration with National Informatics Centre. This application serves as a one-stop platform for citizens to lodge grievances related to Central/State Government organizations. The application also provides monitoring feature for the citizens to track their grievance redressal status.

It provides a seamless experience for the citizens, with its easy-to-use login functionality, ensuring quick and hassle-free entry. Citizens may login via OTP received on their registered mobile number or through the set password. Enhanced with robust security features, citizen's data and privacy are fully protected. With its AI-powered voice-to-text functionality, citizens can now effortlessly voice their grievances using the in-built Chatbot and submit them directly to the public authorities. The Chatbot assists the citizens with its smart suggestive list of relevant organizations to which grievance may pertain.

Grievance Redressal in States/ UT's

Gujarat SWAGAT Portal

The CMO Gujarat operates an ICT based program since April 2003 for effective, transparent and speedy redress of the grievances of the citizens at various levels of the government throughout the State including that at the highest levels by direct interaction with Hon'ble Chief Minister. The SWAGAT portal is a combination of digital and communication technology in the form of a program to resolve public grievances effectively. Under SWAGAT, citizens can register their grievances at village, taluka and district levels. Citizens can view the status of their application online, using their allotted password and login ID at any internet access point. The software application enables an online review of sub-district, district SWAGAT and State SWAGAT outcomes and disposal of grievances is also monitored by the software. The citizen gets a chance of hearing at SDM and DM level and if not resolved at the Hon'ble CM level also. Cases for attention of Chief Minister are selected as those that are long standing, acute humanitarian issues, difficult to resolve at other levels in Government and those that have policy implications. Applications are registered in 3 categories – (i) Policy Matters where a limitation or gap in the policy requires attention (ii) Long Pending grievances where the application has remained unresolved after initial application (iii) First time grievances which are sent lower levels.

There exist four levels of SWAGAT – on every 4th Thursday of the month the SWAGAT hearings are held in the State Capital Gandhinagar by Chief Minister of Gujarat through video conference The District SWAGAT is held in all 33 districts and the Sub-

District SWAGAT and GRAM SWAGAT are also held as per prescribed schedules. The four levels are well integrated by software. SWAGAT has enhanced the accountability of Government, systemic changes as decisions lead to policy reform, high citizen's satisfaction, total transparency and monitoring system as also awareness at highest levels of authority on public grievances. SWAGAT received the 2010 UN Public Service Award in improving transparency, accountability and responsiveness in Public Service.

Uttar Pradesh

Uttar Pradesh's approach to enhancing grievance redressal mechanisms was highlighted as a best practice during the National Workshop on Effective Redressal of Public Grievances. With the U.P. Academy of Administration and Management (UPAAM), the state has prioritized training and capacity-building initiatives to equip officials with the skills needed to address public grievances effectively. Structured workshops and digital platforms have been adopted to streamline processes, reduce response times, and improve citizen satisfaction. The Jansunwai - Samadhan grievance redressal portal of Uttar Pradesh has also been commended as one of the best grievance redressal platforms at the National Workshop on Effective Redressal of Public Grievances. It is an integrated system for grievance redressal in Uttar Pradesh to achieve the goal of good governance using latest technology involving all stakeholders.

Haryana

Haryana's grievance redressal mechanism is a comprehensive and citizen-focused system designed to address public complaints efficiently through technology-driven and decentralized processes. The state operates platforms like the **CM Window**, an online and physical interface where citizens can lodge grievances related to various departments. Citizens can register grievances online at CM Window counters and receive an SMS with a registration number. This number can be used to track the status of the grievance online. These grievances are routed to the concerned authorities for time-bound resolution, with regular monitoring by senior officials to ensure accountability and transparency.

Haryana has also implemented the **Integrated Grievance Redress and Monitoring System (IGRMS)**, allowing for real-time tracking of grievances and seamless coordination between departments. Public grievances are categorized and prioritized to ensure swift action, and citizens can provide feedback on the quality of resolution. Additionally, district-level grievance redressal meetings, chaired by senior officials, ensure that even rural areas are covered effectively. By leveraging technology, decentralization, and stringent monitoring, Haryana's grievance redressal mechanism reflects its commitment to responsive governance, empowering citizens, and improving service delivery across the state.

Jammu & Kashmir

The DARPG's collaboration with Jammu & Kashmir entailed several significant steps for administrative reforms and good governance in the Union Territory. The revamping of the Awaz e-Awam portal as JK-IGRAMS and then further revamping as JK-SAMADHAN necessitated a number of interactions with District Collectors, and field functionaries. The deployment of last mile grievance officers, the focus on timely, effective and meaningful redressal of public grievances was an important area of focus for the Government of Jammu & Kashmir.

Andhra Pradesh

Chief Ministers Grievance Redressal platform - The Government of Andhra Pradesh grievance redressal portal is one of the most comprehensive grievance redressal portals of India. The common platform through CGMS portal integrates all levels. The process flow of CGMS envisages grievances are received from multiple sources – on the portal, through toll free numbers, through petitions received through e-mails, and redressal through grievance cells in district, division and tehsil levels. Village level volunteers receive door step CGMS applications and deliver to the GRAMA SACHIVALAYAM for redressal. Mondays are designated as grievances day and the integration of all offices at District, Sub-Division & Mandal is through video conferencing on grievances day. A 14-digit unique ID is issued through the CGMS website. The citizen can track his grievance through the tracking ID provided in the acknowledgement slip. The Action Taken Report is uploaded on the portal and sent

by SMS to the citizen. A dedicated toll-free call centre (18002331077) has been operationalized for feedback and 100 percent quality audit on redressal is undertaken. Reopening of grievance in case the citizen is not satisfied with the quality of disposal

Kerala

Kerala's grievance redressal approach exemplifies an integration of technological innovation with institutional reforms to ensure prompt and transparent resolution of public complaints. The state prioritizes robust administrative practices, underpinned by specialized training programs that enhance the capabilities of personnel managing grievances. By equipping officials with the skills to address issues efficiently, Kerala has successfully resolved complex cases, fostering citizen trust in governance systems.

Bihar

The Bihar Public Grievance Redressal Act, 2015, is a pioneering legislation aimed at ensuring the timely resolution of grievances related to public services in the state. This law empowers citizens to seek redressal for complaints regarding government services and functioning through a transparent and accountable mechanism. Under the Act, applicants have following right: Hearing of their grievances, the opportunity to redress it and the legal right to get information about the decision. The hearing date is given by giving immediate registration number / acknowledgment of the complaint and the complaint is resolved by hearing a complaint from the government servant related to the complainant and the subject matter of the complaint. Also, a copy of the decision is also made available so that an appeal can be filed in case of distress caused by the decision. The designated officers are responsible for resolving grievances within a stipulated time frame, and provisions are in place to escalate unresolved issues to higher authorities.

The Act also includes penalties for officials who fail to address grievances in a timely manner, reinforcing accountability. Citizens can register grievances through various channels, including the state's dedicated grievance redressal portal and offline modes, ensuring accessibility for all. Regular monitoring of grievance redressal processes is conducted to ensure efficiency. By institutionalizing a legal framework for grievance

resolution, Bihar has taken significant strides in improving governance, promoting transparency, and fostering trust between the administration and its people.

DARPG's NextGen CPGRAMS

The NextGen CPGRAMS is the conceptualization of an advanced grievance redressal system aimed at leveraging cutting-edge technology to ensure transparency, accountability, and efficiency. This initiative reflects the government's commitment to responsive and citizen-centric governance. The Department of Administrative Reforms and Public Grievances (DARPG) undertook extensive research to conceptualize the NextGen CPGRAMS platform, benchmarking it against global best practices to ensure it met the needs of citizens and administrators alike. The department spearheaded consultations with industry leaders, domain experts, and other stakeholders to design a system that would be technologically advanced, user-friendly, and adaptable to diverse administrative requirements. Workshops and discussions focused on integrating emerging technologies like artificial intelligence, machine learning, and data analytics to create a transformative solution.

S No.	Key Features	
1	User Management	<ul style="list-style-type: none"> • Multi-channel user registration • Minimum required fields for registration • User profile creation • Secured login • Smart user dashboard
2	Grievance Lodging	<ul style="list-style-type: none"> • Smart identification of grievance category • Grievance mapping • Voice-to-text feature for logging grievances
3	Grievance Processing	<ul style="list-style-type: none"> • Spam detection • Auto-routing and forwarding of grievances • Smart dashboard showing pendency • Identification of similar grievances • Lesser turnaround time • Suggestive resolutions
4	Feedback	<ul style="list-style-type: none"> • Real-time sentiment analysis to gauge user satisfaction

		<ul style="list-style-type: none"> • AI insights to identify trends and issues • Voice feedback, transcribed and analyzed by AI • Personalized feedback
5	Appeal & Closure	<ul style="list-style-type: none"> • Automated processing for faster assessment of appeals • Emotion analysis to prioritize based on tone • Personalized responses tailored to user history • Auto-filled ATRS (Action Taken Report Summary) for faster closure
6	Smart Dashboard & Report	<ul style="list-style-type: none"> • Query-based reports • Personalized dashboards with root cause analysis • Trend and predictive analysis • Auto-generated GARAI (Grievance Analysis and Reporting AI) • Ministry/department scoring with inferences and summarized reports

NextGen CPGRAMS is envisioned as a comprehensive platform incorporating over 500+ functionalities, with approximately 40% leveraging AI/ML and data analytics and other Technology Enablers. Key features will include predictive analytics for trend forecasting, sentiment analysis to gauge citizen satisfaction, and automated workflows to expedite grievance categorization and resolution. Multilingual AI-powered chatbots will ensure inclusivity and accessibility for citizens across the country.

Development of NextGen CPGRAMS is set to commence soon, with a targeted completion date of June 2025. This innovative platform aims to set a global benchmark in grievance redressal, embodying the vision of **"One Nation, One Portal"** for a unified and streamlined approach to handling grievances across states and sectors. As the development of NextGen CPGRAMS progresses, its transformative potential lies in not just resolving grievances but also reinforcing trust and transparency in governance. By harnessing the power of technology, the Government is poised to create a responsive system tailored to the needs of a modern and aspirational India.

Parliamentary Oversight

The Parliamentary Standing Committee of Ministry of Personnel, Public Grievances and Pensions has reviewed and deliberated the progress achieved under the CPGRAMS with DARPG, held review meetings of large grievance receiving Ministries/ Departments, States and UT's, Public Sector Undertakings in several State capitals helping enhance accountability and ensuring effective implementation of its various recommendations.

Conclusion:

I have tried to collate the vast gamut of work undertaken in evolving an Effective Public Grievances Redressal System in India in the period 2019-2024. The initiatives were successful and enabled the establishment of a strong and effective grievance redressal mechanism in every Ministry/ Department and State/ UT government. Ministries/ Departments undertake the root cause analysis of grievances received and identify areas where policy interventions required to eliminate the underlying cases that lead to public grievances. Comprehensive monthly reviews are undertaken by the Department of Administrative Reforms and Public Grievances with Knowledge Partners, Nodal Officers of Ministries/ Departments, Nodal Appellate Officers, Nodal Officers of States/ UT's, Directors/ Director Generals of State Administrative Training Institutions to ensure timely, effective and meaningful redressal of public grievances. Administrative guidelines have been updated and citizen participation has been ensured. It can be said that India's public grievance redressal system is a role model for citizen centricity, technology adoption and rationalization of procedures and represents a global best practice.

The CPGRAMS is the best manifestation of the "Maximum Governance – Minimum Government" policy maxim, bringing citizens and government closer using technology, with digital empowerment of citizens and digital transformation of institutions.

Jai Hind.

Brief CV of V.Srinivas, IAS

V.Srinivas serves as Secretary to Government of India, Department of Administrative Reforms and Public Grievances and Department of Pension and Pensioners Welfare in the Ministry of Personnel, Public Grievances and Pensions from 2021-2024. He has served as Additional Secretary and Special Secretary in the Department of Administrative Reforms and Public Grievances from 2018-2021. He has played a leadership role in implementation of CPGRAMS: 10-step reforms, CPENGRAMS Reforms, and Pension Adalat in the period 2018-2024.

V.Srinivas has served as Director General of National Centre for Good Governance and Director General of National Archives of India. He has served as Deputy Secretary, Private Secretary to External Affairs Minister and Private Secretary to Finance Minister of India from 2000-2003 and as Advisor to Executive Director (India) in the International Monetary Fund, Washington DC from 2003-2006 and as Joint Secretary to Government of India from 2010-2017. He has served as India's nominee to the Council of Administration of International Cotton Advisory Committee and International Institute of Administrative Sciences. In Government of Rajasthan, V.Srinivas served as Chairman Board of Revenue for Rajasthan, Chairman of the Rajasthan Tax Board, Finance Secretary, Planning Secretary, Secretary Family Welfare & Mission Director NRHM and Secretary Science & Technology. He has served as District Collector Jodhpur and District Collector Pali.

V.Srinivas is a recipient of the Rajbhasha Kirti Puraskar 2024, the Digital India Award 2020, the Certificate for Outstanding Public Service from Chief Minister Rajasthan 2019, the AIIMS Leadership Excellence Award 2017, the Kaya Kalp Clean Hospital Award 2016. V.Srinivas is a recipient of 2 Indian Council of World Affairs Book Research Fellowships, has authored of 3 books, over 250 papers/ articles and delivered over 150 orations.