



सत्यमेव जयते

प्रशासनिक सुधार और लोक शिकायत विभाग

DEPARTMENT OF
ADMINISTRATIVE REFORMS &
PUBLIC GRIEVANCES

GRIEVANCE REDRESSAL ASSESSMENT AND INDEX (GRAI)

2023



Universalisation of
CPGRAMS 7.0



Feedback
Call Centre



Language
Translation



Technology
Enhancement



One Nation –
One Portal



Inclusivity and
Outreach



Training and
Capacity Building



Monitoring
process



Data Strategy
Unit

10 STEP REFORMS OF CPGRAMS:
EMPOWERING CITIZEN'S VOICE

GRIEVANCE REDRESSAL ASSESSMENT AND INDEX (GRAI)

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**DEPARTMENT OF
ADMINISTRATIVE REFORMS &
PUBLIC GRIEVANCES**

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Message

I am pleased to announce the release of Grievance Redressal and Assessment Index (GRAI) 2023 Report. This publication is a significant step towards realising our Government's vision of creating a transparent, efficient and responsive administrative framework for all citizens.

The GRAI serves as a critical benchmark, evaluating the effectiveness and efficiency of our Ministries and Departments in handling the citizen grievances. Our Government's mantra of "Minimum Government, Maximum Governance" extends to grievance redressal, where "Sabka Saath, Sabka Vikas, Sabka Vishwas" drives the mission for transparent, tech-driven and timely solutions. With a focus on "Digital India," the government is transforming grievance handling into a swift, accountable and citizen-first experience, ensuring every voice is heard and addressed.

I would like to extend my heartfelt congratulations to the Shri V Srinivas, Secretary, Department of Administrative Reforms and Public Grievances (DARPG) for the leadership provided and the entire team for their tireless efforts in compiling this comprehensive report. Their dedication ensures that our government remains accountable and dedicated to meeting the needs of the people.

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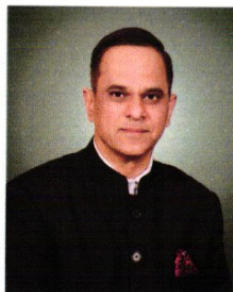
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SECRETARY



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MESSAGE

It is with great pride that I present the second edition of the Grievance Redressal and Assessment Index (GRAI). This publication represents our unwavering commitment to evaluating and enhancing the effectiveness and efficiency of the Ministries and Departments in redressal of grievances.

The GRAI 2023 is more than just a metric. It is a catalyst for continuous improvement, fostering a culture of healthy competition among Ministries and Departments. Our aim is to ensure that every citizen's grievance is addressed with the utmost priority and efficiency, thereby reinforcing the trust in our governmental processes.

This report not only reflects the strides we have made in streamlining grievance redressal mechanisms but also highlights areas for continuous improvement which involves use of latest technologies such as Artificial Intelligence (AI) & Machine Learning (ML). This report is the culmination of the relentless hard work and dedication of the Centre for Good Governance, Hyderabad and the entire DARPG team. I extend my deepest appreciation to all involved in bringing this important document to fruition.

We are confident that the insights and benchmarks provided in this edition will serve as a valuable guide for Ministries and Departments, helping to elevate the standards of public service delivery across the nation.

(V. Srinivas)



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1	Introduction	1
1.1	Background	2
1.2	Need for GRMs in Central M&D.....	3
1.3	CPGRAMS.....	4
1.4	CPGRAMS Recognised as Best Practice by the Commonwealth Secretariat	6
1.5	Comprehensive Guidelines for Handling Public Grievances	7
1.6	Key Features of CPGRAMS	7
1.7	Initiatives in 2023.....	10
1.8	Impact of CPGRAMS.....	15
2	Background of GRAI.....	17
2.1	Need for GRAI.....	18
2.2	Objective for GRAI.....	19
2.3	Dimension and Indicators of GRAI.....	19
2.4	Rationale and Orientation for Selected Indicators	22
3	Approach Methodology of GRAI	25
3.1	Approach	26
3.2	Methodology.....	27
3.3	Data Source and Data Period.....	31
3.4	Categorisation of M&D	31
3.5	Assigned Weightages to Dimensions and Indicators.....	34
3.6	Analysis of ATRs	34
4	Ranking and Root Cause	35
4.1	Group-wise Ranking.....	36
4.2	Root Cause Analysis.....	67
5	Incremental Progress	77
5.1	Progress from GRAI 2022	78
5.2	Indicator-wise analysis of Select M&Ds.....	84
6	Institutions Strengthening the CPGRAMS.....	101
6.1	National Informatics Centre (NIC)	103
6.2	Indian Institute of Technology (IIT), Kanpur.....	105
6.3	Data Strategy Unit (DSU).....	107
6.4	Bharat Sanchar Nigam Limited (BSNL).....	108
6.5	Common Services Centre (CSC)	111
6.6	Quality Council of India (QCI).....	113
6.7	Centre for Development of Advanced Computing (C-DAC).....	115
6.8	Bhashini.....	115

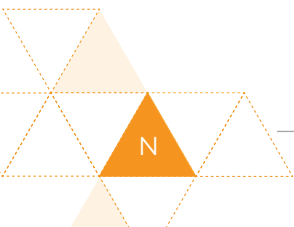
7	Action Taken Reports	117
7.1	Existing Structure of ATR.....	118
7.2	Need for Customisation of ATR.....	120
7.3	Recommendations:.....	125
7.4	Way Forward.....	125
8	Way Forward / Roadmap for Improvement	127
8.1	Introduction.....	128
8.2	Suggested Areas for Improvement	129
8.3	Specific Recommendation for the M&Ds.....	133
8.4	Achieving CPGRAMS Objectives.....	135
8.5	Conclusion	135

List of Figures

Figure 1:	Year-wise Grievances Disposed, New Users Registered & GROs	06
Figure 2:	Progressive Outlook.....	06
Figure 3:	Key Points of Office Memorandum issued in 2024.....	07
Figure 4:	Features of CPGRAMS	08
Figure 5:	Trainings under Sevottam	14
Figure 6:	Impact of CPGRAMS	15
Figure 7:	Objectives of GRAI	19
Figure 8:	Approach of GRAI.....	26
Figure 9:	Scoring and Ranking Process of GRAI.....	30
Figure 10:	NIC Support to CPGRAMS.....	104
Figure 11:	Snapshot of Intelligent Grievance Management System 2.0.....	105
Figure 12:	Snapshot of AI-enabled RCA.....	106
Figure 13:	Snapshot of Graphical representation.....	106
Figure 14:	CPGRAM Mobile App.....	107
Figure 15:	Snapshots of Tree Dashboard.....	108
Figure 16:	Feedback Survey Process	109
Figure 17:	Calling Status for Feedback Survey.....	109
Figure 18:	Grievance Received Vs Completed Count and % of Calling.....	110
Figure 19:	Benefits of BSNL call Centres.....	110
Figure 20:	Total Registered Grievances through CSCs: Jan - Dec 2023 (Including State Govt. Grievances)	112
Figure 21:	Top 10 M&D-wise Registered Grievances through CSCs: Jan-Dec 2023 ..	113
Figure 22:	Languages Translated	115
Figure 23:	Present ATR Format	120
Figure 24:	Suggestive ATR flow	121
Figure 25:	Aim of Suggested Steps.....	128
Figure 26:	Areas of Improvements.....	129
Figure 27:	Suggested Areas and Proposed Steps.....	130

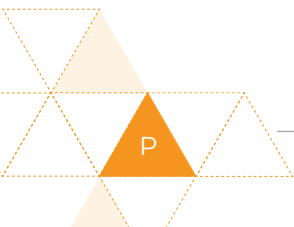
List of Tables

Table 1:	Group-wise list of Ministries & Departments.....	32
Table 2:	Dimension & Indicator-wise Assigned Weightages.....	34
Table 3:	GRAI Ranking: Group A – Composite	37
Table 4:	GRAI Ranking: Group B – Composite	39
Table 5:	GRAI Ranking: Group C – Composite.....	41
Table 6:	GRAI Ranking for Efficiency Dimension for Group A.....	43
Table 7:	GRAI Ranking for Efficiency Dimension for Group B	45
Table 8:	GRAI Ranking for Ranking for Efficiency Dimension for Group C	47
Table 9:	GRAI Ranking for Feedback Dimension for Group A	49
Table 10:	GRAI Ranking for Feedback Dimension for Group B	51
Table 11:	GRAI Ranking for Feedback Dimension for Group C.....	53
Table 12:	GRAI Ranking for Domain Dimension for Group A.....	55
Table 13:	GRAI Ranking for Domain Dimension for Group B.....	57
Table 14:	GRAI Ranking for Domain Dimension for Group C	59
Table 15:	GRAI Ranking for Organisation Commitment Dimension for Group A	61
Table 16:	GRAI Ranking for Organisation Commitment Dimension for Group B	63
Table 17:	GRAI Ranking for Organisation Commitment Dimension for Group C	65
Table 18:	Indicator based Root Cause Analysis	68
Table 19:	Group A: M&D with registered grievances > 10,000.....	81
Table 20:	Group B: M&D with registered grievances 2,000 to 9,999.....	82
Table 21:	Group C: M&D with registered grievances < 2,000	83
Table 22 :	DARPG: Bhashini Translation Report (July to Dec 2023)	116
Table 23 :	Ideal Process for CPGRAMS.....	136



Abbreviations

AI	Artificial Intelligence
ATI	Administrative Training Institute
ATR	Action Taken Report
BSNL	Bharat Sanchar Nigam Limited
CAGR	Cumulative Annual Growth Rate
C-DAC	Centre for Development of Advanced Computing
CPGRAM	Centralized Public Grievances Redress and Monitoring System
CSC	Common Service Centre
CTI	Central Training Institute
DARPG	Department of Administrative Reforms and Public Grievances
DI	Dimensional Index
DSU	Data Strategy Unit
FAQ	Frequently Asked Questions
GP	Gram Panchayat
GRAI	Grievance Redressal Assessment & Index
GRM	Grievance Redressal Mechanism
GRO	Grievance Redressal Officer
ICT	Information and Communication Technology
IGMS	Intelligent Grievance Monitoring System
IIT	Indian Institute of Technology
ISM	Intelligent Script Manager
KPI	Key Performance Indicator
M&D	Ministries and Departments
MIS	Management Information System
ML	Machine Learning
MoU	Memorandum of Understanding
NIC	National Informatics Centre
PAC	Public Affairs Centre
PMAY	Pradhan Mantri Aawas Yojana
PMJDY	Pradhan Mantri Jan Dhan Yojana
PMO	Prime Minister's Office
PSB	Public Sector Bank
PSC	Parliamentary Standing Committee
QCI	Quality Council of India
RCA	Root Cause Analysis
UT	Union Territories
VLE	Village Level Entrepreneur



Executive Summary

Institutionalised Grievance Redressal Mechanism (GRM) is crucial for enhancing public service delivery and governance by providing a structured system for addressing and resolving concerns and complaints from individuals and groups. These mechanisms help ensure that grievances, whether related to community impacts from projects or individual issues like tax errors, are handled transparently and efficiently, fostering trust and improving policy and programme implementation. GRMs enable citizen participation, accountability and the continuous improvement of services by allowing stakeholders to provide feedback, which can lead to more equitable governance and better responses to emerging challenges. This fosters more harmonious relationships and ensures that services meet the evolving needs of the community.

The Department of Administrative Reforms and Public Grievances (DARPG) is the primary agency of the Government of India responsible for administrative reforms and redressing public grievances related to both Central Government agencies and State/UT administrations. To enhance public service delivery and government responsiveness, DARPG launched the Centralized Public Grievances Redress and Monitoring System (CPGRAMS), a digital platform that allows citizens to lodge complaints online and track them through a unique registration number. CPGRAMS integrates grievances from all 89 Central Ministries and Departments (M&D), 36 States/UTs, and entities like the Prime Minister's Office (PMO) and the President's Secretariat, ensuring a unified approach to grievance handling. This system promotes transparency and accountability by enabling service providers to take appropriate action and upload Action Taken Reports (ATR) for each grievance.

Presently, the CPGRAMS is the world's largest citizen interface platform. The CPGRAMS has been adopted and implemented across all the Central M&D, attached, subordinate and autonomous bodies. By integrating advanced technologies, supporting multiple languages and providing comprehensive tracking and feedback mechanisms, CPGRAMS ensures that citizens' grievances are addressed promptly and effectively, contributing to improved governance and public service delivery. The key features of CPGRAMS include User-Friendly Interface, Multi-Language Support, Online Tracking, Feedback Mechanism, Integration with Other Systems, Mobile App, Technological Upgrades, Performance Dashboards and Regular Training. In 2023, a number of initiatives were taken up by DARPG, Govt. of India which include Universalisation of CPGRAMS 7.0, launch of Intelligence Grievance Monitoring System (IGMS) 2.0, CPGRAMS Mobile App, Inclusivity and Outreach, Training & Capacity Building, etc. This led to increased volume of resolution, enhanced public trust, accountability and efficiency, inclusivity and accessibility and pre-emptive problem solving.

The Parliamentary Standing Committee (PSC) of Ministry of Personnel, Public Grievances and Pensions in its 106th Report recommended to develop a "Grievances Redressal Index" on the lines of Good Governance Index. Following the recommendations, the DARPG has conceptualised Grievance

Redressal Assessment & Index (GRAI) and included it as 10-Step Reform Programme of CPGRAMS. It published the first edition of GRAI 2022 in June 2022.

After extensive consultations with the Secretary, Addl. Secretary and Joint Secretary of DARPG, senior officials of DARPG involved in operationalisation of CPGRAMS, senior functionaries of the Central M&D, sector experts, etc., the GRAI is structured into following four dimensions: Efficiency, Feedback, Domain and Organisational Commitment.

1. Efficiency

Efficiency in resolving grievances and appeals is a crucial aspect of the GRAI as it significantly affects the system's effectiveness. Prompt resolution of grievances minimizes the waiting time for citizens, which is vital for maintaining public trust and confidence.

From the GRAI perspective, measuring efficiency provides a clear assessment of how well M&D manage grievance redressal, offering benchmarks for performance and enabling comparisons. By evaluating the speed and effectiveness of grievance resolution, GRAI identifies best practices and areas for improvement, helping to streamline operations and reduce delays. Efficiency is linked to citizen satisfaction and reflects the administrative capacity of M&D. Emphasising efficiency, GRAI fosters continuous improvement and accountability. Therefore, the "Efficiency" dimension is prioritised, with higher weightage assigned for dimension and five key indicators are weighted accordingly.

Efficiency



☐ % of Grievances Resolved within Timeline (within 30 days)

☐ % of Appeals Redressed

☐ % of Resolution of Grievances under Corruption Category

☐ Average Resolution Time

☐ % Pendency with GROs (beyond 30 days)

2. Feedback

The Feedback dimension is essential for understanding the effectiveness and satisfaction levels of the grievance resolution process. By tracking the number of appeals against resolved complaints, the GRAI evaluates the accuracy and fairness of initial decisions. A high number of appeals may indicate issues like inadequate investigation or unfair decisions. Additionally, the percentage of satisfied complainants reflects the success of the grievance redressal mechanism. High satisfaction rates suggest the system is effectively resolving issues and meeting complainants' expectations. This dimension ensures a comprehensive evaluation by including citizens' experiences, and it is given the second highest weightage in GRAI, measured through two critical indicators with equal weight.

Feedback



☐ % of Appeals Filed

☐ % of Resolution with "Satisfied" Remarks

3. Domain

The Domain dimension assesses operational efficiency and responsiveness by ensuring that complaints are managed based on their nature and urgency. This approach promotes an organised grievance redressal mechanism that effectively addresses diverse citizen needs, identifies areas for improvement, and highlights good practices. As part of the GRAI, the Domain dimension encourages the proper categorisation and prioritisation of grievances, enabling prompt forwarding to the appropriate officers and preventing delays from misrouting. It also emphasises the importance of quickly resolving urgent, domain-specific issues to maintain public trust. The Domain dimension is measured through two key indicators.

Domain



☐ % of Resolution of Complaints Labelled as "Urgent"

☐ Adequacy of Categorisation of Grievance by M/D

4. Organisational Commitment

The Organisational Commitment dimension in the GRAI is vital as it measures the dedication and resources allocated by M&D for grievance resolution. It assesses the ratio of Grievance Redressal Officers (GROs) to the number of grievances, indicating if there are enough personnel to manage complaints effectively. The percentage of active GROs is also a key metric, reflecting the level of investment in grievance redressal infrastructure. This dimension includes two indicators related to the performance and commitment of GROs, ensuring M&D are adequately equipped to handle grievances.

Organisational Commitment



☐ Ratio of GROs vis-à-vis Grievances Received

☐ % of Active Grievance Redressal Officers (GROs)

GRAI includes all M&D for assessment and ranking. However, there are significant disparities among them in terms of citizen exposure, coverage and areas of work. When conducting an exercise to measure the status of grievance redressal mechanisms adopted by these entities and to compare them, the task of grouping M&D presents a challenge.

Similar to GRAI 2022, it was decided to group the M&D based on the number of grievances registered on CPGRAMS during the reference year, i.e., 01 January to 31 December 2023:

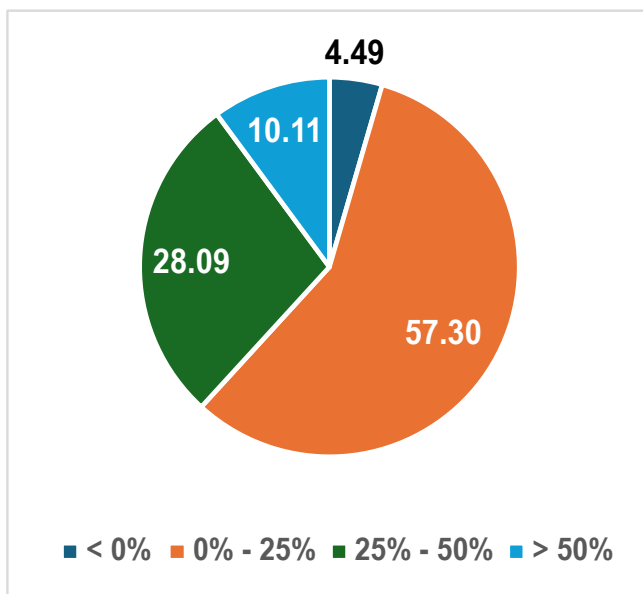
- Group A: Ministries and Departments with registered grievances > 10,000
- Group B: Ministries and Departments with registered grievances 2,000 to 9,999
- Group C: Ministries and Departments with registered grievances < 2,000

The M&D-wise data for the reference year is provided by NIC from CPGRAMS portal. After application of statistical methodology, the following ranking is derived: (A detailed Group-wise scores and ranking is provided as part of the Repot.)

#		Rank 1	Rank 2	Rank 3
Group A: Grievances > 10,000	Composite	Department of Agriculture and Farmers Welfare	Department of Posts	Ministry of Cooperation
	Efficiency	Ministry of Cooperation	Department of Telecommunications	Ministry of Labour and Employment
	Feedback	Department of Agriculture and Farmers Welfare	Central Board of Direct Taxes (Income Tax)	Department of Defence
	Domain	Unique Identification Authority of India	Ministry of Home Affairs	Ministry of Cooperation
	Organisational Commitment	Department of Posts	Department of Telecommunications	Ministry of Corporate Affairs
Group B: Grievances 2,000 – 9,999	Composite	O/o the Comptroller & Auditor General of India	Department of Land Resources	NITI Aayog
	Efficiency	Department of Legal Affairs	Department of Land Resources	NITI Aayog
	Feedback	O/o the Comptroller & Auditor General of India	Department of Expenditure	Department of Financial Services (Pension Reforms)
	Domain	Department of Land Resources	Ministry of Parliamentary Affairs	Ministry of Drinking Water and Sanitation
	Organisational Commitment	Department of Empowerment of Persons with Disabilities	Department of Land Resources	Ministry of Ayush
Group C: Grievances < 2,000	Composite	Department of Investment & Public Asset Management	Ministry of Development of North Eastern Region	Department of Pharmaceuticals
	Efficiency	Department of Investment & Public Asset Management	Ministry of Development of North Eastern Region	Ministry of Mines
	Feedback	Department of Pharmaceuticals	Department of Public Enterprises	Department of Investment & Public Asset Management
	Domain	Ministry of Development of North Eastern Region	Department of Youth Affairs	Department of Bio Technology
	Organisational Commitment	Department of Official Language	Department of Chemicals and Petrochemicals	Legislative Department

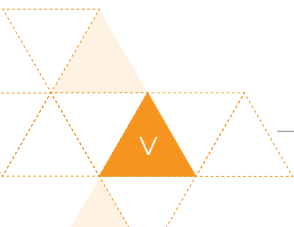
The report also assesses incremental change of computed scores between GRAI 2022 and 2023. From GRAI 2023, it is easily observed that in most of the Dimensions and Indicators, M&D have shown significant improvement and progress from previous Index. Out of the 89 M&D, only four have shown a negative growth. Around 10% have shown more than 50% growth and 28% is between 25–50% growth. 51 M&D have shown incremental growth up to 25%.

The following table presents a two-dimensional (vertical and horizontal) analysis of the root causes of performance of each M&D. All 11 Indicators spread across four key dimensions used in developing GRAI index, are analysed and presented with indicator scores for all 89 M&D. For a quick visual interpretation, the indicator-wise performance of all the M&D is presented through colour coding .



Approximately 2% of the ATRs filed during 2023 against the closed grievances were thoroughly analysed to gain insights into various aspects of grievance redressal. This detailed assessment was aimed to identify areas for improvement in the ATR format and to ensure that M&D provide comprehensive and detailed responses regarding the resolutions they have implemented. This analysis is part of an ongoing effort to enhance the effectiveness and transparency of the grievance redressal process.

Over the years, CPGRAMS has established itself as a vital tool for enhancing government accountability and transparency by enabling citizens to file grievances and track their status online. If citizens are not satisfied with the resolution, the CPGRAMS also provides a grievance escalation matrix starting from appeal. Although the system has been successful, there are further opportunities for improvement in handling grievances consistently, providing detailed reporting, speeding up response times, and integrating advanced technologies like AI and ML for data analysis. The chapter on roadmap for improvement includes various suggestions on areas for improvement like Revision / Customisation in ATR Format, Enhanced Use of AI and ML for Analysis by M&D, Capacity Building of GROs, Integration upto Third Tier of Government, Predictive Analytics for Preventive Measures, Improved Transparency and Accountability, User-Friendly Interface and Accessibility, Strengthened Monitoring and Evaluation with Audit, etc. The way forward involves leveraging technology, enhancing human resources, and fostering an environment of continuous improvement to ensure that grievances are resolved in a timely and satisfactory manner.





1

Introduction



Introduction

1.1 Background

Institutionalised grievance redressal systems are notable features of improving public service delivery and governance. Its proactive promotion by the government, in India, is a welcome measure. A grievance is an issue, concern, problem or claim (perceived or actual) that an individual or a group seeks to address and resolve. Grievances can encompass a wide range of issues. For example, a grievance might be filed

"Each Ministry / Department to effect qualitative improvement in their Grievance Redressal systems to make them more sensitive, accessible and meaningful."

Hon'ble Prime Minister
Shri Narendra Modi
during the Interaction with Secretaries
of Govt. of India in June 2024

by indigenous people or local communities who are negatively affected by a road construction project or a solid waste management facility. Alternatively, it could be lodged by an individual regarding an error in tax calculation. These grievances, arising from physical, situational or social losses, can emerge at any time. Therefore, it is essential for affected individuals to have the opportunity to raise their grievances and receive a fair resolution. Equally important is finding satisfactory solutions that benefit both the affected individuals and the service providers by improving policies, effective scheme/project implementation and other relevant areas. This necessitates the establishment of a grievance redressal mechanism that offers affected persons access to a legitimate, reliable, transparent and efficient institutional framework responsive to their complaints and issues.

Establishing a Grievance Redressal Mechanism/System (GRM) is essential for effectively addressing and resolving the concerns and issues of individuals and groups. GRMs empower citizens to voice their concerns, register complaints and enable an institutional response through well-functioning and adequately resourced systems. These systems are designed to assess, monitor and follow up on grievances, thereby ensuring accountability. GRMs have the potential to make governance more equitable and inclusive and to shift power in favour of the powerless. In any organisation or institution, diverse and complex problems can arise, affecting various stakeholders. A dedicated GRM serves as a vital interface where concerns can be voiced, fostering more harmonious and cooperative relationships.

Moreover, a GRM is crucial for the continuous improvement of services and programmes. When stakeholders have a reliable platform to express their concerns, it provides opportunity to collect and compile invaluable feedback for the organisation or institution. This feedback can highlight areas

needing attention, allowing for timely adjustments and enhancements in operations. By systematically addressing these grievances, the organisation can ensure that its services are meeting the needs of its stakeholders while evolving to address emerging challenges effectively. This ongoing interaction and responsiveness create a more adaptive and efficient framework for achieving organisational goals.

1.2 Need for GRM in Central M&D

It is crucial for Central Ministries and Departments (M&D) at the central government-level in India to have a robust GRMs due to several compelling reasons. The motivation in setting up a robust grievance redressal system essentially entails the progressive union government installing grievance redressal system to tap democratic potential, by empowering citizens to make effective claims on existing systems. First and foremost, such mechanisms enhance accountability and transparency in government operations. By providing a formal channel for citizens to lodge complaints, M&D as service providers can be held accountable for their actions and decisions. This transparency not only deters corruption and inefficiency but also builds public trust in government institutions. When citizens perceive that their grievances are taken seriously and addressed promptly, it reinforces their confidence in the government's commitment to serving the public interest. Finally, robust grievance redressal system offers intra-governmental motivations for using citizen-generated data to monitor departments and officials within the government, with an aim to improve services.

The central government through its M&D is providing a number of services to the citizens with an endeavour to improve quality of life. An efficient grievance redressal system significantly improves public service delivery. India, being a diverse and populous nation, faces unique challenges in ensuring that government services reach all sections of society effectively. Grievance mechanisms help identify systemic issues and bottlenecks in service delivery, allowing M&D to rectify these problems and improve their operations. By addressing grievances efficiently, M&D can ensure that public services are not only accessible but also of high quality. This is particularly important in critical areas such as healthcare, education, rural development and social welfare, where delays and inefficiencies can have severe consequences for citizens.

Additionally, grievance redressal mechanisms foster better policy formulation and implementation. The data and insights gained from analysing grievances can provide valuable feedback for policymakers. Understanding the recurring issues and concerns of citizens enables M&D to make informed decisions and craft policies that are more responsive to the needs of the populace. This feedback loop in the form of grievances ensures that policies are not only well-designed but also effectively implemented, leading to tangible improvements in governance. Therefore, it can be said that GRMs are essential for enhancing accountability, improving service delivery and facilitating better policy-making by M&D ultimately leading to more responsive and responsible governance and improved quality of life. The effective grievance redress mechanisms help to:

- Provide a channel for stakeholders to hold M&D responsible for their obligations and commitments.
- Act as an early detection system to identify and resolve issues promptly and efficiently, preventing the escalation of minor problems into more significant or complex disputes.
- Highlight recurring issues by identifying underlying systemic problems that need to be addressed to prevent future grievances.
- Ensure the protection of rights by offering a platform to detect and obtain redress for any violations or abuses.
- Combat corruption by offering a secure avenue for victims and whistle-blowers to report issues and seek redress.

GRMs bring or have the potential to bring about tangible gains in governance and service delivery. Studies show that well-designed and implemented GRMs have helped ensure programmes and policies minimise harms on affected individuals, tackle inefficient practices, etc. Citizen trust and participation can be increased through GRMs, however, if complaints are facilitated without adequate and transparent resolution processes, it may result in citizens becoming frustrated or losing trust. The evidence also indicates that marginalised and vulnerable groups can benefit from GRMs. However, GRMs may also have unexpected side-effects, for instance they can increase staff workloads without corresponding resources or authority to act or raise citizens' expectations that cannot be met by the mechanism.

While managing consumer complaints is universally acknowledged as essential for service providers, establishing and strengthening institutionalised GRMs aligns with the forward-looking reforms promoted by the current government. These mechanisms enhance professionalism, enable the assessment of critical aspects of institutional design and ensure regulatory oversight. This not only makes service providers more responsive but also improves accessibility for underserved populations, thereby fostering a more inclusive and effective service delivery system.

1.3 CPGRAMS

The Department of Administrative Reforms and Public Grievances (DARPG) is the nodal agency of the Government of India for administrative reforms as well as for redress of public grievances relating to the States and Union Territories (UTs) in general and grievances pertaining to Central Government agencies in particular. The Department is presently under the overall charge of the Hon'ble Prime Minister assisted by the Hon'ble Minister of State. The Department comes under the Ministry of Personnel, Public Grievances and Pensions and is headed by the Secretary.

The Department disseminates information on important activities of the Government relating to administrative reforms and public grievance redressal through publications and documentation. The Department also undertakes activities in the field of international exchange and cooperation to promote public service reforms.

The DARPG, Govt. of India, in discharge of its responsibilities, *inter alia*, the responsibility for Policy, Coordination and Monitoring of issues relating to (a) Redress of Public Grievances in general and (b) Grievances pertaining to Central Government Agencies, in particular, allocated as per The Allocation of Business Rules, 1961, has established the Centralized Public Grievances Redress and Monitoring System (CPGRAMS).

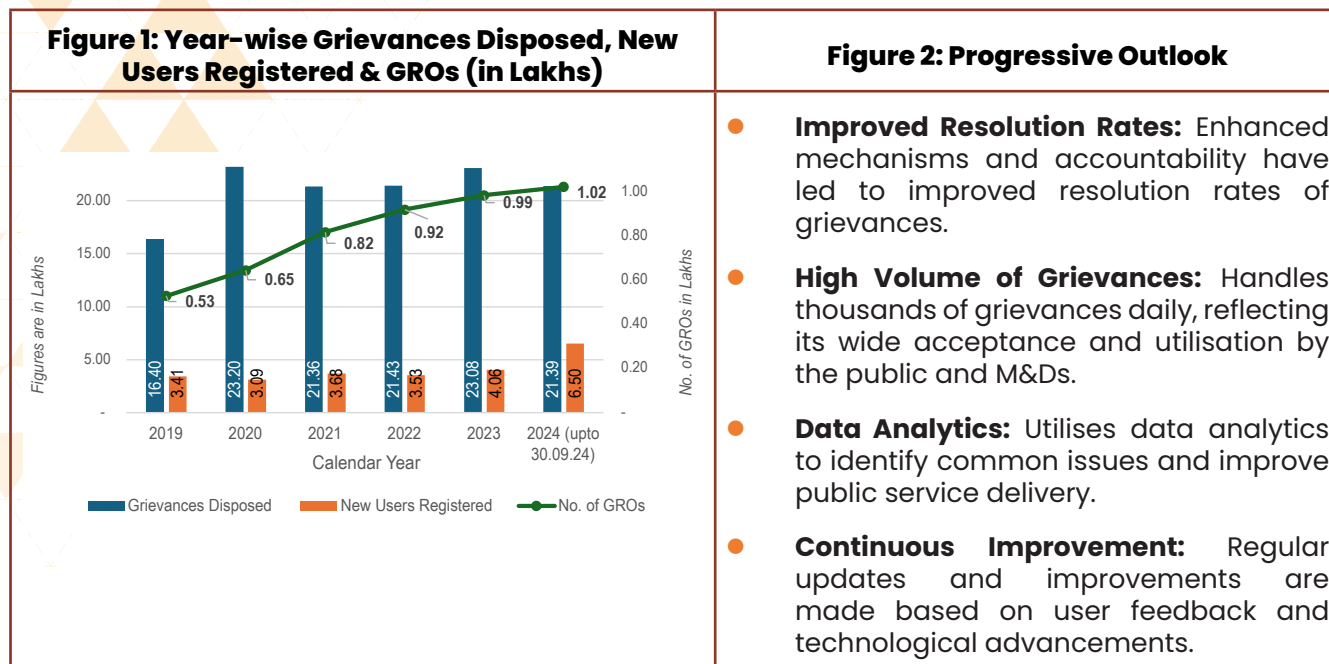
The CPGRAMS was conceptualised as part of the Government of India's initiative to improve public service delivery and enhance government responsiveness. The need for a structured, transparent and efficient mechanism to address public grievances was recognised which led to the development of CPGRAMS. It was launched by the DARPG, Govt. of India to provide a digital platform for citizens to lodge their complaints related to the M&D. As the primary agency for coordinating the redressal of public grievances, the DARPG has successfully integrated all 89 Central M&D and 36 States/UTs on the CPGRAMS platform. This comprehensive integration ensures a unified and efficient approach to handling grievances nationwide.

CPGRAMS allows citizens to file grievances online at any time and from any location. This system connects with numerous Ministries, Departments, Organisations, State Governments and Union Territory (UT) Administrations, which are responsible for reviewing and resolving these grievances promptly. Furthermore, CPGRAMS incorporates the grievance redressal system of the Prime Minister's Office (PMO), the President's Secretariat, the Directorate of Public Grievances (Cabinet Secretariat) and the Department of Pensioners' Portal. This integration allows grievances submitted to any of these entities to be seamlessly transferred to the relevant Central Ministries, Departments, State Governments or UTs.

Each grievance receives a unique registration number, enabling citizens to track their complaints. Additionally, grievances submitted by post and/or in writing to any of the government service provider are digitised and processed both online and in physical form. CPGRAMS enables the government service providers to take appropriate action and upload Action Taken Reports (ATR) into the system, promoting transparency and accountability in the grievance redressal process.

As one of the performance enhancing measures, CPGRAMS incorporates a comprehensive feedback system that allows citizens to provide feedback on the resolution provided for their grievances. After a grievance is addressed, citizens can rate their satisfaction with the response and the grievance handling process. This feedback is crucial for continuous improvement, as it helps identify areas that need improvements and ensures that the grievance redressal mechanisms are effective and citizen centric. In case a citizen is not satisfied with the resolution and gives a negative feedback, system directs the citizen towards the appeal process. The generic process flow of CPGRAMS is presented in the figure below:

CPGRAMS stands as a robust platform with significant achievements:



1.4 CPGRAMS Recognised as “Best Practice by the Commonwealth Secretariate”

The Commonwealth Secretariat has recognised CPGRAMS as a best practice in Commonwealth Secretaries of Public Service / Secretaries to Cabinet meeting that took place in April 2024 in Marlborough House, London. The forum brought together Commonwealth Heads of Public Service, Secretaries to Cabinet, Senior Public Officials, industry champions, and eminent scholars.



In the outcome statement of Third Biennial Pan-Commonwealth Heads of Public Service Meeting issued on 24.04.2024, the Commonwealth Secretariat shared with member countries, inter-alia, highlighting the Centralised Public Grievance Redress and Monitoring System (CPGRAMS) of India as future-ready governance best practices from across the Commonwealth.

“CPGRAMS is a state-of-the-art grievance redressal system and a best practice of SMART government. The Commonwealth’s remaining 1.2 billion citizens can benefit from the adoption of the technology platform in the same way India’s 1.4 billion citizens have benefited.”

*The Secretary General of the Commonwealth,
Patricia Scotland KC*



Subsequently, Secretary, DARPG has been invited to a meeting hosted by the IBM Center for The Business of Government to representatives from the US Government, as well as stakeholders who work with the IBM Center and the US government, who work on similar issues to discuss

CPGRAMS. The meeting was also attended by the representatives from the Commonwealth Hub for The Business of Government.

1.5 Comprehensive Guidelines for Handling the Public Grievances

DARPG has issued an Office Memorandum for all the M&Ds dated August 23, 2024, which outlines comprehensive guidelines for handling public grievances. These comprehensive guidelines to make the CPGRAMS more sensitive, accessible, and meaningful to citizens. Key points include:

Figure 3: Key Points of Office Memorandum issued in 2024

Integrated Grievance Filing Platform	• Integration of various public grievance platforms for a single window experience.
Appointment of Nodal Officers	• Guidelines for appointing experienced and competent Nodal Officers for public grievances.
Role of Nodal Officers	• Detailed responsibilities including categorization, monitoring, and analysis of grievances.
Dedicated Grievance Cell	• Establishment of a dedicated cell in every ministry to support grievance redressal.
Timelines for Resolution	• Maximum redressal time set to 21 days, with provisions for interim replies.
Escalation Process	• Appointment of Appellate Authorities for grievance appeals.
Grievance Redressal	• Guidelines for the redressal and closure of grievances.
Feedback Mechanism	• Integration of feedback through various channels like SMS, email, WhatsApp, and chatbots.
Analysis and Improvement	• Use of AI-powered tools for analyzing grievances to improve government schemes and policies.
Performance Benchmarking	• Introduction of the Grievance Redressal Assessment Index (GRAI) for ranking ministries.
Communication and Awareness	• Promoting awareness about grievance filing systems.
Training and Capacity Building	• Regular training for Grievance Redressal Officers (GROs).
Review Mechanism	• Regular review of grievance cases by senior officers.

1.6 Key Features of CPGRAMS

CPGRAMS is a robust, user-friendly and efficient platform for grievance redressal. By integrating advanced technologies, supporting multiple languages and providing comprehensive tracking and feedback mechanisms, CPGRAMS ensures that citizens' grievances are addressed promptly and effectively, contributing to improved governance and public service delivery. The key features of CPGRAMS are as follows.

1.6.1 User-Friendly Interface

CPGRAMS is designed to be accessible to a wide range of users, including those who may not be very familiar with technology. The interface is straightforward and easy to navigate, allowing users to lodge complaints with minimal hassle. The platform features a simple registration process where users can register with basic information. It provides step-by-step guidance, ensuring users understand how to lodge a complaint properly. Additionally, detailed help sections and Frequently Asked Questions (FAQs) are available to assist users in navigating the platform and utilising its features.

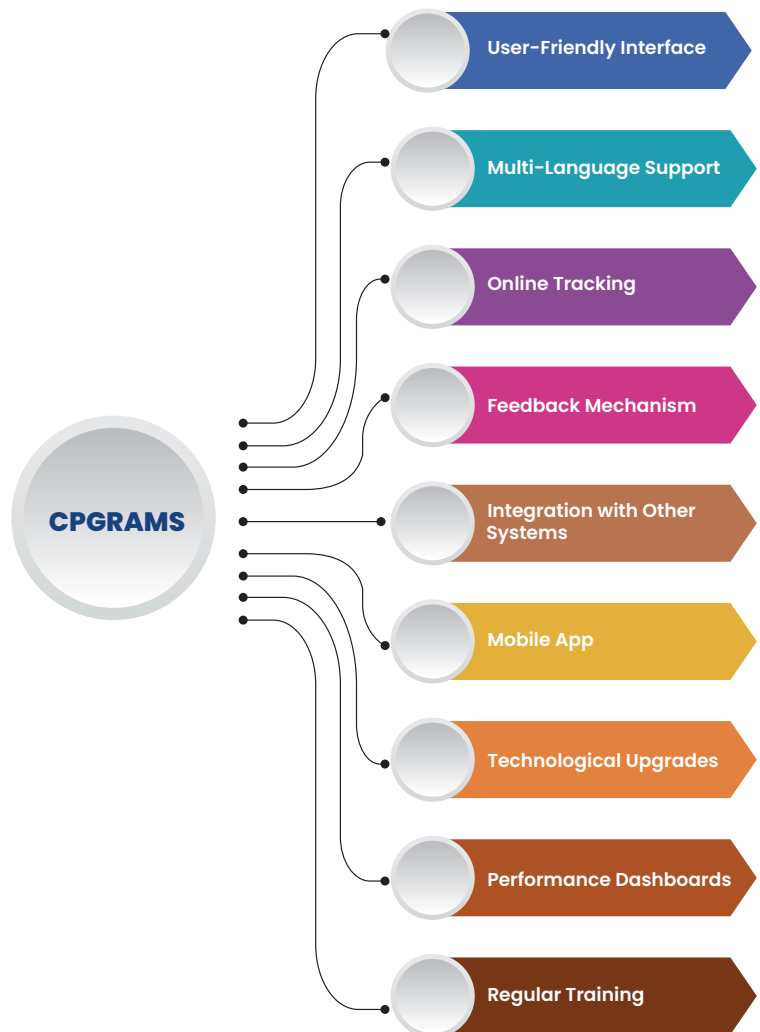
1.6.2 Multi-Language Support

Recognising the linguistic diversity of our country, CPGRAMS supports multiple languages. This feature ensures that the platform is accessible to a broader population. By offering multi-language support, CPGRAMS enhances inclusivity, enabling people from different regions to lodge their grievances in their preferred language.

1.6.3 Online Tracking

One of the standout features of CPGRAMS is the ability for users to track the status of their grievances online. Users receive real-time updates on the status of their complaints, ensuring transparency throughout the process. As mentioned earlier, each complaint is assigned a unique registration number that can be used to track its progress. Users can access detailed status information about the handling of their complaint, including which department is managing it and the expected resolution time.

Figure 4: Features of CPGRAMS



1.6.4 Feedback Mechanism

CPGRAMS allows users to provide feedback on the resolution of their grievances, serving several important functions. This mechanism helps ensure that resolutions are satisfactory and that issues are genuinely resolved. Feedback from users is utilised to improve the system and the processes involved in grievance redressal. Additionally, it measures user satisfaction with how their complaints were handled, contributing to continuous improvement of the platform and grievance redressal processes adopted by the M&D.

1.6.5 Integration with Other Systems

CPGRAMS is designed to work seamlessly with other grievance redressal systems at various levels of Government. Many State Governments have their own grievance redressal systems, which can be integrated with CPGRAMS for a unified approach. Public sector enterprises can also integrate their systems with CPGRAMS to ensure that grievances related to their services are registered and addressed. This integration allows for comprehensive tracking and resolution of grievances, ensuring data can be shared across systems for better coordination.

1.6.6 Mobile App

To enhance accessibility, CPGRAMS is also available as a mobile application. The mobile app provides the same functionalities as the web platform, making it convenient for users to lodge and track complaints. The app features a user-friendly design optimised for mobile use. Users also receive push notifications about the status of their grievances, ensuring they are always informed. Making the CPGRAMS available through the mobile app is an additional step to reach out to citizen who does not have access to computers and can get their grievances registered and resolved.

1.6.7 Technological Upgrades

CPGRAMS continuously incorporates advanced technologies to improve its effectiveness. Recent upgrades include the use of Artificial Intelligence (AI) and Machine Learning (ML) to categorise grievances, ensuring that urgent issues are addressed promptly. Predictive analytics help identify patterns in grievances, allowing for preemptive measures to address recurring issues. Performance dashboards provide real-time data for monitoring the performance of various departments in handling grievances.

1.6.8 Performance Dashboards

Performance dashboards are a crucial feature to monitor the efficiency and effectiveness of the grievance redressal process. These dashboards provide access to real-time data on the number of grievances received, pending and resolved. The Dashboard offers clear picture of the performance of different M&D and Grievance Redressal Officers (GROs) and include Key Performance Indicators (KPIs) that help in assessing the responsiveness and efficiency of grievance redressal system.

1.6.9 Regular Training

To ensure that the GROs handle grievances effectively, regular training and capacity-building programmes are conducted as part of Sevottam initiative of DARPG. These include workshops and webinars to keep GROs updated on best practices in grievance redressal. In addition, comprehensive guidelines and manuals are provided to officials to help them understand the grievance redressal process and perform their duties effectively.

1.7 Initiatives in 2023

1.7.1 Universalisation of CPGRAMS 7.0

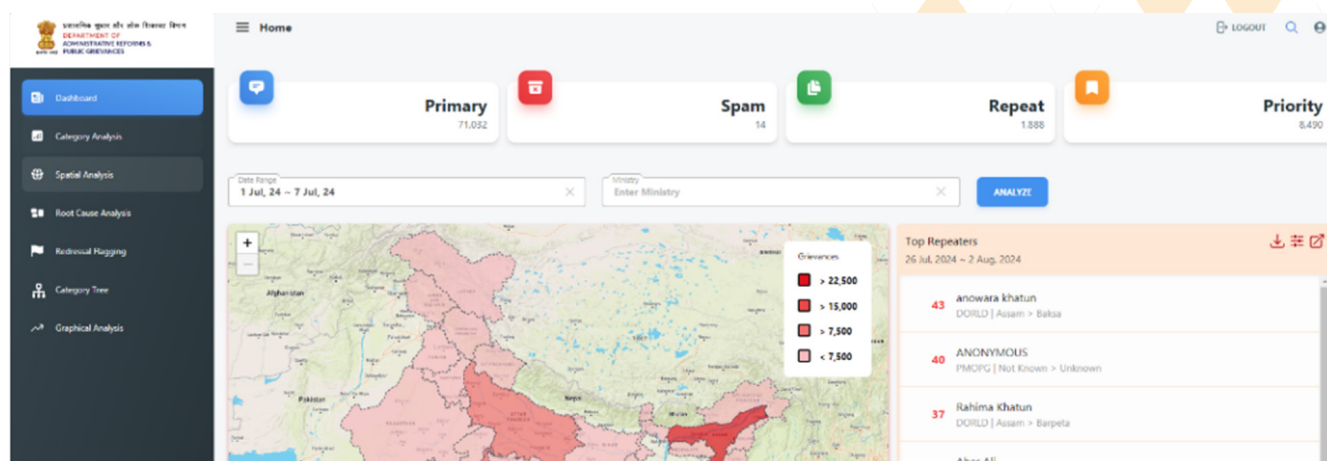
CPGRAMS 7.0 version envisages streamlining the grievance redressal process by eliminating the manual reading and forwarding of grievances by nodal officers. The onboarding of the Top 20 M&D was initiated in 2019 and the CPGRAMS 7.0 version was further deepened in 2023. The idea was to introduce auto-forwarding of grievances by changing the method of data collection on the CPGRAMS portal and developing a robust mapping of end-line officers.

The infographic titled 'CENTRALIZED PUBLIC GRIEVANCES REDRESS AND MONITORING SYSTEM (CPGRAMS)' provides a step-by-step guide on how to use the system. It features the Government of India emblem and the text 'सत्यमेव जयते'. The steps are: 1. Complaint Lodge: Registration from anywhere and anytime on https://pgportal.gov.in. 2. Remember your registration number to track status of your grievance. 3. One time opportunity to Redressal: raise your concern with Nodal Appellate Authority. It also includes a QR code for 'MyGrievance' and a list of features: Available on Web and Mobile, If not satisfied, file an appeal, and Provision for citizen feedback. The footer states: 'A single portal connecting all Ministries / Departments & States / UT's'.

In the year 2023, DARPG, Govt. of India further expanded CPGRAMS 7.0 to the PMOPG Portal and plans to do the same with the DARPG Portal and President Secretariat's Portal. In 2023, all the M&D were requested to review their respective categorisation to ease out the process of grievance filling by the citizens.

1.7.2 Intelligence Grievance Monitoring System 2.0 – IIT Kanpur

Hon'ble MoS Dr. Jitendra Singh, launched the IGMS 2.0 Public Grievance portal and Automated Analysis in Tree Dashboard portal in September 2023.



The Intelligent Grievance Monitoring System (IGMS) 2.0 is an upgraded public grievance redressal portal under the CPGRAMS, developed by the DARPG in collaboration with IIT Kanpur. Launched in September 2023, IGMS 2.0 leverages Artificial Intelligence (AI) to streamline the handling of grievances received by various government M&Ds.

The system offers real-time data on grievances filed and disposed of, categorised by States, Districts and M&Ds. It provides tools to help officials identify the root causes of grievances, enabling more efficient redressal. The dashboard provides instant tabular analysis of priority, repeat and spam Grievances Filed & Disposed according to a geographical area.

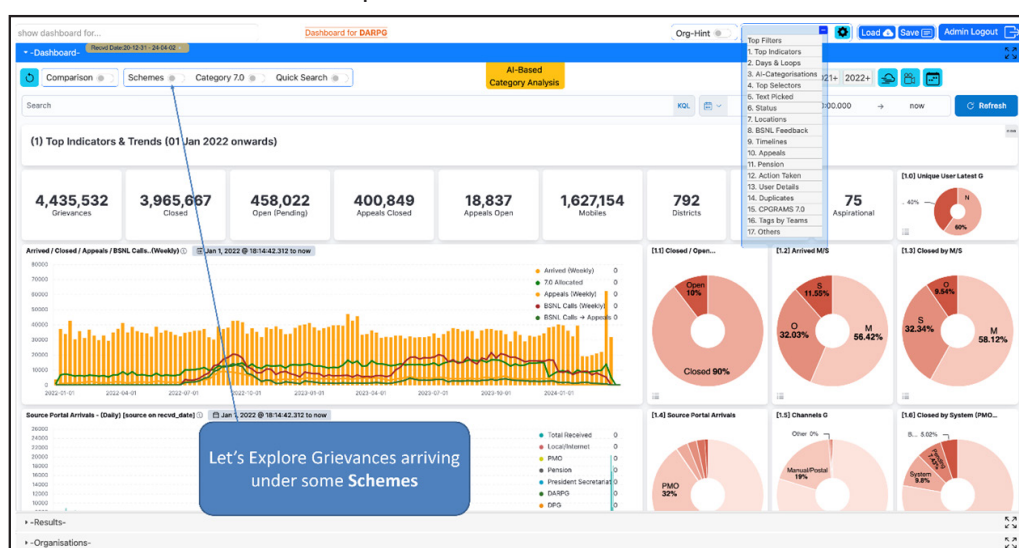
This system has been introduced to manage the large volume of grievances, about 20 lakh grievances annually, more effectively. It also generates draft letters for relevant schemes or ministries to expedite resolution. IGMS 2.0 is part of the ongoing digital reforms to enhance government accountability and citizen-centric governance. Notably, it has reduced the average grievance disposal time across central M&Ds.

1.7.3 Tree Dashboard

The Tree Dashboard is an essential feature integrated into the CPGRAMS. It uses AI to process large volumes of grievance data in a hierarchical, tree-like structure, offering a clear and intuitive way to monitor and analyze grievances. Key aspects of the Tree Dashboard are as follows:

- **Data Visualization:** The dashboard visually organises grievances into different layers, providing insights into:
 - Grievances filed vs. disposed of over time.
 - State-wise and District-wise breakdowns, helping to pinpoint regions with high complaint rates.
 - M&D-specific data, which helps identify which M&Ds are receiving and addressing the most complaints.

- **Root Cause Analysis:** The hierarchical structure of the dashboard helps officials drill down from a broad view of grievances to their underlying causes. By identifying the source of recurring grievances, ministries can undertake targeted corrective actions, improving both grievance resolution and policy effectiveness.
- **Real-Time Monitoring:** The Tree Dashboard enables real-time updates on grievance statuses, making it easier for the administration to track the resolution process and make necessary interventions where delays or bottlenecks are observed.
- **AI-Powered Efficiency:** By automating much of the analysis, the dashboard significantly reduces manual efforts, making the grievance monitoring process faster and more efficient. The system even suggests draft responses or letters to address common issues, cutting down the time needed for individual responses.



It can be said that the Tree Dashboard is an innovative tool that enhances transparency, accountability and efficiency in public grievance redressal. It supports decision-makers by simplifying complex data and enabling targeted solutions to systemic issues.

1.7.4 Feedback Portal

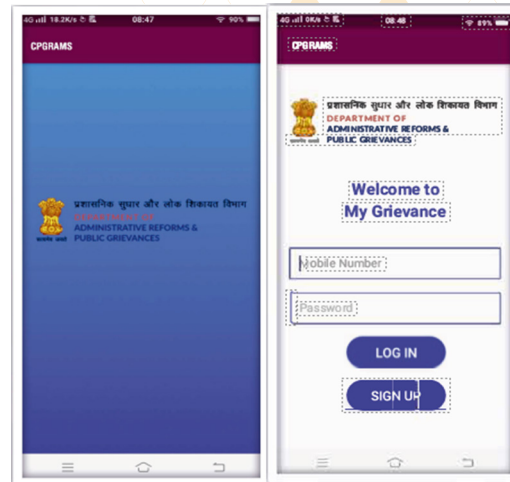
The Feedback Portal as part of CMGRAMS plays a crucial role in enhancing citizen engagement and ensuring that grievances are addressed in a timely and efficient manner. This portal is integrated with a Feedback Call Centre, which operates in multiple languages to collect responses from citizens on the quality of grievance redressal they received.

If a citizen is unsatisfied with the resolution of their grievance, the Feedback Call Centre assists them in filing an appeal. This is part of the government's broader effort to improve grievance management through technology, ensuring better accessibility and participation from citizens across rural and urban areas. The system also aims to enhance the transparency of grievance resolution by allowing citizens to track the status of their grievances.

1.7.5 CPGRAMS Mobile App

DARPG in association with IIT-Kanpur has developed “CPGRAMS App” through which citizens can register their grievances using the mobile phones. The CPGRAMS Mobile App brings the grievance redressal process directly to the fingertips of citizens, ensuring ease of access and convenience. Designed with a user-friendly interface, the app allows users to lodge complaints, track the status of their grievances and provide feedback on resolutions from their smartphones with Central M&D and State/UT Governments in both English and Hindi, Voice to Text. The app also sends real-time notifications about the status of grievances, keeping users informed throughout the process.

By leveraging mobile technology, the CPGRAMS Mobile App enhances the inclusivity and efficiency of the grievance redressal mechanism.



1.7.6 Grievance Redressal Assessment & Index (GRAI) 2022

Hon'ble MoS Dr. Jitendra Singh launched Grievance Redressal Assessment & Index (GRAI) 2022 on 21 June 2023 in the presence of Shri V. Srinivas, Secretary, DARPG and senior officers of the Department, along with nodal officers of Public Grievance of various M&D / PSBs / PSEs and State officers. The objective of the Index is to present organisation-wise comparative picture and provide valuable insights about strengths and areas of improvement. This will enable M&D to initiate policy reforms and re-engineering of processes leading to minimising grievances. To assess this, the GRAI is structured into following four dimensions: Efficiency, Feedback, Domain and Organisational Commitment with 11 indicators.



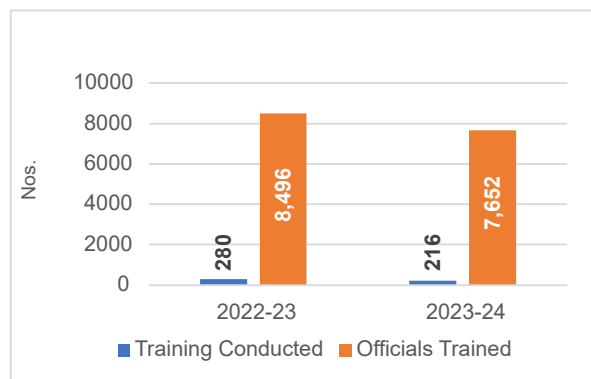
1.7.7 Training & Capacity Building: Sevottam Portal

The Sevottam Scheme is a framework developed by the DARPG in 2005. The Sevottam portal forms part of the Sevottam scheme, which is designed to improve the quality of public service delivery and grievance handling in government departments. Through the Sevottam Portal, GROs receive structured training in various aspects of grievance management, such as handling citizen complaints effectively, adhering to time-bound resolutions and preparing comprehensive ATRs.

The portal also facilitates e-learning modules, enabling GROs to continuously update their skills and knowledge on the latest policies, best practices and technological tools like IGMS 2.0. By focusing on improving the procedural and communication skills of GROs, the Sevottam Portal helps ensure more consistent, efficient and citizen-centric grievance redressal across Ministries and Departments, contributing to overall system improvement.

Under the scheme, DARPG releases funds to State Administrative Training Institutes (ATIs)/Central Training Institutes (CTIs) for setting up a Sevottam Training Cell. DARPG has developed a dedicated portal for monitoring State/UT ATIs. In 2023-24, DARPG with support of partnering ATIs has organised 216 training programmes covering more than 7,500 officials in 31 States and UTs.

Figure 5: Trainings under Sevottam



1.7.8 Inclusivity & Outreach

- **Leveraging 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). CSCs has started organising CSC-CPGRAMS Grievance Day on 20th of every month from October, 2023.
- **CPGRAMS Awareness at the Civil Services Day 2023:** The Civil Services Day 2023 was held on 21st April 2023. An exhibition stall was set up for raising awareness about the CPGRAMS Portal.
- **DARPG Stall at GPAI Summit 2023:** As the incoming Support Chair, India hosted the Annual Global Partnership on Artificial Intelligence (GPAI) Summit from 12th - 14th December 2023. During the event, the DARPG set up a stall at Bharat Mandapam to exhibit the IGMS, Tree Dashboard and CPGRAMS Monthly Reports 2023.

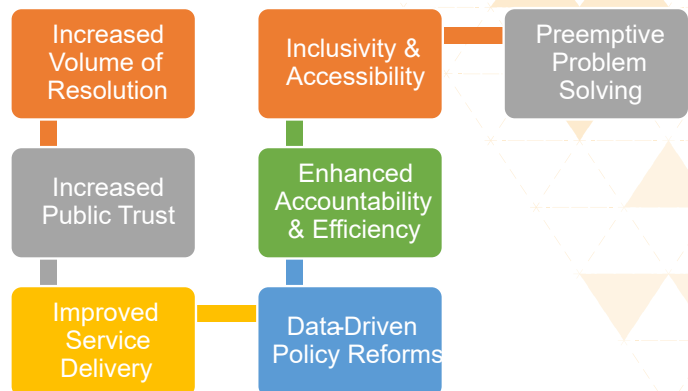
1.8 Impact of CPGRAMS

The CPGRAMS has manifold impact, which are listed below:

1.8.1 Increased Volume of Resolution

The data from 2019 to 2023 demonstrates a consistent and positive trend in the grievance redressal system. Over these years, the number of grievances registered has increased, reflecting a growing public confidence in the CPGRAMS platform. This rise in registration is a positive sign, indicating that more citizens are engaging with the system to voice their concerns.

Figure 6: Impact of CPGRAMS



Simultaneously, the percentage of grievances resolved each year has shown a significant improvement, with the resolution rate increasing from 60.48% in 2019 to an impressive 88.22% in 2023. This data underscores the system's effectiveness in keeping pace with the rising number of grievances, ensuring that issues are addressed promptly and efficiently. The ability to manage and resolve a higher volume of complaints year after year highlights the platform's robustness and the government's commitment to responsive governance.

1.8.2 Increased Public Trust

One of the most significant impacts of CPGRAMS is the enhancement of public trust in government institutions. By providing a reliable and transparent platform for citizens to lodge their grievances, CPGRAMS demonstrates the government's commitment to addressing public concerns. The ability to track complaints and receive real-time updates reassures citizens that their voices are being heard and that there is a systematic process in place to resolve their issues. This transparency fosters greater trust and confidence in government operations.

1.8.3 Improved Service Delivery

CPGRAMS has significantly contributed to the improvement of public service delivery. The systematic handling of grievances allows government departments to identify and address service delivery issues more efficiently. By analysing the data from grievances, departments can pinpoint recurring issues and implement necessary policy changes, process re-engineering, etc., to prevent future occurrences. This proactive approach ensures that public services are not only more effective but also more responsive to the needs of the citizens. The feedback mechanism further helps in refining and enhancing the quality of services provided.

1.8.4 Data-Driven Policy Reforms

The data generated by CPGRAMS provides valuable insights into the issues and concerns of the citizens. The data available with CPGRAMS can further be analysed by using IGMS, Tree-Dashboard, Feedback, etc. to identify patterns and trends, which can inform policy-making and lead to meaningful reforms. By understanding the root causes of grievances, policymakers can design better strategies and interventions to address systemic issues. This evidence-based approach to policy-making ensures that reforms are grounded in the actual experiences and needs of citizens, leading to more effective and sustainable solutions.

1.8.5 Enhanced Accountability and Efficiency

CPGRAMS has introduced a higher level of accountability within government departments. The system allows for the monitoring of the performance of various departments in handling grievances. Performance dashboards and KPIs provide a clear picture of how efficiently grievances are being addressed. This visibility encourages departments to be more diligent and timely in their responses, thereby improving overall efficiency. Regular monitoring and reporting ensure that departments remain accountable for their actions and continuously strive to enhance their performance.

1.8.6 Inclusivity and Accessibility

By supporting multiple languages and offering a mobile application, CPGRAMS has made the grievance redressal process more inclusive and accessible. People from different linguistic backgrounds and regions, including those in remote and rural areas, can use the platform to lodge their complaints. This inclusivity ensures that even the most marginalized sections of society can voice their concerns and have them addressed. The availability of the mobile app further extends the reach of CPGRAMS, making it easier for people without access to computers to engage with the system.

1.8.7 Preemptive Problem Solving

CPGRAMS acts as an early warning system by helping to identify potential issues before they escalate into major problems. The use of advanced technologies like AI and predictive analytics allows the system to categorise and prioritise grievances, enabling quicker resolution of urgent issues. By identifying patterns, M&Ds can take preemptive measures to address recurring problems.

The impact of CPGRAMS is multifaceted, ranging from increased public trust and improved service delivery to data-driven policy reforms and enhanced accountability. By making the grievance redressal process more inclusive and accessible, CPGRAMS ensures that all citizens have a voice and that their concerns are addressed efficiently. The system's ability to act as an early warning mechanism further contributes to its effectiveness in maintaining public satisfaction and enhancing governance. Through continuous improvements and adaptations, CPGRAMS has become a cornerstone of responsive and responsible governance, setting a benchmark.



2

Background of GRAI



Background of GRAI

2.1 Need for GRAI

The Parliamentary Standing Committee (PSC) of Ministry of Personnel, Public Grievances and Pensions in its 106th Report recommended to develop a “Grievances Redressal Index” on the lines of Good Governance Index. Following the recommendations, the DARPG has conceptualised Grievance Redressal Assessment & Index (GRAI) and included it as 10-Step Reform Programme of CPGRAMS. It published the first edition of GRAI 2022 in June 2022.

An index serves as a powerful tool to systematically evaluate and enhance the performance of various entities. In the context of CPGRAMS, an index becomes crucial for providing a clear, simple and standardised measure to assess how effectively M&D are addressing public grievances. By establishing specific performance metrics, an index not only promotes accountability but also drives continuous improvement across the board. It enables policymakers to identify strengths and weaknesses, fosters a culture of transparency and ensures that resources are allocated efficiently to areas most in need. DARPG anticipates that the GRAI originating from CPGRAMS will be instrumental in creating a responsive, effective and citizen-centric grievance redressal system.

With inclusion of performance-based indicators in GRAI, it would serve as a powerful tool for driving improvements in the grievance redressal process. With DARPG regularly publishing GRAI with an objective of evaluation and comparison of the performance of M&D, it will support in highlighting areas that require attention and improvement. This competitive aspect may motivate M&D to evaluate their existing processes and adopt good practices to improve their rankings.

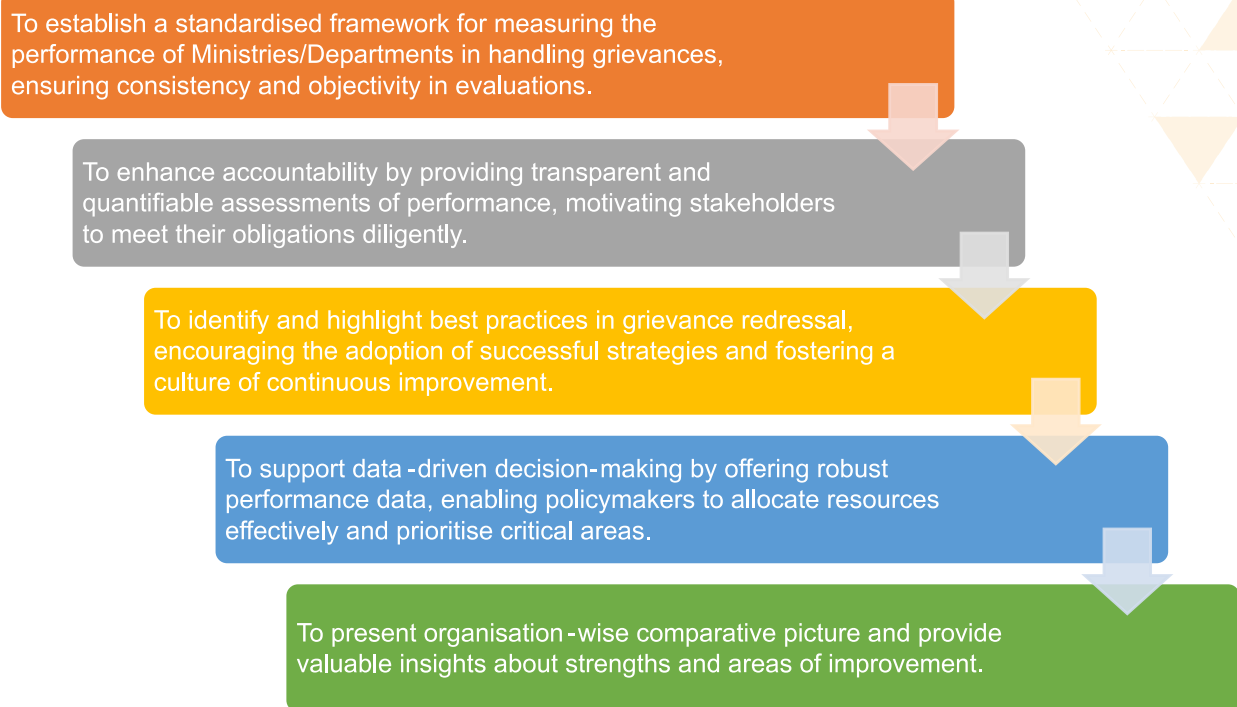
With inclusion of various dimension of GRM, the GRAI can provide comprehensive and structured datasets which can be used by policy-makers and administrators to identify patterns, trends and systemic issues that need to be addressed. This evidence-based approach ensures that resources are allocated efficiently and that interventions are targeted at the most critical areas. Moreover, publication of GRAI can promote greater public engagement and participation in the grievance redressal process by making the rankings publicly available.

A comprehensive index like GRAI would support continuous improvement and innovation in the grievance redressal process. Accordingly, DARPG is also regularly updating and refining the index based on feedback and evolving needs to make it effective and germane. The publication of rankings recognises exemplary performance and encourages M&D to learn from their peers.

2.2 Objective for GRAI

As mentioned earlier, the PSC in its 106th Report recommended developing a “Grievances Redressal Index” on the lines of Good Governance Index to rank organisations of Govt. of India and States/UTs on parameters that are output and outcome oriented in area of grievance redressal. Keeping the intent of PSC in consideration, GRAI has the following objectives:

Figure 7: Objectives of GRAI



To meet these objectives, the GRAI is structured into four key dimensions: (1) Efficiency, (2) Feedback, (3) Domain and (4) Organisational Commitment, encompassing a total of 11 indicators. This comprehensive structure ensures a holistic evaluation of each M&D performance. Additionally, the GRAI Report includes an in-depth Root Cause Analysis (RCA) of the performance of all M&D. This analysis specifically focuses on the M&D which have significantly improved their GRAI score in 2023 compared to GRAI 2022. Some of the M&D which have registered decline in their score in GRAI 2023, have also been included as part of this analysis. By identifying strengths and pinpointing areas needing improvement, the report aims to foster a more effective and responsive grievance redressal system

2.3 Dimension and Indicators of GRAI

In the following section, a description of identified dimensions and associated indicators is presented along with brief insight into how the indicators (as well as the dimensions of GRAI) are used in assessing the grievance redressal mechanism adopted by all 89 M&D.

1. Efficiency

Efficiency in resolving grievances (and appeals) is a critical dimension of the GRAI as it directly impacts the effectiveness of the grievance redressal system. Efficient resolution ensures that grievances are addressed promptly, reducing the time citizens have to wait for their issues to be resolved. This timeliness is essential for maintaining public trust and confidence in the system. When grievances are resolved quickly, it shows that the government values the concerns of its citizens and is committed to providing timely solutions. This not only enhances the credibility of the grievance redressal mechanism but also encourages more citizens to engage with it, knowing their issues will be handled in a timely manner.

From the GRAI point of view, measuring efficiency allows for a clear and objective assessment of how well M&D manage their grievance redressal processes. It provides a benchmark for performance and enables comparison. By evaluating the speed (average resolution time) and effectiveness of grievance resolution, the GRAI identifies good practices and highlights areas needing improvement. It helps in identifying bottlenecks and delays in the system, prompting necessary interventions to streamline operations.

Moreover, efficiency in grievance resolution is closely associated with the overall satisfaction of the citizens (the next dimension of GRAI). Efficiency dimension also reflects the administrative capacity and responsiveness of M&D. By emphasising efficiency, GRAI promotes a culture of continuous improvement and accountability.

Accordingly, the topmost emphasis is placed on the “Efficiency” dimension as part of GRAI and on timely grievance redressal as per the guidelines of the DARPG, Govt. of India, for resolution of grievances through the CPGRAMS. M&D get higher scores based on their efficiency. Thereby, a total of five (5) indicators are identified and correspondingly higher weightages are assigned to this dimension.

Efficiency



- ☐ % of Grievances Resolved within Timeline (within 30 days)
- ☐ % of Appeals Redressed
- ☐ % of Resolution of Grievances under Corruption Category
- ☐ Average Resolution Time
- ☐ % Pendency with GROs (beyond 30 days)

2. Feedback

The feedback dimension is crucial as it provides direct insights into the effectiveness and satisfaction levels of the GRM. By assessing how many appeals are filed against resolved complaints, the GRAI attempts to gauge the accuracy and fairness of initial resolutions. A high number of appeals may indicate underlying issues in the grievance handling process, such as inadequate investigation or unjust decisions.

Feedback



- ☐ % of Appeals Filed
- ☐ % of Resolution with “Satisfied” Remarks

Furthermore, the percentage of satisfied complainants whose grievances are resolved is a key indicator of the overall success of the grievance redressal mechanism. High satisfaction rates signify that the system is not only resolving issues but also meeting the expectations and needs of the complainants. From the GRAI perspective, incorporating feedback ensures a holistic evaluation of the grievance redressal process. It moves beyond quantitative measures of resolution to consider qualitative aspects, capturing the citizens' perspectives and experiences. Considering its criticality, Feedback dimension is assigned the second highest weightage and it is measured through two (2) most critical indicators each with equal weights.

3. Domain

The Domain dimension provides a comprehensive assessment of operational efficiency and responsiveness. It ensures that every complaint is managed appropriately based on its nature and urgency, promoting a more organised and responsive grievance redressal mechanism. This focus on domain-specific management highlights areas for improvement and best practices, ensuring the system effectively addresses the diverse needs of citizens.

The domain dimension is included as part of GRAI to promote effective categorisation and prioritisation of grievances. Accurate categorisation at the time of registration allows grievances to be forwarded to the officers concerned promptly, enhancing the overall efficiency of the resolution process. This prevents delays caused by misrouting and ensures that each issue is handled by the most suitable personnel designated by the M&D.

Similarly, addressing urgent grievances specific to the domain of a M&D is crucial for maintaining public trust. A quick resolution of time-sensitive issues demonstrates the responsiveness and commitment of M&D. Total 2 indicators are identified as part of Domain dimension.

Domain



☐ % of Resolution of Complaints Labelled as "Urgent"

☐ Adequacy of Categorisation of Grievance by M/D

4. Organisational Commitment

The Organisational Commitment dimension is crucial for the GRAI as it evaluates the dedication and resources allocated by M&D to resolve grievances. This dimension assesses the ratio of GROs to the number of grievances registered, highlighting whether there are sufficient personnel to handle the volume of complaints. The percentage of active GROs is a vital metric in this dimension. By evaluating the availability and activity level of GROs, the index identifies whether M&D are sufficiently investing in their grievance redressal infrastructure. As part of GRAI, two (2) indicators which are related to performance and/or commitment of GROs are included.

Organisational Commitment



☐ Ratio of GROs visà-vis Grievances Received

☐ % of Active Grievance Redressal Officers (GROs)

2.4 Rationale and Orientation for Selected Indicators

In the following section, detail of each indicator is provided with a rationale and the data items with formula required to compute the indicator score:

Efficiency

Indicator 1	% of Grievances Resolved within Timeline (within 30 days)		
Rationale	This indicator measures and provides the indication on timely redressal of grievances by the M&D		
Orientation	Positive		
Data Items	(a) Total Number of Grievances Received	(b) Total Number of Grievances Brought Forward	(c) Total Number of Grievances Resolved within Timeline
Formula	$(c) / ((a)+(b)) \times 100$		
Indicator 2	% of Appeals Redressed		
Rationale	This indicator measures and provides the indication on timely redressal of appeals by the M&D		
Orientation	Positive		
Data Items	(a) Total Number of Appeals Filed in the current year	(b) Total Number of Appeals Brought Forward in current year	(c) Total Number of Appeals Resolved in current year
Formula	$(c) / ((a)+(b)) \times 100$		
Indicator 3	% of Resolution of Grievances under Corruption Category		
Rationale	Measuring corruption is essential and more so action taken against the responsible employee is crucial to imbibe trust among the citizen about the government. Through this indicator the efficiency of M&D in addressing the corruption-related grievances are captured and assessed		
Orientation	Positive		
Data Items	(a) Total Number of Grievances Registered under Corruption Category	(b) Total Number of Grievances Registered under Corruption Category brought forward	(c) Total Number of Grievances Resolved under Corruption Category
Formula	$(c) / ((a)+(b)) \times 100$		

Indicator 4	Average Resolution Time
Rationale	The policy measure for resolving grievances within 30 or lesser days will be measured through this directly calculated figure
Orientation	Negative
Data Items	Average time taken for resolution of grievances
Formula	Auto Calculated by CPGRAMS Portal

Indicator 5	% Pendency with GROs (beyond 30 days)
Rationale	The performance of the GROs by assessing pendency at their level would be measured through this indicator
Orientation	Negative
Data Items	<div>(a) Total Number of Identified / Mapped GROs at all Levels with Pendency of More Than 100 Grievances > 30 days (cumulative as on 31 Dec. 2023)</div> <div>(b) Total Number of Identified / Mapped GROs at all Levels</div>
Formula	$(a) / (b) \times 100$

Feedback

Indicator 6	% of Appeals Filed
Rationale	The number of appeals filed against the resolution provided by the M&D suggest the quality of resolution. The increase and/or decrease in filing of appeals also offers a window to assess the effectiveness of organisational mechanisms put in place by the M&D to improve the quality of resolutions
Orientation	Negative
Data Items	<div>(a) Total Number of Appeals Filed</div> <div>(b) Total Number of Grievances Resolved / Closed (After removing Duplicate)</div>
Formula	$(a) / (b) \times 100$

Indicator 7	% of Resolution with "Satisfied" Remarks
Rationale	Feedback is very important to monitor satisfaction levels. This indicator measures and manifests the functioning of CPGRAMS and the mechanism put in place the Ministries / Departments for grievance resolution. The higher 'satisfied' feedback received through the call back mechanism instituted by DARPG will provide additional opportunities for improvements
Orientation	Positive
Data Items	<div>(a) Total Number of Resolved / Closed Grievances Received Feedback as "Satisfied" (After removing Duplicate)</div> <div>(b) Total Number of Calls Made for Complaints Resolved / Closed</div>
Formula	$(a) / (b) \times 100$

Indicator 8	% of Resolution of Complaints Labelled as "Urgent"		
Rationale	Urgent grievances are identified with key words that include corruption, sexual harassment, suicide, threat, murder, danger, violence, atrocities, etc. It measures and provides pointers on M&D-specific effective policies and processes in place in delivery of their mandate/citizen centric programmes and the course corrections required.		
Orientation	Positive		
Data Items	(a) Total Number of Grievances Received and Categorised as "Urgent" Brought Forward	(b) Total Number of Grievances Received and Categorised as "Urgent"	(c) Total Number of Grievances Resolved Categorised as "Urgent"
Formula	$(c) / ((a)+(b)) \times 100$		

Indicator 9	Adequacy of Categorisation of Grievance by M/D	
Rationale	Categorisation of grievances is key to resolving them effectively and in the shortest possible time. Higher percentage of grievances categorised as 'Others' indicates inadequate categorisation of the broad parameters under which the citizens can submit their grievances.	
Orientation	Negative	
Data Items	(a) Total Number of Grievances Categorised as "Others"	(b) Total Number of Grievances Received
Formula	$(a) / (b) \times 100$	

Organisational Commitment

Indicator 10	Ratio of GROs vis-à-vis Grievances Received	
Rationale	One of the main causes of pendency of grievance is also due to lack of GROs being appointed/mapped by the M&D. The adequacy of number of GROs would be measured through this indicator	
Orientation	Negative	
Data Items	(a) Total Number of Grievances Received	(b) Total Number of GROs mapped to CPGRAMS
Formula	$(a) / (b)$	

Indicator 11	% of Active Grievance Redressal Officers (GROs)	
Rationale	Effective implementation of grievance redressal mechanisms is possible when fully committed and trained personnel handle the grievances. GROs mapped from each of the M&D are expected to play a significant role and this indicator measures activeness, attentiveness and commitment of GROs	
Orientation	Positive	
Data Items	(a) Total Number of GROs mapped at all levels to CPGRAMS who are Active : >5 login in a month (nos.)	(b) Total Number of GROs mapped at all levels to CPGRAMS
Formula	$(a) / (b) \times 100$	



3

Approach & Methodology of GRAI



Approach & Methodology of GRAI

Designing a comprehensive performance metric in the area of grievance redressal is a challenge and requires rigorous and wide consultations. Understanding how the Central M&D perceive the grievance redressal mechanism and their perspective is paramount to design the index. Considering the complexities and the challenge involved, there is a need to adopt a multi-pronged approach.

3.1 Approach

The following approaches are adopted into the project methodology to ensure successful design and development of a comprehensive index:

Figure 8: Approach of GRAI



The grievance redressal mechanism through CPGRAMS has gained significant momentum in recent years, thanks to the focused efforts of the DARPG, Govt. of India. This progress is attributed to the implementation of progressive reforms, the introduction of an upgraded version of CPGRAMS, regular consultation and review meetings, and strong support from Central M&D.

As discussed in earlier sections, with close to two million grievances registered, the resolution rate of 88% is highly significant. Grievance redressal is inherently subjective and individual-centric, especially when grievances are 'person' specific. Additionally, grievances stemming from 'policy' and 'programme/process' inadequacies, when resolved, are assessed based on the perception and satisfaction of the aggrieved individual or citizen.

In this context, designing a robust grievance redressal index requires a blended approach that identifies a comprehensive set of dimensions and corresponding indicators applicable across all M&D. This approach was elaborated in previous sections, emphasising the need for uniformity and consistency in evaluating grievance redressal effectiveness across different government bodies.

3.2 Methodology

The overall methodology is driven by the objectives, scope, and desired final output. The primary objective is to design and develop a comprehensive index that can identify the strengths and areas of improvements of each M&D's grievance redressal mechanism based on root-cause analysis.

This section explains the methodology used for calculating the indicator and dimension-wise scores for the index and subsequent ranking. It covers the basis for categorising M&D, the data sources, data points, and the process of ranking them using the methodology outlined in this chapter. The ranking process entails the following four-step process:

Step I: Compilation of Necessary Data/Information

Calculation of the 11 different indicators under the four dimensions finalised for the GRAI requires comprehensive data covering various aspects of the grievance resolution mechanisms at the M&D level. Initially, the index implementing agency needs to establish a reference year for indicators where absolute values are considered. For growth-based indicators, a base year must be set to calculate growth relative to the reference year.

Based on the finalised reference and base year, the National Informatics Centre (NIC) has provided the necessary data for index computation. The raw data collected in this process should be aggregated through a Management Information System (MIS) database to enable year-on-year comparisons and document progress for each M&D. This data collection should be a periodic exercise, executed through a robust framework to ensure regular data gathering for all indicators.

Step II: Normalisation of Indicator Values

Statistically, comparing variables expressed in different units is challenging, as there is no parity among them. Therefore, it is necessary to convert these variables with mixed scales into dimensionless, unit-neutral entities to facilitate comparison and ranking. This process, known as normalisation, aids in the measurement and comparison of composite scores. It also renders the aggregation of indicators meaningful.

Various methods are available to normalise variables and derive scores for M&D based on their performance on the 11 indicators, compiled dimension-wise. For ranking the M&D as part of the GRAI, the Dimensional Index Method is applied.

The Dimensional Index Method is used for normalising values and subsequent ranking. In this method, the normalised value of each indicator is obtained by subtracting the minimum value among the set from the raw value of the indicator and then dividing it by the data range (maximum value – minimum value). The maximum and minimum values for each indicator are determined based on the raw values for that indicator across all M&D, without considering any proposed categorisation. This approach allows for comparison across all M&D and facilitates the generation of overall ranks, ensuring a fair and consistent evaluation framework.

The following two equations are used to normalise the indicator values:

Dimensional Score for 'Positive Indicators':



$$\text{Score} = (\text{Indicator Value} - \text{Minimum Value}) \div (\text{Maximum Value} - \text{Minimum Value})$$

Dimensional Score for 'Negative Indicators':



$$\text{Score} = (\text{Maximum Value} - \text{Indicator Value}) \div (\text{Maximum Value} - \text{Minimum Value})$$

Where:

Positive Indicator = for which Higher Value is better

Negative Indicator = for which Lower Value is better

Indicator Value = Available through Authentic Source

Maximum Value = Highest Indicator Value among the Ministries and Departments

In the case of the Growth-based Indicators, this exercise would be undertaken after calculating the Growth Rate over base year to reference year for each indicator.

The following equation be used for calculating Cumulative Annual Growth Rate (CAGR):

Growth Rate =

$$(\text{Indicator Value in Reference Year} - \text{Indicator Value in Base Year}) \div (\text{Indicator Value in Base Year}) \times 100$$

Step III: Assigning Weightages

- **Weightage to Dimensions:** As previously mentioned, the GRAI is a comprehensive index that measures the performance of Central M&D with regard to GRM. During the conceptualisation of the GRAI, several crucial aspects of a GRM were identified. These aspects, including efficiency, accountability and other key factors, were grouped into four dimensions. Each dimension is equally important for establishing a citizen-friendly grievance redressal system on a national scale.

However, under the existing system implemented by the DARPG, Govt. of India with guidance from the PSC, certain dimensions hold greater significance in meeting citizens' expectations. Dimensions such as efficiency (assessed through timely grievance resolution) and the quality of resolution (evaluated through feedback mechanisms) have been assigned higher weightages.

Assigning higher weightages to these dimensions underscores their importance to M&D. The objective is to encourage these entities to prioritise and focus on these critical dimensions, aligning their efforts with what matters most to the citizens. This approach ensures that the grievance redressal system remains responsive and effective in addressing the needs and concerns of the public.

- **Weightages for Indicators:** Under the guidance of the PSC, the DARPG, Govt. of India concluded to include outcome/output-based indicators as part of the GRAI. Assigning weights to the four dimensions and their corresponding indicators is crucial to maintaining the guiding principles of the grievance redressal mechanism.

Certain indicators within the dimensions are particularly vital for achieving the overall objectives of CPGRAMS. These critical indicators are assigned higher weightages, while input and process based indicators are given comparatively lower weightages. Such practice of weightage assignment emphasises outcome / output - based indicators aligns with the overarching objective of CPGRAMS and highlights the performance and achievements of M&D in their grievance redressal mechanisms.

Citizen-centricity in grievance redressal is upheld as a core guiding principle while assigning these weightages, despite its relative and subjective nature. Care is taken to ensure the weights are rational and derived from extensive research and reasoning. Consultative meetings were held to achieve consensus on the assigned weightages, resulting in differential weights for both the dimensions and the corresponding indicators. This approach prioritises dimensions and indicators that require focus as part of an index.

Applying the finalised weights in ranking the M&D, as done in the present report, does not preclude the possibility of future revisions based on improved rationale and reasoning. At any point, the DARPG could adjust the weights as per evolving needs and focus areas. Additionally,

reviewing and revising the assigned weightages will be necessary in future iterations, especially when the index implementing agency decides to include additional indicators or exclude some of the existing ones.

Step IV: Computation of Scores and Ranking

After completing the data normalisation process, the normalised value of each indicator is multiplied by its assigned weight to obtain the final indicator score. These individual indicator scores are then aggregated to derive a value for each dimension. The aggregated values, after being multiplied by their respective dimension weights, yield the final dimension scores.

Once the dimension-wise scores are combined, they produce the M&D overall GRAI score, which is used for ranking purposes. While the strength of the current index lies in its ability to comprehensively rank M&D, a more pragmatic approach would be to consider dimension-specific rankings. This method generates four separate rankings based on each dimension, thereby recognising the strengths and areas of improvements for M&D in a more nuanced manner.

Figure 9: Scoring and Ranking Process of GRAI



By following the above-mentioned methodology, the index implementing agency can rank all the M&D without any categorisation to assess the standing of each Ministry and Department in comparison to other Ministry and Department (as explained in Step II).

3.3 Data Source and Data Period

Data for all 11 indicators involving 20 data points are compiled from the CPGRAMS portal for 89 M&D. The NIC team maintaining the CPGRAMS portal has compiled all the data and shared it for developing the index.

As mentioned in Step I of the methodology section, the index implementing agency needs to decide the reference and base year for data compilation. For this purpose, the DARPG, Govt. of India, has determined 01 January to 31 December 2023 as the reference year and 01 January to 31 December 2022 as the base year.

3.4 Categorisation of M&D

Acknowledging the wide disparities such as coverage, citizen exposure, area of work and work allocation, GRAI includes all M&D for assessment and ranking purposes. Measuring the status of GRMs adopted by these M&D while also comparing them presents a challenge in grouping them effectively. For the purpose of GRAI, it was decided to group the M&D based on the number of grievances registered on CPGRAMS during the reference year, from 01 January to 31 December 2023. The number of grievances registered in each M&D also reflects the service sought by the citizens. Therefore, using the number of grievances as the basis for grouping simplifies the process. M&D are grouped into the following three categories:

Group A: Ministries and Departments with registered grievances > 10,000

Group B: Ministries and Departments with registered grievances 2,000 to 9,999

Group C: Ministries and Departments with registered grievances < 2,000

Accordingly, the list of M&D is as follows for ranking purpose:

Table 1: Group-wise List of Ministries and Departments

Group A	Group B
<ol style="list-style-type: none"> 1. Central Board of Direct Taxes (Income Tax) 2. Central Board of Indirect Taxes and Customs 3. Department of Agriculture and Farmers Welfare 4. Department of Consumer Affairs 5. Department of Defence 6. Department of Defence Finance 7. Department of Ex Servicemen Welfare 8. Department of Financial Services (Banking Division) 9. Department of Financial Services (Insurance Division) 10. Department of Health & Family Welfare 11. Department of Higher Education 12. Department of Justice 13. Department of Personnel and Training 14. Department of Posts 15. Department of Revenue 16. Department of Rural Development 17. Department of School Education and Literacy 18. Department of Telecommunications 19. Ministry of Cooperation 20. Ministry of Corporate Affairs 21. Ministry of External Affairs 22. Ministry of Home Affairs 23. Ministry of Housing and Urban Affairs 24. Ministry of Labour and Employment 25. Ministry of Petroleum and Natural Gas 26. Ministry of Railways (Railway Board) 27. Ministry of Road Transport and Highways 28. Unique Identification Authority of India 	<ol style="list-style-type: none"> 1. Department for Promotion of Industry and Internal Trade 2. Department of Commerce 3. Department of Defence Production 4. Department of Economic Affairs ACC Division 5. Department of Empowerment of Persons with Disabilities 6. Department of Expenditure 7. Department of Financial Services (Pension Reforms) 8. Department of Food and Public Distribution 9. Department of Land Resources 10. Department of Legal Affairs 11. Department of Military Affairs 12. Department of Science and Technology 13. Department of Social Justice and Empowerment 14. Ministry of Coal 15. Ministry of Ayush 16. Ministry of Civil Aviation 17. Ministry of Culture 18. Ministry of Drinking Water and Sanitation 19. Ministry of Electronics & Information Technology 20. Ministry of Environment, Forest and Climate Change 21. Ministry of Information and Broadcasting 22. Ministry of Micro Small and Medium Enterprises 23. Ministry of Minority Affairs 24. Ministry of Panchayati Raj 25. Ministry of Parliamentary Affairs 26. Ministry of Power 27. Ministry of Skill Development and Entrepreneurship 28. Ministry of Tourism 29. Ministry of Tribal Affairs 30. Ministry of Water Resources, River Development & Ganga Rejuvenation 31. Ministry of Women and Child Development 32. NITI Aayog 33. O/o the Comptroller & Auditor General of India

Group C

1. Department of Agriculture Research and Education
2. Department of Animal Husbandry, Dairying
3. Department of Atomic Energy
4. Department of Bio Technology
5. Department of Chemicals and Petrochemicals
6. Department of Defence Research and Development
7. Department of Fertilizers
8. Department of Fisheries
9. Department of Health Research
10. Department of Heavy Industry
11. Department of Investment & Public Asset Management
12. Department of Official Language
13. Department of Pharmaceuticals
14. Department of Public Enterprises
15. Department of Scientific & Industrial Research
16. Department of Space
17. Department of Sports
18. Department of Youth Affairs
19. Legislative Department
20. Ministry of Development of North Eastern Region
21. Ministry of Earth Sciences
22. Ministry of Food Processing Industries
23. Ministry of Mines
24. Ministry of New and Renewable Energy
25. Ministry of Shipping
26. Ministry of Statistics and Programme Implementation
27. Ministry of Steel
28. Ministry of Textiles

3.5 Assigned Weightages to Dimensions and Indicators

As detailed out in Step III of Section 3.2, the assigned weights for dimensions and indicators are as follows, which were derived after extensive consultations:

Table 2: Dimension & Indicator-wise Assigned Weightages

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

3.6 Analysis of ATRs

An additional aspect has been incorporated in GRAI 2023 Report based on the suggestion of DARPG, Govt. of India. Approximately 2% of the ATRs filed during 2023 against the closed grievances were thoroughly analysed to gain insights into various aspects of grievance redressal process. This detailed assessment was aimed to identify areas for improvement in the ATR format and to ensure that M&D provide comprehensive and detailed responses regarding the resolutions they have provided. This analysis is part of an ongoing effort to enhance the effectiveness and transparency of the grievance redressal process.



4

Ranking and Root Cause



Ranking and Root Cause

4.1 Group-wise Ranking

After application of methodology explained in Chapter 3, the following scores and rankings were derived which are presented as composite and dimension-wise.

4.1.1 GRAI Ranking – Composite

The composite ranking for the three Groups is presented in this section along with the salient features:

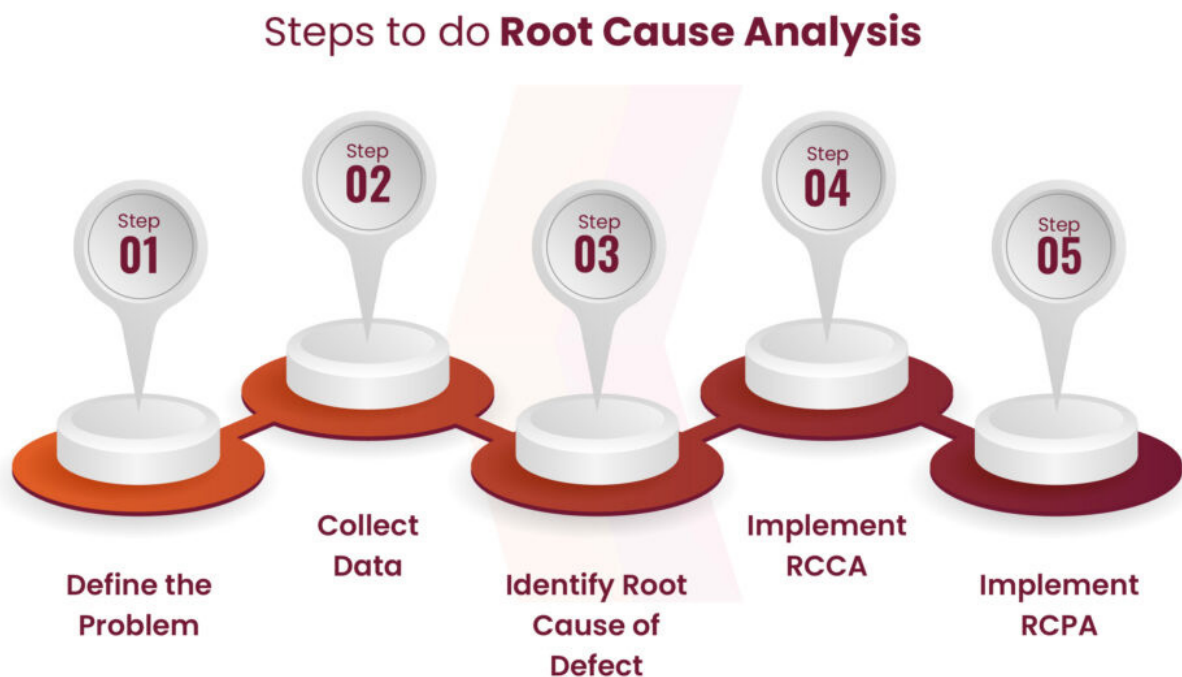
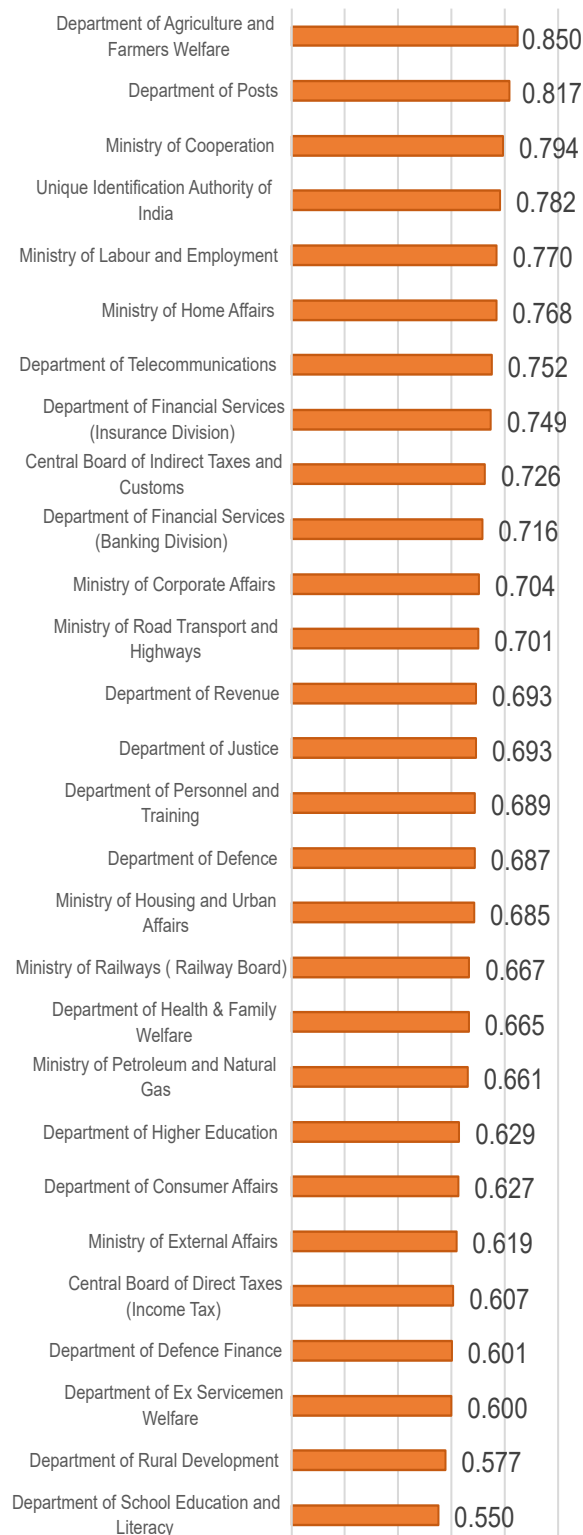


Table 3: GRAI Ranking: Group A – Composite
(M&D with registered grievances > 10,000)

#	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

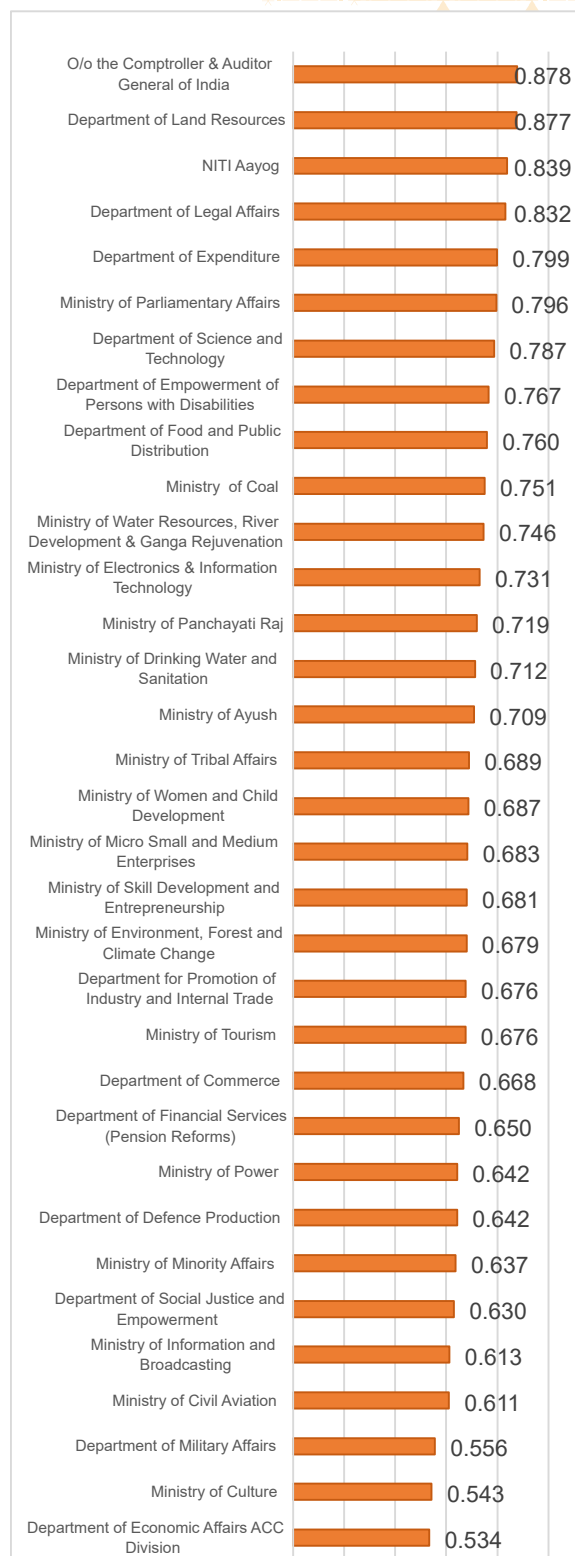


Salient Features of Composite Ranking: Group A

- **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 score from GRAI 2022. Ten out of the 28 M&D (36%) have registered more than 50% growth.
- **Department of Agriculture and Farmers Welfare** has topped in the Feedback dimension and also performed well in Efficiency dimension. Similarly, the **Department of Post** has topped in Organisation Commitment dimension and scores for Efficiency and Feedback dimensions are among the top five scores in Group A. The **Ministry of Cooperation** is the topper for Efficiency dimension and is ranked third in Domain dimension.
- The average score for the M&D of Group A is 0.692 and 14 of the M&D have scored more than average score.

Table 4: GRAI Ranking: Group B – Composite
(M&D with registered grievances 2,000 to 9,999)

#	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

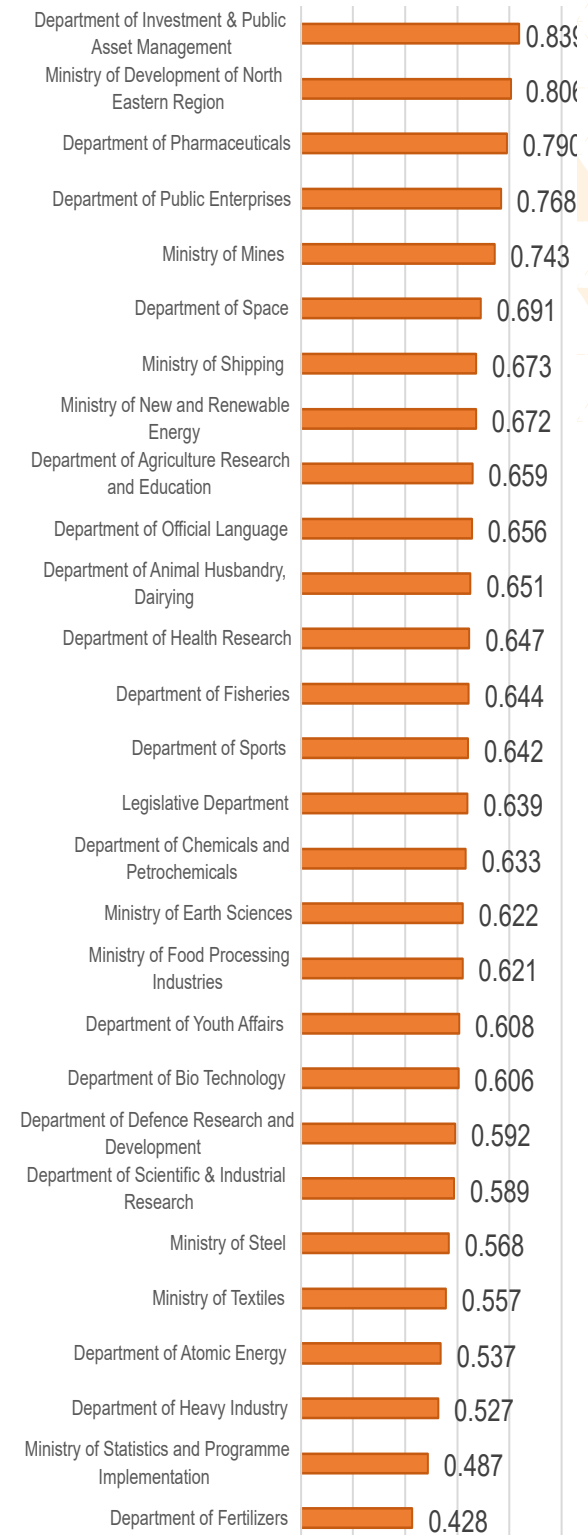


Salient Features of Composite Ranking: Group B

- 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 registered growth in overall Score from GRAI 2022. 16 M&D have registered more than 50% growth.
- The **O/o the Comptroller & Auditor General of India** has topped in the Feedback dimension and is among the top ten in Efficiency dimension. **Department of Land Resources** is among the top three M&D in three dimensions namely Efficiency, Domain and Organisational Commitment and **NITI Aayog** is among the top five in Efficiency and Feedback dimension.
- The average score for the M&D of Group B is 0.703 and 15 M&D have scored more than average score suggesting a better collective performance.

Table 5: GRAI Ranking: Group C – Composite
(M&D with registered grievances < 2,000)

#	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



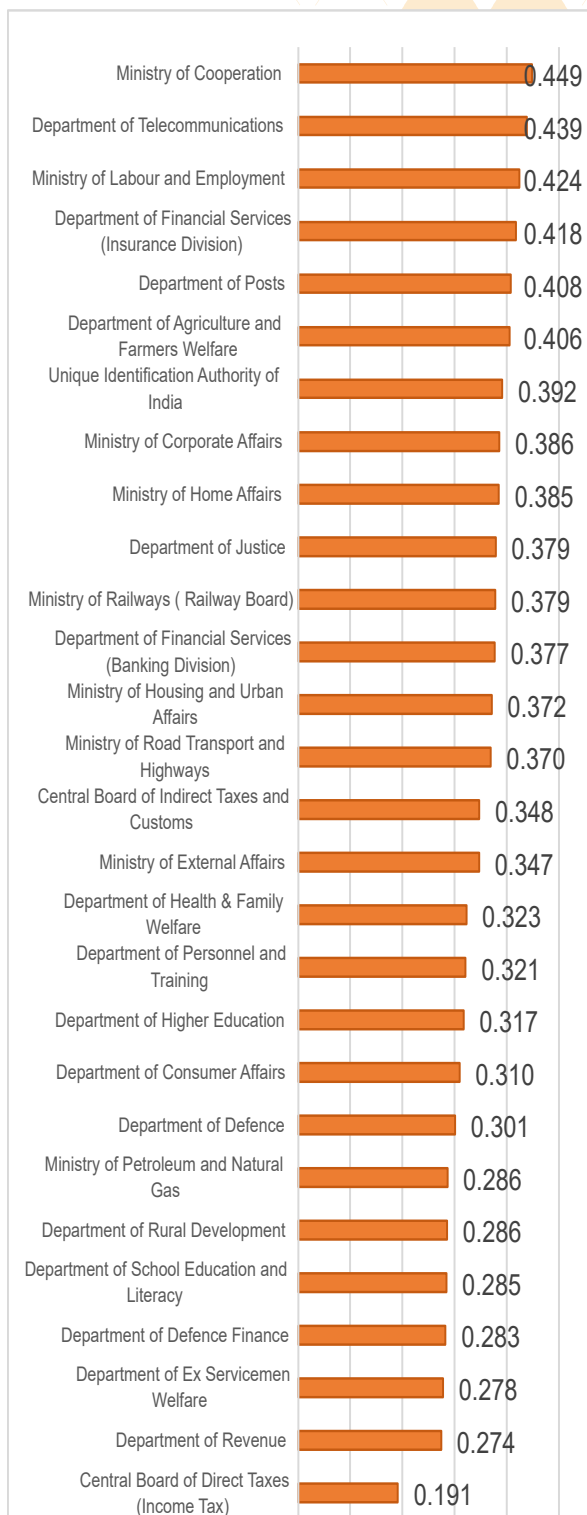
Salient Features of Composite Ranking: Group C

- **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 **Department of Fertilizers** have registered growth in overall Score from GRAI 2022. Eight out of the 28 M&D (29%) have registered more than 50% growth.
- **Department of Investment & Public Asset Management** has topped the Efficiency dimension and is among the top five in Feedback and Organisational Commitment dimensions. **Ministry of Development of North Eastern Region** has topped the Domain dimension and is among the top five in Efficiency and Feedback dimensions. **Department of Pharmaceutical** has topped the feedback dimension and is among top ten in the remaining three dimensions.
- The average score for the M&D of Group C is 0.639 and 15 M&D have scored more than average score indicating a better collective performance.

4.1.2 GRAI Ranking – Efficiency

Table 6: GRAI Ranking for Efficiency Dimension for Group A
(M&D with registered grievances > 10,000)

#	M/D	Score
1	Ministry of Cooperation	0.449
2	Department of Telecommunications	0.439
3	Ministry of Labour and Employment	0.424
4	Department of Financial Services (Insurance Division)	0.418
5	Department of Posts	0.408
6	Department of Agriculture and Farmers Welfare	0.406
7	Unique Identification Authority of India	0.392
8	Ministry of Corporate Affairs	0.386
9	Ministry of Home Affairs	0.385
10	Department of Justice	0.379
11	Ministry of Railways (Railway Board)	0.379
12	Department of Financial Services (Banking Division)	0.377
13	Ministry of Housing & Urban Affairs	0.372
14	Ministry of Road Transport and Highways	0.370
15	Central Board of Indirect Taxes and Customs	0.348
16	Ministry of External Affairs	0.347
17	Department of Health & Family Welfare	0.323
18	Department of Personnel and Training	0.321
19	Department of Higher Education	0.317
20	Department of Consumer Affairs	0.310
21	Department of Defence	0.301
22	Ministry of Petroleum & Natural Gas	0.286
23	Department of Rural Development	0.286
24	Department of School Education and Literacy	0.285
25	Department of Defence Finance	0.283
26	Department of Ex Servicemen Welfare	0.278
27	Department of Revenue	0.274
28	Central Board of Direct Taxes (Income Tax)	0.191



Salient Features of Efficiency Dimension: Group A

- **The Ministry of Cooperation (0.449), Department of Telecommunications (0.439) and Ministry of Labour and Employment (0.424)** are top scoring M&D. It is closely followed by the **Department of Financial Services (Insurance Division)** and **Department of Posts** with cumulative score of 0.418 and 0.408 scores respectively.
- Average score is 0.348 and around 54% of the M&D have scored more than average score indicating a better collective performance.

% of Grievances Resolved within Timelines (within 30 days):

- Highest percentage is achieved by Ministry of Cooperation with 99.73% resolution. Followed by Department of Telecommunications and Ministry of Labour and Employment, achieving 97.76% and 94.66% respectively. 50% have successfully resolved over 80% of grievances within the prescribed timeframe.

% of Appeals Redressed:

- Ministry of Cooperation, Department of Telecommunications and Department of School Education and Literacy have redressed the highest percentage of appeals with 99.23%, 98.93% and 98.25% respectively. Around 60% have redressed more than 90% of appeals. Department of Defence have not received any appeal.

% of Resolution of Grievances under Corruption Category:

- 82% of the M&D have resolved more than 90% of the grievances which are related to corruption. The Ministry of Cooperation and Ministry of Corporate Affairs have resolved close to 100% corruption related grievances with 99.53% and 99.48% respectively. They are closely trailed by the Department of Revenue, Ministry of Labour & Employment and Department of Telecommunications.

Average Disposal Time:

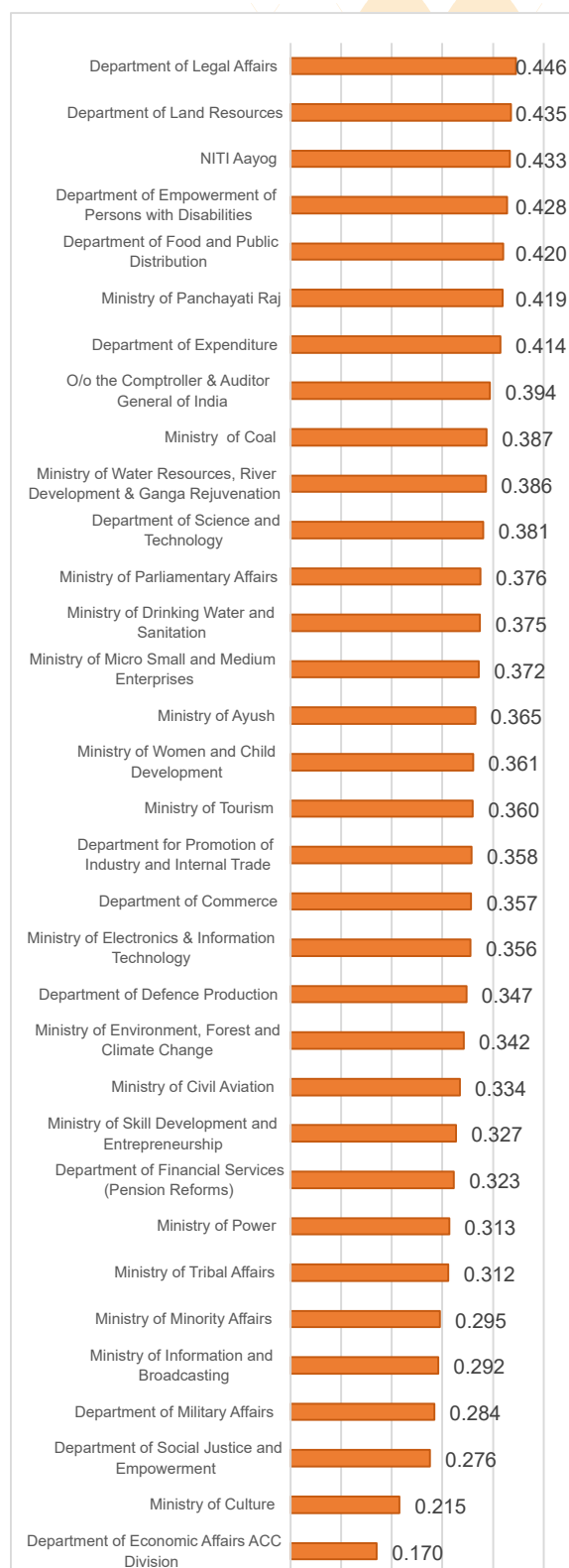
- Six M&D, namely Ministry of Cooperation, Department of Telecommunications, Department of Agriculture and Farmers Welfare, Department of Financial Services (Insurance Division), Ministry of Labour and Employment and Department of Justice have achieved the average disposal time of less than ten days. Approximately three-fourths have reported an average disposal time of 30 days or less.

% Pendency with GROs (beyond 30 days):

- 26 M&D have reported no pendency with GROs signifying high levels of efficiency. Central Board of Direct Taxes (Income Tax) and Ministry of Labour and Employment have reported 0.03% and 0.12% of GROs with pendency beyond 30 days.

Table 7: GRAI Ranking for Efficiency Dimension for Group B
(M&D with registered grievances 2,000 to 9,999)

#	M/D	Score
1	Department of Legal Affairs	0.446
2	Department of Land Resources	0.435
3	NITI Aayog	0.433
4	Department of Empowerment of Persons with Disabilities	0.428
5	Department of Food and Public Distribution	0.420
6	Ministry of Panchayati Raj	0.419
7	Department of Expenditure	0.414
8	O/o the Comptroller & Auditor General of India	0.394
9	Ministry of Coal	0.387
10	Ministry of Water Resources, River Development & Ganga Rejuvenation	0.386
11	Department of Science and Technology	0.381
12	Ministry of Parliamentary Affairs	0.376
13	Ministry of Drinking Water and Sanitation	0.375
14	Ministry of Micro Small and Medium Enterprises	0.372
15	Ministry of Ayush	0.365
16	Ministry of Women and Child Development	0.361
17	Ministry of Tourism	0.360
18	Department for Promotion of Industry and Internal Trade	0.358
19	Department of Commerce	0.357
20	Ministry of Electronics & Information Technology	0.356
21	Department of Defence Production	0.347
22	Ministry of Environment, Forest and Climate Change	0.342
23	Ministry of Civil Aviation	0.334
24	Ministry of Skill Development and Entrepreneurship	0.327
25	Department of Financial Services (Pension Reforms)	0.323
26	Ministry of Power	0.313
27	Ministry of Tribal Affairs	0.312
28	Ministry of Minority Affairs	0.295
29	Ministry of Information and Broadcasting	0.292
30	Department of Military Affairs	0.284
31	Department of Social Justice and Empowerment	0.276
32	Ministry of Culture	0.215
33	Department of Economic Affairs ACC Division	0.170



Salient Features of Efficiency Dimension: Group B

- **Department of Legal Affairs** has secured the highest score of 0.446. It is closely followed by **Department of Land Resources** (0.435), **NITI Aayog** (0.433), **Department of Empowerment of Persons with Disabilities** (0.428) and **Department of Food and Public Distribution** (0.420).
- Average score is 0.353 and more than 60% of the M&D have scored more than average score indicating a better collective performance..

% of Grievances Resolved within Timelines (within 30 days):

- Department of Legal Affairs and Ministry of Parliamentary Affairs have the highest rate of grievance resolution within the prescribed timeline with 98.69% and 98.30% respectively. It is followed by the NITI Aayog achieving 96.79%. Around 55% M&D have successfully resolved over 80% of grievances within the prescribed timeframe.

% of Appeals Redressed:

- Ministry of Parliamentary Affairs, NITI Aayog and Ministry of Drinking Water & Sanitation have 100% resolution of appeals. They are closely followed by Department of Land resources (99.26%). Ministry of Coal and Department of Legal Affairs have not received any appeal. Department of Financial Services (Pension Reforms) and Department of Social Justice & Empowerment have nil resolution of Appeals.

% of Resolution of Grievances under Corruption Category:

- Out of the total 33 M&D of Group B, seven M&D have reported 100% resolution of corruption related grievances. Eleven M&D which have reported resolution percentage between 95 to 99.99% for corruption related grievances. Except for Department of Financial Services (Pension Reforms) with 66.67% resolution of corruption related grievances, all others have more than 75% resolution.

Average Disposal Time:

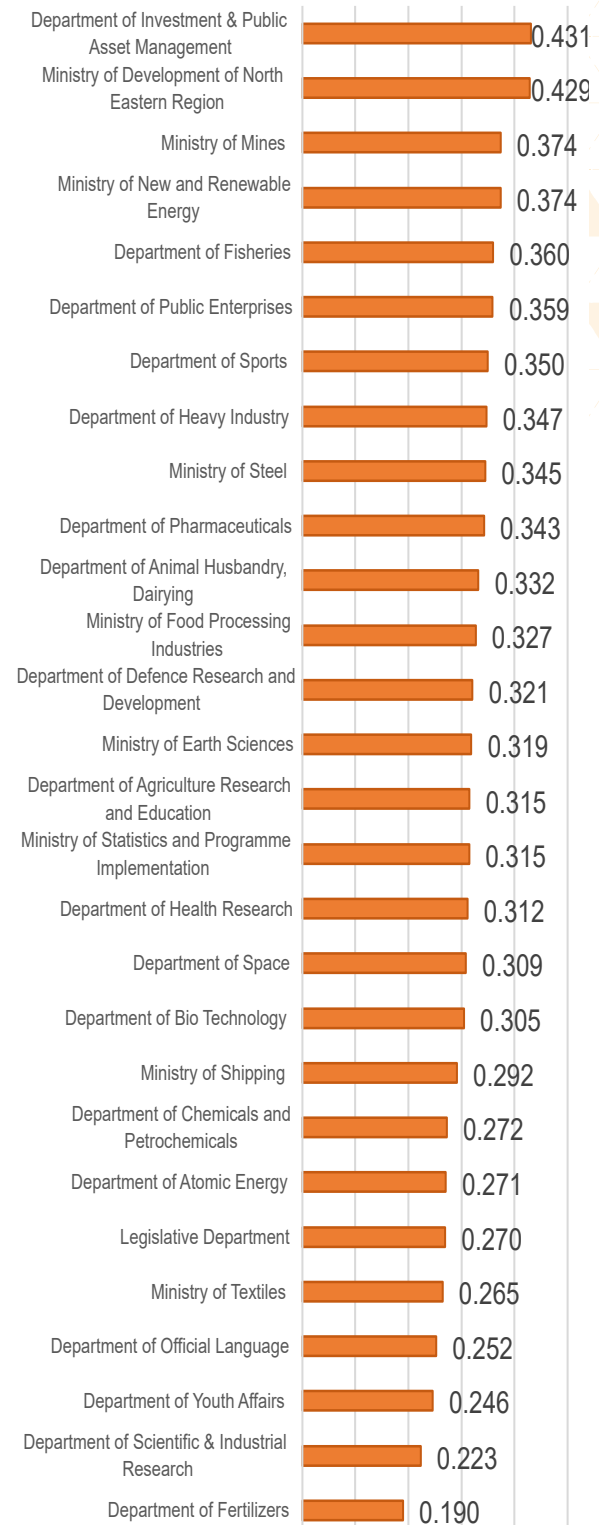
- More than 90% of M&D have reported average disposal time of 30 days or less with the lowest average disposal time of two days is being reported by the Department of Legal Affairs. It is closely followed by NITI Aayog with three days and Department of Land Resources and Department of Financial Services (Pension Reforms) with five days by each of them.

% Pendency with GROs (beyond 30 days):

- All the M&D for this indicator are evaluated against the GROs with pendency of 100 or more grievances pending beyond 30 days. Except for Ministry of Parliamentary affairs with 6.25% pendency, none of the M&D have reported any pendency.

Table 8: GRAI Ranking for Ranking for Efficiency Dimension for Group C
(M&D with registered grievances < 2,000)

#	M/D	Score
1	Department of Investment & Public Asset Management	0.431
2	Ministry of Development of North Eastern Region	0.429
3	Ministry of Mines	0.374
4	Ministry of New and Renewable Energy	0.374
5	Department of Fisheries	0.360
6	Department of Public Enterprises	0.359
7	Department of Sports	0.350
8	Department of Heavy Industry	0.347
9	Ministry of Steel	0.345
10	Department of Pharmaceuticals	0.343
11	Department of Animal Husbandry, Dairying	0.332
12	Ministry of Food Processing Industries	0.327
13	Department of Defence Research and Development	0.321
14	Ministry of Earth Sciences	0.319
15	Department of Agriculture Research and Education	0.315
16	Ministry of Statistics and Programme Implementation	0.315
17	Department of Health Research	0.312
18	Department of Space	0.309
19	Department of Bio Technology	0.305
20	Ministry of Shipping	0.292
21	Department of Chemicals and Petrochemicals	0.272
22	Department of Atomic Energy	0.271
23	Legislative Department	0.270
24	Ministry of Textiles	0.265
25	Department of Official Language	0.252
26	Department of Youth Affairs	0.246
27	Department of Scientific & Industrial Research	0.223
28	Department of Fertilizers	0.190



Salient Features of Efficiency Dimension: Group C

- **Department of Investment & Public Asset Management** with score of 0.431 secured the top position. It is closely followed by **Ministry of Development of North Eastern Region** (0.429), **Ministry of Mines** (0.374), **Ministry of New and Renewable Energy** (0.374) and **Department of Fisheries** (0.360)) without significant differences in respective scores.
- The average score is 0.316 and 50% of the M&D have scored more than average score.

% of Grievances Resolved within Timelines (within 30 days):

- The Ministry of Development of North Eastern Region topped with 95.87%. It is followed by the Department of Investment & Public Asset Management and Department of Public Enterprises which accomplished grievance resolution percentage of 94.73% and 94.35% respectively. Among the 28 M&D in Group C, around 30% have successfully resolved over 80% of grievances within the prescribed timeframe.

% of Appeals Redressed:

- Department of Investment & Public Asset Management has 100% resolution of appeals and is closely followed by Ministry of New and Renewable Energy with 98.99% resolution. Ministry of Mines and Ministry of Shipping have not received any appeal. Department of Public Enterprises have not received any appeals in current year but have not resolved the appeals brought forward and thus have 0% resolution. Ministry of Food Processing Industries, Department of Chemicals and Petrochemicals and Department of Scientific & Industrial Research have 0% resolution of Appeals.

% of Resolution of Grievances under Corruption Category:

- 15 M&D have resolved 100% of the grievances which are related to corruption. Department of Health Research, Department of Youth Affairs and Department of Fertilizers are the three Departments with less than 80% resolution of grievances related to corruption.

Average Disposal Time:

- The Department of Investment & Public Asset Management has achieved the shortest average disposal time of six days, closely trailed by the Department of Public Enterprises with an average disposal time of eight days. Around 80% of M&D have reported an average disposal time of 30 days or less.

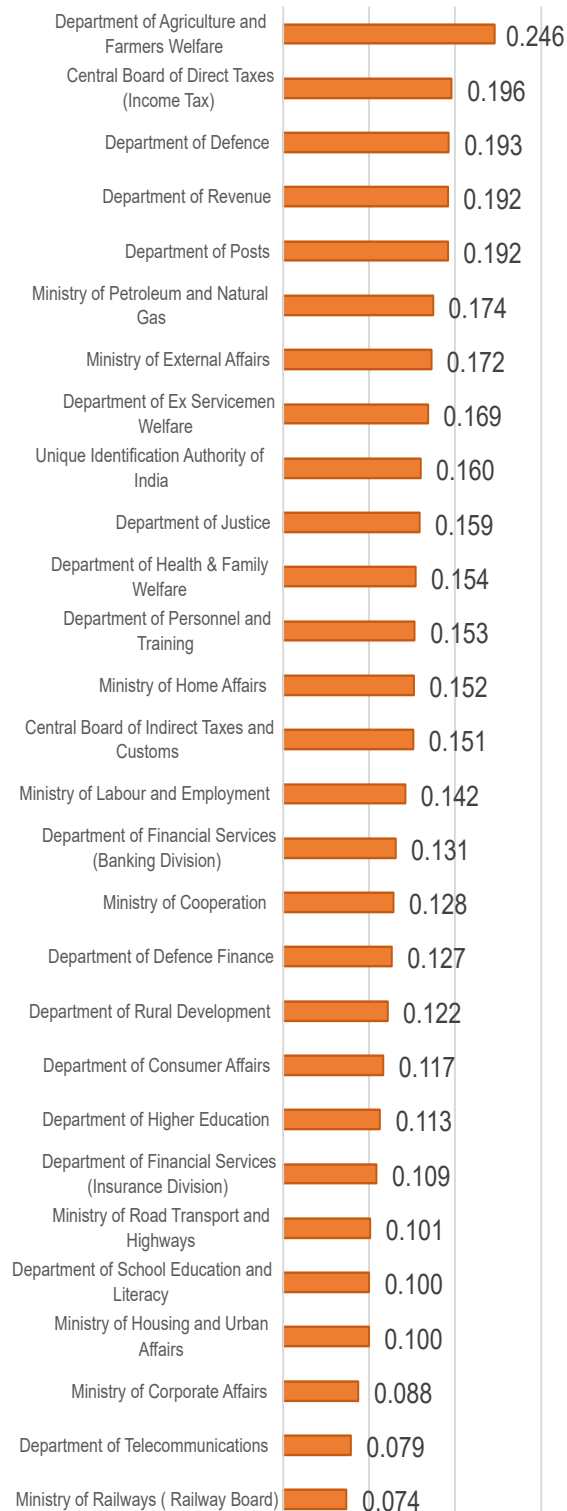
% Pendency with GROs (beyond 30 days):

- All the M&D in this Group, have no pendency at GRO that are beyond 30 days pendency signifying the fact that, the GROs in these M&D are resolving/forwarding/taking action within 30 days of grievance registration

4.1.3 GRAI Ranking – Feedback

Table 9: GRAI Ranking for Feedback Dimension for Group A
(M&D with registered grievances > 10,000)

#	M/D	Score
1	Department of Agriculture and Farmers Welfare	0.246
2	Central Board of Direct Taxes (Income Tax)	0.196
3	Department of Defence	0.193
4	Department of Revenue	0.192
5	Department of Posts	0.192
6	Ministry of Petroleum & Natural Gas	0.174
7	Ministry of External Affairs	0.172
8	Department of Ex Servicemen Welfare	0.169
9	Unique Identification Authority of India	0.160
10	Department of Justice	0.159
11	Department of Health & Family Welfare	0.154
12	Department of Personnel and Training	0.153
13	Ministry of Home Affairs	0.152
14	Central Board of Indirect Taxes and Customs	0.151
15	Ministry of Labour and Employment	0.142
16	Department of Financial Services (Banking Division)	0.131
17	Ministry of Cooperation	0.128
18	Department of Defence Finance	0.127
19	Department of Rural Development	0.122
20	Department of Consumer Affairs	0.117
21	Department of Higher Education	0.113
22	Department of Financial Services (Insurance Division)	0.109
23	Ministry of Road Transport and Highways	0.101
24	Department of School Education and Literacy	0.100
25	Ministry of Housing & Urban Affairs	0.100
26	Ministry of Corporate Affairs	0.088
27	Department of Telecommunications	0.079
28	Ministry of Railways (Railway Board)	0.074



Salient Features of Feedback Dimension: Group A

- In Feedback dimension of Group A, the **Department of Agriculture and Farmers Welfare** (0.246) has the highest score signifying higher satisfaction among the surveyed citizens. This is followed by the **Central Board of Direct Taxes (Income Tax)** and **Department of Defence** with score of 0.196 and 0.193 respectively.
- The average score for the 28 M&D of Group A in Feedback dimension is 0.143 and 50% of the M&D have scored more than average score..

% of Appeals Filed:

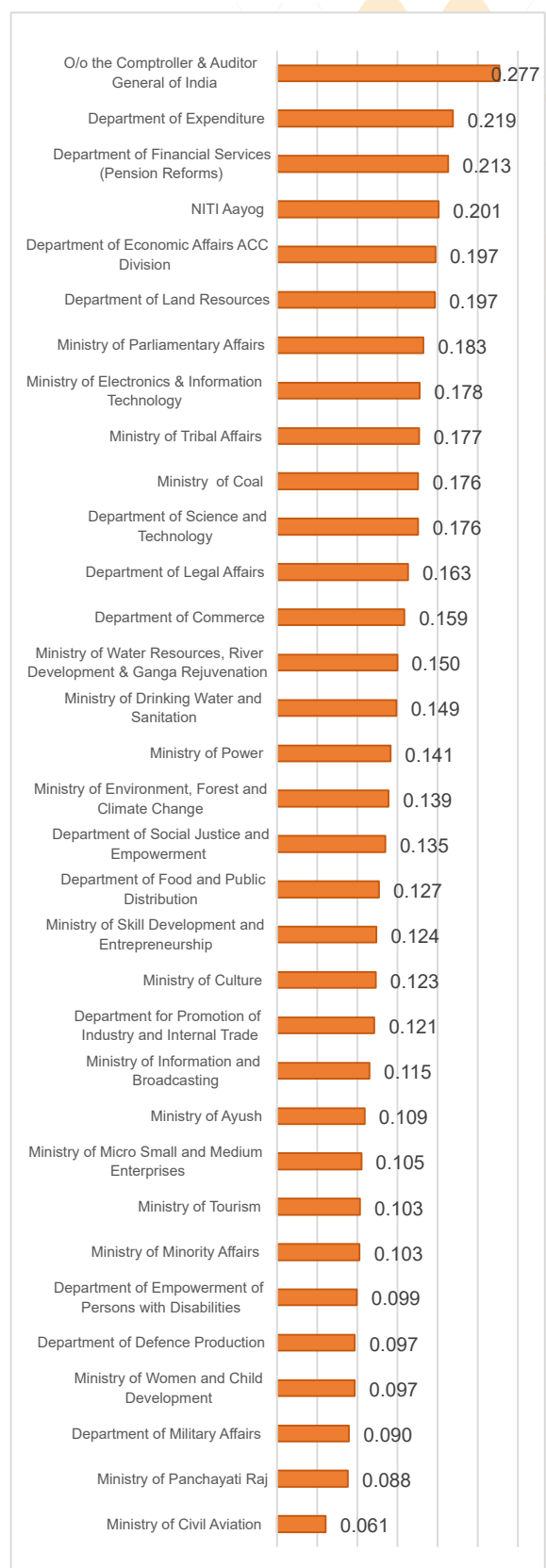
- Department of Defence have not received any appeals. The Department of Agriculture and Farmers Welfare and Department of Revenue also registered a low percentage of appeals filed with 0.22% and 2.88% respectively of the total grievances resolved. Five M&D have more than 20% appeals filed which may be due to lack of proper closure of grievances at the first level. Department of Telecommunications has more than 25% appeals filed which is highest in the group.

% of Resolution with "Satisfied" Remarks:

- Among the M&D in Group A, the Central Board of Direct Taxes (Income Tax) (52.79%), Unique Identification Authority of India (50.48%) and Department of Posts (50.47%) has the highest percentage of grievance resolution which received feedback with "Satisfied" remarks. All the 28 M&D have received more than 25% feedback with "Satisfied" remarks.

Table 10: GRAI Ranking for Feedback Dimension for Group B
(M&D with registered grievances 2,000 to 9,999)

#	M/D	Score
1	O/o the Comptroller & Auditor General of India	0.277
2	Department of Expenditure	0.219
3	Department of Financial Services (Pension Reforms)	0.213
4	NITI Aayog	0.201
5	Department of Economic Affairs ACC Division	0.197
6	Department of Land Resources	0.197
7	Ministry of Parliamentary Affairs	0.183
8	Ministry of Electronics & Information Technology	0.178
9	Ministry of Tribal Affairs	0.177
10	Ministry of Coal	0.176
11	Department of Science and Technology	0.176
12	Department of Legal Affairs	0.163
13	Department of Commerce	0.159
14	Ministry of Water Resources, River Development & Ganga Rejuvenation	0.150
15	Ministry of Drinking Water and Sanitation	0.149
16	Ministry of Power	0.141
17	Ministry of Environment, Forest and Climate Change	0.139
18	Department of Social Justice and Empowerment	0.135
19	Department of Food and Public Distribution	0.127
20	Ministry of Skill Development and Entrepreneurship	0.124
21	Ministry of Culture	0.123
22	Department for Promotion of Industry and Internal Trade	0.121
23	Ministry of Information and Broadcasting	0.115
24	Ministry of Ayush	0.109
25	Ministry of Micro Small and Medium Enterprises	0.105
26	Ministry of Tourism	0.103
27	Ministry of Minority Affairs	0.103
28	Department of Empowerment of Persons with Disabilities	0.099
29	Department of Defence Production	0.097
30	Ministry of Women and Child Development	0.097
31	Department of Military Affairs	0.090
32	Ministry of Panchayati Raj	0.088
33	Ministry of Civil Aviation	0.061



Salient Features of Feedback Dimension: Group B

- Overall, in Feedback dimension of Group B, the **O/o the Comptroller & Auditor General of India** has the highest score with 0.277 which is followed **Department of Expenditure** with the score of 0.219 and **Department of Financial Services** (Pension Reforms) (0.213) and **NITI Aayog** (0.201).
- The average score for the 33 M&D of Group B in Feedback dimension is 0.145 and 45% of the M&D have scored more than average score.

% of Appeals Filed:

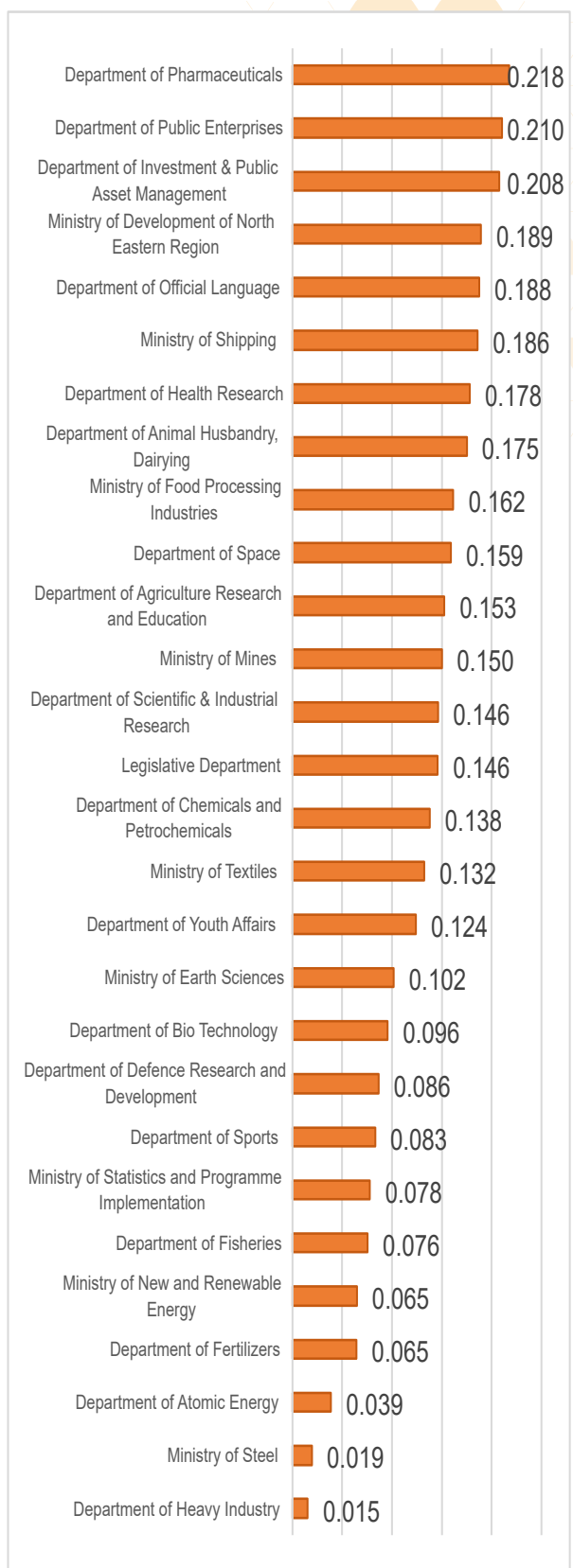
- Among the M&D in Group B, Ministry of Coal and Department of Legal Affairs have not received any appeal. Ministry of Drinking Water and Sanitation has the lowest % of appeals with 1.34%. More than 50% of M&D have single-digit percentage of appeals filed which is a positive sign indicating proper grievance resolution. Four M&D have more than 20% appeals filed.

% of Resolution with "Satisfied" Remarks:

- Among the M&D in Group B, the O/o the Comptroller & Auditor General of India have the highest percentage with 60% of calls for resolved grievances getting "Satisfied" remarks. It is followed by Ministry of Electronics & Information Technology (47.46%), Department of Expenditure (44.54%) and Department of Food and Public Distribution (44.46%). Ministry of Civil Aviation (24.33%), Department of Legal Affairs (21.56%) and Ministry of Drinking Water and Sanitation (19.61) has less than 25% feedback with "Satisfied" remarks.

Table 11: GRAI Ranking for Feedback Dimension for Group C
(M&D with registered grievances < 2,000)

#	M/D	Score
1	Department of Pharmaceuticals	0.218
2	Department of Public Enterprises	0.210
3	Department of Investment & Public Asset Management	0.208
4	Ministry of Development of North Eastern Region	0.189
5	Department of Official Language	0.188
6	Ministry of Shipping	0.186
7	Department of Health Research	0.178
8	Department of Animal Husbandry, Dairying	0.175
9	Ministry of Food Processing Industries	0.162
10	Department of Space	0.159
11	Department of Agriculture Research and Education	0.153
12	Ministry of Mines	0.150
13	Department of Scientific & Industrial Research	0.146
14	Legislative Department	0.146
15	Department of Chemicals and Petrochemicals	0.138
16	Ministry of Textiles	0.132
17	Department of Youth Affairs	0.124
18	Ministry of Earth Sciences	0.102
19	Department of Bio Technology	0.096
20	Department of Defence Research and Development	0.086
21	Department of Sports	0.083
22	Ministry of Statistics and Programme Implementation	0.078
23	Department of Fisheries	0.076
24	Ministry of New and Renewable Energy	0.065
25	Department of Fertilizers	0.065
26	Department of Atomic Energy	0.039
27	Ministry of Steel	0.019
28	Department of Heavy Industry	0.015



Salient Features of Feedback Dimension: Group C

- **Department of Pharmaceuticals** has the highest score with 0.218 in Feedback dimension of Group C followed by the **Department of Public Enterprises** (0.210) and **Department of Investment & Public Asset Management** (0.208).
- The average score for the 28 M&D of Group C in feedback dimension is 0.128 and 16 M&D have scored more than average score. Ten M&D have score less than 0.1.

% of Appeals Filed:

- Ministry of Mines, Department of Public Enterprises and Ministry of Shipping have not received any appeal. Whereas the Department of Atomic Energy with 29.45% registered highest percentage of appeals. Six M&D have more than 20% appeals filed. Ministry of Steel and Department of Heavy Industry have more than 25% appeals filed

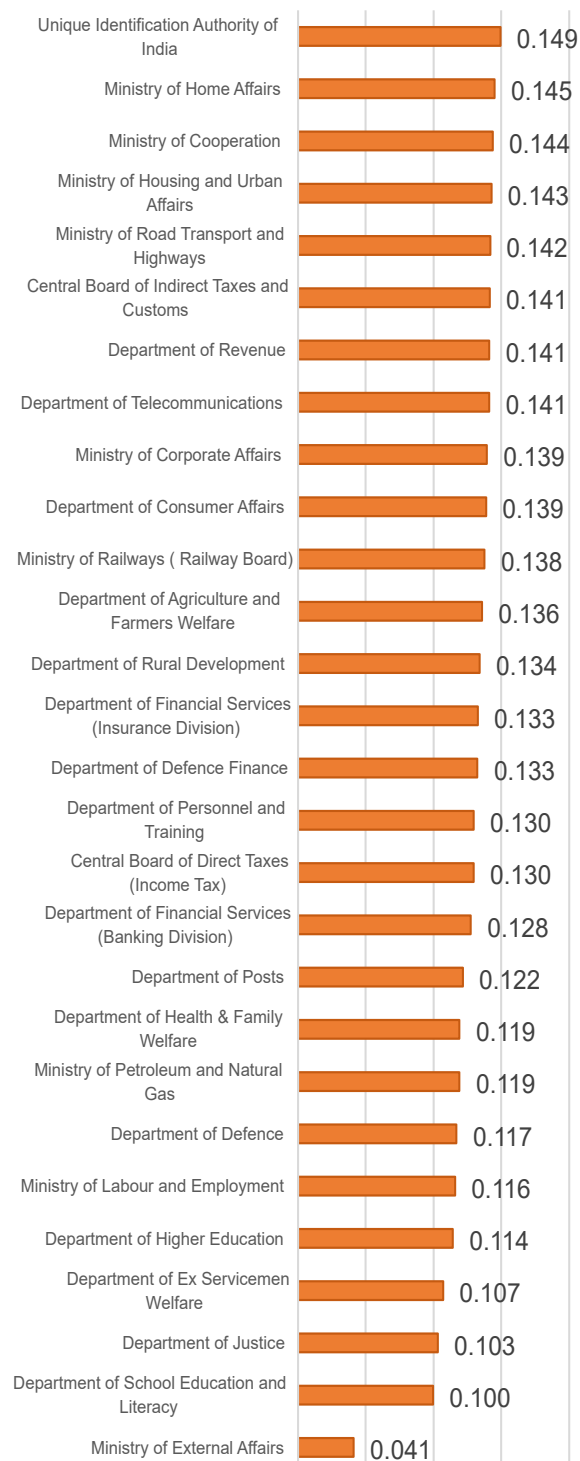
% of Resolution with "Satisfied" Remarks:

- Among the M&D in Group C, the Department of Official Language and Department of Space has the highest percentage resolution with "Satisfied" remarks with both recording 50%. While it is significant achievement, the number of grievances registered in this department are also lower and even those get resolved at the first level itself. The Animal Husbandry (40.73%) and Department of Pharmaceuticals (40.59%) also have higher percentage of resolution with "Satisfied" remarks. Around 20% of the M&D have less than 25% feedback with "Satisfied" remarks.

4.1.5 GRAI Ranking – Domain

Table 12: GRAI Ranking for Domain Dimension for Group A
(M&D with registered grievances >10,000)

#	M/D	Score
1	Unique Identification Authority of India	0.149
2	Ministry of Home Affairs	0.145
3	Ministry of Cooperation	0.144
4	Ministry of Housing and Urban Affairs	0.143
5	Ministry of Road Transport and Highways	0.142
6	Central Board of Indirect Taxes and Customs	0.141
7	Department of Revenue	0.141
8	Department of Telecommunications	0.141
9	Ministry of Corporate Affairs	0.139
10	Department of Consumer Affairs	0.139
11	Ministry of Railways (Railway Board)	0.138
12	Department of Agriculture and Farmers Welfare	0.136
13	Department of Rural Development	0.134
14	Department of Financial Services (Insurance Division)	0.133
15	Department of Defence Finance	0.133
16	Department of Personnel and Training	0.130
17	Central Board of Direct Taxes (Income Tax)	0.130
18	Department of Financial Services (Banking Division)	0.128
19	Department of Posts	0.122
20	Department of Health & Family Welfare	0.119
21	Ministry of Petroleum and Natural Gas	0.119
22	Department of Defence	0.117
23	Ministry of Labour and Employment	0.116
24	Department of Higher Education	0.114
25	Department of Ex Servicemen Welfare	0.107
26	Department of Justice	0.103
27	Department of School Education and Literacy	0.100
28	Ministry of External Affairs	0.041



Salient Features of Domain Dimension: Group A

- Overall, in the Domain dimension of Group A, the **Unique Identification Authority of India** (0.149) has the highest score followed by the **Ministry of Home Affairs** (0.145) and the **Ministry of Cooperation** (0.144).
- The average score for the 28 M&D of Group A in Domain dimension is 0.127 and 18 M&D have scored more than average score.

% of Resolution of Complaints Labelled as “Urgent”:

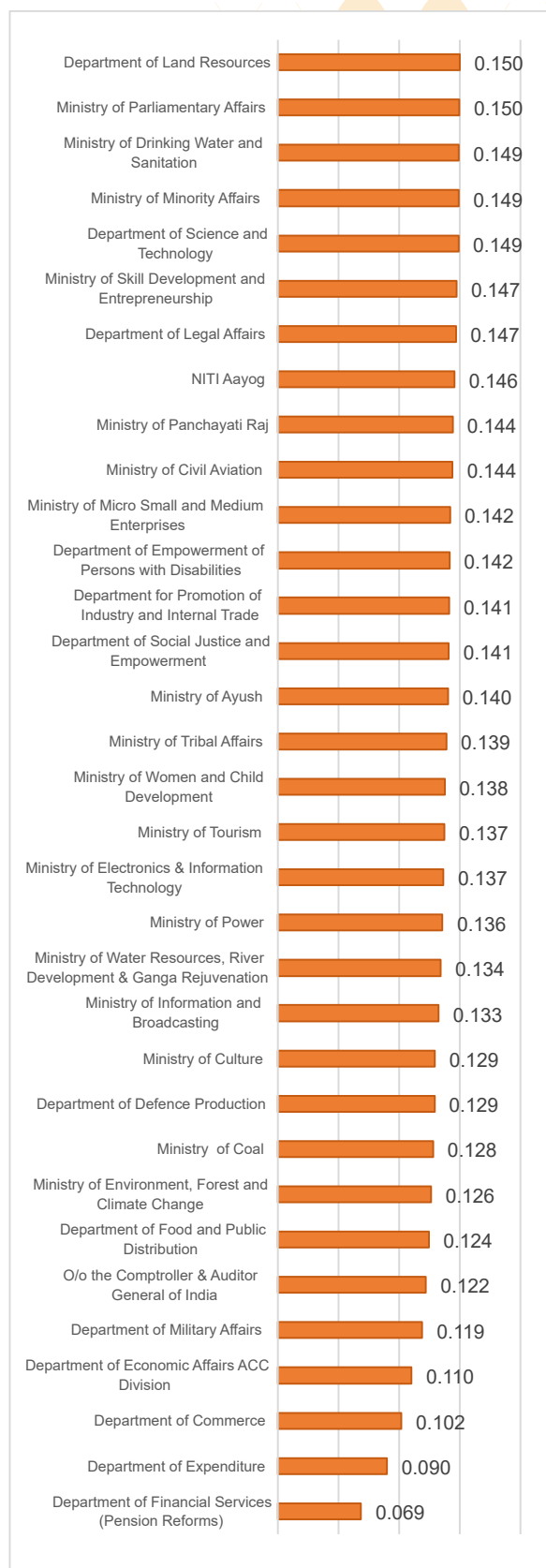
- Among the M&D in Group A, the Ministry of Cooperation and Unique Identification Authority of India have the 100% resolution of complaints labelled as “Urgent”. It is followed by the Department of Telecommunications and Ministry of Corporate Affairs achieving 99.88% and 99.30% respectively. It is noteworthy that 23 M&D have resolved more than 90% of the complaints labelled as “Urgent”. Ministry of External Affairs is the only Ministry with less than 50% resolution.

Adequacy of Categorisation of Grievance by M&D:

- Out of the 28 M&D of the Group A, 18 M&D have less than 10% of their grievances in “Others” category which indicate adequacy in categorising the grievances by most of the M&D within Group A. Department of Agriculture and Farmers Welfare, Ministry of Housing and Urban Affairs, Department of Rural Development, Ministry of Road Transport and Highways and Unique Identification Authority of India are the five M&D with less than 1% of their grievances in “Others” category. They have taken up early on, in classifying and categorising the grievances through internal consultative process. Considering the percentage of grievances registered under “Other”, the Department of Justice, Department of Posts, Ministry of Higher Education and Ministry of Labour and Employment need to look into the categories identified for grievance registration as well as creating awareness so the complainant can identify correct category for registering grievances.

Table 13: GRAI Ranking for Domain Dimension for Group B
(M&D with registered grievances 2,000 to 9,999)

#	M/D	Score
1	Department of Land Resources	0.150
2	Ministry of Parliamentary Affairs	0.150
3	Ministry of Drinking Water and Sanitation	0.149
4	Ministry of Minority Affairs	0.149
5	Department of Science and Technology	0.149
6	Ministry of Skill Development and Entrepreneurship	0.147
7	Department of Legal Affairs	0.147
8	NITI Aayog	0.146
9	Ministry of Panchayati Raj	0.144
10	Ministry of Civil Aviation	0.144
11	Ministry of Micro Small and Medium Enterprises	0.142
12	Department of Empowerment of Persons with Disabilities	0.142
13	Department for Promotion of Industry and Internal Trade	0.141
14	Department of Social Justice and Empowerment	0.141
15	Ministry of Ayush	0.140
16	Ministry of Tribal Affairs	0.139
17	Ministry of Women and Child Development	0.138
18	Ministry of Tourism	0.137
19	Ministry of Electronics & Information Technology	0.137
20	Ministry of Power	0.136
21	Ministry of Water Resources, River Development & Ganga Rejuvenation	0.134
22	Ministry of Information and Broadcasting	0.133
23	Ministry of Culture	0.129
24	Department of Defence Production	0.129
25	Ministry of Coal	0.128
26	Ministry of Environment, Forest and Climate Change	0.126
27	Department of Food and Public Distribution	0.124
28	O/o the Comptroller & Auditor General of India	0.122
29	Department of Military Affairs	0.119
30	Department of Economic Affairs ACC Division	0.110
31	Department of Commerce	0.102
32	Department of Expenditure	0.090
33	Department of Financial Services (Pension Reforms)	0.069



Salient Features of Domain Dimension: Group B

- In Domain dimension of Group B, the **Department of Land Resources** and **Ministry of Parliamentary Affairs** are the top performers with 0.150 scores by both. Closely following is the **Ministry of Drinking Water and Sanitation, Ministry of Minority Affairs** and **Department of Science and Technology** with 0.149 score by all the three.
- The average score for the 33 M&D of Group B in domain dimension is 0.133 and 22 M&D have scored more than average score.

% of Resolution of Complaints Labelled as “Urgent”:

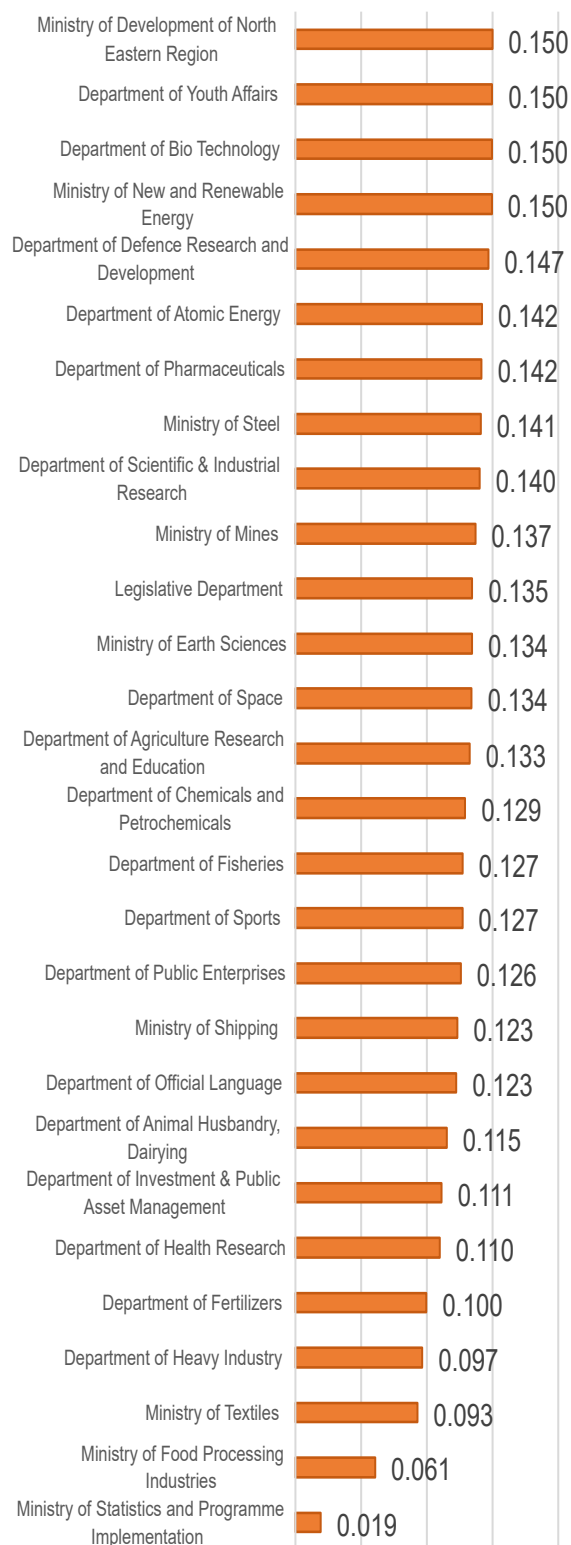
- Eight M&D in Group B has 100% resolution of complaints labelled as “Urgent”. 27 M&D have resolved more than 90% of the complaints labelled as “Urgent”. DARPG, Govt. of India has rightly identified and included ‘urgent’ as a category of grievance to opt by the aggrieved citizens requiring urgent attention by the M&D. The M&D have also recognised the significance and the analysis show that there is higher attention paid to such grievances.

Adequacy of Categorisation of Grievance by M&D:

- Out of the 33 M&D of the Group B, 25 M&D have single digit percentage of grievances in “Others” category which indicates proper categorisation. Department of Expenditure (61.96%) is the only one with higher than 50% of their grievances in “Others” category. O/o the Comptroller & Auditor General of India, Department of Commerce and Department of Financial Services (Pension Reforms) have more than 25% of grievances in “Other” category and thus need to look into the categories identified for grievance registration.

Table 14: GRAI Ranking for Domain Dimension for Group C
(M&D with registered grievances < 2,000)

#	M/D	Score
1	Ministry of Development of North Eastern Region	0.150
2	Department of Youth Affairs	0.150
3	Department of Bio Technology	0.150
4	Ministry of New and Renewable Energy	0.150
5	Department of Defence Research and Development	0.147
6	Department of Atomic Energy	0.142
7	Department of Pharmaceuticals	0.142
8	Ministry of Steel	0.141
9	Department of Scientific & Industrial Research	0.140
10	Ministry of Mines	0.137
11	Legislative Department	0.135
12	Ministry of Earth Sciences	0.134
13	Department of Space	0.134
14	Department of Agriculture Research and Education	0.133
15	Department of Chemicals and Petrochemicals	0.129
16	Department of Fisheries	0.127
17	Department of Sports	0.127
18	Department of Public Enterprises	0.126
19	Ministry of Shipping	0.123
20	Department of Official Language	0.123
21	Department of Animal Husbandry, Dairying	0.115
22	Department of Investment & Public Asset Management	0.111
23	Department of Health Research	0.110
24	Department of Fertilizers	0.100
25	Department of Heavy Industry	0.097
26	Ministry of Textiles	0.093
27	Ministry of Food Processing Industries	0.061
28	Ministry of Statistics and Programme Implementation	0.019



Salient Features of Domain Dimension: Group C

- In Domain dimension of Group C, the **Ministry of Development of North Eastern Region, Department of Youth Affairs, Department of Bio Technology** and **Ministry of New and Renewable Energy** have the highest score with 0.150 each followed by the **Department of Defence Research and Development** with 0.147.
- The average score for the 28 M&D of Group C in domain dimension is 0.123 and 19 M&D have scored more than average score.

% of Resolution of Complaints Labelled as “Urgent”:

- Out of the 28 M&D of the Group C, 12 M&D has 100% resolution of complaints labelled as “Urgent”. With the exception of Ministry of Statistics and Programme Implementation (50%) and Ministry of Textiles (66.67%) all other have more than 80% resolution of the complaints labelled as “Urgent”.

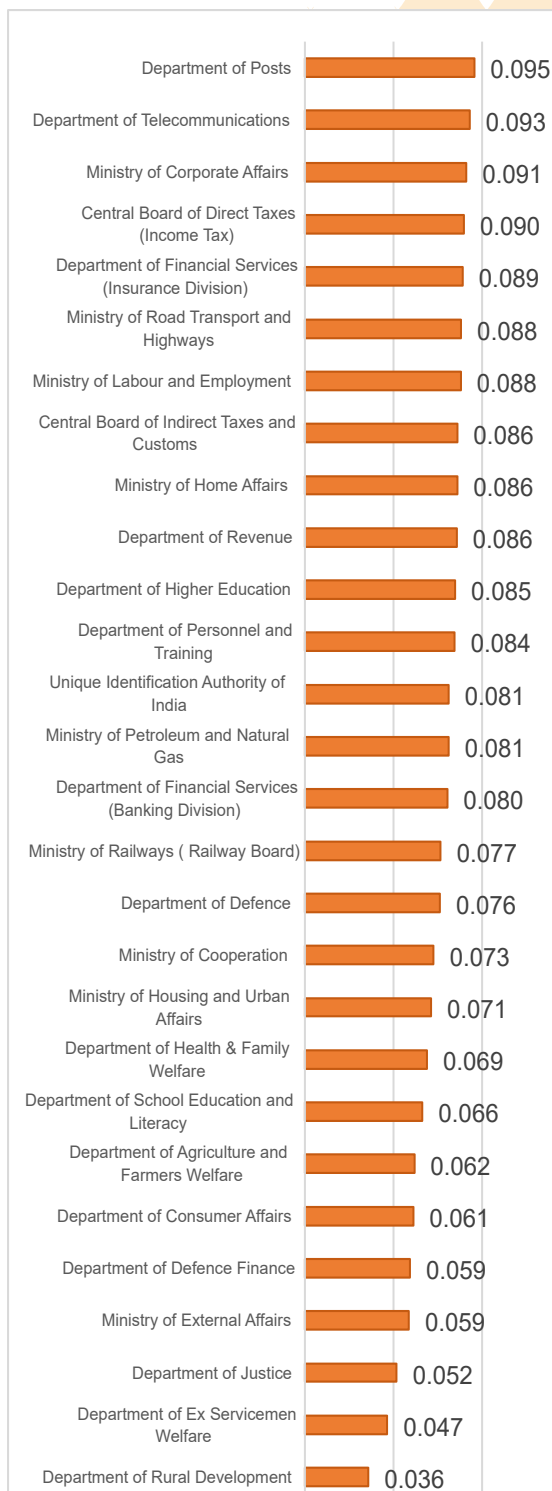
Adequacy of Categorisation of Grievance by M&D:

- Ministry of Development of North Eastern Region, Department of Youth Affairs and Department of Bio Technology are the top performer in this indicator in Group C. 16 M&D have less than 10% of their grievances in “Others” category. Ministry of Statistics and Programme Implementation (47.29%), Department of Investment & Public Asset Management (39.88%), Ministry of Food Processing Industries (36.93%), Department of Official Language (28.25%), Ministry of Shipping (27.52%) and Department of Heavy Industry (25.91%) are the six M&D with more than 25% of grievances in “Other” category.

4.1.6 GRAI Ranking – Organisational Commitment

Table 15: GRAI Ranking for Organisational Commitment Dimension for Group A
(M&D with registered grievances > 10,000)

#	M/D	Score
1	Department of Posts	0.095
2	Department of Telecommunications	0.093
3	Ministry of Corporate Affairs	0.091
4	Central Board of Direct Taxes (Income Tax)	0.090
5	Department of Financial Services (Insurance Division)	0.089
6	Ministry of Road Transport and Highways	0.088
7	Ministry of Labour and Employment	0.088
8	Central Board of Indirect Taxes and Customs	0.086
9	Ministry of Home Affairs	0.086
10	Department of Revenue	0.086
11	Department of Higher Education	0.085
12	Department of Personnel and Training	0.084
13	Unique Identification Authority of India	0.081
14	Ministry of Petroleum and Natural Gas	0.081
15	Department of Financial Services (Banking Division)	0.080
16	Ministry of Railways (Railway Board)	0.077
17	Department of Defence	0.076
18	Ministry of Cooperation	0.073
19	Ministry of Housing and Urban Affairs	0.071
20	Department of Health & Family Welfare	0.069
21	Department of School Education and Literacy	0.066
22	Department of Agriculture and Farmers Welfare	0.062
23	Department of Consumer Affairs	0.061
24	Department of Defence Finance	0.059
25	Ministry of External Affairs	0.059
26	Department of Justice	0.052
27	Department of Ex Servicemen Welfare	0.047
28	Department of Rural Development	0.036



Salient Features of Organisational Commitment Dimension: Group A

- Overall, in Organisational Commitment dimension of Group A, the **Department of Posts** has the highest score with 0.095 followed by the **Department of Telecommunication** (0.093) and **Ministry of Corporate Affairs** (0.091).
- The average score for the 28 M&D of Group A in Organisation Commitment dimension is 0.075 and 17 M&D have scored more than average score.

Ratio of GROs vis-à-vis Grievances Received:

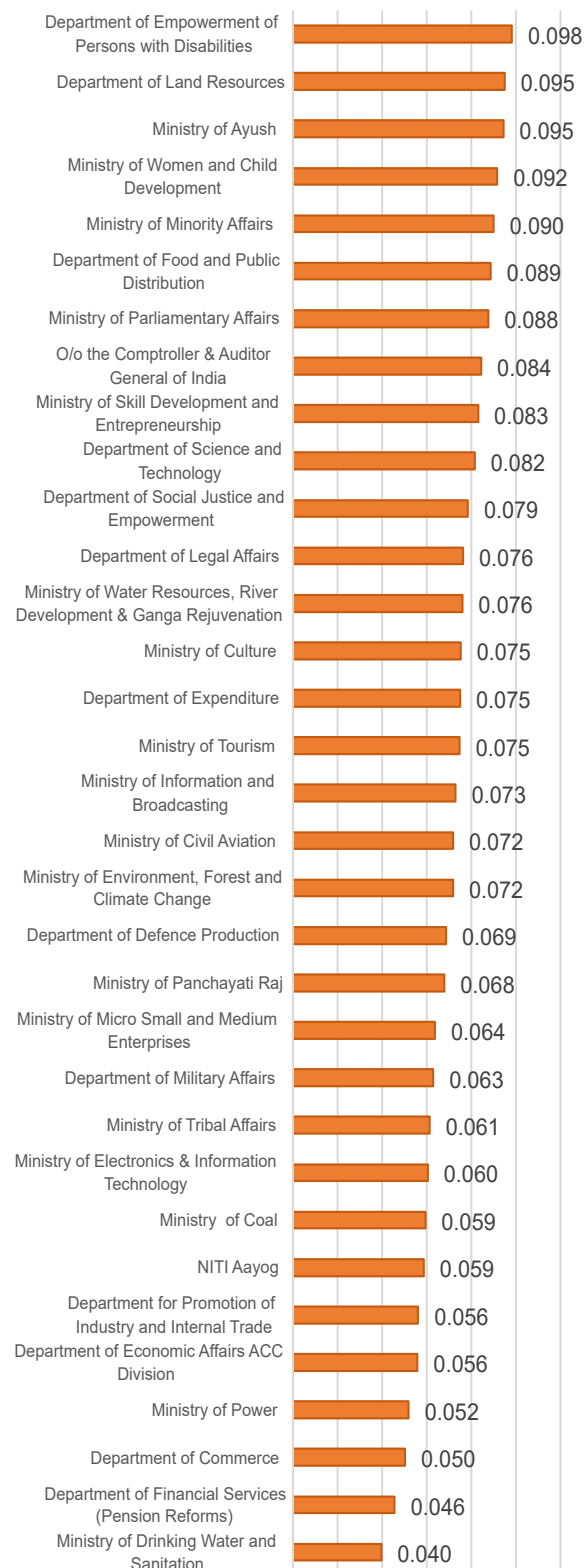
- The Department of Rural Development with ratio of 2.53 for GROs mapped against the volume of grievances registered is the best performing Department for this indicator followed by Department of Defence (15.31) and Central Board of Indirect Taxes and Customs (17.70). In Group A, ratio of GROs vis-à-vis Grievances Received is less than 100 in 17 M&D. Considering the ratio of GROs mapped compared to grievance registered, the Department of Justice (1875.13), Ministry of Cooperation (1711.00) and Department of Agriculture and Farmers Welfare may consider increasing the number of GROs.

% of Active Grievance Redressal Officers (GROs):

- All the GROs of Ministry of Cooperation are active and it has scored top in this indicator. 17 M&D in Group A have more than 75% of active GROs. Department of Posts (95.20%) and Ministry of Corporate affairs (93.55%) are second and third in the ranking. The Department of Rural Development has the lowest with 12.31% of active GROs.

Table 16: GRAI Ranking for Organisational Commitment Dimension for Group B
(M&D with registered grievances 2,000 to 9,999)

#	M/D	Score
1	Department of Empowerment of Persons with Disabilities	0.098
2	Department of Land Resources	0.095
3	Ministry of Ayush	0.095
4	Ministry of Women and Child Development	0.092
5	Ministry of Minority Affairs	0.090
6	Department of Food and Public Distribution	0.089
7	Ministry of Parliamentary Affairs	0.088
8	O/o the Comptroller & Auditor General of India	0.084
9	Ministry of Skill Development and Entrepreneurship	0.083
10	Department of Science and Technology	0.082
11	Department of Social Justice and Empowerment	0.079
12	Department of Legal Affairs	0.076
13	Ministry of Water Resources, River Development & Ganga Rejuvenation	0.076
14	Ministry of Culture	0.075
15	Department of Expenditure	0.075
16	Ministry of Tourism	0.075
17	Ministry of Information and Broadcasting	0.073
18	Ministry of Civil Aviation	0.072
19	Ministry of Environment, Forest and Climate Change	0.072
20	Department of Defence Production	0.069
21	Ministry of Panchayati Raj	0.068
22	Ministry of Micro Small and Medium Enterprises	0.064
23	Department of Military Affairs	0.063
24	Ministry of Tribal Affairs	0.061
25	Ministry of Electronics & Information Technology	0.060
26	Ministry of Coal	0.059
27	NITI Aayog	0.059
28	Department for Promotion of Industry and Internal Trade	0.056
29	Department of Economic Affairs ACC Division	0.056
30	Ministry of Power	0.052
31	Department of Commerce	0.050
32	Department of Financial Services (Pension Reforms)	0.046
33	Ministry of Drinking Water and Sanitation	0.040



Salient Features of Organisational Commitment Dimension: Group B

- Overall, in Organisational Commitment dimension of Group B, the **Department of Empowerment of Persons with Disabilities** have the highest score with 0.098. It is followed by **Department of Land Resources and Ministry AYUSH**, both scoring 0.095.
- The average score for the 33 M&D of Group B in Organisation Commitment dimension is 0.072 and 19 M&D have scored more than average score.

Ratio of GROs vis-à-vis Grievances Received:

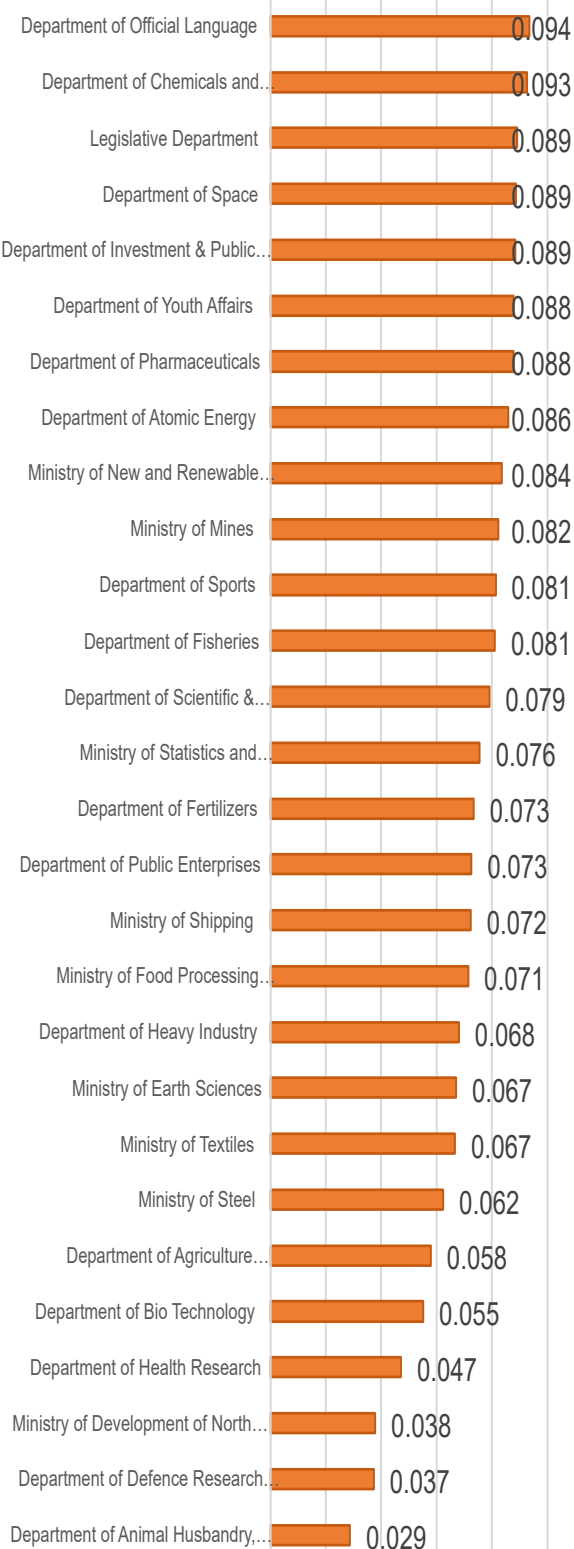
- Department of Military Affairs (4.27) has the lowest ratio of GROs mapped against the volume of grievances registered and is the top performing Department among the M&D of Group B followed by Ministry of Coal (6.51) and Department of Defence Production (9.38). In Group B, ratio of GROs vis-à-vis Grievances Received is less than 100 in 24 M&D. The Ministry of Panchayati Raj (759.09) and Department of Financial Services (654.20) need to increase the number of GROs considering the number of grievances registered.

% of Active Grievance Redressal Officers (GROs):

- Department of Empowerment of Persons with Disabilities and Department of Land Resources have 100% active GROs. Ministry of Ayush and Ministry of Women and Child Development also have more than 90% of GROs active. 22 out of 33 M&D have more than 50% active GROs. The Ministry of Drinking Water and Sanitation (18.55%) need to focus on their GROs to be active.

Table 17: GRAI Ranking for Organisational Commitment Dimension for Group C
(M&D with registered grievances < 2,000)

#	M/D	Score
1	Department of Official Language	0.094
2	Department of Chemicals and Petrochemicals	0.093
3	Legislative Department	0.089
4	Department of Space	0.089
5	Department of Investment & Public Asset Management	0.089
6	Department of Youth Affairs	0.088
7	Department of Pharmaceuticals	0.088
8	Department of Atomic Energy	0.086
9	Ministry of New and Renewable Energy	0.084
10	Ministry of Mines	0.082
11	Department of Sports	0.081
12	Department of Fisheries	0.081
13	Department of Scientific & Industrial Research	0.079
14	Ministry of Statistics and Programme Implementation	0.076
15	Department of Fertilizers	0.073
16	Department of Public Enterprises	0.073
17	Ministry of Shipping	0.072
18	Ministry of Food Processing Industries	0.071
19	Department of Heavy Industry	0.068
20	Ministry of Earth Sciences	0.067
21	Ministry of Textiles	0.067
22	Ministry of Steel	0.062
23	Department of Agriculture Research and Education	0.058
24	Department of Bio Technology	0.055
25	Department of Health Research	0.047
26	Ministry of Development of North Eastern Region	0.038
27	Department of Defence Research and Development	0.037
28	Department of Animal Husbandry, Dairying	0.029
29	Department of Economic Affairs ACC Division	0.056



Salient Features of Organisational Commitment Dimension: Group C

- Overall, in Organisational Commitment dimension of Group C, the **Department of Official Language** has the highest score of 0.094. It is followed **Department of Chemicals and Petrochemicals** with scores of 0.093. The **Legislative Department, Department of Space and Department of Investment & Public Asset Management** each have a score of 0.089.
- The average score for the 28 M&D of Group C in Organisation Commitment dimension is 0.072 and 17 M&D have scored more than average score.

Ratio of GROs vis-à-vis Grievances Received:

- The ratio of GROs mapped to the volume of grievances registered in Group C is the lowest in Department of Bio Technology (2.89) followed by Department of Agriculture Research and Education (6.23), Ministry of Statistics and Programme Implementation (6.37), Department of Scientific & Industrial Research (8.00), Department of Health Research (8.19) and Department of Defence Research and Development (8.31). In Group C, ratio of GROs vis-à-vis Grievances Received is less than 100 in all M&D except for Department of Investment & Public Asset Management (148.88).

% of Active Grievance Redressal Officers (GROs):

- The Department of Official Language (91.67%), Department of Chemicals and Petrochemicals (90.91%) and Department of Investment & Public Asset Management (87.50%) are the top M&D in Group C in active GROs. 12 out of 28 M&D have more than 75% active GROs. The Department of Animal Husbandry with only 4.35% of active GROs need to focus for improvement..

4.2 Root Cause Analysis

This section presents a two-dimensional (vertical and horizontal) analysis of the root causes affecting the performance of each M&D. The analysis covers 11 indicators across four dimensions used to develop the GRAI index. Indicator scores for all 89 M&D are provided. For quick visual interpretation, the performance of all M&D is color-coded based on their percentile-normalised scores (calculated as per the methodology in Step II of Section 3.2). The color coding is as follows:

Colour Code	Score range	Description
	>75	For all indicators except Average Disposal Time and Ratio of GROs vis-à-vis Grievance Registered
	50-75	
	25-50	
	<25	
Colour Code	Indicator Value	
	<15	Average Disposal Time
	15 - 30	
	30 - 45	
	> 45	
Colour Code	Indicator Value	
	< 50	Ratio of GROs vis-à-vis Grievance Registered
	50 - 100	
	100 - 150	
	>150	

The colour coding system for performance is as follows: “dark green” represents excellent performance, “light green” indicates good performance, “orange” signifies average performance and “red” denotes areas needing immediate action.

Since the prescribed timeline for disposal of Grievances is 30 days, the score range for the indicator is kept as excellent performance for average disposal time ranging from 0-15 days denoted by “dark green” colour code. Average disposal time 15-30 days is marked as good performance denoted by “light green” colour code. Average disposal time ranging from 30-45 days is average performance denoted by “orange” colour code and average disposal time of more than 45 days is marked as “red”.

Regarding the ratio of GROs to grievances registered, the range varies from 1875.13 in the Department of Justice to 2.53 in the Ministry of Rural Development. Since there is no standardised benchmark due to varying grievance types across M&D, a common score range is adopted for comparative performance. It is based on one grievance per week per GRO, approximately 50 grievances per year. Thus, the score range for colour code is kept as “<50” as excellent denoted by “dark green”, “50-100” as good denoted by “light green”, “100-150” as average denoted by “orange” and “>150” are those where action is immediately required is marked as “red”.

Table 18: Indicator-based Root Cause Analysis

M/D	Adequacy of Categorisation	Ratio of GROs vis-à-vis Grievances	% of Active GROs	% of Grievances Resolution within Timeline	% of Disposal of Complaints Labelled as "Urgent"	% of Resolution of Corruption Grievances	% Pendency with GROs	Average Disposal Time	% of Resolution with "Satisfied" Remarks	% of Appeals Filed	% of Appeals Redressed
Department of Financial Services (Banking Division)	12.13	152.03	76.33	83.69	93.75	94.05	0.00	15.00	39.48	17.31	95.11
Ministry of Labour and Employment	25.31	205.03	87.83	94.66	94.30	98.62	0.12	9.00	46.87	20.07	97.05
Department of Agriculture and Farmers Welfare	0.05	1295.30	76.04	94.40	91.67	89.39	0.00	7.00	44.92	0.22	86.92
Central Board of Direct Taxes (Income Tax)	16.25	17.70	86.19	40.20	97.29	90.00	0.03	63.00	52.79	14.21	83.90
Ministry of Railways (Railway Board)	4.54	31.93	68.66	84.29	95.39	94.10	0.00	16.00	32.99	23.34	94.59
Department of Posts	26.37	65.37	95.20	90.83	98.32	97.00	0.00	11.00	50.47	13.51	95.81
Ministry of Home Affairs	2.63	86.60	82.61	88.00	98.69	94.12	0.00	13.00	32.65	9.15	83.41
Department of Telecommunications	8.76	66.66	91.74	97.76	99.88	98.17	0.00	5.00	37.25	25.22	98.93
Department of Financial Services (Insurance Division)	6.85	126.31	87.71	93.42	93.64	96.68	0.00	8.00	30.62	15.59	95.95
Department of Ex Servicemen Welfare	4.31	28.87	27.48	58.16	77.14	90.48	0.00	28.00	47.86	15.97	93.44
Ministry of Cooperation	6.52	1711.00	100.00	99.73	100.00	99.53	0.00	2.00	39.03	17.47	99.23
Department of Health & Family Welfare	19.03	51.31	58.58	72.71	92.77	90.78	0.00	31.00	37.33	11.81	88.50
Ministry of Housing and Urban Affairs	0.13	21.45	60.92	83.00	95.85	93.50	0.00	14.00	28.58	15.88	90.28
Department of Personnel and Training	5.48	211.17	83.33	70.27	91.17	96.41	0.00	39.00	32.47	8.82	93.25

M/D	Adequacy of Categorisation	Ratio of GROs vis-à-vis Grievances	% of Active GROs	% of Grievances Resolution within Timeline	% of Disposal of Complaints Labelled as "Urgent"	% of Resolution of Corruption Grievances	% Pendency with GROs	Average Disposal Time	% of Resolution with "Satisfied" Remarks	% of Appeals Filed	% of Appeals Redressed
Ministry of Corporate Affairs	9.64	269.25	93.55	91.67	99.30	99.48	0.00	10.00	25.39	15.98	53.14
Ministry of Road Transport and Highways	0.27	52.98	84.87	82.14	95.31	96.96	0.00	26.00	27.96	15.19	93.85
Department of Rural Development	0.18	2.53	12.31	59.81	90.74	96.30	0.00	27.00	41.74	20.45	84.06
Ministry of External Affairs	19.33	42.80	44.51	77.23	46.94	90.57	0.00	24.00	49.63	16.43	96.17
Unique Identification Authority of India	0.58	675.41	88.89	87.19	100.00	94.77	0.00	13.00	50.48	19.19	95.45
Department of Consumer Affairs	5.86	407.47	55.81	65.86	96.76	95.43	0.00	20.00	35.72	17.46	86.26
Department of Higher Education	25.71	37.02	79.87	68.72	93.73	93.00	0.00	26.00	35.59	18.05	92.18
Department of Defence Finance	2.81	25.26	44.76	59.91	91.30	95.65	0.00	29.00	49.70	24.65	82.38
Ministry of Petroleum and Natural Gas	7.03	29.47	74.73	70.13	85.92	67.61	0.00	24.00	49.48	15.97	88.18
Department of Defence	22.23	15.31	67.77	69.95	93.30	87.24	0.00	27.00	29.76	0.00	0.00
Department of Justice	27.61	1875.13	75.00	86.67	88.20	87.39	0.00	9.00	26.58	4.02	90.94
Department of School Education and Literacy	23.46	68.22	55.39	63.38	83.69	82.56	0.00	35.00	32.44	18.31	98.25
Central Board of Indirect Taxes and Customs	2.68	22.44	81.34	75.05	96.49	96.67	0.00	21.00	41.45	14.93	93.81
Department of Revenue	1.32	285.38	86.49	65.29	95.64	98.70	0.00	89.00	33.99	2.88	82.23
O/o the Comptroller & Auditor General of India	26.67	72.08	80.30	90.16	98.81	99.45	0.00	11.00	59.60	4.14	73.87

M/D	Adequacy of Categorisation	Ratio of GROs vis-à-vis Grievances	% of Active GROs	% of Grievances Resolution within Timeline	% of Disposal of Complaints Labelled as "Urgent"	% of Resolution of Corruption Grievances	% Pendency with GROs	Average Disposal Time	% of Resolution with "Satisfied" Remarks	% of Appeals Filed	% of Appeals Redressed
Ministry of Civil Aviation	1.11	28.18	62.09	71.74	97.14	93.53	0.00	22.00	24.33	20.14	97.82
Ministry of Electronics & Information Technology	1.96	51.29	47.06	79.44	93.26	91.43	0.00	15.00	47.46	14.04	89.52
Department of Social Justice and Empowerment	0.96	96.82	72.73	72.24	95.29	98.84	0.00	25.00	28.22	9.33	0.00
Ministry of Panchayati Raj	0.02	759.09	72.73	93.57	96.61	98.97	0.00	10.00	33.77	21.32	93.70
Department of Food and Public Distribution	21.08	113.23	87.10	93.10	96.97	98.50	0.00	6.00	44.46	21.28	95.22
Ministry of Women and Child Development	4.77	160.13	92.11	77.93	95.41	97.22	0.00	18.00	33.35	19.49	95.11
Ministry of Environment, Forest and Climate Change	16.59	41.87	62.31	79.40	95.49	81.25	0.00	19.00	32.03	11.05	93.13
Ministry of Water Resources, River Development & Ganga Rejuvenation	7.64	34.82	68.00	88.56	95.12	88.46	0.00	16.00	26.34	5.47	95.35
Department of Expenditure	61.96	105.55	68.09	91.98	100.00	100.00	0.00	11.00	44.54	4.74	93.02
Ministry of Drinking Water and Sanitation	0.65	49.46	18.56	80.42	100.00	100.00	0.00	21.00	19.61	1.34	100.00
Department of Military Affairs	14.12	4.27	49.45	60.04	89.86	96.33	0.00	35.00	27.47	16.98	86.75
Department of Economic Affairs ACC Division	11.36	78.47	41.38	40.97	83.10	76.60	0.00	58.00	36.26	3.36	71.43
Department of Commerce	33.02	44.74	32.99	78.04	90.48	100.00	0.00	19.00	30.52	6.54	84.30
Ministry of Power	0.32	10.11	34.43	70.75	91.78	91.30	0.00	28.00	31.58	10.36	81.14

M/D	Adequacy of Categorisation	Ratio of GROs vis-à-vis Grievances	% of Active GROs	% of Grievances Resolution within Timeline	% of Disposal of Complaints Labelled as "Urgent"	% of Resolution of Corruption Grievances	% Pendency with GROs	Average Disposal Time	% of Resolution with "Satisfied" Remarks	% of Appeals Filed	% of Appeals Redressed
Ministry of Information and Broadcasting	1.87	34.51	63.79	61.56	90.82	93.94	0.00	29.00	35.72	17.70	90.84
Ministry of Coal	0.80	6.51	44.61	86.10	87.50	97.78	0.00	14.00	25.08	0.00	0.00
NITI Aayog	0.03	57.46	44.78	96.79	97.39	95.12	0.00	3.00	38.60	4.13	100.00
Department of Legal Affairs	1.75	210.11	72.22	98.69	99.15	99.64	0.00	2.00	21.56	0.00	0.00
Department of Land Resources	0.03	316.45	100.00	95.97	100.00	100.00	0.00	5.00	42.63	7.60	99.26
Department of Financial Services (Pension Reforms)	45.22	654.20	40.00	95.86	77.78	66.67	0.00	5.00	42.67	4.63	0.00
Ministry of Parliamentary Affairs	0.31	201.38	87.50	98.30	100.00	100.00	6.25	6.00	30.66	2.37	100.00
Department of Empowerment of Persons with Disabilities	2.90	105.82	100.00	94.76	96.67	100.00	0.00	7.00	27.96	15.52	95.56
Ministry of Culture	0.65	17.47	66.46	51.44	88.24	95.98	0.00	43.00	30.56	12.97	35.08
Ministry of Minority Affairs	0.78	47.86	87.50	66.52	100.00	83.33	0.00	28.00	30.66	16.67	90.97
Ministry of Tourism	9.73	34.99	66.22	86.49	98.15	86.49	0.00	13.00	31.92	17.37	68.97
Department for Promotion of Industry and Internal Trade	8.95	29.51	40.74	83.78	100.00	81.82	0.00	13.00	29.98	12.93	88.42
Ministry of Skill Development and Entrepreneurship	1.09	34.10	77.61	70.46	100.00	94.82	0.00	26.00	42.49	20.56	93.69
Department of Science and Technology	0.94	20.42	75.23	84.36	100.00	94.83	0.00	12.00	34.25	5.92	92.67
Ministry of Ayush	2.72	47.89	93.48	80.97	95.83	92.31	0.00	18.00	34.04	17.74	96.50
Department of Defence Production	3.43	9.38	57.39	79.10	89.74	89.39	0.00	16.00	27.93	15.96	83.72

M/D	Adequacy of Categorisation	Ratio of GROs vis-à-vis Grievances	% of Active GROs	% of Grievances Resolution within Timeline	% of Disposal of Complaints Labelled as "Urgent"	% of Resolution of Corruption Grievances	% Pendancy with GROs	Average Disposal Time	% of Resolution with "Satisfied" Remarks	% of Appeals Filed	% of Appeals Redressed
Ministry of Micro Small and Medium Enterprises	1.72	17.36	50.81	83.29	96.30	96.40	0.00	23.00	32.23	17.27	90.31
Ministry of Tribal Affairs	0.39	24.36	47.62	66.51	93.75	100.00	0.00	30.00	36.30	7.02	84.09
Department of Animal Husbandry, Dairying	19.70	78.13	4.35	72.95	90.67	100.00	0.00	23.00	40.73	10.21	76.39
Ministry of Shipping	27.53	21.03	62.50	66.58	100.00	93.33	0.00	37.00	27.91	0.00	0.00
Department of Agriculture Research and Education	1.13	6.23	42.58	65.70	90.48	100.00	0.00	30.00	37.62	12.22	93.26
Department of Atomic Energy	0.57	20.25	81.16	59.05	95.65	97.49	0.00	53.00	23.14	23.29	83.37
Legislative Department	0.78	36.69	85.71	58.62	91.43	100.00	0.00	37.00	38.99	14.30	66.84
Ministry of Steel	0.91	14.06	48.84	73.47	95.24	100.00	0.00	18.00	23.08	26.71	88.59
Department of Investment & Public Asset Management	39.88	148.88	87.50	94.73	100.00	100.00	0.00	6.00	35.71	1.09	100.00
Department of Sports	1.68	23.63	75.00	79.25	87.50	90.00	0.00	22.00	29.32	19.34	90.41
Department of Heavy Industry	25.91	18.85	56.67	86.62	83.33	83.33	0.00	14.00	22.20	26.86	56.25
Ministry of Textiles	0.63	18.02	54.84	59.90	66.67	92.86	0.00	25.00	37.98	16.07	58.18
Department of Health Research	6.43	8.19	27.91	77.93	80.00	71.43	0.00	19.00	29.82	2.66	75.00
Department of Pharmaceuticals	3.11	39.88	84.00	85.13	96.92	90.91	0.00	17.00	40.59	2.47	44.00
Ministry of Mines	13.37	23.69	76.19	81.65	100.00	100.00	0.00	15.00	17.91	0.00	0.00
Department of Youth Affairs	0.12	45.74	84.21	61.51	100.00	66.67	0.00	47.00	30.33	12.69	91.67
Department of Scientific & Industrial Research	1.55	8.00	71.43	60.00	95.24	95.45	0.00	37.00	26.15	6.01	0.00

M/D	Adequacy of Categorisation	Ratio of GROs vis-à-vis Grievances	% of Active GROs	% of Grievances Resolution within Timeline	% of Disposal of Complaints Labelled as "Urgent"	% of Resolution of Corruption Grievances	% Pendency with GROs	Average Disposal Time	% of Resolution with "Satisfied" Remarks	% of Appeals Filed	% of Appeals Redressed
Department of Defence Research and Development	3.23	8.31	14.43	70.38	100.00	89.29	0.00	22.00	37.11	23.74	93.60
Ministry of New and Renewable Energy	0.50	25.03	78.13	81.86	100.00	96.00	0.00	20.00	31.12	23.77	98.99
Department of Public Enterprises	0.80	57.00	63.64	94.35	86.21	98.53	0.00	8.00	34.69	0.00	0.00
Ministry of Food Processing Industries	36.93	19.74	61.29	84.77	83.33	100.00	0.00	11.00	26.83	3.67	0.00
Department of Fertilizers	22.63	16.08	63.89	60.80	83.33	50.00	0.00	27.00	27.00	21.17	30.04
Department of Space	16.35	28.75	85.00	64.01	100.00	100.00	0.00	28.00	50.00	19.01	90.68
Ministry of Statistics and Programme Implementation	47.29	6.37	66.67	65.69	50.00	100.00	0.00	29.00	21.37	15.13	91.58
Department of Chemicals and Petrochemicals	1.85	44.18	90.91	70.41	88.89	100.00	0.00	22.00	25.62	7.11	0.00
Department of Fisheries	23.24	40.17	75.00	78.98	100.00	100.00	0.00	19.00	20.78	15.18	84.54
Ministry of Earth Sciences	16.09	15.00	55.17	67.65	100.00	100.00	0.00	27.00	33.33	18.56	86.52
Department of Bio Technology	0.33	2.89	38.68	64.89	100.00	100.00	0.00	27.00	33.77	19.93	79.82
Department of Official Language	28.25	22.42	91.67	52.80	100.00	100.00	0.00	42.00	50.00	13.91	74.42
Ministry of Development of North Eastern Region	0.00	17.77	15.38	95.87	100.00	100.00	0.00	10.00	39.78	7.02	94.74

Note: M&D are arranged in descending order based on number of grievances registered during Jan - 31 Dec. 2023

Salient features of the composite RCA of the M&D are as follows:

- ☑ Among the 11 Indicators following five Indicators show positive and high levels of performance across majority of the M&D.
 - Adequacy of Categorisation
 - % of Disposal of Complaints Labelled as “Urgent”
 - % of Resolution of Corruption Grievances
 - % Pendency with GROs
 - % of Appeals redressed
- ☑ The colour coded analysis presented also brings out the disparity between the groups of M&D. While Group A M&D fare higher compared to Group B and C in Adequacy of categorisation. Comparing with previous year, 7 M&D have improved and another eight have maintained same in categorisation of their grievances. Department of Expenditure, Ministry of Statistics and Programme Implementation and Department of Financial Services (Pension Reforms) may focus on categorise of their grievances properly as it has registered a high percentage of grievances in “Other” category.
- ☑ All Group C and most of Group B M&D have adequate number GROs designated. Department of Justice, Ministry of Cooperation and Department of Agriculture and Farmers Welfare may focus on increasing their GROs as the ratio is high. More than 40% of M&D have improved the Ratio of GROs to grievances since 2022 either by increasing the number of GROs or by reduction in number of grievances registered. All M&D have improved the percentage of active GROs except for Department of Financial Services (Pension Reforms).
- ☑ In the percentage of Grievances Resolution within Timeline, 28 M&D are in dark green zone and another 33 in light green zone indicating good performance. Central Board of Direct Taxes (Income Tax), Department of Economic Affairs ACC Division, Ministry of Culture and Department of Official Language may focus on improvement of redressal of grievances. Group A M&D fare better performance compared to Group B and C. This signifies that the M&D in Group A in general are proactive in propagating the grievance registration and are more responsive. Comparing with previous year, 11 M&D have registered more than 10 percentage point improvement in % of Grievances Resolution within Timeline. More than 60 % of the M&D had positive growth. Department of Economic Affairs ACC Division may focus on improvement in % of Grievance redressal as it reduced by 32 percentage point compared to 2022.
- ☑ Despite the high performance in % of Disposal of Complaints Labelled as “Urgent” overall, only 13 M&D have registered improvement from 2022 to 2023. Similarly for % of Resolution of Corruption Grievances, the overall performance is high though ten M&D have registered decline by more than 10 percentage points from 2022 to 2023. Department of Fertilizers, Department of Financial

Services (Pension Reforms), Department of Health Research and Ministry of Petroleum and Natural Gas may specifically focus for resolution of corruption related grievances.

- ☑ M&D of Group A fared better than Group B and C in average disposal time. 33 M&D have increased the average disposal time out of which ten have increased by more than ten days. Efforts of Department of Social Justice and Empowerment (148 to 25 days) and Department of Legal Affairs (111 to 2 days) are commendable where they could reduce the average disposal time by more than 100 days. Departments of Revenue (89 Days), Central Board of Direct Taxes (Income Tax) (63 days) and Department of Economic Affairs ACC Division (58 days) may focus on reducing the grievance disposal time.
- ☑ It is noteworthy that the satisfaction of citizens have improved for all M&D from 2022 to 2023 which denotes better handling of grievances and active GROs attending the grievances. O/o the Comptroller & Auditor General of India have improved its satisfaction percentage by more than 50%. Ministry of Mines and Ministry of Drinking Water and Sanitation may pay more attention about the quality of resolution as both registered less than 20% satisfaction of resolution.
- ☑ While % of appeals filed in general is showing a positive trend with 39 M&D registering lower appeals files and showed dark and light green shades. Group A M&D fared better with all, except for Department of Defence, in dark green shade. As compared to GRAI 2022, none of the M&D have shown a decline in appeal redressal. 70 M&D have improved their appeal redressal by more than 50 percentage points



5

Incremental Progress



Incremental Progress

The ranking for GRAI 2023 is based on four Dimensions and 11 indicators.

- Efficiency: five (5) indicators
- Feedback: two (2) indicators
- Domain: two (2) indicators
- Organisational Commitment: two (2) indicators

Ranking is computed by following the methodology, as discussed in Chapter 3.

5.1 Progress from GRAI 2022

The objectives of GRAI can further be classified in following aspects.

Effective Resolution

Ensure timely and effective resolution of grievances filed by citizens, enhancing public satisfaction and trust in the governance process.

Performance

Assess and measure the performance of various M&D in handling and resolving grievances. This involves tracking the average time taken to resolve issues and the quality of the resolutions provided.

Transparency and Accountability

Promote transparency and accountability in the grievance redressal process by systematically recording and analysing data related to grievances and their resolutions.

Data-Driven Insights

Provide data-driven insights into the nature and root causes of grievances, enabling M&D to identify and address systemic issues.

Comparative Analysis

Facilitate a comparative analysis of the performance of different M&D through a standardised scoring and ranking system, using indicators spread across key dimensions.

Continuous Improvement

Encourage continuous improvement in the grievance redressal mechanism by highlighting areas needing attention and promoting best practices across M&D.

Stakeholder Involvement

Ensure that the grievance redressal process involves all relevant stakeholders, including service providers, service seekers, and the policy environment, adopting a comprehensive 360-degree approach.

Customization and Refinement

Enable the customisation and refinement of grievance redressal strategies and indicators based on practical measurement mechanisms and feedback

While analysing the data, the following two significant incremental achievements have been observed:

- **Reduction in Resolution Time:**

The data compiled through NIC suggests that in 2023, the average grievance resolution time was significantly reduced from 28 days to 22 days compared to 2022, underscoring the DARPG's focused efforts to enhance efficiency. Key contributors to this improvement include the launch of IGMS 2.0, the use of AI for faster grievance handling, issuance of advisories for grievance redressal, regular interaction and follow-ups with M&Ds based on the Monthly GRAI along with RCA, etc. Additionally, the training of GROs under the Sevottam scheme further strengthened the system. Importantly, M&Ds have actively reciprocated these efforts, ensuring a more responsive and collaborative grievance management process.

- **Improvement in Quality of Grievance Resolution**

The quality of grievance resolution improved significantly in 2023 compared to 2022, as indicated by two key metrics. First, the percentage of appeals filed, relative to the number of grievances resolved, dropped from 15.12% in 2022 to 14.43% in 2023, signaling better initial resolutions. Second, data from the Feedback Call Centre shows that the percentage of satisfied complainants more than doubled, rising from 18.75% in 2022 to 40.74% in 2023. This substantial increase in satisfaction rates reflects enhanced responsiveness and effectiveness in grievance handling, driven by ongoing reforms and focused follow-up by the DARPG.

Towards meeting the above mentioned objectives, the comparative analysis presented in the following section depicts the change. In the following section and tables, it is attempted to present incremental change of computed scores between 2022 and 2023. For a quick visual interpretation, the performance of all the M&D is presented through colour coding which is based on the Growth Rate in scores achieved by the respective M&D. The dark green represents the M&D which have shown an excellent improvement while the red colour M&D needs attention as their score have reduced from the last GRAI.

Growth Rate of GRAI Score	Colour Code and Number of M/D
> 50%	9
25% - 50%	25
0 - 25%	51
< 0%	4

From GRAI 2023, it is easily observed that in most of the Dimensions and Indicators, M&D have shown significant improvement and progress from previous Index. A summary of the progress of GRAI is as follows:

- Out of the 89 M&D, only four have shown a negative growth. Around 10% have shown more than 50% growth and 28% is between 25–50% growth. 51 M&D have shown incremental growth up to 25%.
- All the 28 M&D in Group A, except for two (Department of Ex Servicemen Welfare and Department of School Education and Literacy) have registered growth in overall score from GRAI 2022. Ten out of the 28 M&D (35.7%) have registered more than 25% growth.
- In Group B, all the 33 M&D, except for Department of Financial Services (Pension Reforms) have registered growth in overall Score from GRAI 2022. Around 50% of the M&D (16) have registered more than 25% growth.
- All the 28 M&D in Group C, except for Department of Fertilizers have registered growth in overall Score from GRAI 2022. Eight out of the 28 M&D (28.5%) have registered more than 25% growth.

Table 19: Group A: M&D with registered grievances > 10,000

#	M&D	GRAI Score		Incremental Growth
		2022	2023	
1	Department of Agriculture and Farmers Welfare	0.551	0.850	54.34
2	Department of Posts	0.695	0.817	17.57
3	Ministry of Cooperation	0.395	0.794	100.85
4	Unique Identification Authority of India	0.747	0.782	4.71
5	Ministry of Labour and Employment	0.640	0.770	20.20
6	Ministry of Home Affairs	0.590	0.768	30.23
7	Department of Telecommunications	0.558	0.752	34.64
8	Department of Financial Services (Insurance Division)	0.639	0.749	17.22
9	Central Board of Indirect Taxes and Customs	0.482	0.726	50.75
10	Department of Financial Services (Banking Division)	0.565	0.716	26.69
11	Ministry of Corporate Affairs	0.559	0.704	25.91
12	Ministry of Road Transport and Highways	0.579	0.701	20.9. 8
13	Department of Revenue	0.388	0.693	78.67
14	Department of Justice	0.615	0.693	12.69
15	Department of Personnel and Training	0.479	0.689	43.64
16	Department of Defence	0.572	0.687	20.13
17	Ministry of Housing and Urban Affairs	0.599	0.685	14.41
18	Department of Health & Family Welfare	0.428	0.665	55.41
19	Ministry of Railways (Railway Board)	0.630	0.667	5.92
20	Ministry of Petroleum and Natural Gas	0.595	0.661	11.14
21	Department of Higher Education	0.534	0.629	17.92
22	Department of Consumer Affairs	0.514	0.627	21.80
23	Ministry of External Affairs	0.611	0.619	1.35
24	Department of Defence Finance	0.564	0.601	6.64
25	Central Board of Direct Taxes (Income Tax)	0.492	0.607	23.42
26	Department of Ex Servicemen Welfare	0.610	0.600	-1.58
27	Department of Rural Development	0.477	0.577	20.96
28	Department of School Education and Literacy	0.567	0.550	-2.96

Table 20: Group B: M&D with registered grievances 2,000 to 9,999

#	M&D	GRAI Score		Incremental Growth
		2022	2023	
1	Department of Land Resources	0.639	0.877	37.18
2	O/o the Comptroller & Auditor General of India	0.506	0.878	73.60
3	NITI Aayog	0.579	0.839	44.91
4	Department of Legal Affairs	0.618	0.832	34.66
5	Department of Expenditure	0.527	0.799	51.42
6	Ministry of Parliamentary Affairs	0.588	0.796	35.25
7	Department of Science and Technology	0.607	0.787	29.71
8	Department of Empowerment of Persons with Disabilities	0.624	0.767	22.87
9	Department of Food and Public Distribution	0.591	0.760	28.71
10	Ministry of Coal	0.618	0.751	21.44
11	Ministry of Water Resources, River Development & Ganga Rejuvenation	0.500	0.746	49.35
12	Ministry of Electronics & Information Technology	0.579	0.731	26.11
13	Ministry of Panchayati Raj	0.634	0.719	13.54
14	Ministry of Ayush	0.572	0.709	23.92
15	Ministry of Drinking Water and Sanitation	0.511	0.712	39.34
16	Ministry of Tribal Affairs	0.545	0.689	26.44
17	Ministry of Micro Small and Medium Enterprises	0.504	0.683	35.45
18	Ministry of Women and Child Development	0.561	0.687	22.37
19	Ministry of Skill Development and Entrepreneurship	0.528	0.681	28.87
20	Ministry of Environment, Forest and Climate Change	0.532	0.679	27.77
21	Department for Promotion of Industry and Internal Trade	0.612	0.676	10.54
22	Department of Commerce	0.630	0.668	5.98
23	Ministry of Tourism	0.588	0.676	14.83
24	Department of Financial Services (Pension Reforms)	0.651	0.650	-0.06
25	Ministry of Power	0.574	0.642	11.91
26	Department of Defence Production	0.587	0.642	9.40
27	Ministry of Minority Affairs	0.548	0.637	16.17
28	Department of Social Justice and Empowerment	0.399	0.630	57.78
29	Ministry of Information and Broadcasting	0.502	0.613	21.97
30	Ministry of Civil Aviation	0.552	0.611	10.68
31	Department of Military Affairs	0.474	0.556	17.21
32	Ministry of Culture	0.493	0.543	10.19
33	Department of Economic Affairs ACC Division	0.510	0.534	4.62

Table 21: Group C: M&D with registered grievances < 2,000


#	M&D	GRAI Score		Incremental Growth
		2022	2023	
1	Department of Investment & Public Asset Management	0.554	0.839	51.29
2	Ministry of Development of North Eastern Region	0.561	0.806	43.63
3	Department of Pharmaceuticals	0.650	0.790	21.44
4	Department of Public Enterprises	0.612	0.768	25.46
5	Ministry of Mines	0.618	0.743	20.26
6	Department of Space	0.527	0.691	31.09
7	Ministry of Shipping	0.573	0.673	17.43
8	Ministry of New and Renewable Energy	0.613	0.672	9.58
9	Department of Agriculture Research and Education	0.572	0.659	15.04
10	Department of Animal Husbandry, Dairying	0.493	0.651	32.09
11	Department of Official Language	0.477	0.656	37.55
12	Department of Health Research	0.593	0.647	8.99
13	Department of Fisheries	0.545	0.644	18.29
14	Department of Sports	0.497	0.642	29.13
15	Legislative Department	0.488	0.639	30.96
16	Department of Chemicals and Petrochemicals	0.558	0.633	13.39
17	Ministry of Earth Sciences	0.522	0.622	19.22
18	Ministry of Food Processing Industries	0.592	0.621	4.88
19	Department of Bio Technology	0.523	0.606	15.82
20	Department of Youth Affairs	0.496	0.608	22.49
21	Department of Defence Research and Development	0.579	0.592	2.27
22	Department of Scientific & Industrial Research	0.532	0.589	10.60
23	Ministry of Steel	0.520	0.568	9.18
24	Ministry of Textiles	0.544	0.557	2.27
25	Department of Atomic Energy	0.441	0.537	21.80
26	Department of Heavy Industry	0.483	0.527	9.16
27	Ministry of Statistics and Programme Implementation	0.457	0.487	6.65
28	Department of Fertilizers	0.448	0.428	-4.53

5.2 Indicator-wise Analysis of Select M&D

The following section represents the indicator-wise comparative analysis of improved and declined indicators from previous GRAI among the select M&D which either have the highest growth in score or decline in score from 2022 to 2023. The root causes leading to top performances by eight M&D having more than 50% growth in score from GRAI 2022 and four M&D having negative growth in score from GRAI 2022 is presented. The colour code for the indicators is given in reference with Section 4.2. This is followed by discussion on the causes that attributes to high and lower performance based on the indicator values. In analysing the root causes vis-à-vis the performance, the analyses are limited to the eleven indicators chosen for the GRAI.

5.2.1 Ministry of Cooperation (100% Growth in GRAI Score)

The Ministry of Cooperation with composite GRAI score of 0.794 in GRAI 2023 has the highest growth compared to GRAI 2022 where it scored 0.395. The below table shows the performance of the Ministry of Cooperation in the 11 Indicators where it is observed that in most of the indicators it has shown improvement.

 Improved Indicators	GRAI	% of Grievances Resolution within Timeline	% of Appeals Redressed	Average Disposal Time	% Pendency with GROs
	2022	37.68	17.74	91.00	0.00
	2023	99.73	99.23	2.00	0.00
	GRAI	% of Resolution with "Satisfied" Remarks	% of Disposal of Complaints Labelled as "Urgent"	% of Active GROs	% of Appeals Filed
	2022	5.48	100.00	54.55	39.00
	2023	39.03	100.00	100.00	17.47
	GRAI	% of Resolution of Corruption Grievances	Adequacy of Categorisation	Ratio of GROs vis-à-vis Grievances	
	2022	99.87	3.95	1404.82	
	2023	99.53	6.52	1711.00	

It can be observed that out of the 11 Indicators, the Ministry of Cooperation has shown improvement in eight, with significant progress in six key indicators: % of Grievances Resolution within Timeline, % of Appeals Redressed, Average Disposal Time, % of Resolution with "Satisfied" Remarks, % of Active GROs and % of Appeals Filed.

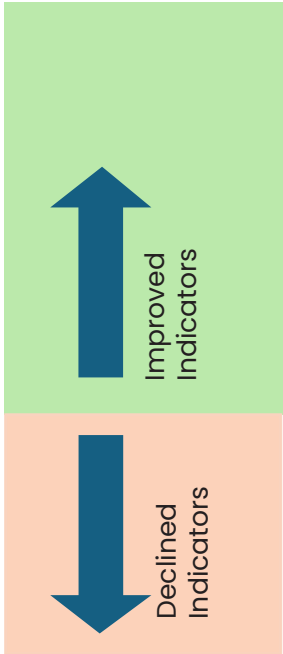
The percentage of grievances resolution within timeline, i.e., within 30 days is 99.73% which showed a growth from GRAI 2022 where it was 37.58%. Its average disposal time is two days and the percentage of appeals redressed has improved from 17.74% to 99.23%. Additionally, the percentage of resolutions with "Satisfied" remarks has grown from 5.48% to 39.03%.

The Ministry of Cooperation has received a total of 36,031 grievances during the period of 01 January to 31 December 2023, of which 100 were brought forward from previous year/s. A total of 35,991 grievances were resolved out of which 35,933 were resolved within timeline.

The Ministry received 6,288 appeals (including those carried forward), accounting for about 17.47% of the total grievances resolved, indicating a need to enhance the quality of grievance resolutions. Despite a high ratio of GROs to grievances, all mapped GROs are active, leading to improved and timely resolution of grievances.

5.2.2 Department of Revenue (79% Growth in GRAI Score)

The Department of Revenue has improved the composite GRAI score from 0.388 in GRAI 2022 to 0.693 in GRAI 2023. The below table shows the performance of the Department of Revenue in the 11 Indicators where it is observed that in most of the indicators it has shown improvement.

	GRAI	% of Grievances Resolution within Timeline	% of Appeals Redressed	% of Resolution of Corruption Grievances	% Pendency with GROs
	2022	45.12	0.00	44.95	2.44
	2023	65.29	82.23	98.70	0.00
	GRAI	% of Resolution with "Satisfied" Remarks	% of Disposal of Complaints Labelled as "Urgent"	Ratio of GROs vis-à-vis Grievances	% of Active GROs
	2022	16.02	69.95	366.83	9.76
	2023	33.99	95.64	285.38	86.49
	GRAI	% of Appeals Filed	Average Disposal Time	Adequacy of Categorisation	
	2022	2.24	60.00	0.43	
	2023	2.88	89.00	1.32	

Out of the 11 Indicators, the Department of Revenue has registered improvement in eight indicators. The indicators which have improved are % of Grievances Resolution within Timeline, % of Appeals Redressed, % of Resolution of Corruption Grievances, % Pendency with GROs, % of Resolution with "Satisfied" Remarks, % of Disposal of Complaints Labelled as "Urgent", % of Active GROs and Ratio of GROs vis-à-vis Grievances.



The percentage of appeals redressed was 0 in GRAI 2022. It has improved to 82.23% in GRAI 2023. Similarly, the % of Resolution of Corruption Grievances has improved from 44.95% to 99.70%. The % of Resolution with "Satisfied" Remarks and % of Disposal of Complaints Labelled as "Urgent" also improved from 16.02% to 33.99% and 69.95% to 95.64% respectively. Huge improvement can be observed in the % of Active GROs.

Despite these advancements, the Department may focus on reducing the average disposal time for grievances, as it remains high comparing to other M&D. Improving this metric will further enhance the % of Grievances Resolution within Timeline.

Between 01 January and 31 December, 2023, the Department of Revenue received 13,649 grievances (3,090 carried forward from previous years). Out of 13,419 resolved grievances, 8,911 were resolved within the timeline. The Department received 546 appeals (including those brought forward), resolving 449. For corruption grievances, 227 out of 230 were resolved. Additionally, the Department improved the ratio of GROs to grievances and the % of active GROs.

5.2.3 O/o the Comptroller & Auditor General of India (74% Growth in GRAI Score)

The O/o the Comptroller & Auditor General of India has improved the composite GRAI score from 0.506 in GRAI 2022 to 0.878 in GRAI 2023. The below table shows the performance of the O/o the Comptroller & Auditor General of India in the 11 Indicators where it is observed that in most of the indicators it has shown improvement

 Improved Indicators	GRAI	% of Grievances Resolution within Timeline	% of Appeals Redressed	Average Disposal Time	% Pendency with GROs	% of Appeals Filed
	2022	88.35	23.55	14.00	0.00	21.31
	2023	90.16	73.87	11.00	0.00	4.14
	GRAI	% of Resolution with "Satisfied" Remarks	% of Disposal of Complaints Labelled as "Urgent"	Ratio of GROs vis-à-vis Grievances	% of Active GROs	
	2022	4.71	95.56	93.57	12.40	
	2023	59.60	98.81	72.08	80.30	
 Declined Indicators	GRAI	% of Resolution of Corruption Grievances		Adequacy of Categorisation		
	2022	99.95		16.01		
	2023	99.45		26.67		



Out of the 11 Indicators, O/o the Comptroller & Auditor General of India has registered improvement in nine indicators.

The percentage of grievances resolved within the timeline is 90.16%. Only 4.14% of grievances resulted in appeals and out of the 463 appeals filed, 342 were redressed, achieving a 73.87% appeal redressal rate. The O/o the Comptroller & Auditor General of India has successfully reduced the number of appeals filed and improved the percentage of appeals redressed, indicating better performance. The average disposal time has also decreased from 14 days to 11 days. Additionally, the percentage of resolutions with "Satisfied" remarks has increased significantly from 5.48% to 39.03%. It has improved

the ratio of GROs to grievances and the percentage of active GROs. The redressal rate for grievances under the corruption category has been maintained at 99%.

5.2.4 Department of Social Justice and Empowerment (58% Growth in GRAI Score)

The Department of Social Justice and Empowerment has improved the composite GRAI score from 0.399 in GRAI 2022 to 0.630 in GRAI 2023. The below table shows the performance of the Department of Social Justice and Empowerment in the 11 Indicators where it is observed that in most of the indicators it has shown improvement.

 Improved Indicators	GRAI	% of Grievances Resolution within Timeline	% Pendency with GROs	% of Resolution of Corruption Grievances	Average Disposal Time
	2022	32.04	0.00	97.13	148.00
	2023	72.24	0.00	98.84	25.00
	GRAI	% of Resolution with "Satisfied" Remarks	% of Disposal of Complaints Labelled as "Urgent"	Adequacy of Categorisation	% of Active GROs
	2022	14.57	89.36	3.06	68.34
 Declined Indicators	2023	28.22	95.29	0.96	72.73
	GRAI	% of Appeals Filed	Ratio of GROs vis-à-vis Grievances	% of Appeals Redressed	
	2022	7.94	14.61	0.00	
	2023	9.33	79.55	0.00	



Out of the 11 indicators, the Department of Social Justice and Empowerment has shown improvement in eight, except for % of Appeals filed, % of Appeals Redressed and Ratio of GROs vis-à-vis Grievances. Substantial improvement is observed in the % of Grievances Resolution within Timeline, which increased from 32.04% to 72.24% and in the Average Disposal Time, which decreased from 148 days to 25 days between GRAI 2022 and GRAI 2023. The percentage of Active GROs also increased significantly from 14.61% to 79.55%. The Department has further improved the % of active GROs from 68.34% to 94.82%.

The Department has received a total of 9,394 grievances during the period of 01 January to 31 December 2023, of which 874 were brought forward from previous year/s. A total of 9,154 grievances were resolved out of which 6,786 were resolved within timeline. Additionally, out of the 230 grievances received under the Corruption category, 227 were resolved.

However, the Department may focus on appeals, as the % of appeals filed has increased and the % of Appeal redressal is currently 0%. The Department received a total of 1,474 appeals (including those carried forward), but none have been resolved.

5.2.5 Department of Health & Family Welfare (55% Growth in GRAI Score)

The Department of Health & Family Welfare has improved the composite GRAI score from 0.428 in GRAI 2022 to 0.665 in GRAI 2023. The below table shows the performance of the Department of Health & Family Welfare in the 11 Indicators where it is observed that in most of the indicators it has shown improvement.

 Improved Indicators	GRAI	% of Grievances Resolution within Timeline	% of Appeals Redressed	Average Disposal Time	% Pendency with GROs
	2022	25.71	19.23	116.00	0.16
	2023	72.71	88.50	31.00	0.00
	GRAI	% of Resolution with "Satisfied" Remarks	Ratio of GROs vis-à-vis Grievances	% of Active GROs	
	2022	20.92	51.33	13.05	
 Declined Indicators	2023	37.33	51.31	58.58	
	GRAI	% of Resolution of Corruption Grievances	% of Appeals Filed	% of Disposal of Complaints Labelled as "Urgent"	Adequacy of Categorisation
	2022	93.58	10.83	95.69	13.45
	2023	90.78	11.81	92.77	19.03



It can be observed that out of the 11 Indicators, Department of Health & Family Welfare has registered improvement in seven indicators. High improvement can be seen in mainly four indicators, namely, % of Grievances Resolution within Timeline, % of Appeals Redressed, Average Disposal Time and % of Active GROs.

The percentage of grievances resolution within timeline, i.e., within 30 days is 72.71% which showed a growth from GRAI 2022 where it was 25.71%. The % of Appeals Redressed improved from 19.23% to 88.5%. Its average disposal time is brought down from 116 days to 31 days. The department improved the % of Active GROs from 13.05% to 61.65%.

From 01 January to 31 December, 2023, the Department received a total of 33,821 grievances, including 2,114 carried forward from previous years. Out of these, 31,683 grievances were resolved, with 24,591 resolved within the timeline. The Department received 5,111 appeals (including those carried forward), out of which 4,523 were resolved, marking an 88.5% appeal redressal rate. Out of the 553 grievances received under the corruption category, 502 were resolved, including 50 carried forward. Of the 618 mapped GROs, 362 are active. Additionally, the Department received 595 grievances under the urgent category, out of which 552 were resolved.

5.2.6 Department of Agriculture and Farmers Welfare (54% Growth in GRAI Score)

The Department of Agriculture and Farmers Welfare has improved the composite GRAI score from 0.551 in GRAI 2022 to 0.850 in GRAI 2023. The below table shows the performance of the Department of Agriculture and Farmers Welfare in the 11 Indicators where it is observed that in most of the indicators it has shown improvement.

 Improved Indicators	GRAI	% of Grievances Resolution within Timeline	% of Appeals Redressed	Average Disposal Time	% Pendency with GROs	% of Appeals Filed
	2022	63.47	17.57	17.00	0.00	1.67
	2023	94.40	86.92	7.00	0.00	0.22
	GRAI	% of Resolution with "Satisfied" Remarks	% of Disposal of Complaints Labelled as "Urgent"	Adequacy of Categorisation	% of Active GROs	
	2022	13.74	75.00	0.14	17.86	
 Declined Indicators	2023	44.92	91.67	0.05	76.04	
	GRAI	% of Resolution of Corruption Grievances		Ratio of GROs vis-à-vis Grievances		
	2022	92.21		384.26		
	2023	89.39		1295.30		



The Department of Agriculture and Farmers Welfare ranks among the top three M&D receiving the highest number of grievances. Despite this, the Department has improved its performance. Out of the 11 indicators, it has registered improvement in all except for the % of Resolution of Corruption Grievances and the Ratio of GROs vis-à-vis Grievances.

Significant improvements were observed in the % of Grievances Resolution within Timeline, % of Appeals Redressed, Average Disposal Time, % of Disposal of Complaints Labelled as "Urgent," % of Resolution with "Satisfied" Remarks and % of Active GROs.

The Department has received a total of 129,498 grievances during the period of 01 January to 31 December 2023, of which 5,149 were brought forward from previous year/s. A total of 125,957 grievances were resolved out of which 122,251 were resolved within timeline (94.4%). Notably, only 0.22% of grievances resulted in appeals (390 appeals). The Department improved its appeal resolution rate from 17.57% in 2022 to 86.92% in 2023. The average disposal time was reduced from 17 days to 7 days. The % of Resolution with "Satisfied" Remarks increased from 13.74% to 44.92%. Out of 2,242 calls made for closed grievances, 1,007 provided feedback as "Satisfied." Additionally, 59 out of 66 grievances received under the Corruption Category were resolved.

5.2.7 Department of Expenditure (51% Growth in GRAI Score)

The Department of Expenditure has improved the composite GRAI score from 0.527 in GRAI 2022 to 0.799 in GRAI 2023. The below table shows the performance of the Department of Expenditure in the 11 Indicators where it is observed that in most of the indicators it has shown improvement.

 Improved Indicators	GRAI	% of Grievances Resolution within Timeline	% of Appeals Redressed	% of Resolution of Corruption Grievances	% Pendency with GROs
	2022	91.70	3.77	96.88	0.00
	2023	91.98	93.02	100.00	0.00
	GRAI	% of Resolution with "Satisfied" Remarks	% of Disposal of Complaints Labelled as "Urgent"	Ratio of GROs vis-à-vis Grievances	% of Active GROs
	2022	4.06	98.61	233.58	12.12
 Declined Indicators	2023	44.54	100.00	105.55	68.09
	GRAI	Average Disposal Time	% of Appeals Filed	Adequacy of Categorisation	
	2022	7.00	4.31	42.31	
	2023	11.00	4.74	61.96	

The Department of Expenditure has shown improvement in eight out of the 11 indicators, with significant progress in four indicators: % of Appeals Redressed, % of Resolution with "Satisfied" Remarks, Ratio of GROs vis-à-vis Grievances and % of Active GROs.

The % of Appeals Redressed increased remarkably from 3.77% in GRAI 2022 to 93.02% in GRAI 2023. The % of Resolution with "Satisfied" Remarks improved from 4% to 44.54%. The Ratio of GROs vis-à-vis Grievances saw improvement as well, with each GRO handling around 104 grievances in 2023 compared to 233 in 2022. Additionally, the % of Active GROs increased from 12.12% to 68.09%.

From 01 January to 31 December, 2023, the Department received a total of 5,423 grievances, including 462 carried forward from previous years. Out of these, 5,362 grievances were resolved, with 4,988 resolved within the timeline. The Department received 315 appeals (including those carried forward), out of which 293 were resolved, marking a 93.02% appeal redressal rate. All 10 grievances received under the corruption category and 12 under the urgent category were resolved.

5.2.8 Department of Investment & Public Asset Management (51% Growth in GRAI Score)

The Department of Investment & Public Asset Management has improved the composite GRAI score from 0.554 in GRAI 2022 to 0.839 in GRAI 2023. The below table shows the performance of the Department of Expenditure in the 11 Indicators where it is observed that in most of the indicators it has shown improvement.



GRAI	% of Grievances Resolution within Timeline	% of Appeals Redressed	Average Disposal Time	% Pendency with GROs	% of Resolution of Corruption Grievances
2022	88.98	6.86	18.00	0.00	100.00
2023	94.73	100.00	6.00	0.00	100.00

GRAI	% of Appeals Filed	% of Resolution with "Satisfied" Remarks	% of Disposal of Complaints Labelled as "Urgent"	% of Active GROs
2022	5.48	9.41	96.55	0.00
2023	1.09	35.71	100.00	87.50

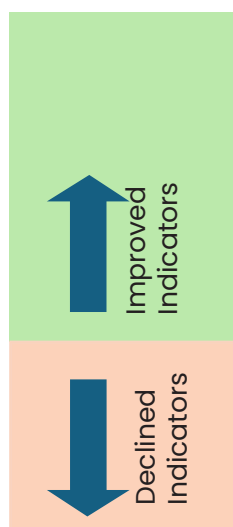
GRAI	Adequacy of Categorisation	Ratio of GROs vis-à-vis Grievances
2022	16.05	146.86
2023	39.88	148.88

Except for the adequacy of the categorisation of grievances, the Department of Investment & Public Asset Management is performing well in all other 10 indicators. There has been a slight reduction in the Ratio of GROs vis-à-vis Grievances from GRAI 2022.

The Department has received 1,215 grievances (including 24 which are brought forward) during the period of 01 January to 31 December 2023 and resolved 1,151 grievances withing timeline. Notably, the Department improved its appeal resolution rate from 6.86% in 2022 to 100% in 2023, resolving all 15 appeals. The % of appeals filed decreased from 5.48% to 1%, likely due to the proper resolution of grievances. Additionally, all 6 grievances received under the corruption category and 34 under the urgent category were resolved. The percentage of resolutions with "Satisfied" remarks also improved from 9.41% to 35.71%.

5.2.9 Central Board of Indirect Taxes and Customs (51% Growth in GRAI Score)

The Central Board of Indirect Taxes and Customs has improved the composite GRAI score from 0.482 in GRAI 2022 to 0.726 in GRAI 2023. The below table shows the performance of the Central Board of Indirect Taxes and Customs in the 11 Indicators where it is observed that in most of the indicators it has shown improvement.



GRAI	% of Grievances Resolution within Timeline	% of Appeals Redressed	Average Disposal Time	% Pendency with GROs
2022	63.35	18.79	31.00	0.00
2023	75.05	93.81	21.00	0.00

GRAI	% of Appeals Filed	% of Resolution with "Satisfied" Remarks	% of Disposal of Complaints Labelled as "Urgent"	% of Active GROs
2022	27.51	14.92	96.34	8.62
2023	14.93	41.45	96.49	81.34

GRAI	% of Resolution of Corruption Grievances	Adequacy of Categorisation	Ratio of GROs vis-à-vis Grievances
2022	97.45	0.97	6.01
2023	96.67	2.68	22.44

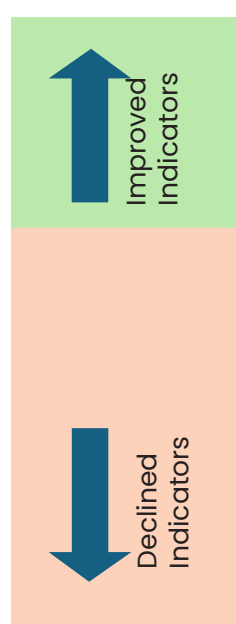
It can be observed that the Central Board of Indirect Taxes and Customs has registered improvement in eight out of the 11 indicators. The indicators that have improved since 2022 are: % of Grievances Resolution within Timeline, % of Appeals Redressed, Average Disposal Time, % of Appeals Filed, % of Resolution with “Satisfied” Remarks, % of Disposal of Complaints Labelled as “Urgent,” and % of Active GROs.

The % of Grievances Resolution within Timeline increased from 63.35% in GRAI 2022 to 75.05%. The % of appeals filed decreased from 27.51% to 14.93%, indicating better resolution of grievances, and the % of appeals redressed improved significantly from 18.79% to 93.81%. The department reduced the average disposal time from 31 days to 21 days. Additionally, the % of Resolution with “Satisfied” Remarks improved from 4% to 44.54%.

The Department has received a total of 13,152 grievances during the period of 01 January to 31 December 2023, of which 766 were brought forward from previous year/s. A total of 12,287 grievances were resolved out of which 9870 were resolved within timeline. The Department received 2,083 appeals (including those carried forward), out of which 1,954 were resolved. A total of 210 grievances were received under the corruption category (including 7 carried forward), out of which 203 were resolved. The Department received 310 grievances under the urgent category, of which 302 were resolved. Out of the 2,929 calls made regarding closed grievances, 1,214 gave feedback as “Satisfied.”

5.2.10 Department of Financial Services (Pension Reforms) (-1% Growth in GRAI Score)

The Department of Financial Services (Pension Reforms) has registered a decline in the composite GRAI score from 0.651 in GRAI 2022 to 0.650 in GRAI 2023. The below table shows the performance of the Department of Financial Services (Pension Reforms) in the 11 Indicators where it is observed that in most of the indicators it has shown improvement.



GRAI	% of Appeals Redressed	Average Disposal Time	% Pendency with GROs	% of Resolution with “Satisfied” Remarks	Ratio of GROs vis-à-vis Grievances
2022	0.00	5.00	0.00	13.85	1735.50
2023	0.00	5.00	0.00	42.67	654.20


GRAI	% of Grievances Resolution within Timeline	% of Resolution of Corruption Grievances	% of Appeals Filed
2022	97.33	100.00	3.68
2023	95.86	66.67	4.63
GRAI	% of Disposal of Complaints Labelled as “Urgent”	Adequacy of Categorisation	% of Active GROs
2022	100.00	25.35	50.00
2023	77.78	45.22	40.00


Out of the 11 indicators, the Department of Financial Services (Pension Reforms) has maintained its performance in three indicators and registered improvement in two: % of Resolution with “Satisfied” Remarks (from 13.85% in 2022 to 42.67% in 2023) and the Ratio of GROs vis-à-vis Grievances (from 1735.5 in 2022 to 654.2 in 2023).

From 01 January to 31 December, 2023, the Department received a total of 3,306 grievances, including 35 carried forward from previous years. Of these, 3,239 grievances were resolved, with 3,169 (95.86%) resolved within the timeline. Out of the 6 grievances received under the corruption category, 4 were resolved. In the urgent category, 7 out of 9 grievances were resolved.

5.2.11 Department of Ex Servicemen Welfare (-2% Growth in GRAI Score)

The Department of Ex Servicemen Welfare has declined the composite GRAI score from 0.610 in GRAI 2022 to 0.600 in GRAI 2023. The below table shows the performance of the Department of Financial Services (Pension Reforms) in the 11 Indicators where it is observed that in most of the indicators it has shown improvement.

 Improved Indicators	GRAI	% of Appeals Redressed	% Pendency with GROs	% of Resolution with “Satisfied” Remarks	% of Active GROs
	2022	41.17	0.25	28.68	8.75
	2023	93.44	0.00	47.86	27.48

 Declined Indicators	GRAI	% of Grievances Resolution within Timeline	Average Disposal Time	% of Resolution of Corruption Grievances	% of Appeals Filed
	2022	66.34	24.00	98.11	14.09
	2023	58.16	28.00	90.48	15.97

	GRAI	% of Disposal of Complaints Labelled as “Urgent”	Adequacy of Categorisation	Ratio of GROs vis-à-vis Grievances	
	2022	94.12	2.48	11.95	
	2023	77.14	4.31	28.87	

The Department of Ex-Servicemen Welfare is among the top ten M&D receiving the highest number of grievances. It has shown improvement in four out of the 11 indicators: % of Appeals Redressed, % Pendency with GROs, % of Resolution with “Satisfied” Remarks, and % of Active GROs.


Notable progress includes a substantial increase in the % of Appeals Redressed, rising from 41.17% in 2022 to 93.44% in 2023. The % of Resolution with “Satisfied” Remarks improved from 28.66% to 47.86%, with 6,948 out of 14,517 feedback calls rating as “Satisfied.” The % of Active GROs also rose from 8.75% to 27.48%.


From 01 January to 31 December, 2023, the Department received a total of 38,158 grievances, including 1,498 carried forward from previous years. It resolved 14,123 grievances, with 22,191 resolved within the timeline, representing 58.16%. Despite ranking in the lowest performance category in both years, the % of Active GROs has improved.

The Department resolved 28 out of 39 grievances under the corruption category and 27 out of 35 grievances under the urgent category. The average disposal time, although within the 30-day limit, increased from 24 days to 28 days.

5.2.12 Department of School Education and Literacy (-3% Growth in GRAI Score)

The Department of School Education and Literacy has registered declined in the composite GRAI score from 0.567 in GRAI 2022 to 0.550 in GRAI 2023. The below table shows the performance of the Department of Financial Services (Pension Reforms) in the 11 Indicators where it is observed that in most of the indicators it has shown improvement.

 Improved Indicators	GRAI	% of Appeals Redressed	% of Resolution with "Satisfied" Remarks	% Pendency with GROs	Ratio of GROs vis-à-vis Grievances	% of Active GROs
	2022	12.19	19.30	0.00	87.18	23.22
	2023	98.25	32.44	0.00	68.22	55.39

 Declined Indicators	GRAI	% of Grievances Resolution within Timeline	% of Resolution of Corruption Grievances	Average Disposal Time
	2022	72.29	94.19	23.00
	2023	63.38	82.56	35.00

	GRAI	% of Appeals Filed	% of Disposal of Complaints Labelled as "Urgent"	Adequacy of Categorisation
	2022	9.25	89.23	17.83
	2023	18.31	83.69	23.46


The Department of School Education and Literacy has improved in four out of the 11 indicators but has seen decline in six. The % Pendency with GROs remains at 0. The areas of improvement since 2022 include % of Appeals Redressed, Average Disposal Time, % of Resolution with "Satisfied" Remarks, Ratio of GROs vis-à-vis Grievances, and % of Active GROs.


The % of Appeals Redressed increased significantly to 98.25% from 12.19% in 2022. The % of Resolution with "Satisfied" Remarks improved from 19.3% to 32.44%. The Ratio of GROs vis-à-vis Grievances and % of Active GROs also improved from 87.18 to 66.22 and from 23.22% to 55.39%, respectively.

However, the % of Grievances Resolution within Timeline declined to 63.38% from 72.29% in GRAI 2023. The average disposal time increased from 23 days to 35 days, and the % of Appeals Filed rose from 9.25% to 18.31%, suggesting a decrease in resolution quality or increased dissatisfaction.

The Department has received a total of 15,390 grievances during the period of 01 January to 31 December 2023, of which 1474 were brought forward from previous year/s. A total of 13,717 grievances were resolved, with 9,754 resolved within the timeline. It received 2,635 appeals (including those carried forward), of which 2,589 were resolved. Out of 86 grievances received under the corruption category (including 14 carried forward), 71 were resolved. In the urgent category, 118 out of 141 grievances were resolved. Of the 2,929 calls made regarding closed grievances, 1,214 received feedback as “Satisfied.”

5.2.13 Department of Fertilizers (-6% Growth in GRAI Score)

 Improved Indicators	GRAI	% of Appeals Redressed	% of Resolution with “Satisfied” Remarks	% Pendency with GROs	Ratio of GROs vis-à-vis Grievances	% of Active GROs
	2022	0.00	11.27	0.00	19.35	6.45
	2023	30.04	27.00	0.00	16.08	63.89

 Declined Indicators	GRAI	% of Grievances Resolution within Timeline	% of Resolution of Corruption Grievances	Average Disposal Time
	2022	60.95	93.75	28.00
	2023	60.80	50.00	27.00
	GRAI	% of Appeals Filed	% of Disposal of Complaints Labelled as “Urgent”	Adequacy of Categorisation
	2022	16.35	90.00	5.67
	2023	21.17	83.33	22.63

The Department of Fertilizers has the highest decline in the composite GRAI score from 0.448 in GRAI 2022 to 0.428 in GRAI 2023. The below table shows the performance of the Department of Financial Services (Pension Reforms) in the 11 Indicators where it is observed that in most of the indicators it has shown improvement

The Department of Fertilizers has shown improvement in four out of the 11 indicators. Notably, the % of Appeals Redressed increased from 0 in 2022 to 30.04% in 2023. The % of Resolution with “Satisfied” Remarks also improved by 15 percentage points. There was a slight improvement in the Ratio of GROs vis-à-vis Grievances, while % Pendency with GROs remains at 0.

The % of Grievances Resolution within Timeline experienced a negligible decline, from 60.95% in 2022 to 60.80% in 2023. The Department received a total of 625 grievances during the period from 01 January to 31 December, 2023, of which 380 were resolved within the timeline.

Out of the 6 grievances received under the corruption category, 3 were resolved. For the 30 grievances received under the urgent category, 25 were resolved. Additionally, the % of Appeals Filed increased from 16.35% to 21.17%.

Grievance Detail

Anuj Chhahri
Ludhiana, Punjab

Gist of Grievance

Mis-behaviour by ADC, CGST Commissionerate, Ludhiana and delay in processing of pending request on the issue of differential tax liability being discharged by different traders and the resultant loss of revenue to the Government Exchequer.

Resolution

Instructions are being issued to all the field formations to be polite but firm in their behaviours with trade / general public.

Grievance Detail

Ramela Adhikari
Balasore, Odisha

Gist of Grievance

PMKISAN– Citizen has received 11th installments and 14th installment, two installments (12th & 13th) pending.

Resolution

The remaining two installments are released.

Grievance Detail

Tanuj Agarwal
Hyderabad Telangana

Gist of Grievance

Cancellation of GST Registration. Filed Application for clarification on 12/12/2022 still no response since almost two months.

Resolution

Reviewed by the Superintendent of Central Tax, Qutbullapur Range and was approved on 09.02.2023.

Grievance Detail

Chandan Senjalia
Pune, Maharashtra

Gist of Grievance

Swachh Bharat Mission related (Rural)
- Surrounding area not cleaned and have tried to resolve from local authorities but no response.

Resolution

Garbage is cleaned, if you have any query please feel free to contact Mr. Sanjay Salunke XXXX931114. Photos are also added as proof.

Grievance Detail

Pradeepa.HT
Mysuru, Karnataka

Gist of Grievance

Building of government senior primary school in Hirehalli Koppalu village has collapsed in rainwater.

Resolution

The Deputy Director concerned has been informed to take appropriate action and submit a report.

Grievance Detail

Rohit Sagar
Palwal, Haryana

Gist of Grievance

Jal Jeevan Mission- In Ward 6 of Bhamrola Jogi, Haryana, over 10 houses lack access to clean water & do not have water supply connections. Request to install pipeline and provide new connections so that residents can live peacefully with access to clean water.

Resolution

Water supply is operational in the area around the complainant. The complainant has been asked to go to the spot and check his connection for individual issue.

Grievance Detail

Kaushal Shah
Ahmedabad, Gujarat

Gist of Grievance

Payment of three instalments of OROP – II arrears since 01.01.2019

Resolution

Three instalments of OROP-II amounting to Rs. 1.83 Lakhs have been paid.

Grievance Detail

Neelam Katiyar
Kanpur, Uttar Pradesh

Gist of Grievance

Police comprehended the husband and younger brother - in- law of the citizen under false cases.

Resolution

At the time of investigation the said males were found at their residence fit and fine, so no further action is necessary against the local police station.

Grievance Detail

Govindswamy
Murukkeri, Tamil Nadu

Gist of Grievance

Delay in PM Kisan instalment due to non-compliance with scheme's seeding requirement on his land.

Resolution

The Land Revenue Officer of the area gathered the necessary documents pertaining to land seeding and submitted request to release his instalment.

Grievance Detail

Mawahir Ram
Gorakhpur, Uttar Pradesh

Gist of Grievance

Revision of pension and payment of arrears as per OROP II since 01.01.2019

Resolution

Pension has been revised as per OROP II and arrears amounting to Rs. 1.10 Lakhs have been paid.

Grievance Detail

Brandon Synrem
East Khasi Hills, Meghalaya

Gist of Grievance

Operational vehicles have been misused as staff cars, taxis for personal pickups, tourist trips, and domestic errands. Additionally, the Departmental Guest House has also been misused.

Resolution

Complaint has been registered under CHC-352/2023. Necessary action will be initiated as per Complaint Handling Policy of CBIC.

Grievance Detail

Debprasad Das
Mumbai, Maharashtra

Gist of Grievance

Facing challenges in linking bank account with his EPF.

Resolution

Bank account successfully linked.

Grievance Detail

Manik Baldotra
Jammu, Jammu & Kashmir

Gist of Grievance

Working as an outsourced driver at the Regional Ayurveda Research Institute, Jammu, since 2017. Harassed by the administration, especially Mr. XXXXXXX and Mr. XXXXXXX, and forced to do tasks outside my role, like handling patient slips and making tea.

Resolution

As per the remarks submitted by DDG, CCRAS, needful instruction has been given to concerned organization to conduct an inquiry into the matter.

Grievance Detail

Vikas Tiwari
Valsad, Gujarat

Gist of Grievance

Complaint regarding wrong loan mapped into my pan and citizen approached hero-fincorp to solve this issue but they are not showing any positive response towards the issue.

Resolution

Complaint has been settled. Informed about settlement through email/letter on 09/01/2023.

Grievance Detail

Premchand Nayak
Bokaro, Jharkhand

Gist of Grievance

Jal Jeevan Mission– Non-availability of adequate water due to no infrastructure of reservoir boring/ deep boring.

Resolution

Construction work has been started and expected to be completed by 9.12.2024.

Grievance Detail

Nikith
Shivamogga, Karnataka

Gist of Grievance

Swachh Bharat Mission– Poor waste management in panchayat, with no bins for waste separation and vehicles idle for over a year. Waste, including sanitary pads and plastic, is being thrown on roads and in forests.

Resolution

The purchase of dustbins are under the 15th Financial Plan and an order has already been placed for the supply of the material.



6

Institutions Strengthening the CPGRAMS



Institutions Strengthening the CPGRAMS

A grievance redressal mechanism like CPGRAMS must continually evolve and integrate the latest technological advancements and intellectual resources to effectively meet users' changing needs. With rapid technological progress, it is crucial for such a system to employ innovative tools and techniques to streamline the grievance redressal process, ensure efficient communication and enhance user experience. By incorporating intelligent algorithms, data analytics and artificial intelligence, the system can efficiently categorise and prioritise grievances, facilitate faster resolution and provide personalised responses. Additionally, collaboration with knowledge partners can bring valuable expertise and insights, helping the system stay updated with the latest practices and solutions in grievance management. This synergy between technology and intellectual resources is essential for building a robust and responsive online grievance redressal mechanism.



Accordingly, the DARPG, Govt. of India, has engaged various knowledge partners based on their expertise to strengthen CPGRAMS. DARPG has proactively identified institutions with significant potential roles. To bring all 89 M&D under the CPGRAMS fold, DARPG offered useful tools and incentives. By partnering with IIT-Kanpur, DARPG aims to optimise artificial intelligence tools to identify and

weed out repeat grievance loggers, and assist M&D in quickly categorizing grievances as 'urgent' or involving 'corruption.'

Similarly, by collaborating with Common Service Centers (CSCs), DARPG has made CPGRAMS accessible to rural citizens who may lack modern tools such as smartphones or computers or personal internet access. Additionally, DARPG brought in Bhasini to eliminate language barriers, allowing citizens to log grievances in their native languages. The National Informatics Centre (NIC) plays a pivotal role in hosting CPGRAMS and providing two-way linkages between CPGRAMS and States and M&D. Bharat Sanchar Nigam Limited (BSNL) supports the critical feedback mechanism by operating effective call centers nationwide.

In the following sections, the specific contribution by these knowledge partners is presented in brief. By no means it is exhaustive and this does not capture in full on their specific roles / contributions.

6.1 National Informatics Centre (NIC)

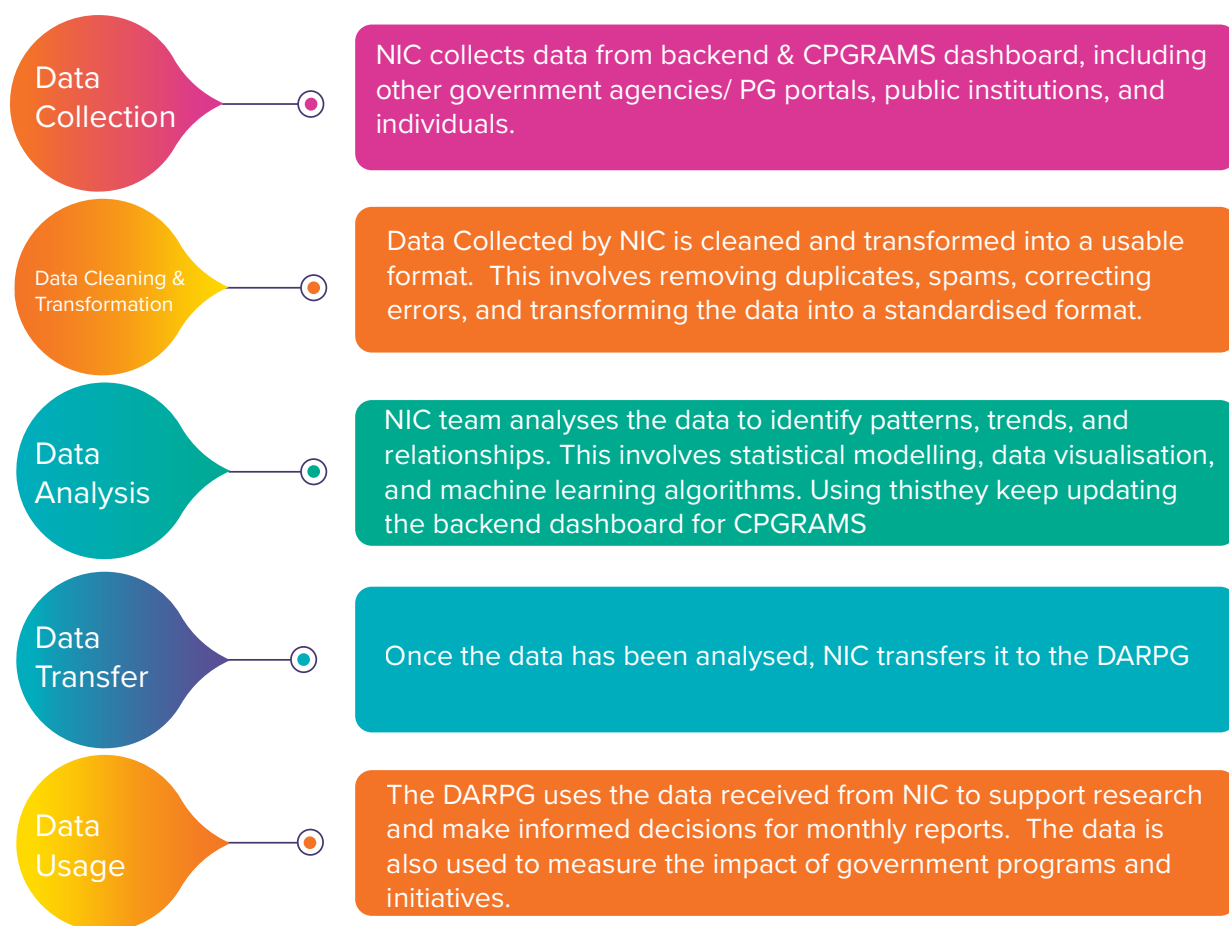
The National Informatics Centre (NIC) plays a crucial role in assisting the DARPG, Govt. of India through the provision of Information and Communication Technology (ICT) support. NIC collaborates with partners to facilitate data analysis and support in taking informed policy decisions. Their support encompasses the development and upkeep of diverse software systems, portals and websites that enable the Department to carry out its functions with efficacy and efficiency.

The NIC as a Department implements various initiatives for Govt. of India, one of which is the development of the CPGRAMS. This online portal serves as a crucial tool for DARPG, Govt. of India in managing public grievances and monitoring performance metrics. It enables citizens to register their grievances and track the progress of their complaints. The role played by NIC can be summarised as below:

- **Upgradation, Development and Maintenance:** NIC is responsible for the development and maintenance of the CPGRAMS platform. It also updates the portal with latest technological advancements. For the purpose, it also coordinates with other knowledge partners. It ensures that the system is functional, secure and user-friendly. This includes software development, database management and overall system administration.
- **Technical Support:** NIC provides technical support for CPGRAMS to both the citizens and the government departments involved. They assist in addressing any technical issues, system upgrades and troubleshooting to ensure uninterrupted service and smooth functioning of the platform.
- **Data Security and Privacy:** NIC takes measures to ensure the security and privacy of the data submitted through CPGRAMS. They implement necessary security protocols, encryption techniques and backup mechanisms to protect the information from unauthorized access or data breaches.

- **Integration with Government Departments:** NIC collaborates with various government departments and agencies to integrate CPGRAMS with their respective grievance redressal systems. This integration allows the seamless transfer of complaints from CPGRAMS to the concerned departments for resolution.
- **Training and Capacity Building:** NIC conducts training programmes and capacity-building initiatives for government officials and administrators involved in CPGRAMS. They impart knowledge and skills necessary to handle grievances effectively, utilize the system's features and generate reports for monitoring and analysis.
- **Monitoring and Reporting:** NIC facilitates the monitoring and reporting of grievance redressal progress through CPGRAMS. They generate periodic reports for government authorities, highlighting the status of complaints, response time, resolution rates and other relevant metrics. This helps in identifying bottlenecks and improving the overall efficiency of the grievance redressal process.

Figure 10: NIC Support to CPGRAMS



Overall, NIC plays a pivotal role in the development, maintenance and smooth functioning of CPGRAMS, ensuring effective grievance redressal and citizen-government interaction in India.

6.2 Indian Institute of Technology (IIT), Kanpur

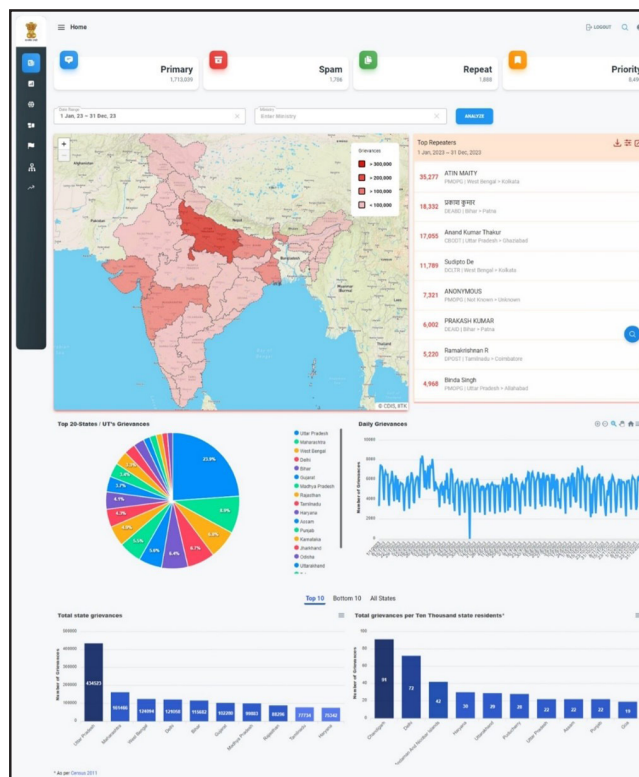
The Indian Institute of Technology (IIT)-Kanpur as knowledge partner to DARPG, Govt. of India has introduced Artificial Intelligence (AI) and Machine Learning (ML) techniques to CPGRAMS to conduct exploratory and predictive analyses of the grievances data with the anticipation that such analyses will help in bringing about systemic changes and policy interventions by the M&D.

- **AI-enabled Public Grievance Analysis and Management**

With the above-mentioned objective, IIT Kanpur has developed an Intelligent Grievance Monitoring System (IGMS). All M&D are provided access to the portal and requested to login and train the AI/ML algorithm for their respective M&D related issues/grievances. This helps the algorithm in better classification of grievances into 4 categories viz., Normal, Priority, Spam and Repeat which will be then filtered and transmitted to each GRO's dashboard.

The IGMS 2.0 Dashboard has been implemented by IIT Kanpur following an MoU with DARPG for upgrading CPGRAMS with AI capabilities. It was launched in September 2023. The dashboard provides instant tabular analysis of priority, repeat and spam Grievances Filed & Disposed according to a geographical area. IGMS 2.0 helps the officials identify the root cause of the grievance using AI and also provides an intuitive semantic search capability which is capable of searching the context of a grievance rather than a traditional keyword based search approach.

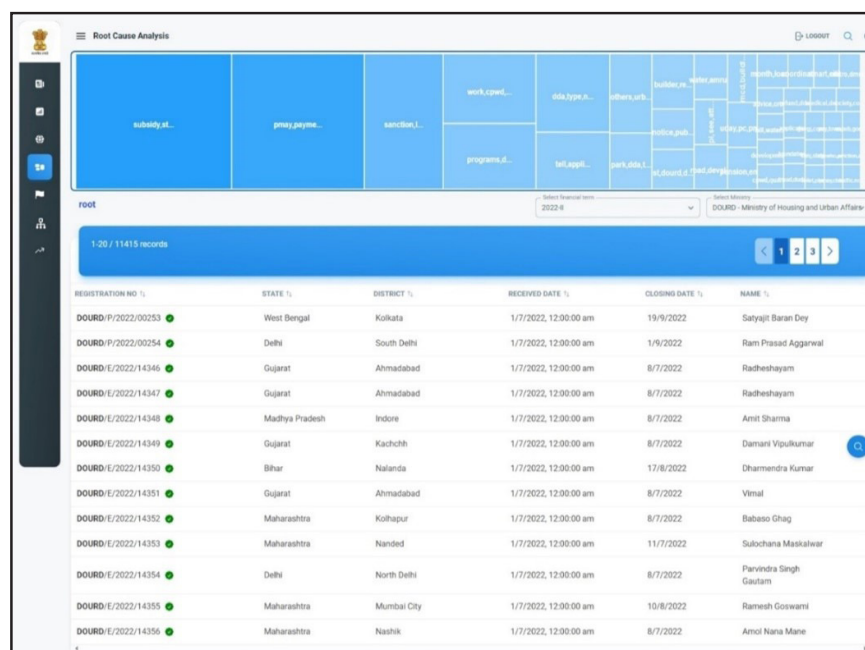
Figure 11: Snapshot of Intelligent Grievance Management System 2.0



- **Root Cause Analysis** – Using IGMS System Case Study for the Ministry of Housing and Urban Affairs

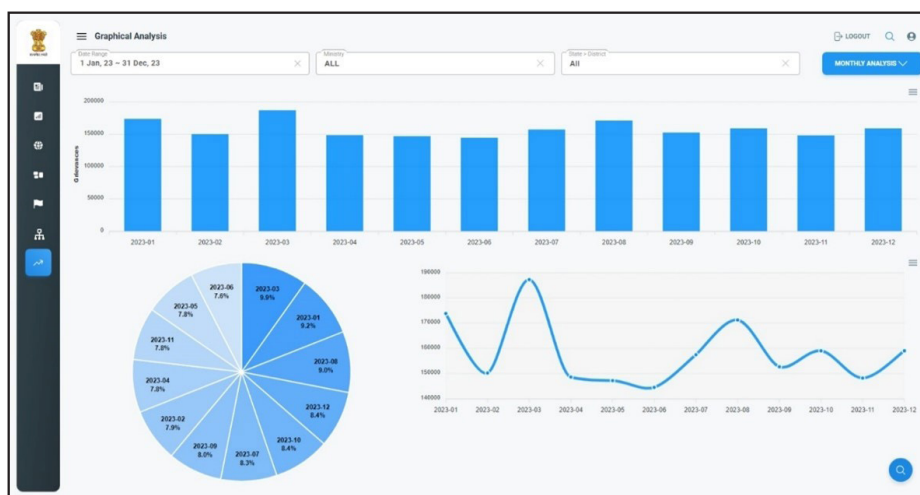
Sample RCA for the Ministry of Housing and Urban Affairs (FY 2022 2nd half): The first step in this process involves the use of statistical topic modelling to uncover broad clustering in semantic space corresponding with categories of grievances. As shown in the screenshot below, the model generates various topics (as bags of words) covering different aspects like subsidy, PMAY, Sanction, Works, Parks, Builders, etc.

Figure 12: Snapshot of AI-enabled RCA



A graphical representation of grievances could also be generated from the IGMS portal.

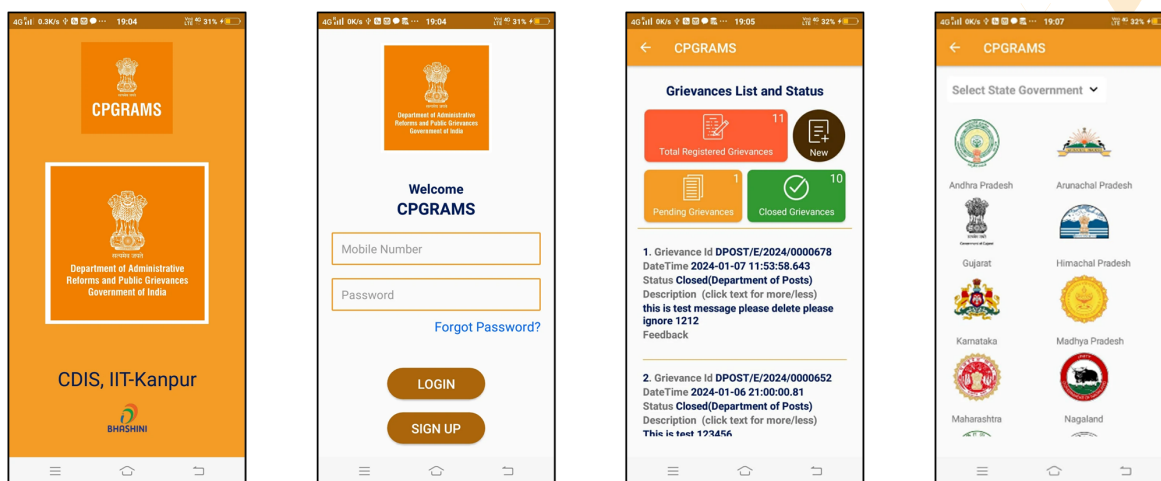
Figure 13: Snapshot of Graphical representation



● CPGRAM App:

DARPG with technical support of IIT Kanpur has developed “CPGRAMS App” through which citizens can register their grievance using mobile phones. The application enables user to express concerns, submit grievances, communicate with Central M&D and State and UT Government in both English and Hindi, Voice to Text.

Figure 14: CPGRAM Mobile App



6.3 Data Strategy Unit (DSU)

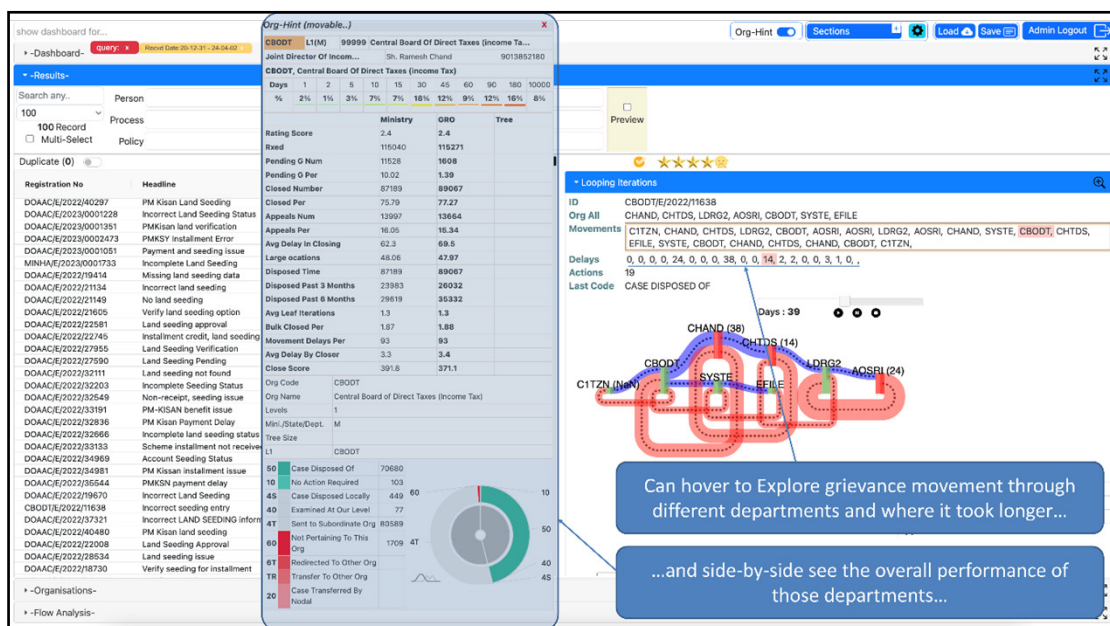
DARPG, Govt. of India has set up a Data Strategy Unit (DSU) in March 2022. Since then, DSU has developed an analytical dashboard that can be used for strategic decision-making and policy reforms. The DSU is working in areas such as converting data into insights through analytics and visualization, conducting statistical analysis for data insights and evidence-based policymaking. DSU has four main sub-units – Monitoring, Statistics, Technology and Data Analytics. The Data Analytics unit is conducting research for new features that can be integrated into CPGRAMS from the TREE Dashboard (created by DSU) to make the system more robust and responsive to the processing of grievance information. The dashboard provides GROs with data analysis, trend analysis, geographical analysis and root cause analysis for all Central M&D and States/UTs.

In addition to data analysis and creating dashboards, the DSU is also engaged in creating awareness of data by training departments in the use of TREE Dashboard and interactions with scientists, data officers and other officials. The areas in which DSU is helping on a monthly basis in providing analysis are:

Parameters	
<ul style="list-style-type: none"> Grievance related to schemes of national importance like Jal-Jeevan Mission 	<ul style="list-style-type: none"> Habitual Complainants
<ul style="list-style-type: none"> GROs with maximum pendency 	<ul style="list-style-type: none"> Maximum grievance filing States and Districts

DSU is specifically tracking the grievances related to schemes of national importance like Jal-Jeeva Mission, Pradhan Mantri Aawas Yojana (PMAY), etc. Depending upon the requirement, DSU can provide different analytical aspects of grievances. Such tracking is very helpful in identifying key issues with regard to the implementation of schemes. DSU has been identifying habitual complainants who have filed thousands of grievances and appeals, thereby burdening the system in the process. This helps GROs to identify genuine critical grievances. With the built-in mechanism to the TREE Dashboard, the DSU has also been able to identify the GROs with the maximum pendency on month-on-month basis. Checking the individual count helps to identify if an individual is affecting the overall performance of the M&D. DSU has been helping DARPG identify the states and districts with the maximum grievance registered.

Figure 15: Snapshots of Tree Dashboard

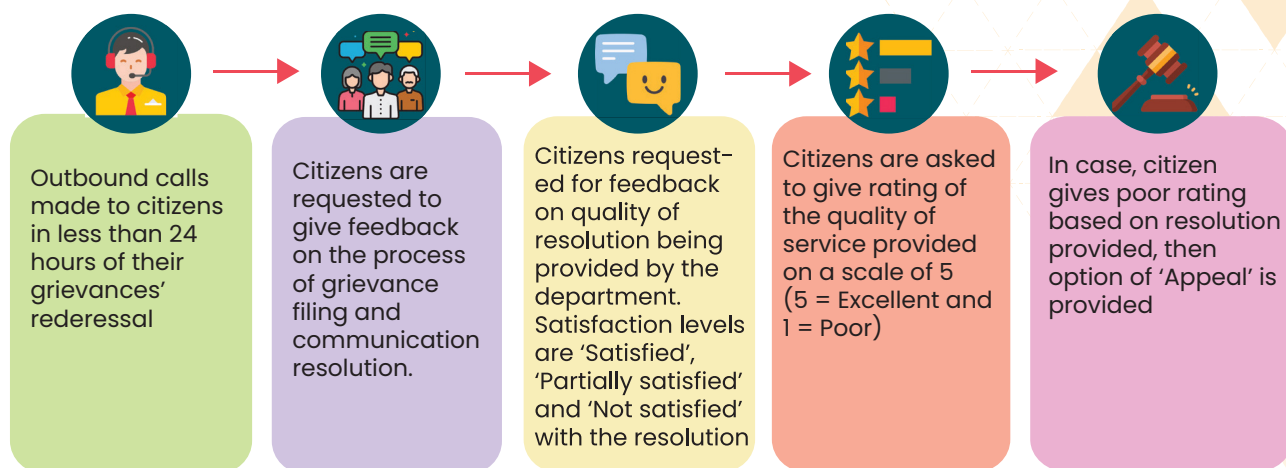


6.4 Bharat Sanchar Nigam Limited (BSNL)

BSNL is primarily responsible for undertaking satisfaction surveys and ratings from citizens for grievances resolved through CPGRAMS. The Feedback Call Centre was launched in July 2022 with an aim 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 of Grievances by the M&D. This is one of its kind feedback mechanisms of the Government 'reaching out' to citizens on both the quality of process and quality of resolution.

For the purpose of feedback survey, BSNL has established call centres at four cities (Marthandam, Zaheerabad, Vadodara and Noida) catering 12 languages, viz., namely English, Hindi, Punjabi, Kannada, Malayalam, Telugu, Tamil, Gujarati, Marathi, Odia, Bengali and Assamese.

Figure 16: Feedback Survey Process



Citizens are provided with the choice to indicate their satisfaction level as either "satisfied", "partially satisfied" or "not satisfied" with the resolution.

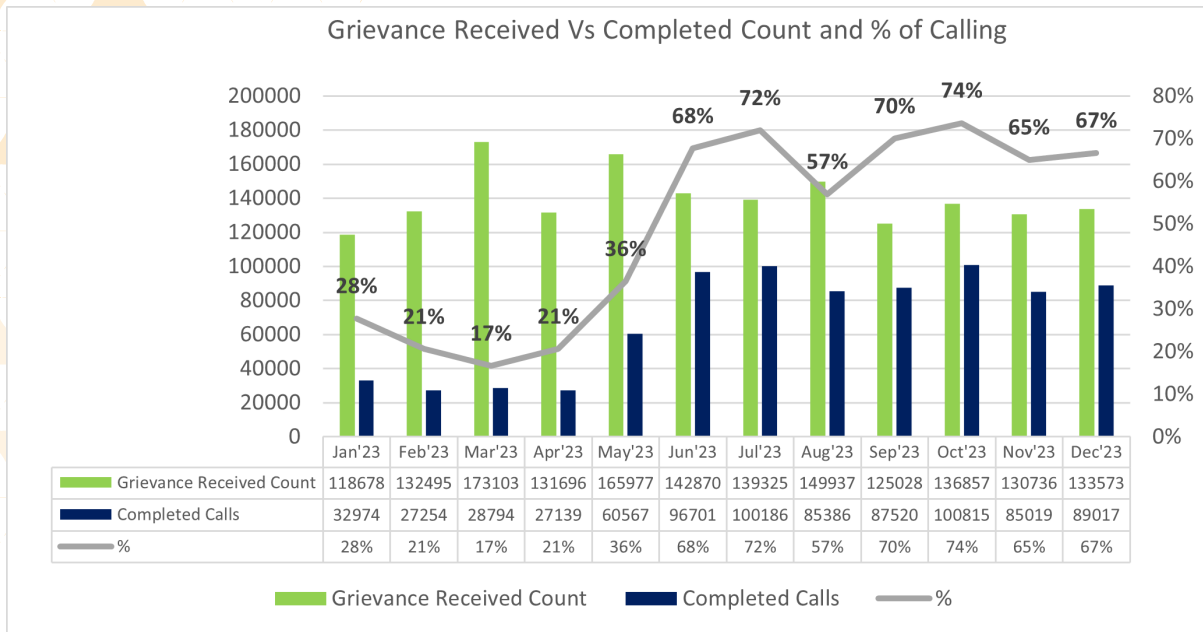
Outbound calls are made through an Automated dialer. Once the citizen is connected on call, the grievance details automatically pop-ups on calling agent's workstation with particular details such as grievance number, grievance date, grievance details and M&D with grievance lodged and M&D which closed the grievance.

Calling Agent greets and informs the grievance number, date, etc., for which survey is being done and completes the survey. In case the citizen is busy, call is rescheduled as per citizen time comfort. During the call, the responses linked to satisfaction-level, different ratings and appeal, if any is recorded. The citizens are requested to share their feedback on the quality of resolution provided by the department, which is measured through (i) satisfaction level (graded as Satisfied, Partially Satisfied, or Not Satisfied) and (ii) Service rating (graded as Excellent, Very Good, Good, Average, or Poor). The feedback is pushed back to the NIC system post completed survey for sharing the feedback with the GROs concerned. The latest status of feedback call is presented below:

Figure 17: Calling Status for Feedback Survey

Overall Data	Jan'23	Feb'23	Mar'23	Apr'23	May'23	Jun'23	Jul'23	Aug'23	Sep'23	Oct'23	Nov'23	Dec'23
Survey Completed	32974	27254	28794	27139	60567	96701	100186	85386	87520	100815	85019	89017
Citizen Number busy	338526	279971	312852	254645	527264	252933	338015	282869	360834	320518	235405	317801
Citizen asked for call back	10107	9213	11681	12287	15691	22611	18505	17450	11519	20817	16127	16776
Call Disconnected by Citizen	32728	95855	32134	33878	127242	39076	39166	42052	28014	37345	28613	30025
No Answer	928958	893964	1102522	922450	1222462	1054812	1155810	1086843	1006335	1795865	1570428	1605451
Wrong Number	1667	1572	1479	1343	2441	4106	4378	3372	2122	3716	3505	3313

Figure 18: Grievance Received Vs Completed Count and % of Calling



A Quality Analysis Team is allocated to regulate the quality of feedback being taken and they check 70-80 audio recordings per day out of the completed surveys. Through BSNL Call Centre the following benefits are attained.

Figure 19: Benefits of BSNL Call Centres

Citizens	DARPG, Govt. of India
<ul style="list-style-type: none"> Complete close looping process between the Government and citizens <ul style="list-style-type: none"> Boosts citizens' confidence Update the citizens on their grievance resolution. Call Center provides an end-to-end solution for grievance redressal <ul style="list-style-type: none"> Citizens get to talk to trained executives when their grievance is redressed. If unsatisfied with resolution, appeal can be lodged through the call centre and citizen don't need to lodge a separate complaint. The Call Centre's ensures that the citizens understand the resolution provided <ul style="list-style-type: none"> In case a citizen is unable to understand the resolution, then the executive explains the resolution to the citizen and ensures that citizen understands the resolution provided. 	<ul style="list-style-type: none"> Creating a strong e-Governance framework by connecting the Government with the citizens. First-hand process feedback from the citizens on the grievance registration and communication of redressal, helps in improvement of the system. Feedback from the citizens on the quality of resolution provided by various departments against their grievances, will gradually improve the resolution framework. Robust action plan can be designed based on department-wise analytics, basis the citizen feedback to increase the satisfaction and trust in resolutions.

As a next step, BSNL with guidance of DARPG, Govt. of India has proposed the following interventions:

- Inbound helpline number is planned where a citizen can call back if he/she was occupied when called for giving their feedback. This will help capture 100% feedback of grievances.
- SMS to the citizens not responding to calls. The SMS would mention the reason for the call, for increasing awareness and call acceptance. This would improve the survey coverage to 100%.
- WhatsApp integration to send standardised messages for call back, mentioning the inbound number to provide their feedback.
- Online Score Card: An online reporting portal which will display M&D and state-wise satisfaction, rating and appeal details for the grievance redressed.

6.5 Common Services Centre (CSC)

Common Services Centre (CSC) is a pivotal initiative under the Digital India programme launched by the Government of India. CSC scheme aims to provide digital access and to make e-Governance Services to citizens at their doorstep. CSCs are owned, managed and operated by the local youth of the villages who are called Village Level Entrepreneurs (VLEs). CSCs act as a facilitation centre in rural as well as urban parts of the country. CSCs mobilise citizen and create awareness about the various Government schemes, the services that can be availed through the CSCs and assist the citizens in availing various services online.

Based on the assessment of the CSC Scheme, the Government of India has launched CSC 2.0 Project in August 2015, under pillar-3 of Digital India Programme, to expand the outreach of the CSCs to all Gram Panchayats (GPs) across the country. It has aimed to set up at least one CSC in every GP across the Country thereby envisaging the establishment of at least 2.50 lakh CSCs covering all the Gram Panchayats of the country over a period of four years.

CSC has a pan India network catering to regional, geographic, linguistics and culture diversity of the country, thus enabling the Government mandate of socially, financially and digitally inclusive society. While CSCs offer a range of services, including banking, insurance, education and healthcare, they also play a significant role in registering grievances and providing grievance redressal mechanisms to citizens.

CPGRAMS is integrated with CSC Portal and available at more than five lakhs CSCs. The role of CSCs in registering grievances through CPGRAMS can be understood as follows:

- **Grievance Registration:** CSCs serve as front-end centers where citizens can approach to register their grievances. They provide a platform for individuals to voice their concerns and seek resolution for various issues they encounter with government services or schemes. CSCs facilitate the registration of grievances by collecting the necessary information from the complainants.
- **Information Collection:** CSCs act as intermediaries between the citizens and the concerned

government departments. They gather essential details related to the grievances, including the nature of the complaint, personal information of the complainant, supporting documents and any other relevant information required for the resolution process.

- **Documentation and Verification:** CSCs assist in documenting the grievances in a standardized format and ensure the accuracy of the information provided by the complainants. They may verify the authenticity of the complainant's identity and supporting documents, helping in maintaining the credibility of the grievance registration process.
- **Digital Platform:** CSCs utilise digital technology to streamline the grievance registration process. They make use of CPGRAMS to register and track grievances efficiently. These digital platforms enable citizens to access the grievance redressal mechanism from remote locations, enhancing accessibility and convenience.
- **Forwarding and Follow-up:** Once the grievances are registered at CSCs, they are forwarded to the respective government departments responsible for addressing them. CSCs play a crucial role in ensuring that the grievances reach the appropriate authorities for resolution. They may follow up with the concerned departments to track the progress of grievance resolution and provide updates to the complainants.
- **Awareness and Assistance:** CSCs also contribute to creating awareness among citizens regarding the grievance redressal mechanisms available to them. They educate individuals about the process of registering grievances, the necessary documents and the expected timeline for resolution. CSCs provide assistance and guidance to citizens in navigating the grievance redressal system, thereby empowering them to assert their rights.

Following figures provides details of total grievances registered and top ten M&D-wise grievances registered through CSCs on CPGRAMS during January to December 2023:

**Figure 20: Total Registered Grievances through CSCs: Jan - Dec 2023
(Including State Govt. Grievances)**

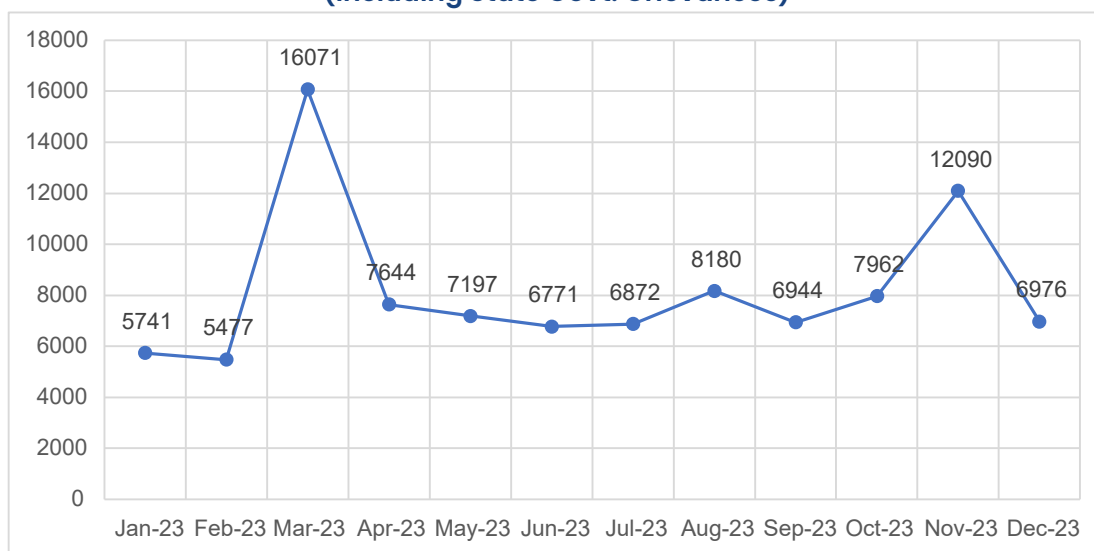
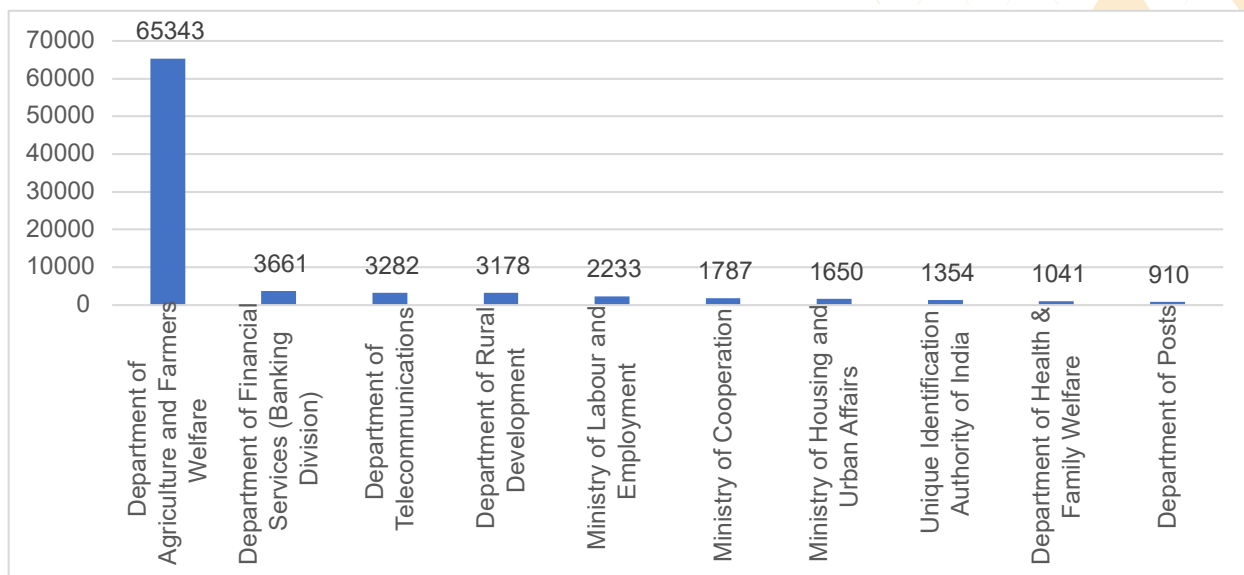
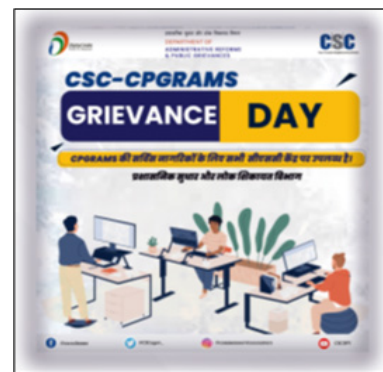


Figure 21: Top 10 M&D-wise Registered Grievances through CSCs: Jan-Dec 2023



Overall, the CSC network in India serves as an essential link between citizens and the government for registering grievances. They act as facilitators in the grievance redressal process, ensuring that citizens' concerns are appropriately documented, forwarded to the relevant authorities and tracked for resolution. By leveraging digital platforms and providing on-ground assistance, CSCs play a significant role in enhancing transparency, accountability and accessibility in the grievance redressal system of the country.

For increased rural outreach, CPGRAMS is integrated with CSC portal and connects with more than 5 lakhs CSCs. To further enhanced the awareness about CPGRAMS, CSC started organising CSC-CPGRAMS Day from October 2023. In association with DARPG, it plan to organise CSC-CPGRAMS Day on monthly basis and involving different M&D. A mega campaign was conducted by CSC to increase the outreach of CPGRAMS through CSC in Nov 2023.



6.6 Quality Council of India (QCI)

Quality Council of India (QCI) has been working closely with the Department since 2015. The association started with Grievance Analysis and Systemic Reforms Recommendations for top 20 M&D which was later extended to 40 M&D. This study formed the basis for multiple interventions driven by DARPG with QCI, to reform the CPGRAMS system. This includes driving initiatives like Universalisation of CPGRAMS 7.0 in all the Central M&D which enabled automatic forwarding of lodged grievances to the respective last mile officers responsible for their resolution, user- friendly categorisation through drop-down menus and extensive mapping of grievance officers, with an aim to reduce the transition time of a grievance. Once filed, the grievance now directly reaches the last mile officer, thereby skipping multiple levels of transition.

Furthermore, QCI played a crucial role in expediting the resolution of grievances related to the COVID-19 pandemic to as low as 3 days. During the lockdown, the QCI team proactively extended their assistance to DARPG for the management of COVID-related grievances. Comprehensive analysis of grievances led to formulation of COVID-19 grievance categories and sub-categories for the citizen. The team made more than 3,000 phone calls to seek feedback from the citizens which eventually led to DARPG setting up a Call Centre to expand the monitoring of these grievances and taking real-time feedback on COVID-19 grievances. The team during this exercise, directly reported to the Chairman, Empowered Group on Public Grievances set up by Hon'ble Prime Minister in response to COVID-19.

For the past one year, QCI Team stationed at DARPG has been instrumental in assisting the Department with conceptualizing and implementing a plethora of reforms and major contributions include:

- Conceptualised CPGRAMS Monthly Report for both Central M&D and States/UTs. Report includes detailed analysis on types and categories of Public Grievances, Corruption related grievances, Officer Level pendency, Nature of disposal category wise, M&D wise and State/UT wise thereby encouraging the M&D to update and re-engineer their processes leading to holistic, effective and efficient resolution of grievances. 12 Monthly Reports for Central M&D, 9 Monthly Reports for States/UTs and CPGRAMS Annual Report 2022 have been published till 31st May 2023.
- Assisted the Department in conducting monthly reviews of M&D and States/UTs, in compliance with the directions of the Prime Minister's Office
- Implemented the Interim Grievance Redressal Index which ranks M&D and published the same in the CPGRAMS Monthly Report of June 2022, till December 2022, in compliance with the observations of Parliamentary Standing Committee, thereby promoting healthy competition between Central M&D.
- Assisted the Department in conducting the Capacity Building Programmes of the GROs organised by the Department, over various phases
- Assisted the Department in operationalising the BSNL Feedback Call Centre which collects feedback from the citizen within 24 hours of their grievances getting redressed
- Identified habitual complainants leading to policy decision limiting 10 grievances/month/citizen
- Provided comprehensive inputs on the dashboards developed by knowledge partners namely, Data Strategy Unit and IIT Kanpur to make them holistic as well as more user friendly and assisted in the rolling out of the dashboards to all M&D
- Assisted the Department in conducting the Chintan Shivir 2023 and developing the way forward for an effective Public Grievance System.
- Assisted the Department in curation of material for updating the Social Media handles (Twitter, Facebook) with the ongoing initiatives and work, best practices, to increase the citizen awareness

Through its work, QCI plays a vital role in supporting DARPG in streamlining the public grievance

redressal system, enhancing its efficiency and effectiveness and ultimately improving the overall governance experience for the citizens.

6.7 Centre for Development of Advanced Computing (C-DAC)

C-DAC has played a crucial role in removing language barriers by enabling grievance logging in various Indian languages through language computing. C-DAC has developed Open Type Fonts for various scripts in all 22 official languages in over 8000 fonts along with English making it more citizen friendly and increasing the outreach.

Figure 22: Languages Translated



C-DAC with Aligned corpora provide the basis for extraction of various linguistic resources and has developed speech corpora along with text for three East Indian Languages viz. Bangla , Assamese and Manipuri. The corpora text has parts of speech, annotation and the speech has phoneme level annotation. Some of the tools developed by C-DAC include following:

- Intelligent Script Manager (ISM)
- Name Translation tool from English to Indian Language
- Indian Language Software Development Kit
- iPlugin (Web based Development Tool for Indian languages)

6.8 Bhashini

The DARPG has taken a significant step forward by integrating the AI-based language tool, Bhashini, with the CPGRAM portal from July 2023 onwards. This integration is a part of the government's continuous efforts to make the grievance redressal mechanism more accessible and efficient for citizens across the country.

The Bhashini feature launched under the National Language Technology Mission, aims to provide technology translation services in 22 scheduled Indian languages. This wide range of language support is designed to ensure that every citizen can effortlessly access digital services in their own language, transcending language barriers.

Some of the Key Features of Bhashini on CPGRAM are as follows:

- **Language Translation:** Bhashini enables GROs to translate grievance texts from regional languages into English, facilitating a smoother redressal process.
- **Dual-Language Replies:** Complainants have the option to view the final reply in both English and their native language, ensuring better understanding and communication between citizens and authorities.
- **Inclusive Approach:** By supporting multiple Indian languages, Bhashini ensures that language is no longer a barrier for citizens seeking redressal of their grievances.
- **Increased Accessibility:** Citizens who are not proficient in English can now easily lodge their grievances and understand the responses without language constraints.
- **Efficient Redressal:** The tool aids in quicker processing of grievances by overcoming the language barrier, leading to timely and quality disposal of complaints.

The integration of Bhashini with CPGRAM is a testament to the government's commitment to leveraging technology for better governance and citizen satisfaction. It exemplifies the innovative use of AI to foster inclusivity and responsiveness in public service delivery.

Table 22 : DARPG: Bhashini Translation Report (July to Dec 2023)

Language From	Language To	Count
English	অসমীয়া (Assamese)	21
English	ગુજરાતી (Gujarati)	30
English	हदी (Hindi)	996
English	ଓଡ଼ିଆ (Odia)	1
English	मराठी (Marathi)	19
English	తెలుగు (Telugu)	1
English	മലയാളം (Malayalam)	1
English	தமிழ் (Tamil)	4
मराठी (Marathi)	English	7
हदी (Hindi)	English	257
অসমীয়া (Assamese)	English	13
বাংলা (Bangala)	English	1
ગુજરાતી (Gujarati)	English	19
தமிழ் (Tamil)	English	3
മലയാളം (Malayalam)	English	1
		Total = 1374



7

Action Taken Reports



Action Taken Reports

Citizen grievances are a vital feedback mechanism for the functioning of any democratic government. They offer insights into the systemic issues faced by citizens and provide opportunities for administrative improvements and possibly policy reforms. The alacrity and efficient way of redressing the grievances is paramount in the whole process.

A robustly designed system will entail registering the grievances, redressing them, reporting the redressed grievances in the form of action taken report as well as effective feedback mechanism to understand the robustness of the designed system. In this mechanism/system of grievance redressal, an Action Taken Report (ATR) holds a key and manifests its success. It provides a detailed record of the steps taken to address the grievance at each level of hierarchy while keeping the complainant informed about the actions undertaken. While ATR holds significance for record purpose, it is also a formal communication tool. It helps in bridging the gap between the service provider handling the grievance and the complainant, updating the latter on the progress and outcome. Additionally, it serves as an official document for future reference if further issues arise or if the complainant is unsatisfied with the resolution.

CPGRAMS has over the period has incrementally built an ATR system. At the review of each grievance registered with their respective Ministries/Departments, the Grievance Redressal Officer (GRO), by selecting appropriate drop-down options, generates an ATR at the closure of the workflow. Since ATRs reflect and manifests the actions taken by the GROs, DARPG considers reviewing the whole process of ATR, which is akin to reviewing the whole workflow will help Ministries/Departments in identifying recurring issues and improve their processes, leading to better service and fewer grievances in the future. Accordingly, the following section is included in GRAI 2023.

7.1 Existing Structure of ATR

Presently, in CPGRAMS, the resolution of all registered grievances is documented through an Action Taken Report (ATR). However, the generic nature of the current ATR format poses significant challenges for effective analysis and resolution. The resolution process culminates in an ATR. When the GROs access the grievances registered with their respective Ministry/Department, they go through following workflow and select one of the options from each dimension, finally leading to an auto generated ATR at the end. The options available under each dimension are presented below:

1. **Citizen's Demand:** Demand of citizen in specific category
 - Administrative Action
 - Benefits Under Scheme
 - Civic Amenities
 - Police Action
 - Return of Goods/ Services
 - Return of Money
 - Selection Under Scheme
 - Right Related/ Others
2. **Causes:** The underlying reasons identified for the grievance.
 - Local Office Related
 - Policy Related
 - Process Related
 - Other
3. **Nature of Grievances:** A brief description of the issue raised by the citizen
 - Civic amenities and Infrastructure related (Water, Power, Telecommunication Internet, Road, Public Infrastructure)
 - Rights/ Entitlements (pension, Salary, Promotion, Job, Benefits under various schemes)
 - Consumer complaints – Pvt Companies / Public – Services (Banking, Health, Schools, Insurance)
 - Corruption Related
 - Entitlement Related
 - Payment Related – Fraud / Technology Related/ General
 - Payment Related – Technology Related/ General
 - Police / Law & Order
 - Priority Scheme/ Sector/ (Specify name of scheme)
 - Right related
 - Other
4. **Resolution Type:** The method or approach adopted to address the grievance.
5. **Proof of Resolution:** Evidence or documentation supporting the resolution.
6. **Final Reply:** The concluding communication sent to the complainant.

This uniform format is designed to standardise the grievance redressal process across various M&D. While this generic approach ensures a baseline consistency, it also introduces significant limitations. The principal limitations of the current ATR system include:

1. **Lack of Specificity:** Different M&D handle vastly different types of grievances. A generic ATR fails to capture the nuances specific to each M&D, leading to a superficial understanding of the issues. M&D have unique processes, hierarchies and sector-specific terminologies. A one-size-fits-all ATR format may not align well with these variations, resulting in inadequate information to complainants as well as for record purpose.

Figure 23: Present ATR Format

The screenshot shows a web-based form titled "Grievance Action". It contains the following fields and sections:

- Registration number:** PNC/PG/2022/039395
- Action:** CASE DISPOSE OF
- Grievance category:** Select a category
- Name of Grievance Officer:** Parthasarathy Shastri
- Designation of the Officer:** Deputy Secretary
- Name of Organisation:** Department of Administrative Reforms and Public Grievances - PG Division
- Nature of Grievance:** Select an option
- Citizen's Demand:** Select an option
- Resolution Done:** Select an option
- Cause of Grievance:** Select an option
- Resolution type:** Select a resolution type
- Supporting document (if any):** Select file. After choosing PDF file, do not forget to click on upload button to upload file.
- Remarks:** A text area for additional comments.

2. **Ineffective Analysis:** The uniformity of ATRs across diverse M&D makes it challenging to conduct meaningful analysis. Identifying patterns, systemic issues or areas requiring policy intervention becomes cumbersome due to the lack of detailed, context-specific data. So far, using the generic ATRs, the analysis is limited basics such as ATRs generated versus number of grievances registered; active role of GROs in accessing the grievances and the closure of the grievances in the form of generating ATRs.
3. **Reduced Accountability:** The generic nature can sometimes obscure the accountability of specific actions or inactions by M&D. Customised ATRs would enhance transparency and accountability by clearly delineating responsibilities and actions taken.
4. **Adaptation by M&D:** It might be difficult for GROs to summarise all the resolved grievances and the same time, they might be unsure up to which details the action taken to be recorded.

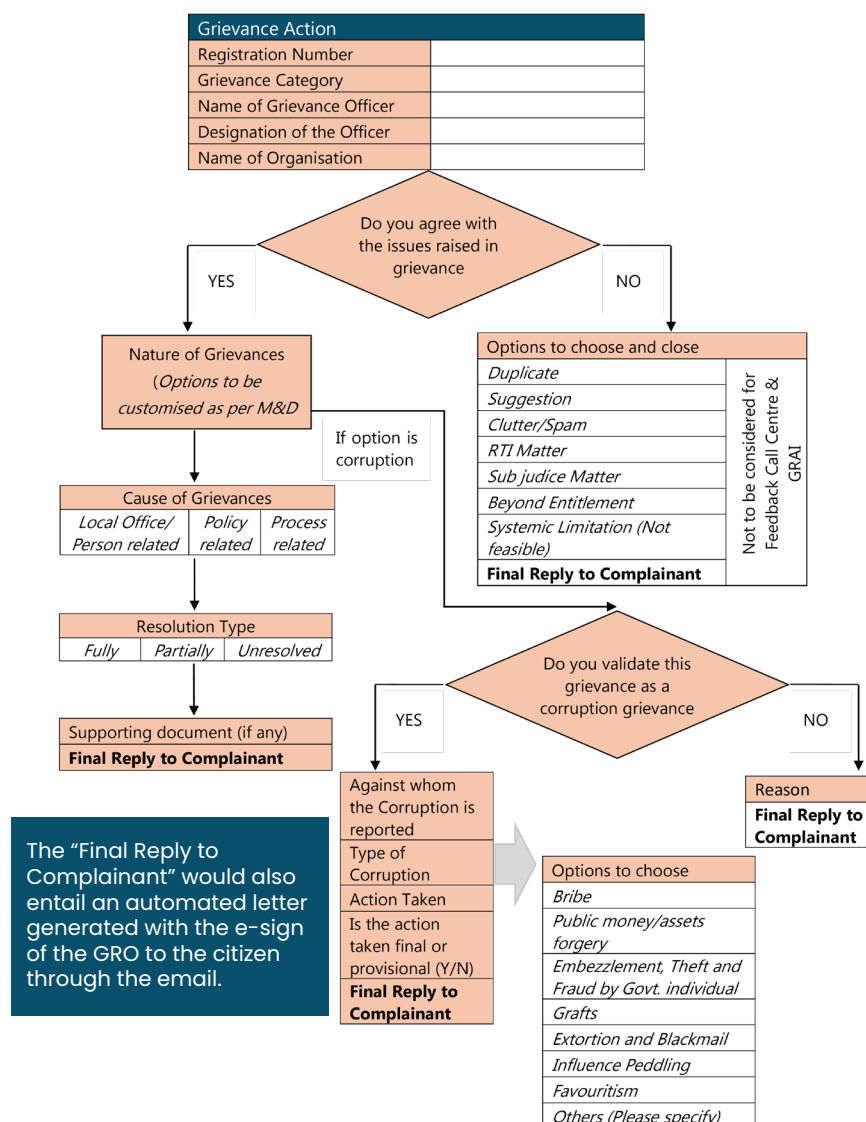
7.2 Need for Customisation of ATR

To address these limitations, it is imperative to customise ATRs to suit the specific needs and types of grievances handled by each M&D. Customisation would involve tailoring the ATR format to capture more detailed and relevant information, thereby enhancing the overall effectiveness of the grievance redressal process. The benefits of customised ATRs are:

1. **Enhanced Specificity and Relevance:** Customised ATRs can be designed to capture detailed information pertinent to the specific operations of each M&D. This would lead to a more precise understanding of the grievances and their underlying causes. If specific ATR to each M&D is cumbersome, preparing ATRs specific to overall general nature of the group of M/Ds may be considered. For instance, all welfare-based M&Ds could have either common ATR or elements in the ATR that are uniform/relatable. Similarly, citizen service heavy M&Ds could have ATRs that carry elements more specific to their mandate/functions. Each M/D with their own specific ATR format would be more ideal and effective.

2. **Improved Analytical Capability:** With more detailed and context-specific data, customised ATRs would enable more effective analysis of grievance patterns as well as quality of resolution provided. This can help in identifying systemic issues and formulating targeted policy interventions.
3. **Increased Accountability and Transparency:** Clear delineation of actions and responsibilities in customised ATRs would enhance accountability. It would be easier to track the effectiveness of the grievance redressal mechanism and hold specific departments (within the M&D) accountable for their performance.
4. **Flexible and Actionable:** While it is recommended to design ATRs customised to each M/Ds mandate, there needs to be flexible elements factored to allow the M/D to handle grievances that often times do not pertain to them. In-build flexibility will offer the M/Ds to identify grievances that needs to be directed either to other correct M/D or the State.

Figure 24: Suggestive ATR flow



A suggestive options of nature of grievances for select M&D is given below:

Department of Financial Services (Banking Division)	
Nature of Grievance	Sub categories
Policy Related	<ul style="list-style-type: none"> Issues related to new banking policies Changes in financial regulations Issues related to legislative amendments
Regulatory Compliance Grievances	<ul style="list-style-type: none"> Complaints about banks not adhering to regulatory standards Issues related to non-compliance with RBI guidelines Regarding unfair banking practices
Public Sector Bank Operations	<ul style="list-style-type: none"> Complaints about Public Sector Bank (PSB) services Issues with PSB staff Concerns regarding PSB performance and efficiency
Financial Inclusion	<ul style="list-style-type: none"> Issues with accessing financial services in rural areas Related to the Pradhan Mantri Jan Dhan Yojana (PMJDY) Complaints about other Schemes and Programmes
Credit and Recovery	<ul style="list-style-type: none"> Disputes over loan approvals and disbursements Issues with loan recovery practices Issues with credit scoring and creditworthiness assessments
Digital Banking and Cybersecurity	<ul style="list-style-type: none"> Complaints about digital banking services and mobile apps Issues related to online transaction security Complaints about data breaches and fraud
Customer Service and Grievance Redressal	<ul style="list-style-type: none"> Complaints about customer service quality in banks Issues with grievance redressal mechanisms
Coordination with Other Bodies	<ul style="list-style-type: none"> Grievances related to coordination between banks and other financial institutions, Issues arising from multi-agency interactions/ non-interactions Complaints about inter-departmental cooperation
Others	
Department of Post	
Nature of Grievance	Sub categories
Service Delivery (Financials)	<ul style="list-style-type: none"> Benefits denied under postal schemes Issues with postal savings bank Postal insurance service complaints Problems with sector-specific initiatives Fraudulent postal transactions
Service Delivery (Postal)	<ul style="list-style-type: none"> Incorrect billing in postal services Mail Theft Disputes with third-party courier services Problems with international mail services Legal Issues with postal deliveries Complaints about specific postal services Feedback on priority postal services Rights to timely delivery General postal complaints
Infrastructure and Maintenance	<ul style="list-style-type: none"> Maintenance of postal buildings Upkeep of postal vehicles Installation of postal equipment Road accessibility to post offices

Nature of Grievance	Sub categories
Digital and Financial Services	<ul style="list-style-type: none"> Digital payment issues Refund delays Online payment failures e-Banking service problems Mobile wallet issues Digital postal service errors
Employee and Human Resource Issues	<ul style="list-style-type: none"> Delayed pension payments Postal salary issues Promotion and job grievances Delay in service benefits Discrepancies in benefit allocation
Others	

Department of Investment & Public Asset Management

Nature of Grievance	Sub categories
Disinvestment	<ul style="list-style-type: none"> Delays in disinvestment process Transparency issues Valuation disputes
Financial Matters	<ul style="list-style-type: none"> Mismanagement of receipts Dividend distribution Impact on shareholder value Unfair restructuring decisions
Investor Outreach	<ul style="list-style-type: none"> Lack of investor communication Accessibility of investment opportunities
Policy Formulation	<ul style="list-style-type: none"> Perceived policy gaps
Monitoring	<ul style="list-style-type: none"> Poor performance monitoring Utilization of disinvestment proceeds
Others	

Ministry of Drinking Water and Sanitation

Nature of Grievance	Sub categories
Water Supply Issues	<ul style="list-style-type: none"> Inadequate water supply Poor water quality Irregular water distribution Contamination of water sources Non-functional hand pumps and borewells
Sanitation and Hygiene	<ul style="list-style-type: none"> Lack of toilets in public areas Poor maintenance of public and community toilets Insufficient sewage and drainage systems Issues related to septic tanks/decentralised treatment facilities
Project Implementation and Management	<ul style="list-style-type: none"> Delays in project execution Poor quality of construction and infrastructure Mismanagement of funds Non-compliance with project guidelines Inadequate monitoring and evaluation
Scheme Benefits and Entitlements	<ul style="list-style-type: none"> Delay in processing benefits Denial of scheme benefits Eligibility disputes Inadequate coverage of schemes
Policy Issues	<ul style="list-style-type: none"> Non-compliance with water and sanitation policies Legal disputes over water sources Conflicts between state and central regulations

Nature of Grievance	Sub categories
Environmental Concerns	<ul style="list-style-type: none"> • Pollution of water bodies • Deforestation affecting water sources • Impact of industrial activities on water quality • Climate change effects on water availability • Inadequate measures for water conservation/rainwater harvesting
Others	

Ministry of Road Transport and Highways

Nature of Grievance	Sub categories
Road Maintenance and Construction	<ul style="list-style-type: none"> • Poor quality of road construction • Potholes and uneven surfaces • Delays in road repairs and maintenance • Lack of proper drainage systems/ water logging • Substandard materials used in construction
Traffic Management and Safety	<ul style="list-style-type: none"> • Inadequate traffic signals and signs • Poorly designed road intersections • Lack of pedestrian crossings • Insufficient street lighting • Unsafe road conditions
Infrastructure Development	<ul style="list-style-type: none"> • Delays in completion of road projects • Inadequate planning and execution • Poorly designed infrastructure • Incomplete road stretches • Lack of bridges and flyovers
Public Transport Services	<ul style="list-style-type: none"> • Inadequate public transport facilities • Poor maintenance of buses and other vehicles • Irregular public transport schedules • Overcrowding in public transport • Lack of facilities for disabled and elderly
Regulatory and Compliance Issues	<ul style="list-style-type: none"> • Issues related to issuing licenses and permits • Non-compliance with traffic laws • Inefficiency in enforcement of road safety regulations • Issues with vehicle registration processes • Problems with vehicle fitness certifications
Toll and Fee Management	<ul style="list-style-type: none"> • High toll charges • Poor maintenance of toll roads • Inadequate toll collection systems • Delays in toll plaza clearance • Discrepancies in toll charges • Issues with electronic toll collection
Environmental Concerns	<ul style="list-style-type: none"> • Impact of road construction on local environment • Noise pollution from road traffic • Air pollution due to vehicular emissions • Destruction of green cover for road projects • Ineffective waste management during construction
Customer Service	<ul style="list-style-type: none"> • Inadequate customer support services • Lack of transparency in resolving issues • Poor communication from authorities
Policy and Legal Issues	<ul style="list-style-type: none"> • Legal disputes over land acquisition for road projects • Non-compliance with government policies • Issues with policy implementation • Conflicts between state and central regulations
Others	

7.3 Recommendations:

- With each M&D actively participating in the CPGRAMS and having embraced its importance, all the M&D may be advised to identify and undertake second generation categorization of the grievances mapped to the mandate/work allocation of each M&D.
- DARPG may facilitate and support each M&D to design ATRs specific to them as a next step.
- Generate analytical reports: The redesign of the ATRs that are specific to each M&D may also have embedded ability to generate multi-faceted analytical report at a specific periodicity.

7.4 Way Forward

For the complainant, the details provided in ATR verifies that their grievance has been acknowledged by the M&D, processed and eventually resolved. The ATRs provide a sense of closure and satisfaction or help the complainants to determine about the escalation process which is filing an appeal as part of CPGRAMS.

The effectiveness of the CPGRAMS in addressing citizen grievances can be significantly enhanced by customising the ATRs for each M&D. By doing so, the grievance redressal process will become more responsive, transparent and accountable. The proposed customisation will not only improve the quality of data captured but also facilitate more effective analysis and policy formulation. Customising ATRs for each M&D would require intensive consultations with each M&D and grouping similar M&D to identify their specific nature of grievances. In future, AI could auto populate an ATR and GRO just validates such an auto population. The DARPG may launch such a tweak on a pilot basis immediately.

It is imperative that the government undertakes this reform to ensure that the CPGRAMS serves as a robust platform for citizen engagement and administrative accountability.



8

Roadmap for Improvement



Roadmap for Improvement

8.1 Introduction

The DPARG, Govt. of India is playing a critical role in providing a platform for citizens to voice their grievances and seek redressal from M&D and other government agencies. CPGRAMS has been operational for close to two decades now, however, CPGRAMS 7.0 is providing a robust grievance redressal platform in the past couple of years with impeccable results. Universalisation of CPGRAMS 7.0 has resulted in auto-forwarding of grievances by changing the method of data collection on CPGRAMS portal and mapping of end-line officers. There are 90 M&D which are now on board. However, as the volume and complexity of grievances continue to grow, it is essential to strengthen, streamline and modify the system to better meet the needs of the public and ensure more efficient, transparent and responsive grievance management system. While the previous chapters provided a window on how the present system is functioning and the 10-step reforms introduced by DPARG in 2022-23 is proving to be a boon in bringing grievance redressal system to the fore and as a core good governance measure. In this section, it is attempted to look at a detailed roadmap for the future of CPGRAMS, highlighting key areas for improvement and strategic reforms.

Over the years, CPGRAMS has established itself as a vital tool for enhancing government accountability and transparency by enabling citizens to file grievances and track their status online. If citizens are not satisfied with the resolution, the CPGRAMS also provides a grievance escalation matrix starting from appeal. Although the system has been successful, there are further opportunities for improvement in handling grievances consistently, providing detailed reporting, speeding up response times, and integrating advanced technologies like AI and ML for data analysis. To build upon these areas, a multifaceted approach, combining technological advancements with capacity building and process optimization is required.

Figure 25: Aim of Suggested Steps

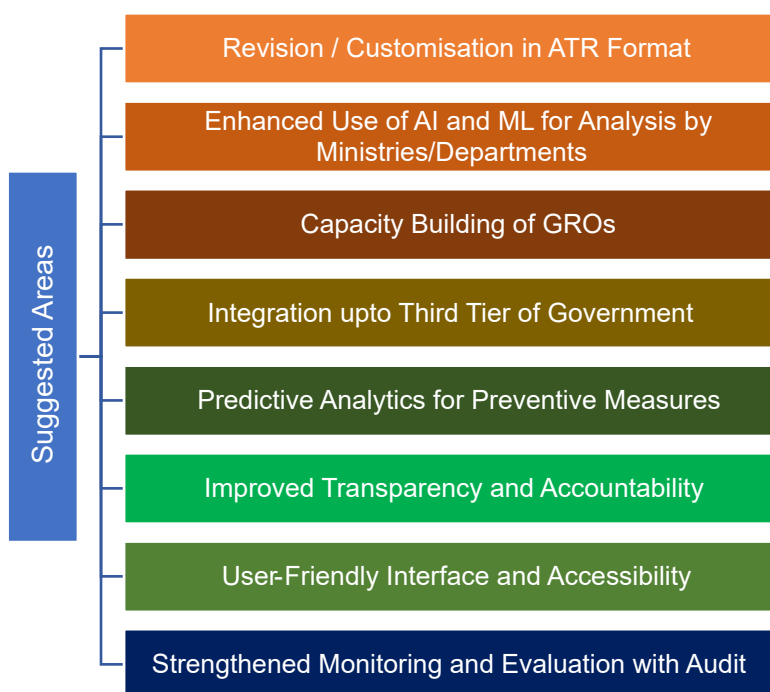


The primary aim of identifying some strategic areas for improvements are listed in Figure 26. While all those listed in the figure are functional at present, the operational efficiency is achieved when the resolutions to the grievances are accurate/correct, and not merely auto-forward to shifting from one role to the other. Achieving the listed aims will not only improve the system's operational efficiency but also foster a more transparent and accountable government-citizen interaction. Enhancing the quality and speed of grievance redressal is fundamental to maintaining public trust and ensuring that government services meet the expectations of the populace.

8.2 Suggested Areas for Improvement

To achieve these aims, following strategic areas have been identified as 8-step improvements along with brief details and rationale about the proposed steps are provided below:

Figure 26: Areas of Improvements



Each of these areas addresses specific challenges within the current system and provides a roadmap for targeted reforms. The subsequent sections discuss the current challenges and proposed reforms for each strategic area in detail.

Figure 27: Suggested Areas and Proposed Steps

Scope	Proposed Steps
Revision / Customization in ATR Format	
<ul style="list-style-type: none"> The existing ATR format often lacks detail and clarity, leading to uncertainty about some aspects of grievances and resolution provided. Standardization issues result in inconsistent reporting across different M&D. 	<ul style="list-style-type: none"> Standardised Format: Introducing a standardised yet customized ATR format for M&D and/or group of M&D. This should include sections for detailed grievance descriptions, specific actions taken, timelines, responsible officers, and outcomes among others. Comprehensive Details: Ensuring ATRs provide clear and comprehensive descriptions of the steps taken to resolve the grievance, including interim measures. Feedback Integration: Incorporate a feedback mechanism with ATR at CPGRAMS portal allowing collected feedback from citizen to be visible against the grievances/ATRs filed. Auto Population of ATR: AI could auto populate an ATR and GRO just validates such an auto population. The DARPG may launch such a tweak on a pilot basis immediately.
<p>Rationale: Implementing these changes will make the ATRs more informative and user-friendly, thereby improving the transparency of the grievance redressal process. This will also help in setting clear expectations for the complainants regarding the actions taken and the timelines for resolution. It will lead to improved analysis of grievances registered and resolutions provided. More importantly, all M&D will correctly map the grievance categories with their mandate/schemes etc.</p>	
M&D adopting Enhanced Use of AI and ML for Analysis	
<ul style="list-style-type: none"> At present the IGMS or the use of AI/ML is pivoted by DARPG. M&D are yet to embrace and utilise its potential fully. Difficulty in identifying patterns and trends across large volumes of grievances. Manual analysis of large number of grievances leads to delays and inefficiencies. 	<ul style="list-style-type: none"> Pattern and Trend Analysis: Promoting usage of AI & ML facility provided by IGMS 2.0 (developed by IIT-Kanpur) to analyse grievance data and identify recurring issues and systemic problems which should lead to proactive measures. Automated Categorisation: Implementing AI and ML algorithms to automatically categorise grievances particularly marked as "Others" based on their nature and urgency, improving triage and response times. Sentiment Analysis: Employing AI to analyse the sentiment of grievances, helping to prioritise issues based on emotional tone and severity.
<p>Rationale: At present the IGMS or the use of AI/ML is pivoted by DARPG. M&D are yet to embrace and utilize its potential fully. M&D can move from a reactive to a proactive approach in grievance handling. DPARG has invested time and energy in developing IGMS. The onus of leveraging AI and ML to its full potential lies with the M/Ds. Automated categorisation and sentiment analysis can significantly reduce response times and ensure that urgent grievances are prioritised. Pattern and trend analysis will provide valuable insights into systemic issues, allowing for targeted interventions and policy changes to address root causes.</p>	

Scope	Proposed Steps
Capacity Building of Grievance Redress Officers	
<ul style="list-style-type: none"> Officers handling grievances often lack adequate training and resources. Variability in the quality of grievance handling across different departments. 	<ul style="list-style-type: none"> Regular Training Programmes: Organize regular training sessions and workshops to enhance the skills and knowledge of grievance redress officers. Knowledge Sharing Platforms: Create platforms for officers to share best practices, challenges, and success stories, fostering a collaborative approach. Resource Allocation: Ensure officers have access to the necessary tools and resources to handle grievances effectively.
<p>Rationale: Enhancing the capabilities of GROs is crucial for consistent and high-quality grievance handling. Regular training programmes, workshops, conferences, etc., will keep officers updated on best practices and new tools, while knowledge-sharing platforms will encourage collaboration and innovation. Adequate resources will empower officers to resolve grievances more efficiently and effectively. DARPG to continue its ongoing efforts in the area through Sevottam.</p>	
Integrating Third Tier of Government (Urban Local Bodies & Rural Local Bodies)	
<ul style="list-style-type: none"> CPGRAMS primarily operates at the central and state levels, leading to gaps in grievance redressal at the local (third tier) level. Lack of integration between central, state, and local grievance redressal mechanisms, resulting in delays and inefficiencies. Grievances related to local governance (Urban Local Bodies (ULBs), Rural Local Bodies (RLBs) – Gram Panchayats) are often not effectively addressed due to the absence of a streamlined platform. 	<ul style="list-style-type: none"> Full Integration Across All Levels: Extending CPGRAMS to integrate with local government bodies, including (Urban Local Bodies (ULBs), Rural Local Bodies (RLBs)). This will ensure that grievances are addressed at the grassroots level. Formalising it by mandating/bringing in PRIs/ULBs to the platform will entail 360-degree coverage of CPGRAMS. Unified Platform: Developing a unified platform where grievances can be lodged and tracked seamlessly across the Central, State and Local-levels. Local Officer Inclusion: Involving local government officers in the grievance redressal process to ensure that grievances related to local issues are addressed promptly. Data Sharing and Collaboration: Establishing protocols for data sharing and collaboration between different levels of government to ensure a coordinated approach to grievance redressal. Inter-Governmental Coordination: Setting up coordination committees at the central, state and local levels to oversee integration and address issues that arise.
<p>Rationale: Integrating CPGRAMS to the third tier of government aligns with the vision of creating a unified, one-nation-one-portal approach for grievance redressal. This reform will ensure that grievances are addressed efficiently across all levels of government, enhancing the overall effectiveness and transparency of the system. By involving local governments, CPGRAMS can tackle issues at the grassroots level, leading to more comprehensive and satisfactory grievance resolutions.</p>	

Scope	Proposed Steps
Predictive Analytics for Preventive Measures	
<ul style="list-style-type: none"> Reactive approach to grievance handling. Lack of preventive measures to address recurring issues. 	<ul style="list-style-type: none"> Predictive Modelling: Using predictive analytics to forecast potential issues based on historical data & trends. This is premised on review and process improvement within the M&D including policy reviews. Preventive Actions: Develop preventive action plans to address issues before they escalate into larger problems, thereby reducing the overall volume of grievances.
<p>Rationale: Predictive analytics can transform the grievance redressal system from a reactive to a proactive one. DSU and IIT-K have generated enough data providing a window of policy review prescriptions. M/Ds need to proactively review their processes/policies using these trends to predict future grievance potentials and thereby take preventing measures by way of policy reforms. By forecasting potential issues, the system can implement preventive measures, reducing the occurrence of grievances and improving overall efficiency. The Tree-Dashboard and IGMS 2.0 designed and developed by the DSU and IIT Kanpur respectively will be used optimally.</p>	
Improved Transparency and Accountability	
<ul style="list-style-type: none"> Lack of details about the grievance redressal process. Limited accountability mechanisms for officers handling grievances. 	<ul style="list-style-type: none"> Public Disclosure: Regularly publish grievance redressal statistics, including the number of grievances received, resolved and pending through publicly assessable dashboard. Accountability Framework: Establishing a clear accountability framework with defined roles, responsibilities, and consequences for non-compliance.
<p>Rationale: This is linked to revision to ATR and the process associated with it. Transparency and accountability are cornerstones of an effective grievance redressal system. It is important to note that the DARPG is already publishing grievance redressal statistics on a monthly basis, CPGRAMS can ensure that the public is well-informed about the system's performance through a publicly available dashboard. An accountability framework will hold officers responsible for timely and effective grievance resolution, thereby enhancing the overall credibility of the system.</p>	
User-Friendly Interface and Accessibility	
<ul style="list-style-type: none"> Sometimes non-intuitive user interface. Limited accessibility for differently-abled individuals. 	<ul style="list-style-type: none"> Redesign Interface: Redesigning the CPGRAMS interface to be more user-friendly, intuitive, and accessible. Accessibility Features: Incorporate features such as screen readers and voice commands to make the system accessible to differently-abled users.
<p>Rationale: A user-friendly and accessible interface is essential for ensuring that all citizens can easily file and track grievances. Multilingual support will cater to India's diverse population, while accessibility features will make the system inclusive for differently-abled individuals. A redesigned interface will improve the overall user experience, encouraging more citizens to utilize CPGRAMS.</p>	

Scope	Proposed Steps
Strengthened Monitoring and Evaluation with Periodic Audit	
<ul style="list-style-type: none"> Insufficient monitoring and evaluation of the grievance redressal process. Lack of data-driven insights for continuous improvement. 	<ul style="list-style-type: none"> Data Analytics: Using data analytics to evaluate the performance of the grievance redressal system and identify areas for improvement. Periodic Audits: Conducting periodic audits of the grievance redressal process including a sample of grievances which are reported to be resolved with ATRs to ensure compliance with established standards and protocols.
<p>Rationale: Strengthening monitoring and evaluation mechanisms will provide continuous oversight of the grievance redressal process. Real-time monitoring tools will ensure that grievances are addressed promptly, while data analytics will offer insights into system performance and areas for improvement. Periodic audits will ensure compliance with standards and foster a culture of accountability and excellence.</p>	

8.3 Specific Recommendations for the M&Ds

- **Enhanced Used of AI-tools at CPGRAMS:**

To maximize the benefits of the existing features of IGMS 2.0, including the Tree Dashboard, Central M&Ds should focus on fully utilising these tools' current AI-driven capabilities. The Tree Dashboard, with its real-time, hierarchical grievance analysis, allows M&Ds to quickly identify grievance patterns and root causes. M&Ds should use this feature to prioritise priority sector schemes/programmes, high-impact issues and expedite resolutions by directly targeting common complaint areas. Additionally, the AI within IGMS 2.0 automates tasks such as drafting response letters for similar grievances, ensuring both speed and consistency in replies. M&Ds should encourage their GROs to make full use of this automated assistance to handle routine grievances more efficiently.

Moreover, IGMS 2.0's data visualisation can help M&Ds monitor their performance and implement corrective measures where resolution timelines are lagging. M&Ds should also strengthen regular feedback loops by using the Feedback Call Centre data, improving response strategies based on citizen satisfaction levels. By embracing these features, M&Ds can significantly enhance grievance resolution quality and transparency, ensuring more effective public service delivery.

- **Measure for Reducing Average Grievance Resolution Time**

- **Detailed Action Taken Report (ATR):** Ensuring that grievances are closed with a comprehensive ATR will enhance transparency and accountability. By strengthening this process, grievances can be resolved more conclusively and reduce unnecessary follow-ups or appeals, leading to faster resolution.
- **Designating Adequate GROs:** M&Ds should ensure that the number of GROs is proportionate to the volume of grievances received. This can prevent bottlenecks and distribute the

workload evenly, allowing grievances to be handled in a timely manner.

- o **GROs Activeness and Enhance Capability:** The mapped GROs need to be active on the CPGRAM portal by logging in to check for any grievances received and resolve the same. Regular training on the use of tools like IGMS 2.0 can further empower these officers to resolve grievances efficiently.
- o **Grievance Categorisation and Streamlining:** M&Ds should invest effort into continuously refining and updating the grievance categories to match the evolving nature of complaints. More accurate categorisation at the initial registration stage ensures grievances are routed to the correct level (State/Regional/District/Local Government) from the start, preventing delays caused by reassignments or misrouting.
- o **Auto-escalation Protocol:** Enhancing the auto-escalation feature within IGMS 2.0 can further reduce delays. If a grievance isn't resolved within the stipulated time, it should be automatically escalated to higher authorities, ensuring timely intervention and preventing stagnation at lower levels.
- o **Inter-Departmental Coordination:** Many grievances may involve more than one Ministry/Department. By integrating the Tree Dashboard and other tools for better inter-Ministerial/Departmental coordination, M&Ds can collaborate efficiently and resolve multi-departmental issues faster. Clearly defined roles for each M&Ds will minimise back-and-forth communication, which often causes delays.
- o **Standard Operating Procedures (SOPs):** Introducing and adhering to clear Standard Operating Procedures (SOPs) for different types of grievances can bring consistency to how complaints are handled. SOPs should include time-bound stages for grievance handling and escalation paths for unresolved cases, ensuring that no grievance lingers without action.
- o **Periodic Internal Audits and Accountability Measures:** Conducting periodic audits of grievance redressal processes and holding officers accountable for delays can help identify bottlenecks in the system. M&Ds should use audit findings to address procedural issues that may be prolonging grievance resolution times.

● **Capacity Building of GROs**

Capacity building of GROs is essential for improving the overall grievance redressal mechanism across Central M&Ds. Providing regular, structured training sessions that focus on both procedural and soft skills can significantly enhance their efficiency. Training should cover areas such as grievance categorisation, effective communication with complainants and navigating the regulatory framework for different types of complaints. Capacity building should specifically focus of AI-capabilities built

with CPGRAMS through tools like IGMS 2.0, Tree Dashboard, etc. Additionally, equipping GROs with conflict resolution techniques and best practices in public service delivery will ensure grievances are handled empathetically, reducing escalations. Specialised training in analysing grievance trends and preparing ATRs can also help officers resolve cases more comprehensively. Continuous professional development mentoring, and exposure to successful grievance management models will empower GROs to improve their productivity, ensuring faster and more satisfactory grievance resolutions.

8.4 Achieving CPGRAMS Objectives

Implementing these strategic reforms will significantly contribute to achieving the aims and the overall goals of CPGRAMS. By revising the ATR format and enhancing transparency, citizens will have a clearer understanding of how their grievances are being addressed, fostering trust in the system. The use of AI and ML for analysis will streamline grievance handling and allow for better identification of systemic issues, enabling more proactive and data-driven governance.

Moreover, continued efforts of capacity building of officers will ensure more consistent and high-quality grievance handling across all M&D. Integrating CPGRAMS with third tier of government will facilitate a One-Nation-One-Portal approach, providing a unified platform for grievance redressal. Enhancing user interface and accessibility will make the system more inclusive and user-friendly, while strengthened monitoring and evaluation will ensure continuous improvement and accountability.

These reforms align with the overall objectives of CPGRAMS, including the vision of creating a unified portal for grievance redressal across the nation. By leveraging technology, enhancing human resources, and fostering an environment of continuous improvement, CPGRAMS can transform into a more responsive, transparent, and efficient system that meets the evolving needs of the public.

8.5 Conclusion

By implementing these steps, CPGRAMS can further enhance its effectiveness and efficiency in addressing public grievances. These steps will not only improve the system's responsiveness and transparency but also build greater public trust in government institutions. The way forward involves leveraging technology, enhancing human resources, and fostering an environment of continuous improvement to ensure that grievances are resolved in a timely and satisfactory manner. Continuous improvement is happening in CPGRAMS with the use of AI & ML. The ideal process of grievance is indicated in table below:

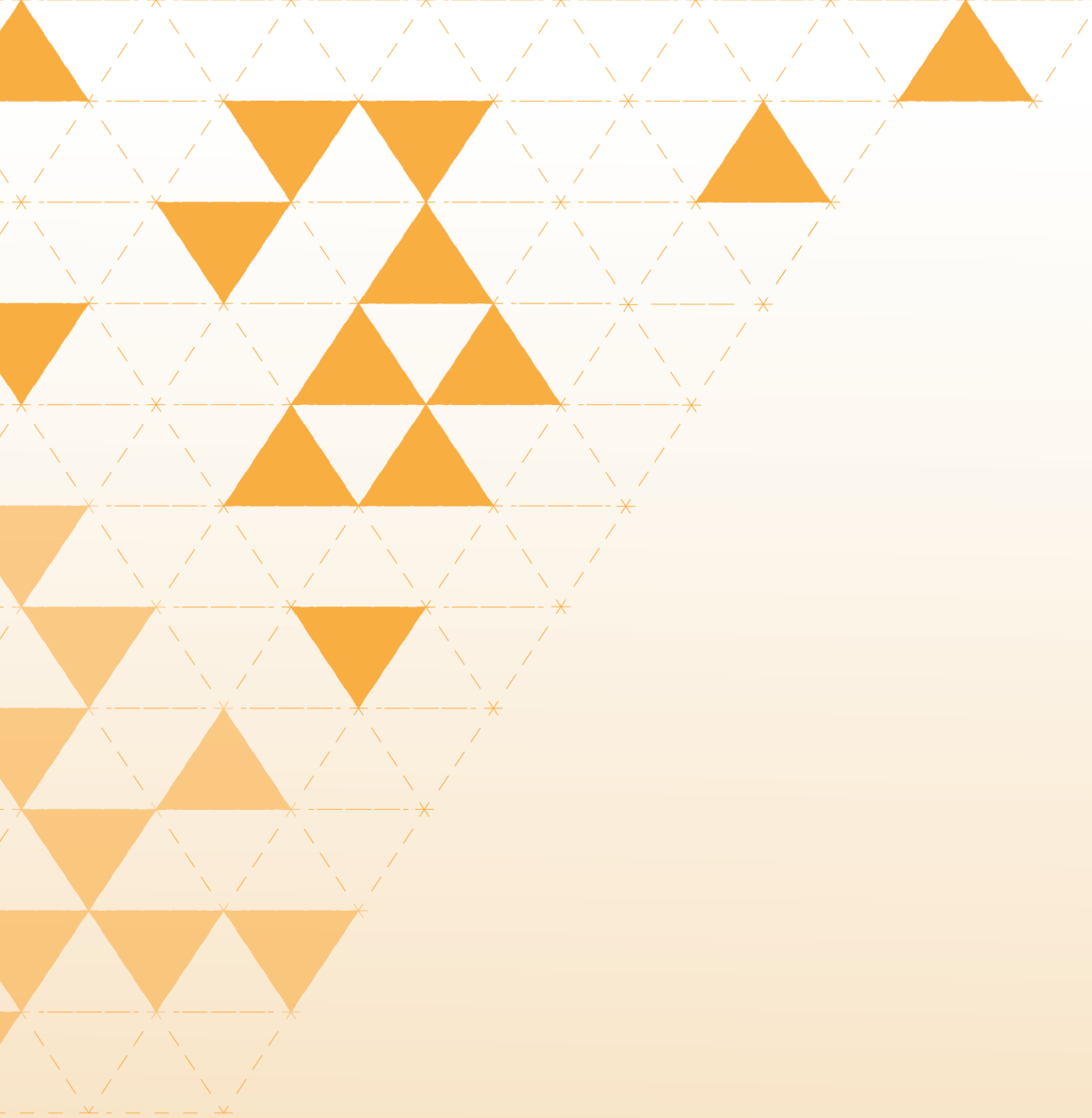
Table23: Ideal Process for CPGRAMS

#	Stage of grievance	Sub-stage of grievance	Problems to solve	Drishti API/Modules	DIGIT PGR	Potential Ecosystem Partners
0	Discovery		<ul style="list-style-type: none"> ● Accessible at point of contact ● Multiple, convenient choices 	PULSE		<ul style="list-style-type: none"> ● CSCs ● Gram Vaani- to be proposed ● Ajeevika Bureau- to be proposed ● Haqdarshak- to be proposed
1	Initiation	1.1 Sign Up 1.2 Sign In 1.3 Grievance Registration	<ul style="list-style-type: none"> ● Needs entering of minimal personal data ● Simple, accessible like phone number OTP Grievance registration should be: <ul style="list-style-type: none"> ● Multimodal ● Omnichannel ● Multilingual ● Conversational ● Capture complete & necessary information 	Auth Service, Available (Mobile accessible form), API, With access control Registration: Case service	Auth Service, Available (Mobile accessible form), API, With access control, case service PGR Service	<ul style="list-style-type: none"> ● Gram Vaani ● Ajeevika Bureau ● Haqdarshak
2	Pre-processing	2.1 Segregation (suggestions, non-maintainable, etc.) 2.2 Allocation (Ministries, State Depts., Local bodies, banks, regulators, nodal agencies, etc.)	Segregation based on: <ul style="list-style-type: none"> ● Intent classification ● Rule-based engine Auto allocation based on: <ul style="list-style-type: none"> ● Intent classification ● Rule-based engine ● R&R mapping 	None		<ul style="list-style-type: none"> ● Maji voice ● Reap Benefits
		2.3 Acceptance	<ul style="list-style-type: none"> ● SLA-based criteria; clear accountability ● Re-routing if allocated incorrectly ● Re-allocating as non-maintainable 	None		

#	Stage of grievance	Sub-stage of grievance	Problems to solve	Drishti API/Modules	DIGIT PGR	Potential Ecosystem Partners
3	Resolution	3.1 Remedial Action	<ul style="list-style-type: none"> SLA based, time-bound action Stage-wise visibility and ETA for resolution 	Workflow Service (Stage wise SLA - Alerts + Auto Escalations)	Workflow Service , same as Drishti	<ul style="list-style-type: none"> Pilot States Regulators
		3.2 Approval of remedial action	<ul style="list-style-type: none"> Optional supervisory check on resolution 	No Supervisory check	No supervisory check	
		3.3 Closure	<ul style="list-style-type: none"> Machine-readable ATRs for ease of review 	ATR: (LME Comment Box - Customisable)	ATR: (LME Comment Box: Customisable)	
4	Post resolution	4.1 Feedback	<ul style="list-style-type: none"> Actionable insights for process improvements 	None	Feedback Service	<ul style="list-style-type: none"> XKDR Dvaara Niti Aayog
		4.2 Appeal	<ul style="list-style-type: none"> Seamless movement of data and metadata 	None	Re-open Complaint (continues along the same route) No escalation service. (Tahera to check if re-opening can be customised to become escalation service)	<ul style="list-style-type: none"> SEBI Pulse Protocol
		4.3 Analytics/ Insights (Centralized & Decentralized Insights)	<ul style="list-style-type: none"> Dashboard to aid reviews at multiple levels (public, National, State Dept, Section Officer, etc.) Periodic review of insights to inform policy-making 	Simple Dashboards/Reports	Simple Dashboards/Reports	

The way forward involves leveraging technology, enhancing human resources and fostering an environment of continuous improvement to ensure that grievances are resolved in a timely and satisfactory manner





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