

CPGRAMS – Grievance to Governance [G2G]

A Study of the World largest instrument of Accountability to drive Good Governance in India



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**Department of Administrative Reform
and Public Grievances**



**School of Public Policy and Governance
MDI, Gurgaon**

ACKNOWLEDGEMENT

India is constantly inching towards a Viksit Bharat, and to align with this vision, under the leadership of the Honourable Prime Minister, Sri Narendra Modi, several reforms have been undertaken. The Prime Minister's vision of citizen-centric reform in governance was translated into reality by Dr. Jitendra Singh, Honourable Minister of Personnel, Public Grievances, and Pensions.

CPGRAMS as G2G model is one critical reform that is constantly transforming governance. It created avenues for citizens by establishing mechanisms of socially and linguistically sensitive decision-making tools to ensure that services are accessible, acceptable, and accountable. Thus, it transformed paths for citizens participation and partnership in decision-making.

On behalf of the School of Public Policy and Governance, MDI Gurgaon, I would like to express my sincere gratitude to the Secretary, DARPG, GoI. Sri V Srinivas, IAS.

I am grateful to Director MDI, Prof. Arvind Sahay, for his encouragement and the support of the office, which made this project a fulfilling and enriching experience. I would also like to thank Sudeshna Roy, the research associate, for her unwavering support in data collection and analysis.

Lastly, I dedicate the study to the collective efforts of millions of citizens whose engagement made the story of G2G - grievance to governance model possible.

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1. Introduction

The Centralised Public Grievance Redressal and Monitoring System (CPGRAMS) is a centralised digital platform for a citizen-centric grievance redressal system, aimed at improving good governance. The reform was created by the Department of Administrative Reforms & Public Grievances (DARPG), Government of India, in 2007. Since then it has constantly evolved in attempt towards improving efficiency public system. In 2022, the DARPG undertook several initiatives, including the universalisation of CPGRAMS 7.0, the launch of the Intelligence Grievance Monitoring System (IGMS) 2.0, the CPGRAMS Mobile App, and a focus on inclusivity, outreach, training, and Capacity Building. As a result, from 2022 to 2024, CPGRAMS successfully resolved over 7 million grievances and mapped more than 1 million Grievance Redressal Officers (GROs), helping to create a more responsive and efficient India. CPGRAMS now connects 91 central ministries, Departments, and Organisations with 36 States/UTs, offering a seamless platform supported by nationwide organisations/institutions having large public interface. CPGRAMS has significantly improved citizen engagement and service delivery mechanism.

“India's priority for Next Generation Reforms is to ensure that all government facilities and services reach citizens up to the last mile. In government efforts towards Viksit Bharat by 2047, effective redressal of public grievances is one of the most critical aspects of Indian democracy, accorded the highest priority to the subject, with a focus on citizen engagement. Grievance Redressal systems is to make government more sensitive, accessible and meaningful”

Prime Minister Shri. Narendra Modi

2. Turn Around: Grievances to Governance

Before 2007, the purpose and process of the grievance redressal mechanism were department and state-specific. Moreover, it was to address an individual's complaint to the government. Though the grievance redressal mechanism conformed to existing legal system, it often remained embedded in the following issues, making it a wicked problem in governance:

- I. **Volume of Grievances:** Ministries/Departments receive a high volume of grievances, encompassing a range of issues, from service delivery concerns to policy disputes. Resolving this large volume within the stipulated time and to the satisfaction of all parties is a daunting task.
- II. **Dispersed Multilayer Government:** Ministries/Departments approximately 3500 schemes, with 636 plus central government schemes and several states/Union Territory schemes addressing the needs of over 144 million population dispersed over 3.3 million

square kilometres, making it a bureaucratic and hierarchical complex, which often impedes timely coordination and resolution of grievances.

- III. **Low Citizens Engagement:** Low citizens' engagement is often an outcome of a lack of awareness & access, a lack of trust in the government redressal system, corruption, and low or no satisfactory, timely resolution
- IV. **Human Resource Constraints:** The Public system fails to deliver on time due to a lack of administrative efficiency and capacity to make evidence-based decisions. Public sector organisations often face challenges in deploying human resources and adopting agility to integrate technology, making it difficult to allocate staff and implement cutting-edge technology for effective grievance management.
- V. **Political Interference and Corruption:** Information darkness, coupled with limited capacity and administrative ease, often promotes the misuse of public power for personal gain. In some cases, political interference may hinder the fair and impartial resolution of grievances.

In the condition mentioned above that crippled the public system was turned around through necessary reforms with the successful design and implementation of CPGRAMS. CPGRAMS reform was ingrained in a principle shift from grievance focus to governance with the adoption of three key agendas:

- a) Political mandate
- b) Committed and competent executive, and
- c) Willingness and capability to take on vested interests in the system

This shift from grievance to governance was reflected in the purpose and processes of grievance redressal, extending beyond a tool for citizens' engagement and entitlement to decision-making for improve efficiency and effectiveness in public systems. The primary objective of establishing of CPGRAMS was to enhance governance mechanisms and promote transparency, accountability, and interdepartmental coordination within the administrative framework of Indian governance systems. The CPGRAMS oversees the resolution of grievances and complaints filed by the public and private organisations regarding issues of dissatisfaction with public service delivery to citizens of India. The system enables aggrieved individuals to contact the relevant central and state ministries and departments to file their complaints, thereby directing the concerned authorities to focus resources on taking prompt and specific actions, empowering participatory governance. The single portal connected to all ministries and departments streamlines the resolution of grievances systematically,

allowing for the official recording and documentation of grievances and proper channelization.

3. Driver of Reform

The DARPG is the nodal agency which has been allocated the responsibility for Policy, Coordination and Monitoring by the Allocation of Business Rules, 1961, on issues about

- (a) Redress of Public Grievances in general and
- (b) Grievances about Central Government Agencies.

The Public Grievance Division has been responsible for this activity since December 1987. In

“Pendency of Public Grievance cases in central Ministries/Departments stands at an all-time low of 0.63 lac cases. redressal of Public Grievances was also one of the thrust areas of the Special campaign conducted by the Government on institutionalizing Swachhata and reducing pendency in Government offices from 2 Oct -31 Oct. About 5,21,958 (99.4%) public grievances have been disposed of during the Special Campaign 2023.”: Union Minister, Dr Jitendra Singh

1997, the Division was also accountable for Citizen-Centric Initiatives, namely the Citizens' Charter. Since the focus has been on centralising the system of citizen-centric governance. DARPG had undertaken the One Nation - One Portal Digital platform across the Government of India and State Governments for seamless digital processing of Grievances, adopting an integrated approach to improve governance. The seamless two-way technology-enabled integration of grievance forms from state portals to CPGRAMS and vice versa makes the administrative system effective. For this purpose, the National Informatics Centre (NIC), Ministry of Electronics and Information Technology (MEITY), in association with the

Directorate of Public Grievances (DPG) and the Department of Administrative Reforms and Public Grievances (DARPG), developed CPGRAMS, a web-enabled digital system.

To expedite the adoption of technology and administrative capacity into the system, monthly Meetings with all Nodal Officers are convened by DARPG with all States/UTs and all Central Ministries. CPGRAMS is successful due to DARPG's constant monitoring, evaluation, assessment and learning [MEAL] approach. Monthly review monitoring with evaluation of progress on GRAI, further advancing with root cause analysis of ministries and departments, ultimately unleashing learning through the sharing of successful initiatives and their recognition as awards.

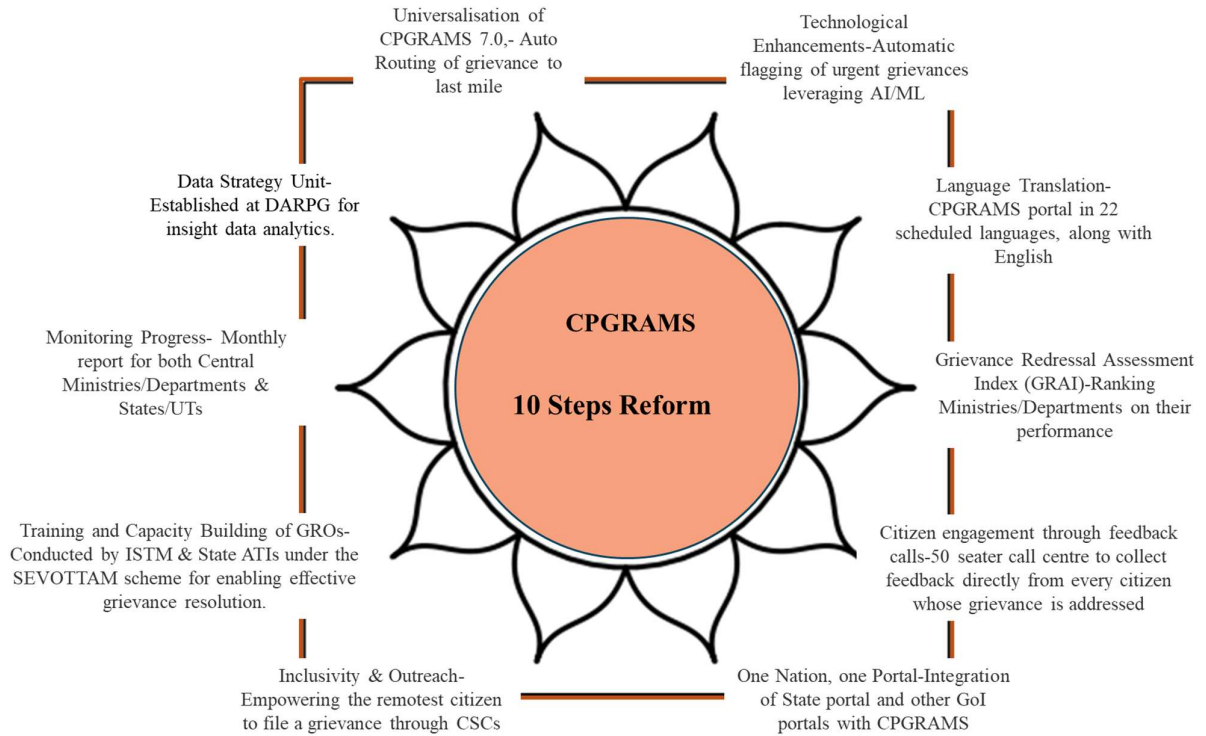
4. CPGRAMS: One Nation-One Portal

CPGRAMS is established through integrated 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 is an institutionalised and organised flagship initiative in the country for grievance redressal, whereby citizens can lodge their complaints, track the status of submitted complaints, appeal to public authorities, and provide feedback on their satisfaction with the redressal process, all using an information and communication technology-enabled system. CPGRAMS is a centralised online 24X7 portal where Indian citizens and private entities can lodge their grievance with public authorities, concerning with state governments, union ministries, and departments. It is a single portal connected to all ministries and departments of the Government of India, as well as the states. Every Ministry and States have role-based access to this system. In the CPGRAMS, grievances once filed are allotted a unique registration ID, categorised as those arising from abuse of office and corruption, systemic deficiencies and grievances arising from poor service delivery. The entire structure is headed by the Honourable Prime Minister of the country, and there is a functioning position of a Deputy Secretary.

5. 10 Steps to Reform that transformed Citizen Centricity

The Parliamentary Standing Committee (PSC) of the Ministry of Personnel, Public Grievances and Pensions, in its 106th Report, recommended developing a "Grievances Redressal Index" on the lines of the Good Governance Index. Following the recommendations, the DARPG has conceptualized the Grievance Redressal Assessment and Index (GRAI) and included it as part of the 10-Step Reform Programme of CPGRAMS.

10 Steps techno-administrative improvements in CPGRAMS are outlined as follows:



6. The Dynamic Model

The digitally enabled SWAGAT, introduced in 2003 by the Honourable Prime Minister during

SWAGAT received the 2010 UN Public Service Award for improving public service transparency, accountability, and responsiveness.

his tenure as Chief Minister of the state of Gujarat, transformed accessibility to grievance systems for citizens across Gujarat.

CPGRAMS 7.0

Under CPGRAMS 7.0, grievances are directed to the level of the last-mile grievance officer. CPGRAMS is also accessible to citizens through a standalone mobile application downloadable from the Google Play Store and a mobile application integrated with UMANG. The citizen can access the system online through the portal www.pgportal.nic.in.

The operationalisation of the techno-administrative driven CPGRAMS has extended its footprint in decentralised governance, fostering greater citizen engagement, transforming administrative culture, promoting inclusivity, rationalising bureaucracy, and improving efficiency in ministerial and departmental undertakings. The dynamic evolution with the

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

1. Citizen Connect
2. Strengthening existing citizen Grievance Redressal System
3. Improving the Quality of Disposal, and
4. Re-imagining Service Delivery “

- Source: V Srinivas Effective Redressal of Public Grievance. pp 9

adoption of techno-administrative ease, CPGRAMS, bridged the gap between the administration and the citizens.

CPGRAMS 7.0 reforms in 2022 enable the closure of the loop in grievances by allowing for direct contact with the citizen complainant telephonically to solicit their feedback on grievance redressal or appeals. The awareness campaigns, 'Good Governance Week', which have been organised since 2021, have promoted citizens' engagement. National workshops on the use of technology in grievance

redressal, as well as collaborations with state governments on several initiatives related to grievance redressal, have been conducted regularly to build institutional capacity. To promote competitive federalism within the public system, the constitution of awards for excellence in public administration and improvements in service delivery has also been undertaken as incentives. DARPG constantly reviews state initiatives and their potential to improve coherence, relevance, and impact in state governments' systems, sharing them as best practices with other states for cross-fertilisation. Some of the recent cases were PGRS (Andhra Pradesh), SWAGAT (Gujarat), and SAMADHAN (Uttar Pradesh).

DARPG has established a Data Strategy Unit that provides trend, geographical, and root cause analysis for all central ministries/Departments and States/UTs. The grievance officers are regularly provided with training and capacity building under the Sevottam Scheme and are coordinated with state governments to utilise human and financial resources. Feedback Call Centres have been established, and the integration of artificial intelligence and machine learning has been performed to generate analytical data insights for informed decision-making. Monthly reports on the performance of CPGRAMS are published, and social media is leveraged to connect with citizens as part of a clear-cut communication strategy. To expand the communication and outreach of CPGRAMS, the use of regional languages, the establishment

of Common Service Centres (CSCs) for grievance filing, and the creation of a One Nation-One Portal are being implemented.

Additionally, the community radio system, e-Vigyapan, posters with QR codes and other digital platforms are part of the comprehensive communication planning. The DARPG undertakes monthly progress review meetings to boost coordination and communication among grievance and appellate officers, knowledge partners, state nodal officers, and State ATIs. All the measures aim to provide a bottom-up approach for objectively resolving grievances within a minimum timeframe and with the input of citizens.

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

The Public Grievances Division of DARPG was strengthened through comprehensive redeployment, and all vacant posts were filled. DARPG collaborated with 22 State Administrative Training Institutes to implement the Sevottam Program, following extensive discussions with HIPA Gurgaon.

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

7. One Nation – One Portal

India is not spread out in terms of administrative geography; the prevalence of regional languages characterises it. Linguistically, India is one of the most linguistically diverse nations, with a total of approximately 121 languages and over 270 mother tongues. State Governments in India, to promote a bottom-up approach in governance, notify official languages apart from Hindi and English; there are 21 Regional Languages besides English and Hindi.

CPGRAMS has been operationalised in all scheduled languages. CPGRAMS is available in English, Assamese, Bengali, Gujarati, Hindi, Kannada, Kashmiri, Konkani, Malayalam, Manipuri, Marathi, Nepali, Oriya, Punjabi, Sanskrit, Sindhi, Tamil, Telugu, Urdu, Bodo, Santhali, Maithili and Dogri.

Despite awareness generation and access via mobile, from July 2022, CPGRAMS was integrated with over 0.55million Common Service Centres across India. Common Services Centres serve as access points for the delivery of Government-to-Citizen (G2C) e-Services, bringing them within the reach of citizens by creating physical service delivery ICT infrastructure. It helps in creating a transparent service delivery mechanism and reducing the effort required for citizens to visit government offices. Citizens have widely adopted the initiative of filing public grievances from Common Service Centres. 47% grievance received by the DoAFW are being filed through CSCs for the year 2024.

DARPG has operationalised a Feedback call centre for quality disposal through BSNL, effective from July 1,2022. The Feedback Call Centre covers all Grievances received by Ministries/Departments and the States/UTs. Citizens who are not satisfied with the quality of grievance redressal have an option to file an appeal with the Nodal Appellate Authority through the call centre. The feedback call centre has successfully connected with approximately 368,425 citizens by the end of March 2023. More than 110,000 citizens have expressed satisfaction with the grievance resolution and have given a rating of Excellent, Very Good, or Good. Additionally, 92 per cent of citizens have rated the grievance filing process as very good or excellent.

8. Universalisation of CPGRAMS 7.0:

CPGRAMS 7.0 is a significant systemic reduction in the demand-supply gap by upgrading skills and scope of last-mile grievance officers and aligning it with categories of grievances as per citizens' demands. The grievance categories were delineated by individual Departments/Ministries and expanded from the broad set of 20 categories to 1,239 major categories and 18,762 subcategories.

The objective was to reduce the timelines for disposal, ensure enhanced monitoring of last-mile officers, and bring greater transparency to the CPGRAMS portal, thereby improving the quality of disposal. *The universal adoption of CPGRAMS 7.0 in all Ministries/Departments has been completed over two years and represents a significant shift in performance.* Before CPGRAMS 7.0, public grievances were transferred from the nodal officer of the Ministry to the last-mile grievance officer in a linear, step-by-step manner, taking a considerable amount of time.

The gigantic exercise of universalisation, with the onboarding of all Ministries/Departments on CPGRAMS 7.0, started with four ministries. The first was the Department of Posts in 2019, followed by another five ministries in 2020, and subsequently, four more ministries were added, taking a drastic leap with 77 ministries onboarded. In 2023, the PMOPG portal

migrated to CPGRAMS as of February 18, 2023, and in 2024, the Department of Public Grievance (DPG) portal of the Cabinet Secretariat also migrated to CPGRAMS 7.0.

9. CPGRAMS

CPGRAMS is a digital, web-based platform that enables individuals, organisations, or community groups to register their complaints directly with the respective ministries and departments of the Central and State governments. This has promoted transparency, efficiency, trust, and accountability not only in governance systems but also fostered greater engagement among citizens. CPGRAMS is ranked as the world's largest citizen interface platform and has reformed the public service delivery system in the country, garnering citizen satisfaction. The key features of CPGRAMS include a User-Friendly Interface, Multi-Language Support, Online Tracking, a Feedback Mechanism, Integration with Other Systems, a Mobile App, Technological Upgrades, Performance Dashboards, and Regular Training.

10. Grievance Redressal Assessment & Index [GRAI]

To improve comparability, reporting of measurement statistics, and detailed analysis of the grievance redressal system at the institutional level, DARPG conceptualised and designed an index called the Grievance Redressal Assessment & Index (GRAI) in 2022. GRAI has been formulated based on the recommendations of the Parliamentary Standing Committee of the Ministry of Personnel, Public Grievances and Pensions, as mentioned in the 106th Report. GRAI has been computed and released by the DARPG since 2022 and is included in the 10-Step Reform Programme of CPGRAMS. The first edition of GRAI 2022 was released on 21 June 2022. Modelled on the Good Governance Index, GRAI provides a detailed, organisation-level comparison, showcasing strengths and identifying opportunities for improvement across ministries and departments in their functioning and service delivery landscape.

Structure of GRAI To assess the performance of each Ministry and Department, a two-dimensional analysis — both vertical and horizontal — is carried out to identify the underlying factors affecting their grievance redressal outcomes. This process covers all 11 indicators mapped across the four dimensions of the GRAI framework, ensuring a comprehensive evaluation of each entity's grievance redressal mechanisms. The indicator scores of all 90 Ministries and Departments are analysed, enabling a comparative view of their performance. To aid quick and clear interpretation, a color-coded visualization based on percentile-normalised scores is adopted.

This method allows for intuitive comparison across Ministries and Departments, clearly highlighting relative strengths and areas requiring targeted improvement.

Innovations in Grievance

The process is to promote innovation in public grievance system management for improving efficiency and effectiveness. Some of the recent innovations are:

Rail Madad - The Ministry of Railways' flagship initiative, **RailMadad**, leverages technology to provide passengers with a seamless platform to register complaints, request assistance, and monitor grievance resolution in real time. Key features such as real-time monitoring, automatic escalation of unresolved cases, and data-driven analytics to identify recurring issues contribute to systemic enhancements. By improving interdepartmental coordination, the platform ensures faster grievance resolution and significantly elevates the overall passenger experience.

EPFO - Key initiatives undertaken by EPFO include 'Nidhi Aapke Nikat 2.0' and the **EPFiGMS (EPFO Grievance Management System)**, both aimed at making grievance redressal more accessible, efficient, and citizen-centric.

Pension Adalat - An important administrative reform for pensioners has been Pension Adalat which was introduced to resolve chronic grievances of Central Government Pensioners. The objective was to provide on-the-spot resolution of unresolved grievances in CPENGRAMS Portal. In the period 2017-2024 over 18000 cases were redressed in Pension Adalats.

Institutions – Top M/D as per GRAI 2023

To promote cross fertilisation of innovation, every year GRAI rank the respective ministries/department. Based on the composite GRAI score Ministries and Departments are ranked. According the 2023 GRAI score under the Group A following three were the top performers.

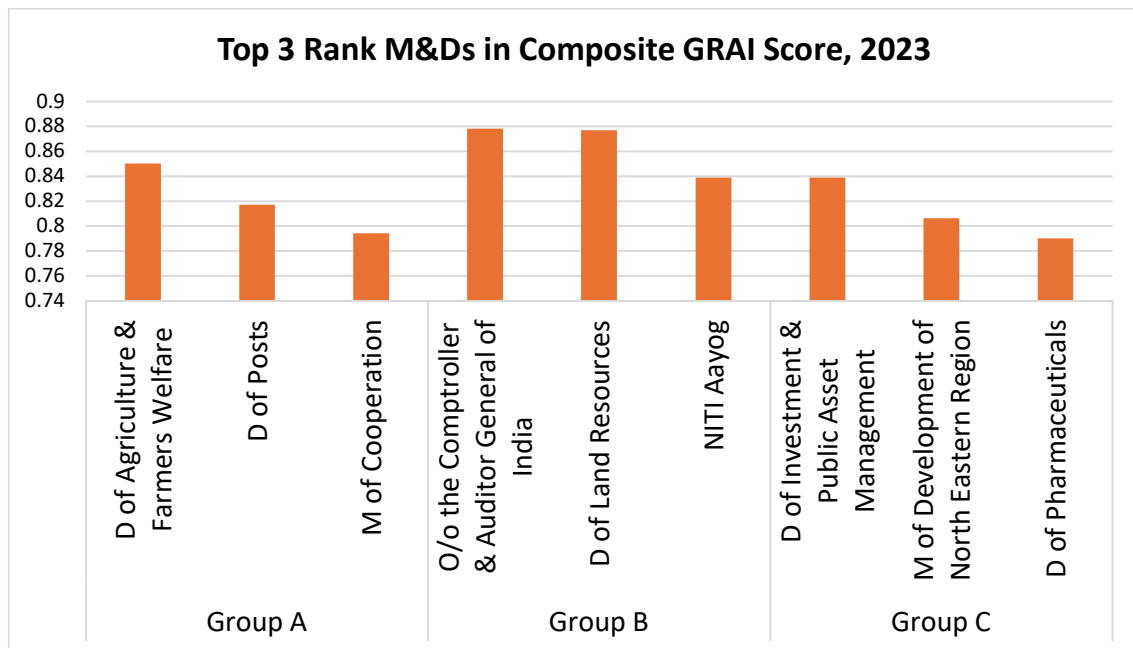
1. Department of Agriculture and Farmers Welfare
2. Department of Posts
3. Ministry of Cooperation

Similarly, under the Group B, following three are the top performer in 2023

1. O/o the Comptroller & Auditor General of India
2. Department of Land Resources
3. NITI Aayog

And , under the Group C category in 2023, the three top performing ministries/departments were:

1. Department of Investment & Public Asset Management
2. Ministry of Development of North Eastern Region
3. Department of Pharmaceuticals



All the ministries and departments performance is measured in GRAI is computed based on four dimensions, which are assessed using 11 indicators under which the 91 ministries and departments are evaluated in their performance. Each dimension is measured using a few indicators.

1) Efficiency - This dimension captures the timeliness of grievance redressal, the effectiveness of grievance resolution, and the proportion of pending registered grievances. This assessment examines the capacity and degree of management each ministry or department has in resolving complaints. Efficiency thus showcases the ministries' or departments' performance in terms of the speed and quality of complaint resolution, and provides a basis for comparison over time and across them. The five key indicators include:

- 1.1. % of Grievances Resolved within Timeline (within 30 days)
- 1.2. % of Appeals Redressed
- 1.3. % of the Resolution of Grievances under the Corruption Category
- 1.4. Average Resolution Time, and

1.5. % Pendency with GROs (beyond 30 days)

There was a 6th indicator (% Growth in Grievance Registration) that was dropped from the list in 2023. Efficiency is given the highest weightage among the four dimensions, as it directly relates to citizen satisfaction and administrative competence, and generates accountability. High efficiency in grievance redressal is reflected in the citizen trust and confidence they have in governance mechanisms. Timely resolution of grievances and their mapping enable the improvement of operational proficiency and reduction of delays in service delivery, while also streamlining logistics and inculcating best practices in grievance redressal.

2) Feedback- this is the second dimension under GRAI, composed of two indicators:

2.1. % of Appeals Filed, and

2.2. % of Resolution with “Satisfied” Remarks

These indicators are given equal weight as they measure the satisfaction level of citizens in the resolution of their registered grievances. These indicators assess the user experience of the CPGRAMS interface. They are vital in identifying areas that require more focus for improvement, as well as highlighting the strengths of practices that fulfil public expectations. Feedback enables the comprehension of the level of accuracy achieved and the fairness of the grievance redressal process.

3) Domain - This facilitates the evaluation of operational effectiveness and an appropriate degree of decision-making by ministries and departments in addressing complaints on an urgent basis. This dimension is essential for understanding how well the CPGRAMS portal prioritises grievances into categories based on their nature, severity, and impact. This dimension evaluates the promptness of the interface in forwarding complaints to the respective ministries/departments, thereby preventing delays in redress due to stagnation and misrouting of escalations. The two key indicators include:

3.1. % of Resolution of Complaints Labelled as "Urgent"

3.2. Adequacy of Categorisation of Grievance by M/D

Domain dimension gauges the departmental or ministerial procedural mechanisms and organisational machinery, highlighting areas that require corrective measures, as well as best practices adopted in tackling grievance redressal.

4) Organisational Commitment – Effective and timely grievance redressal requires adequate resources. Two indicators map this dimension:

4.1 Ratio of GROs vis-à-vis Grievances Received

4.2 % of Active Grievance Redressal Officers (GROs)

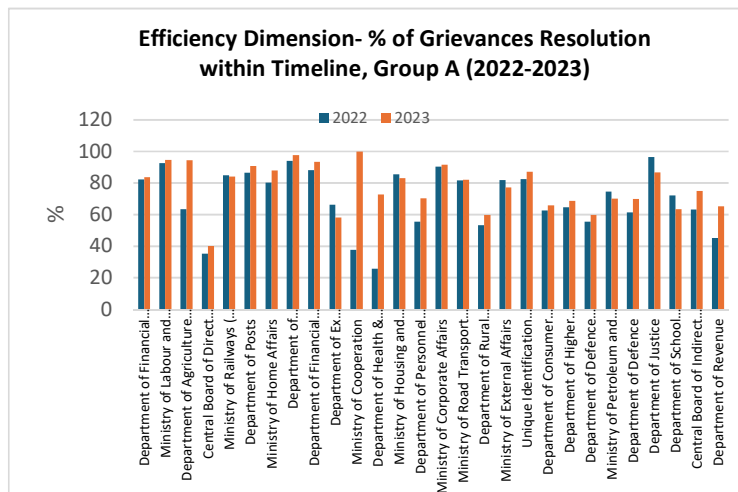
This dimension measures the performance of departments and ministries by the efforts and commitment they display in allocating sufficient workforce to handle grievances. Equipping the public service with skilled personnel for grievance handling instils trust among citizens and accountability in the government system. The proportion of GROs indicates the presence of enough personnel and the level of investment in grievance redressal infrastructure.

With the diverse nature of complaints received by all ministries and departments, and the vividness of their activities, locations of activity, and discrepancies in engagement with citizens, the GRAI evaluation was conducted based on the number of grievances received. In GRAI score-based ranking of M/D are categorised into three groups A, B, and C. Group A is categorised as Ministries and Departments with registered grievances > 10,000; Group B: Ministries and Departments with registered grievances 2,000 to 9,999 and Group C: Ministries and Departments with registered grievances < 2,000.

The detail analysis of dimension wise performance of M&D on each of these indicators between 2022 and 2023 are presented below:

11. GRAI ANALYSIS: DIMENSION ONE: EFFICIENCY

1.1.% of Grievances Resolution within Timeline

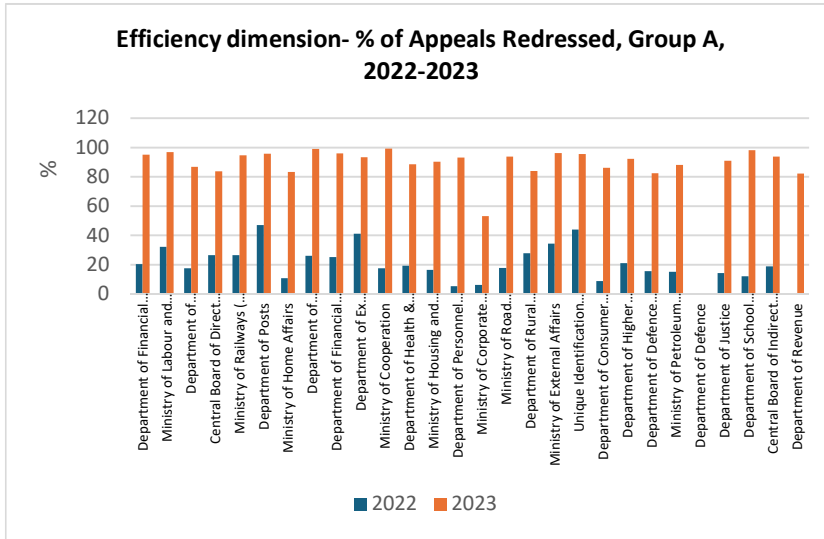


In 2022, there were three M&Ds in Group A, which performed poorly in terms of the percentage of grievances resolved within the timeline, namely the Central Board of Direct Taxes (Income Tax) (35.3%), the Ministry of Cooperation (37.6%), and the Department

of Health & Family Welfare (25.7%). In 2023, only one M & D Central Board of Direct Taxes (Income Tax) (40.2%) had the lowest % of resolution within the timeline. The top-ranking M&D in 2023 was the Ministry of Cooperation (99.7%), which significantly improved its performance from 37.6% in 2022 and is likely to have positively impacted the efficiency dimension. Similarly noticeable is the Department of Health & Family Welfare, for which the % of grievances redressed within the timeline increased from 25.7% (2022) to 72.7% in 2023. Some M&Ds, such as the Department of Ex-Servicemen Welfare, the Ministry of External

Affairs, and the Department of School Education and Literacy, experienced a decline in their performance in 2023 compared to the higher resolution in 2022.

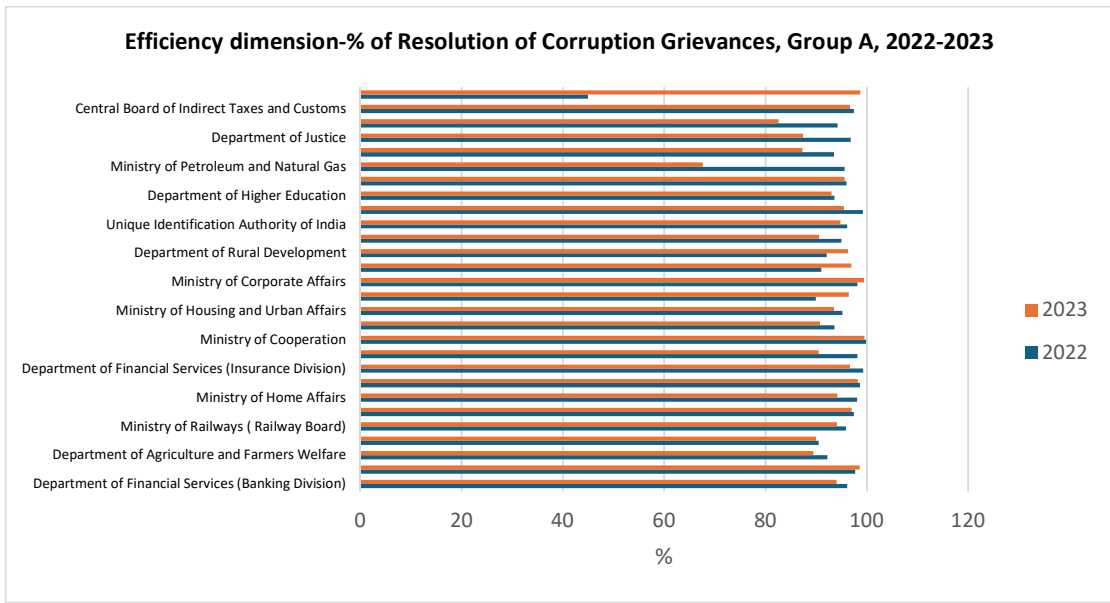
1.2.% of Appeals Redressed



There is a significant improvement in the percentage of appeals redressed for Group A M&Ds from 2022 to 2023. In all of the M&Ds except for the Ministry of Corporate Affairs (53.1%), the % of appeals increased to more than 80%. The

Ministry of Cooperation ranked first with 99.23% of appeals redressed in 2023, followed by the Department of School Education and Literacy (98.25%). In 2022, 6 M&Ds displayed poor performance, with less than 15% of appeals being redressed.

1.3.% of Resolution of Corruption Grievances



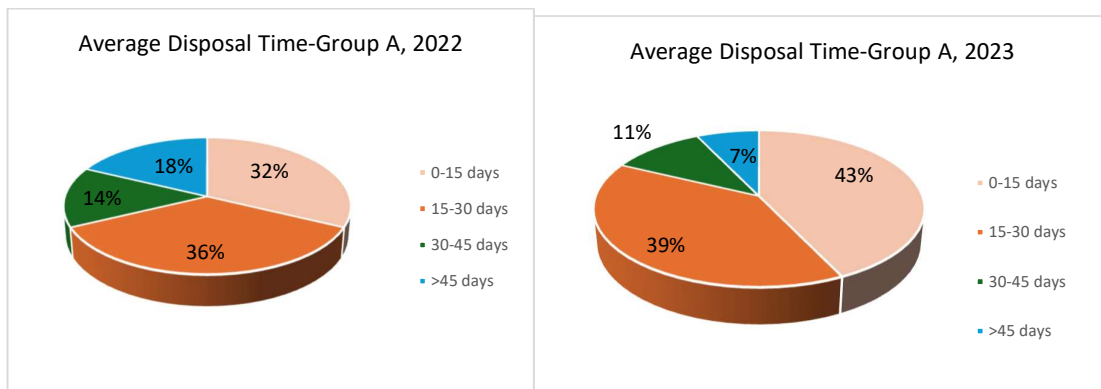
1.4 The percentage of corruption grievances resolved improved slightly in Group A M&Ds, and most M&Ds reported having more than 80% of their grievances resolved. In a few M & Ds which include, Ministry of Petroleum and Natural Gas (67.6%), Department of Defence (87.2%), Department of Justice (87.3%), Department of School Education and

Literacy (82.5%) that there is decline in % of resolution in 2023 relative to that in 2022

Average Disposal Time

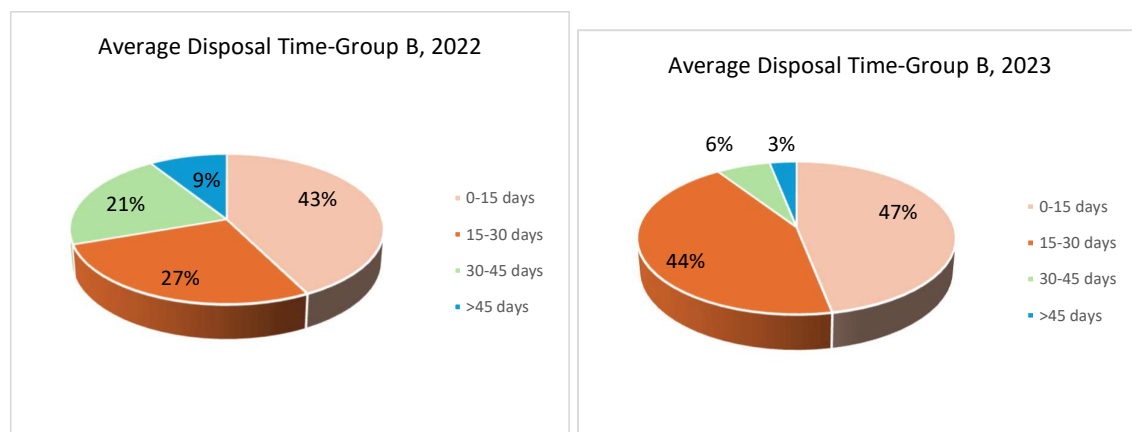
The average disposal time (ADT) of grievances, as an indicator under the efficiency dimension, is essential as it reflects the urgency in resolving grievances registered. The lower the time taken, more is the efficiency and reduction in delays in grievance handling by respective groups of M & D. As per the DARPG, the prescribed time for handling grievances is 30 days and thus based on this ADT of less than 15 days indicates excellent performance, 15-30 days as good performance, 30-45 days as average performance and more than 45 days implies poor performance needing immediate improvement measures.

Average Disposal Time: Group A (2022-2023)



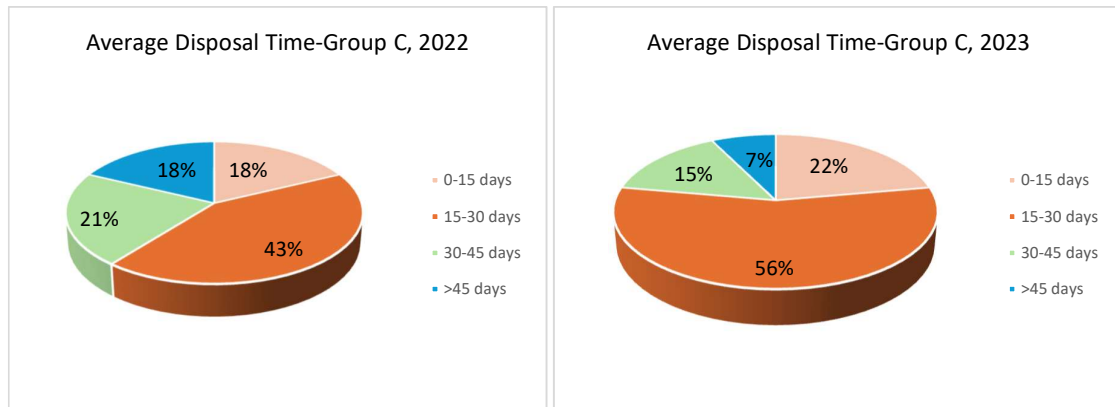
For Group A of M&Ds relative to 2022, performance improved, as evidenced by the fact that 43% of M&Ds required less than 15 days as ADT, an increase from 32% in 2022. There was a 9% point reduction in the proportion of M&Ds that took more than 45 days in ADT, from 18% in 2022 to 9% in 2023. Again, the percentage of average-performing M&Ds reduced by three percentage points to 11% in 2023.

Average Disposal Time: Group B (2022-2023)



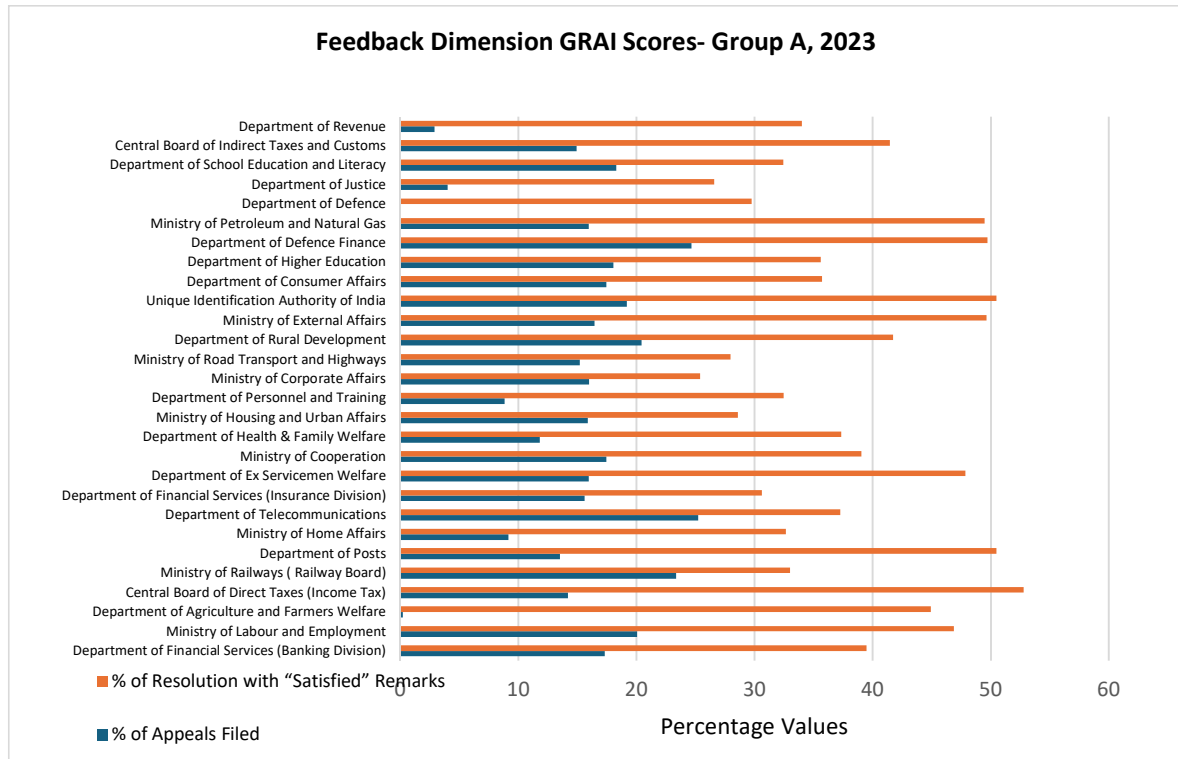
Though there was not much improvement in the percentage of good performing M & Ds with only 3 % increase in the number of M & Ds taking less than 15 days for ADT, but the proportion of M & Ds taking 15 to 30 days for ADT increased sharply from 27% to 44% in between 2022 to 2023, implying improvement in efficiency in grievance handling among them.

Average Disposal Time: Group C (2022-2023)



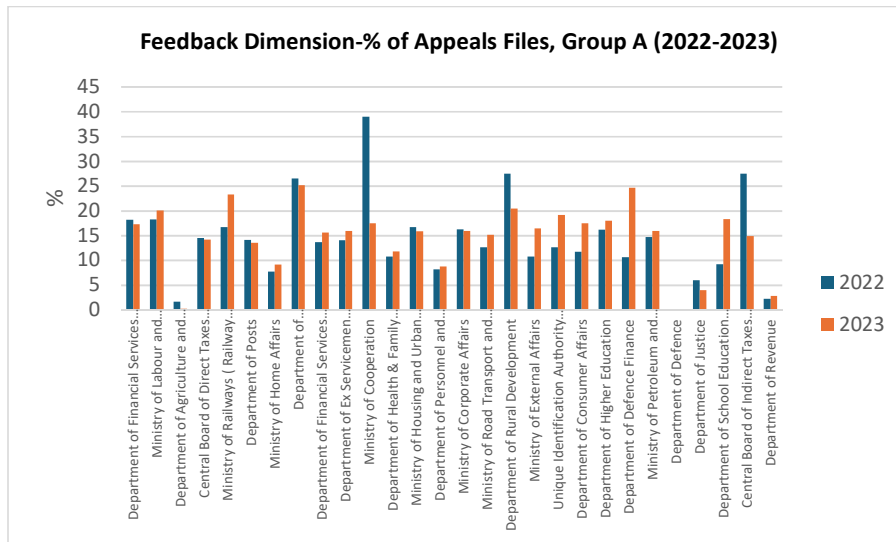
For Group C, which registered fewer than 2000 grievances, there was a reduction in M&Ds that were categorised as poor performers, from 18% (> 45 days ADT) in 2022 to 7% in 2023. The proportion of M&Ds that took 30 days as ADT increased from 61% in 2022 to 78% in 2023.

DIMENSION TWO: FEEDBACK



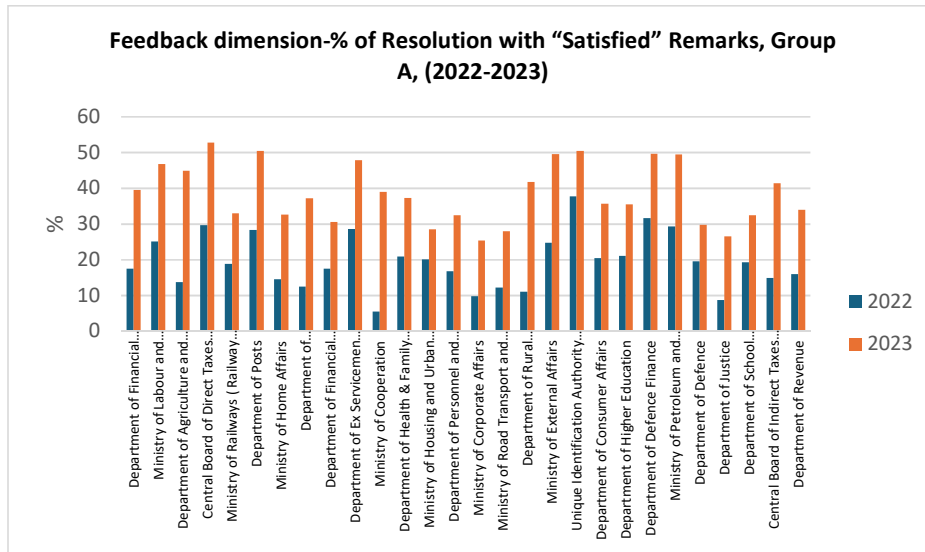
The snapshot comparison of feedback on the percentage of resolution with satisfied remarks and appeals filed indicated a remarkable prominence of satisfaction among citizens during 2023 among Group A M&D. Satisfaction covers low appeal—the two indicators of feedback, satisfaction and appeal, accord legitimacy to the politico-administrative government system. It is an outcome of specific experience with the government services; however, it works as a dynamic interaction between the two. In 2023, only three M&Ds with more than 20% appeal in Group A indicate a gain in trust among citizens, as reflected in their engagement with citizens.

2.1.% of Appeals Filed



The % of appeals filed under feedback dimensions is a negative indicator, which means that a lower value implies good performance and vice versa. In 2023, 4 M&Ds, namely, reported having more than 20% of appeals filed, which indicated poor closure or redressal of grievances at the first level. The highest percentage is reported by the Department of Telecommunications (25.2%), and the lowest rate is reported by the Department of Defence (0%), followed by the Department of Agriculture and Farmers Welfare (0.22%) and the Department of Revenue (2.88%). In 2022, the Department of Agriculture and Farmers Welfare and the Department of Revenue also registered a low percentage of appeals filed, with 1.67% and 2.24%, respectively, of the total grievances resolved. Less than one-fourth of the M&Ds have a single-digit percentage of appeals filed, indicating a high quality of resolution in 2022.

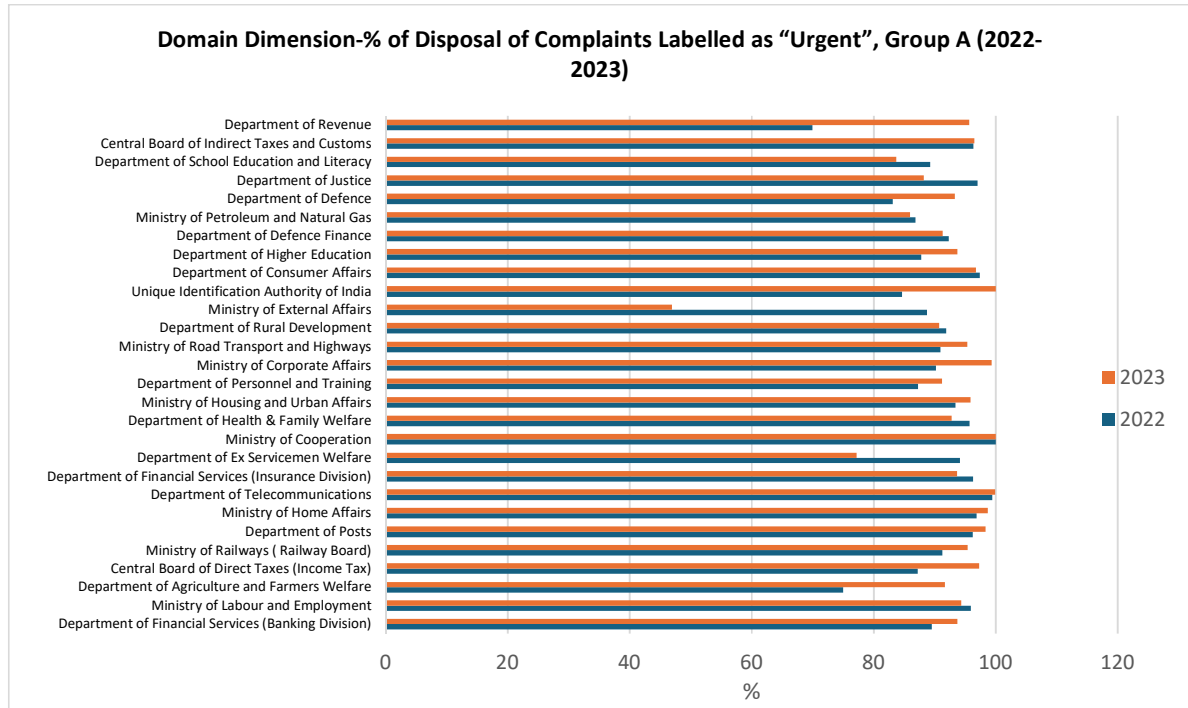
2.2 % of Resolution with “Satisfied” Remarks



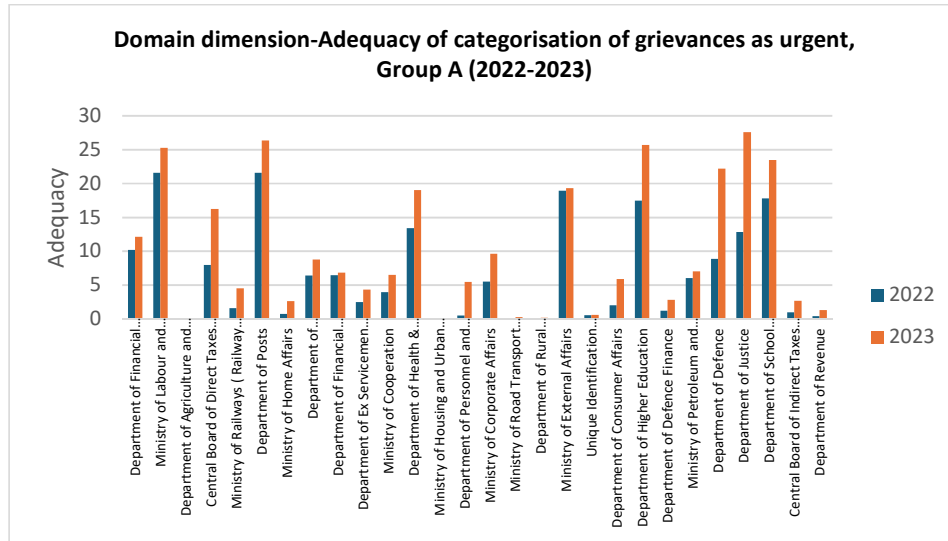
For the year 2023, among the M&D in Group A, the Central Board of Direct Taxes (Income Tax) (52.79%), Unique Identification Authority of India (50.48%) and Department of Posts (50.47%) has the highest percentage of grievance resolution which received feedback with “Satisfied” remarks. All 28 M&D have received more than 25% feedback with “Satisfied” remarks. In 2022, the Unique Identification Authority of India had the highest percentage (37.71%) of grievance resolution, which received ‘Excellent’ and ‘Very Good’ remarks as feedback, followed by the Department of Defence Finance with 31.64% and the Central Board of Direct Taxes (Income Tax) with 29.63%. The Ministry of Cooperation and the Department of Justice reported that only 5.48% and 8.8% of remarks were satisfied, and thus they were the poor performers in these terms. However, in 2023, these two M&Ds reported a visible improvement, with 39.03% and 26.58% increases, respectively.

DIMENSION THREE: DOMAIN

3.1.% of Resolution of Complaints Labelled as "Urgent"

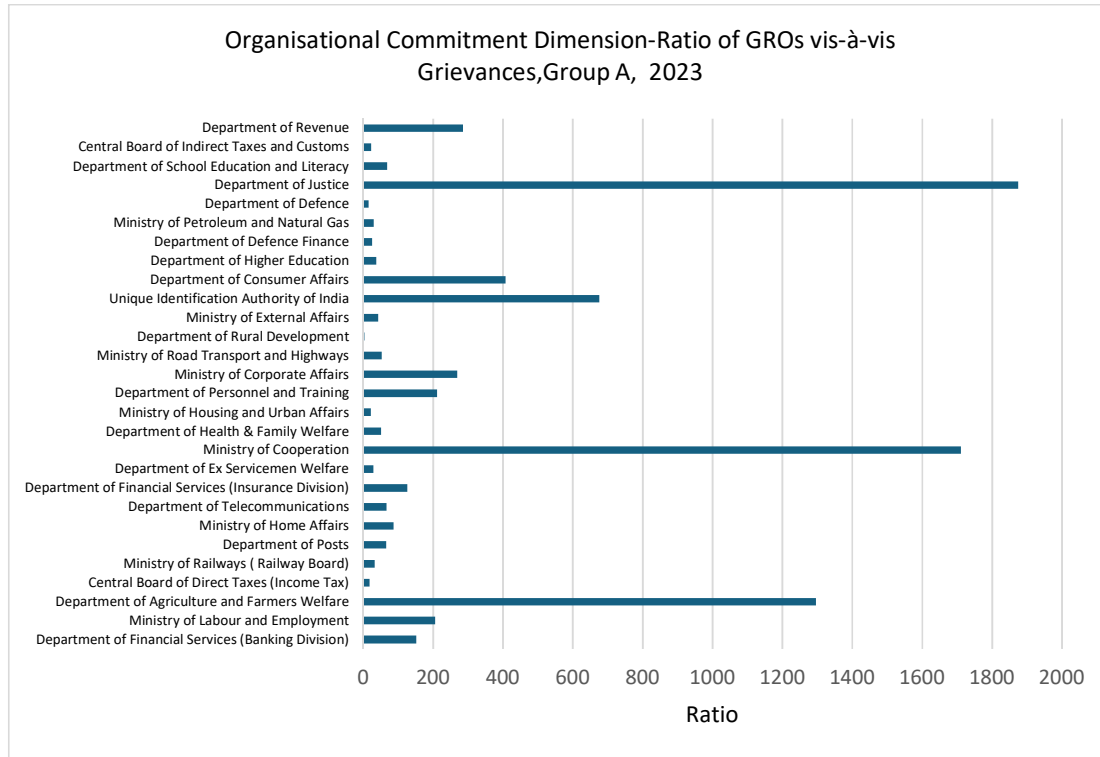


3.2 Adequacy of Categorisation of Grievance by M/D



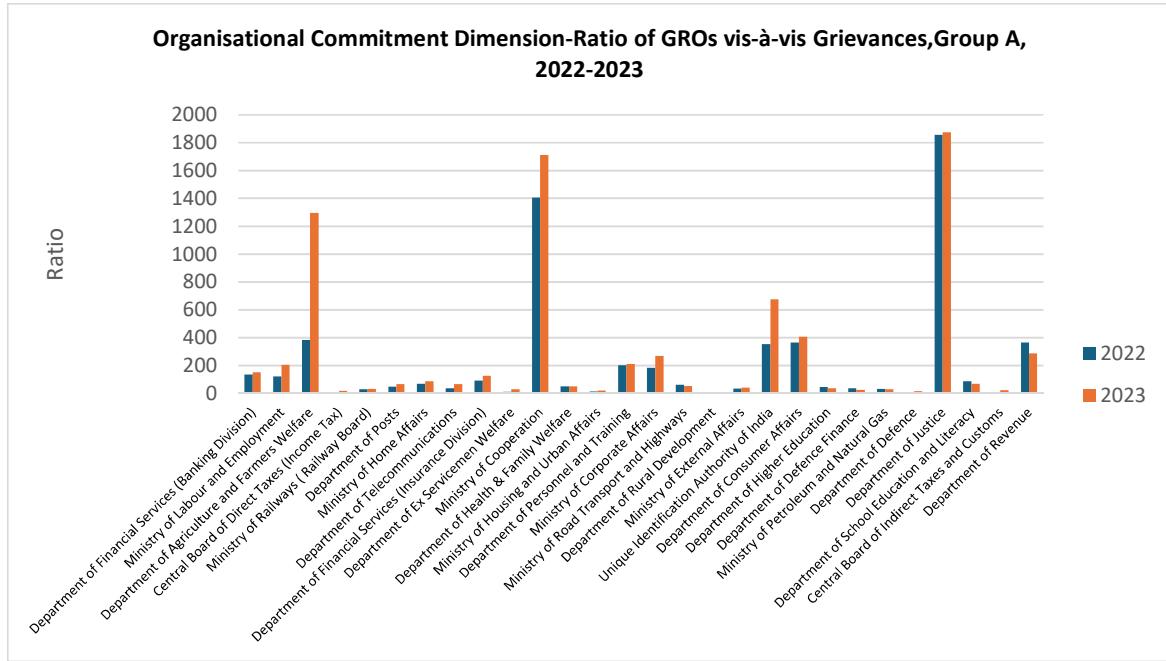
DIMENSION FOUR: FEEDBACK

41. Ratio of GROs vis-à-vis Grievances Received IN 2023



In 2023, among the Group A M&Ds, the Department of Justice (187.5) ranked lowest in achieving organisational commitment, with a very high ratio of GROs to grievances registered, followed by the Ministry of Cooperation (1711) and the Department of Agriculture and Farmers Welfare (1295.3). These are the top three poor-performing M&Ds. The average figure for Group A is 281.4.

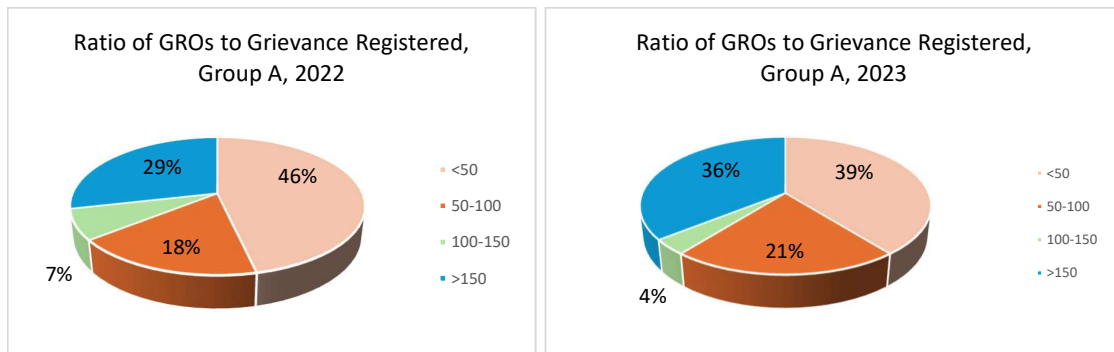
2022 to 2023



The above bar graph compares the ratio of GROs to grievances redressed for Group A M&Ds between 2022 and 2023. The most striking finding shows that Department of Agriculture and Farmers Welfare records a sharp jump in the ratio by more than 911 points in 2023, making it a very poorly performing M & D. Department of Rural Development remains a good performing M & D with ratio increasing marginally from 1.41 (2022) to 2.53 (2023).

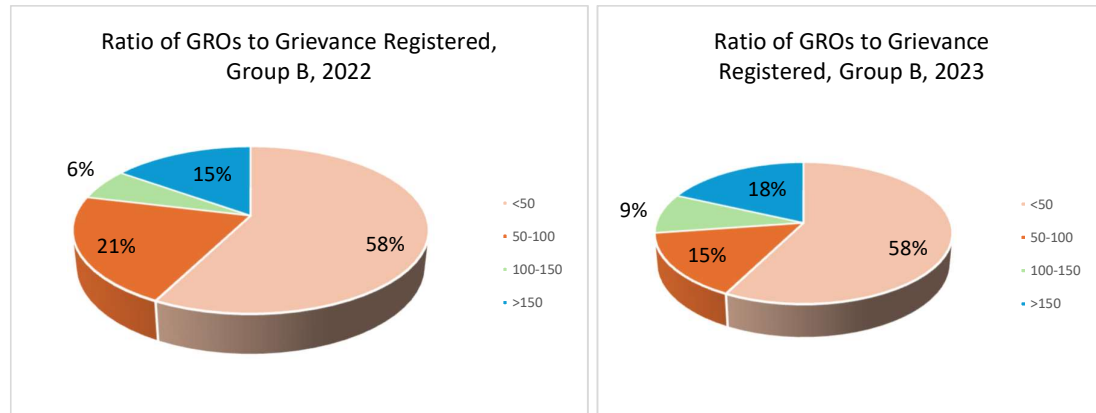
According to the DARPG, 15 grievances per GRO in a month is considered as the benchmark for excellent organizational commitment.

Group A (2022 – 2023)



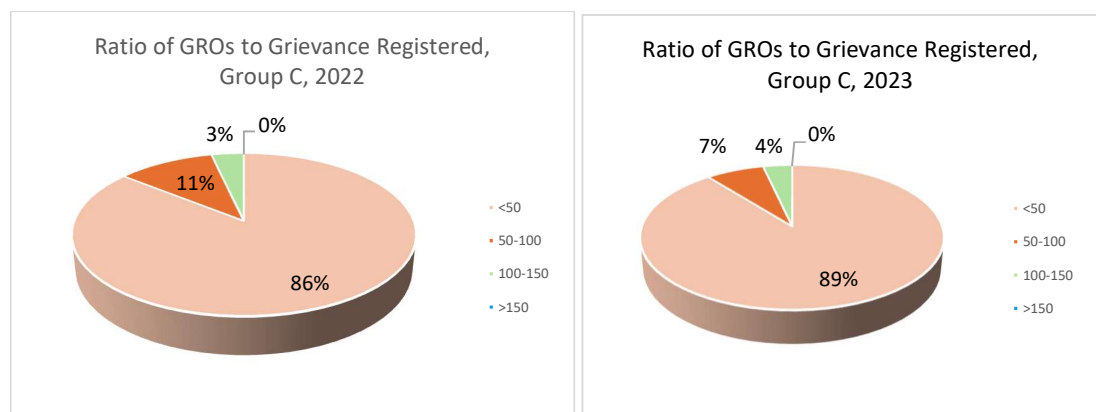
A comparative picture is presented in pie graphs for 2022 and 2023, showing the ratio of GROs to grievances registered. In Group A, there is an overall decline in the performance status of M&Ds as the proportion of the poor category of the ratio increased from 29% in 2022 to 36% in 2023. Again, the excellent category of M&Ds with less than 50 GROs to grievance registered declined from 46% to 39% between 2022 and 2023. This implies the requirement of actionable steps to improve the degree of organisational commitment in Group A M&Ds.

Group B (2022-2023)



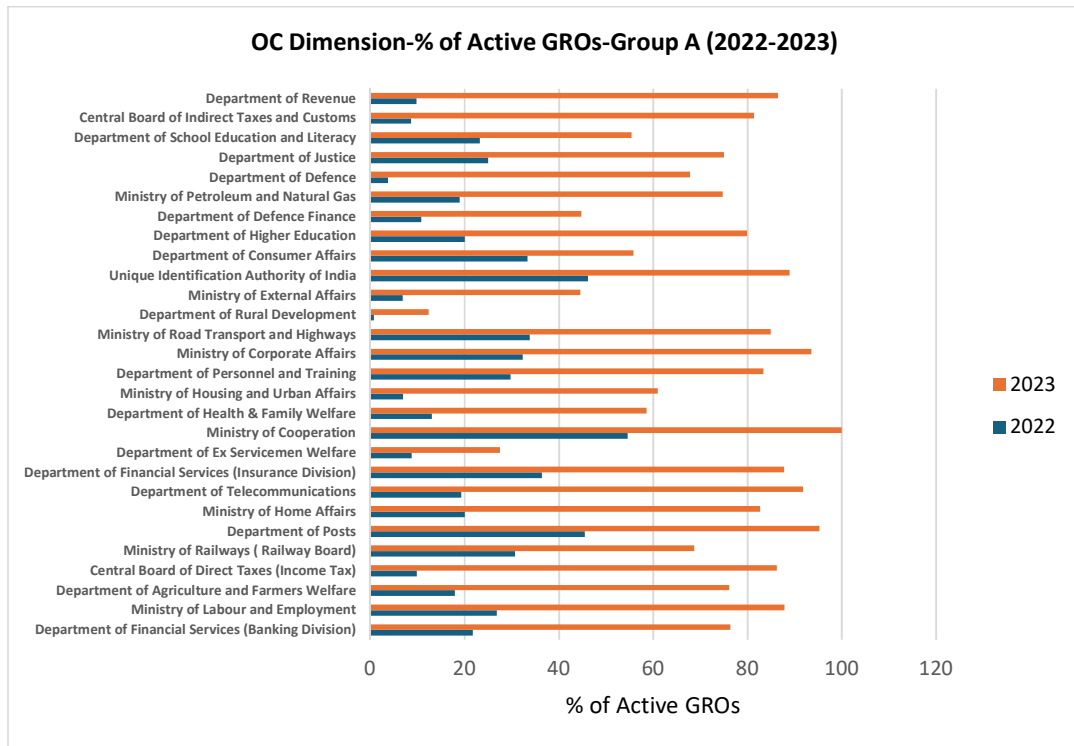
For Group B, M & Ds, the proportion of M & Ds in the excellent category remains stagnant between 2022 and 2023, whereas there is a decline in the proportion of M & Ds in the good category (50-100 ratio) from 21% in 2022 to 15% in 2023. This implies that Groups B, M, and Ds must look into improving their degree of organisational commitment.

Group C (2022-2023)



M&Ds in Group C show a slight improvement, as indicated by an increase in the proportion of M&Ds with a ratio of less than 50, from 86% to 89%, between 2022 and 2023. Overall, there is improvement in Group C M & Ds.

a) % of Active GROs (2022-2023)



For Group A of M&Ds, there is a visible improvement in the proportion of active GROs between 2022 and 2023. Out of 28, 15 (53.5% M&Ds in group A) M&Ds showed improvement, reporting more than 75% active GROs under the organisational commitment dimension. The Ministry of Cooperation reported the highest figure of 100% active GROs in 2023, followed by the Department of Posts (95.2%) and the Ministry of Corporate Affairs (93.5%). Only two M&Ds, namely the Department of Ex-Servicemen Welfare (27.4%) and the Department of Rural Development (12.3%), reported poor performance with less than 25% active GROs in 2023. In 2022, there were 10 (35.7% M&Ds in group A) M&Ds registering less than 25% active GROs, indicating poor organisational commitment under the GRAI index. From 2022 to 2023, three M&Ds, namely the Central Board of Direct Taxes (Income Tax), the Central Board of Indirect Taxes and Customs, and the Department of Revenue, displayed the maximum improvement in their percentage of active GROs, increasing from less than 25% to more than 75%.

12. CPGRAMS G2G MODEL

In between 2000-2020, citizens of Bangladesh, China, India and Malaysia over the last decade have experienced remarkable improvement in governance outcomes, available primary indicators fail to capture these accomplishments due to their focus on processes at the neglect of outcomes (Maksym Ivanyna & Anwar Shah, 2010). CPGRAMS uniqueness lies in driving outcomes through establishment of techno-administrative reform with the adoption of emerging technologies in the system, coupled with socio-political reform through ease of access and complimenting capability in the system to address the diverse needs. This turnaround of grievance to governance experiences across the world suggests that establishing the link between public choice and power architecture in administrative apparatus is a primary target of cross-regime variations in bureaucratic performance, policy transfer patterns, and infringement on citizen rights (Kwan Nok Chan (2024). Apart from architecture in administrative structure, time is an essential resource in systems change: people need to live through and experience the change rather than hearing about it from a third party (OECD, 2017). And trust covers general and systemic factors, such as the legitimacy accorded to the political-administrative system, but also more specific experiences with the government and its services and the dynamic interaction between the two (Tom Christensen and Per Læg Reid 2005). For DARPG, this required a framework for transformative governance which enhances the adaptiveness and resilience of the complex ecosystem as well as orchestrates deliberate socio-technical transformation in society (Totti Könnölä, Ville Eloranta, Taija Turunen, Ahti Salo, 2021). The result in GRAI index indicates that complaint may signal discontent and conflict in human relations, but systems of complaint have great democratic promise when applied to the public sphere (Naomi Hossain, Anuradha Joshi & Suchi Pande, 2023).

CPGRAMS suggests a new paradigm for a grievance-to-governance model (G2G). The G2G model entails transforming individual grievances redressal into public system efficiency. DARPG ability to steer administrative reform was critical in transforming a wicked problem into an opportunity to re-imagine service delivery, and citizens connect with improving the quality of disposal at the highest level within the public system. In the case of CPGRAMS, the acclaimed leadership of the Prime Minister's for improving governance across multiple ministries was evident during the Policy Contemplation Camp (*Chintan Shivir*). To execute the idea in an extensive, diverse, and complex public system like India, the awareness and adoption of emerging technology-enabled administration by CPGRAMS within the system, along

with altering the role of citizens through improved organisational commitment and feedback based on evidence in

GRAI, was a prerequisite condition.

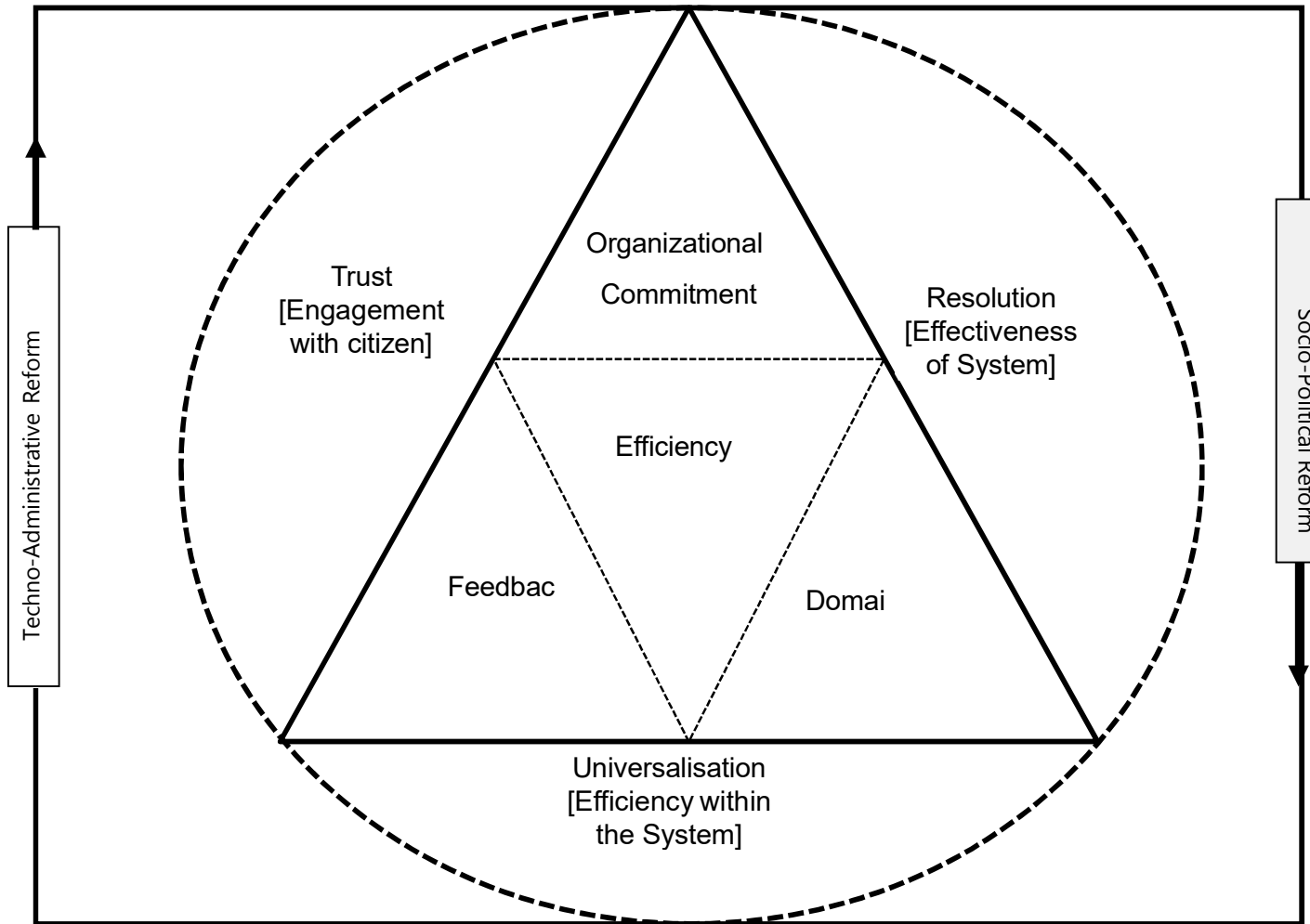
Adoption of social, linguistic and spatial customised devices enabled citizens engagement supported with capacity of GROs altered the decades of ineffective grievance redressal marred the public system's efficiency, mainly due to the lack of an evidence-based system that

CPGRAMS: G2G Model

1. Ability to steer administrative reform capacity to emulate in real-time solutions
2. Acclaim leadership for improving governance through seamless connections across multiple ministries and department ecosystems
3. Awareness of automated learning and machine learning functionalities in public system
4. Adoption of ICT feedback loops that influence the citizens' engagement and administrative efficiency
5. Action based on GRAI evidence and root cause analysis for competition and correction
6. Assert social, linguistic and spatial customised device enablers for citizens' engagement in grievance redressal system
7. Adapt dynamic purpose and process-based reforms to integrate diverse but interdependent systems
8. Acclimatise cutting-edge staff through capacity building with a real-time collaborative workflow digital platform, and
9. Aspire to a grievance redressal system that improves relevance to government-citizens interface by closing the loop with satisfaction assessment.

enables real-time decision-making tools. While technologisation of the public administration was critical, it was not sufficient to achieve the objectives. It required administrative capacity to aspire that improves relevance to government-citizens interface by closing the loop with satisfaction assessment, and the deployment of dedicated Grievance Redressal Officers, and awareness among citizens. The challenge in an extensive public system is the integration of different ministries and departments, which were primarily operating within their administrative boundaries in silos. This prohibited interdependent coordination. In 2022, the development of the Grievance Redressal and Assessment Index (GRAI), which utilises four measurable data points, enabled interdepartmental and intradepartmental coordination and competition. Often silo assessment remained limited to status mapping, GRAI 2022 and GRAI 2023 provides evidence-based monitoring, evaluation, assessment, and learning for course corrections based on Ministries and Departments annual performances on each of the four dimensions; namely efficiency, feedback, domain and organisational commitment and its composite score of GRAI.

The reform, coupled with streamlined administrative capacity, awareness, and awards, created trust, further promoting engagement among citizens. The resolution transformed the effectiveness of the public system and universalisation as one nation-one portal with GRAI, resulting in improved efficiency within the system.



CPGRAMS: G2G MODLE

13. CONCLUSION

The assessment of the functioning of CPGRAMS is structured around the good governance India's approach to promote cooperative and competitive federalism. Introduction of GRAI is aligned with the Development Assistance Committee, OECD's two principles. GRAI is the thoughtful application of four-dimensional weighted criteria to support high-quality and functional evaluation of Ministries and Departments and the use of the status mapping of M&D fulfil their requirements on the specific dimension and its key parameters purpose of the review.

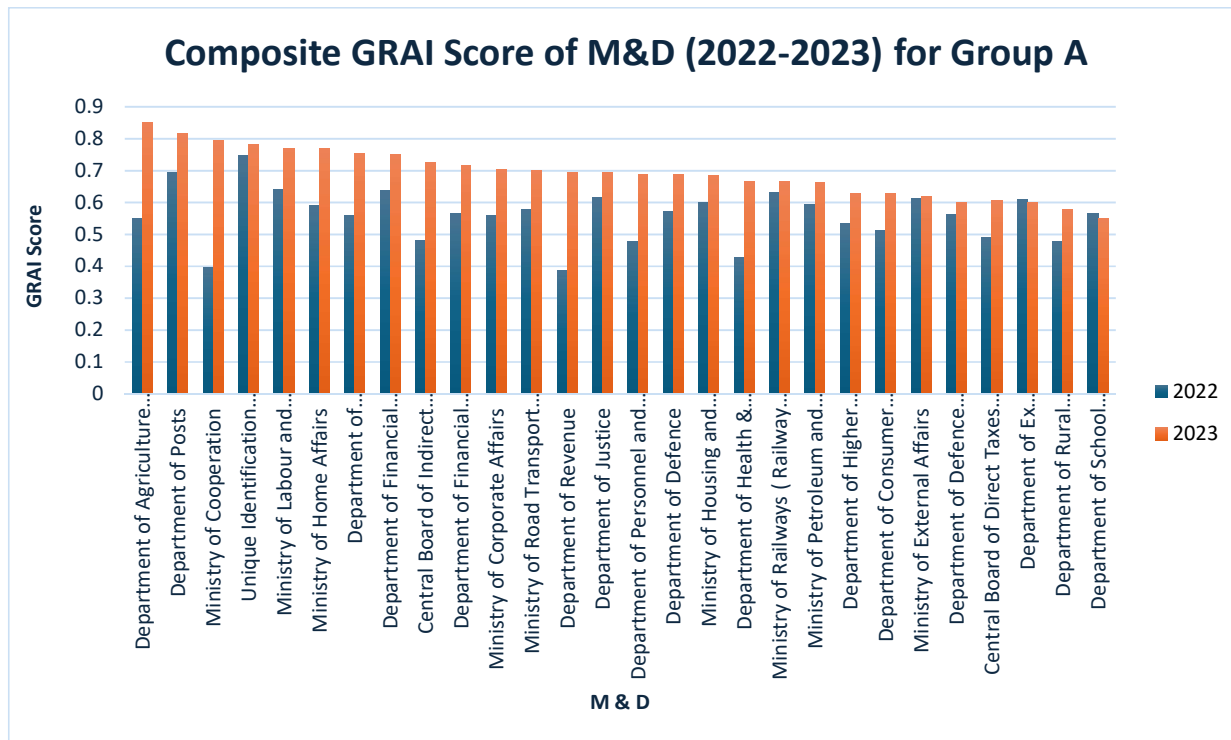
Thus, success of CPGRAMS model as an instrument of governance is rooted in two strands of motivation: (i) the techno-administrative and (ii) socio-political. While the techno-administrative strand promotes universalisation of an integrated grievance architecture (One Nation-One Portal) by adopting technology and developing capacity to enhance administrative efficiency, timeliness in resolutions and citizen satisfaction, it ultimately improves the engagement with rising trust among the citizens with government system. The socio-political landscape is characterised by a perpetual problem of low citizen engagement and information opacity, which gives rise to vested interests and underperformance. Combined with techno-administrative and socio-political factors, the public sector failed to offer fair, timely, and due entitlements, thus eroding trust in the government. Overall, the government efficiency is improved through the adoption of technology and administrative ease in the public system, ultimately making the public system more responsive by gaining trust.

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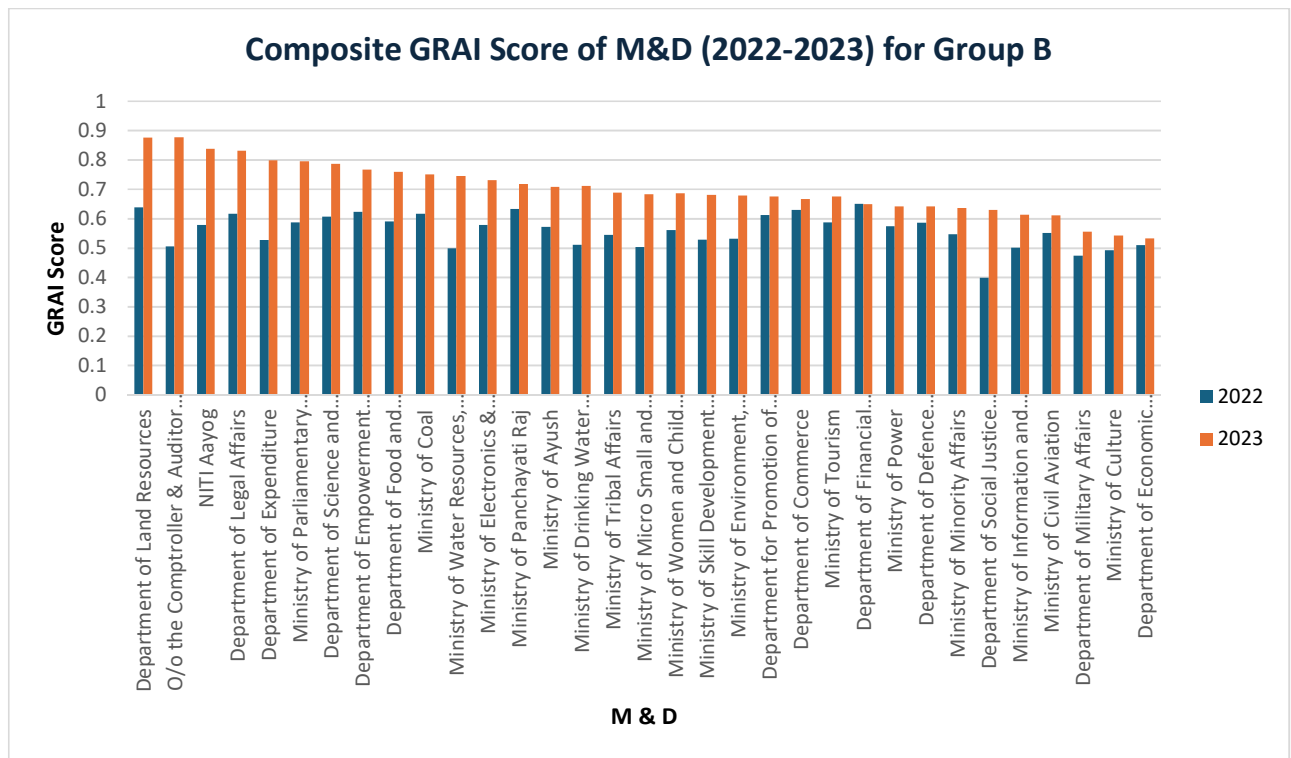
1. GRAI Score – (2022-2023) Across Groups of M & D

Fig.1 Group-A



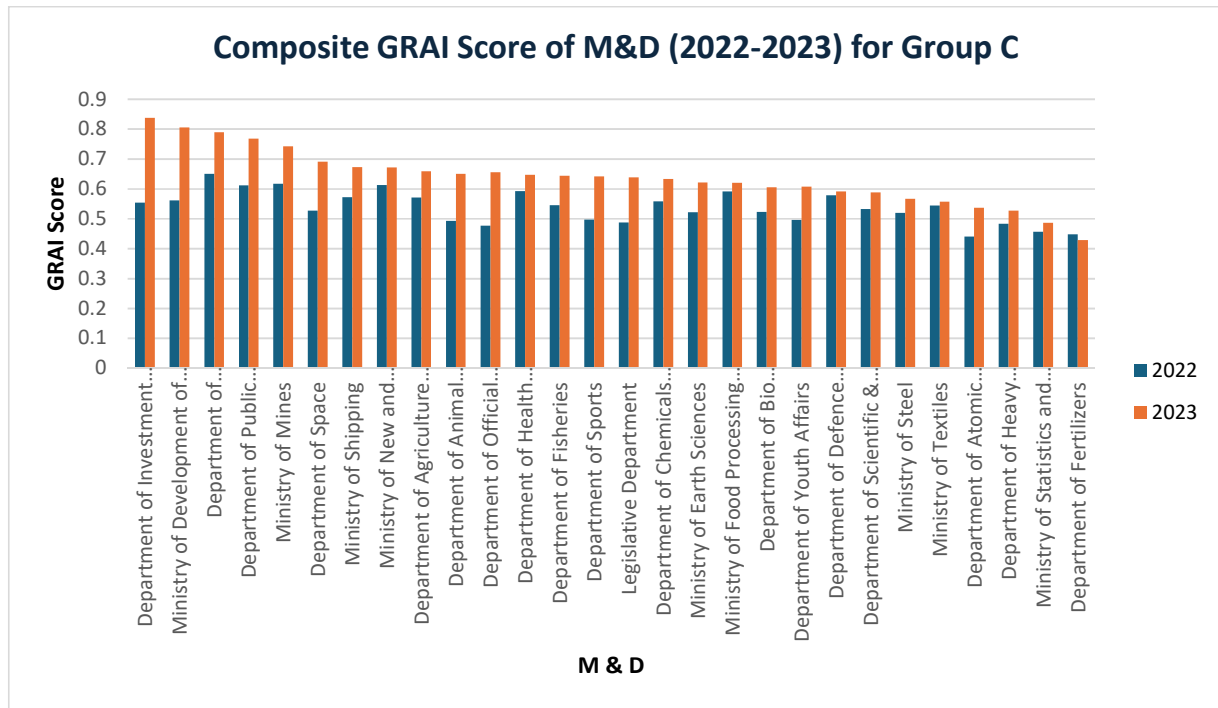
The composite GRAI score for 2022 and 2023 is computed after considering individual four-dimension scores across the 28 Group A ministries and departments is depicted in Fig.1. Incremental growth is witnessed by all M & D in 2023 except for Department of Ex Servicemen Welfare (-1.58) and the Department of School Education and Literacy (-2.96). The Ministry of Cooperation achieved the highest growth (100.85%), followed by the Department of Revenue (78.67%) and the Department of Health and Family Welfare (55.41%). The lowest incremental growth is reported by the Ministry of External Affairs (1.35%). Five M&Ds achieved 25-50% growth, while four M&Ds registered more than 50% growth.

Fig.2 Group-B



The composite GRAI score for 2022 and 2023 is computed after considering individual four-dimension scores across the 33 Group B ministries and departments is depicted in Fig.2. Among them, except for the Department of Financial Services (Pension Reforms) which registered a decline in growth by (-0.06), all M & Ds registered growth in 2023. O/o reports the highest growth, the Comptroller & Auditor General of India (73.60), followed by the Department of Social Justice and Empowerment (57.78) and Department of Expenditure (51.42). 13 out of 33 M&Ds registered growth in between 25-50%. In contrast, 16 M&Ds reported growth up to 25%.

Fig.3 Group- C



The composite GRAI score for 2022 and 2023 is computed by considering the individual four-dimensional scores across the 28 Group C ministries and departments, as depicted in Fig. 3. Except for the Department of Fertilisers (-4.53), all the other ministries and departments (M&Ds) registered incremental growth in 2023 relative to 2022. Only 1 M& D namely Department of Investment & Public Asset Management (51.29) achieved more than 50% growth while 7 M & Ds registered growth in between 25-50% including Ministry of Development of North Eastern Region (43.63), Department of Official Language (37.55) and Department of Animal Husbandry, Dairying (32.09).

1.1 GRAI Score – Efficiency Dimension (2022-2023) Across Groups of M & D

Fig.1.1.1 Group A

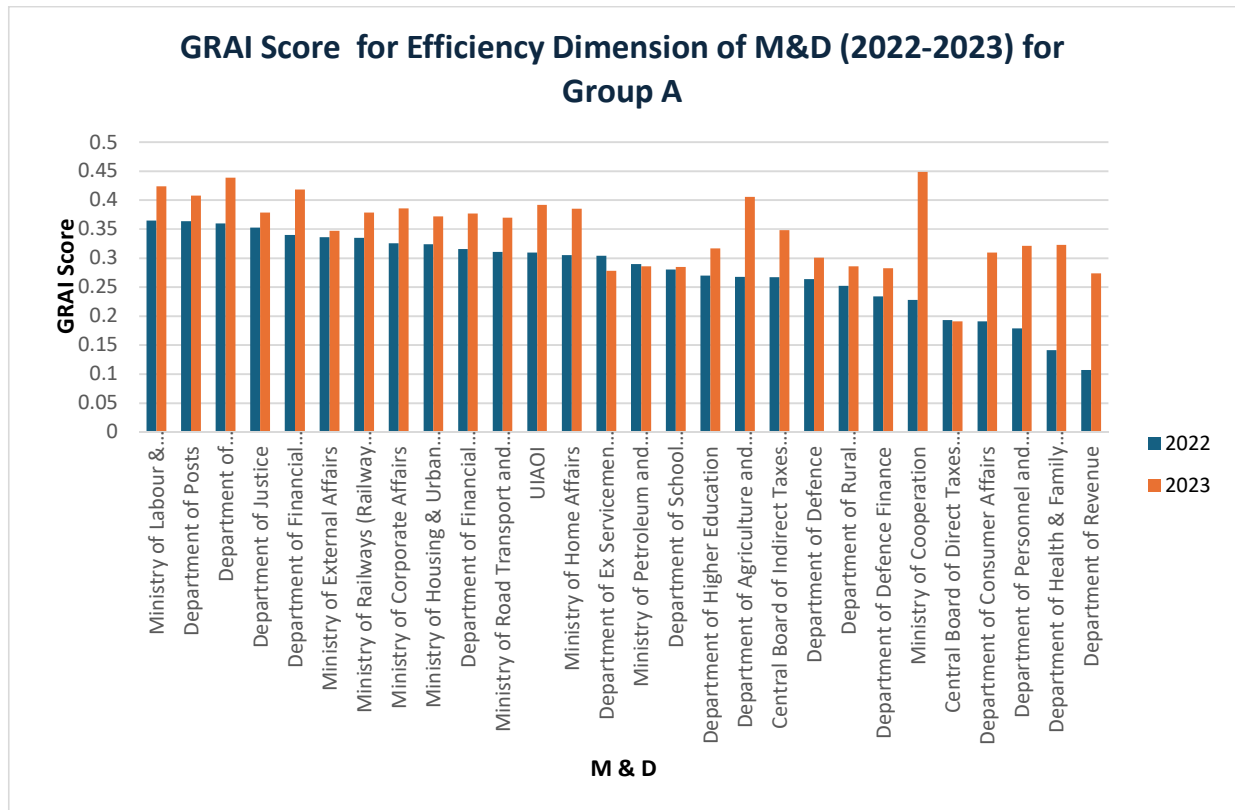


Fig.1.1.1 portrays the GRAI score across 28 M&Ds in 2022 and 2023 for the Efficiency Dimension among Group A. The Ministry of Cooperation reported the highest GRAI score for efficiency in 2023 at 0.449, while the Ministry of Labour & Employment (0.365) ranked first in 2022. The Department of Revenue (156.07) has achieved the highest incremental growth, followed by the Department of Health & Family Welfare (129.08), the Ministry of Cooperation (96.93), and the Department of Agriculture and Farmers Welfare (51.49). Thus, 4 M&Ds accounted for more than 50% growth. The poorest performing Ministries and Departments (M&Ds) that have registered negative growth are three in number: the Department of Ex-Servicemen Welfare (-8.55%), the Ministry of Petroleum and Natural Gas (-1.38%), and the Central Board of Direct Taxes (Income Tax) (-1.04%). Three M&Ds achieved growth between 25% and 50%, including the Central Board of Indirect Taxes and Customs (30.34%), UIAOI (26.45%), and the Ministry of Home Affairs (26.43%).

Fig.1.1.2 Group B

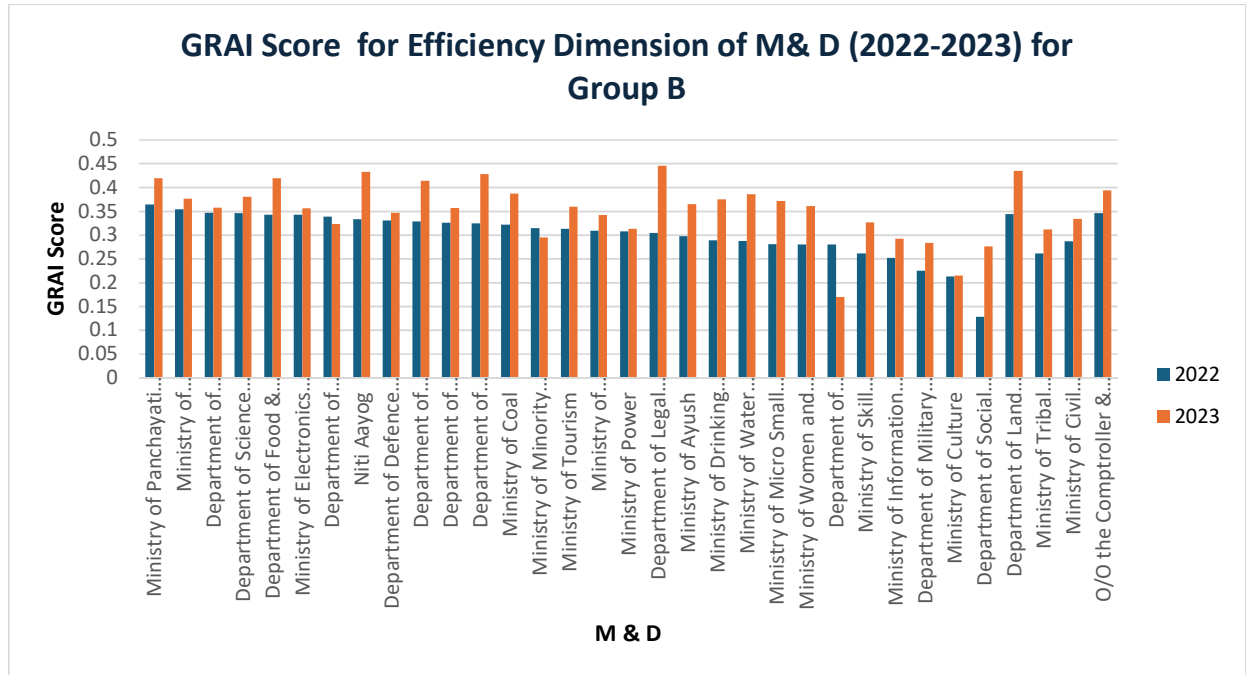


Fig. 1.1.2 portrays the GRAI score across 33 M&Ds in 2022 and 2023 for the Efficiency Dimension among Group B. In 2022, the GRAI score was highest for the Ministry of Panchayati Raj (0.364), and in 2023, it was for the Department of Legal Affairs (0.446). The Department of Social Justice and Empowerment (115.63), the Department of Legal Affairs (46.23), and the Ministry of Water Resources, River Development, and Ganga Rejuvenation (34.03) reported the highest growth. In contrast, three Ministries and Departments reported negative growth. It included the Department of Economic Affairs ACC Division (-39.29), the Ministry of Minority Affairs (-6.35) and the Department of Financial Services (Pension Reforms) (-4.72). Ten out of 33 (30.3%) M&Ds registered a 25-50% growth. Two M & Ds such as Ministry of Civil Aviation and O/O the Comptroller & Auditor General of India moved their nomenclature from Group A to Group B in between 2022 to 2023 signifying reduced registration of grievances while two M & Ds such as Department of Land Resources and Ministry of Tribal Affairs moved from Group C to B which means they have registered more number of grievances in 2023 than 2022.

Fig. 1.1.3 Group C

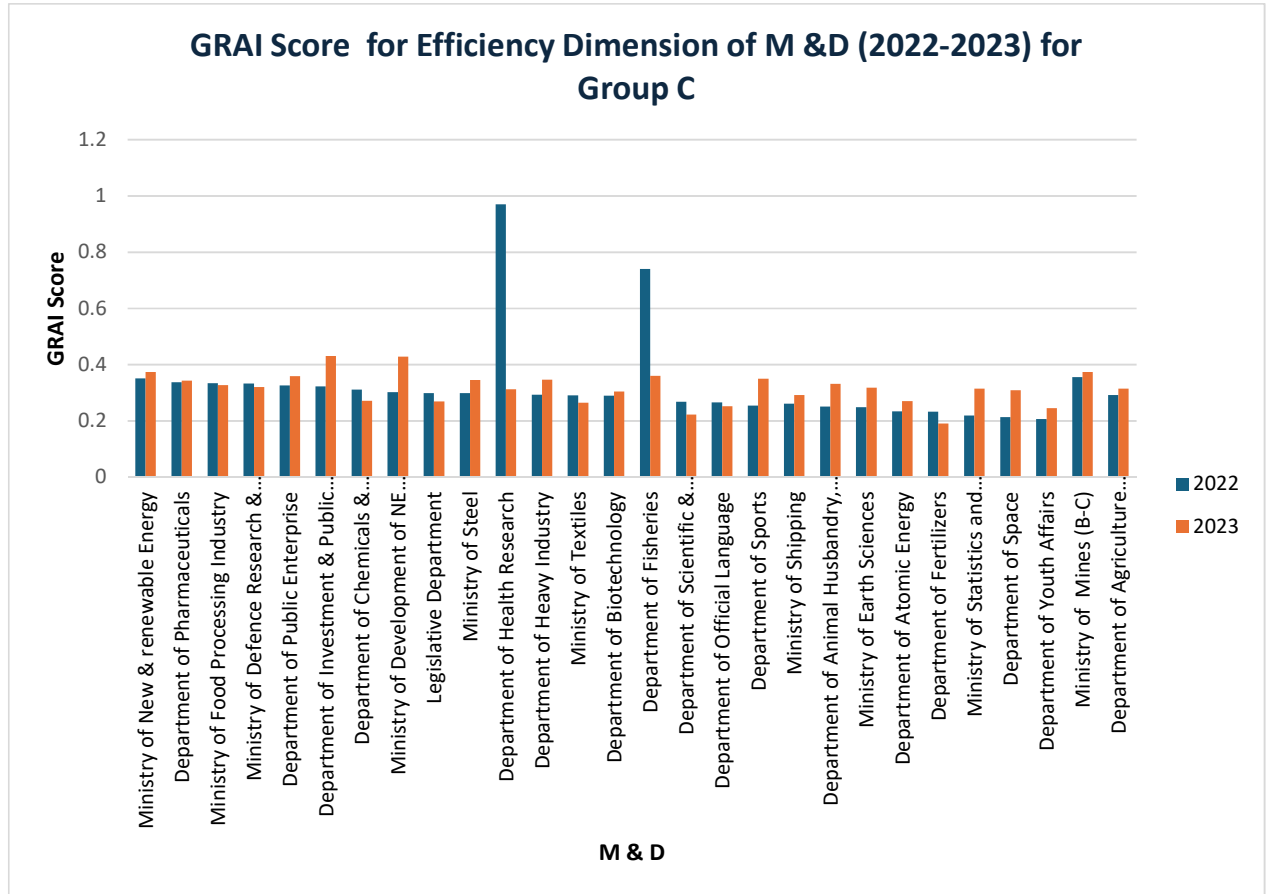
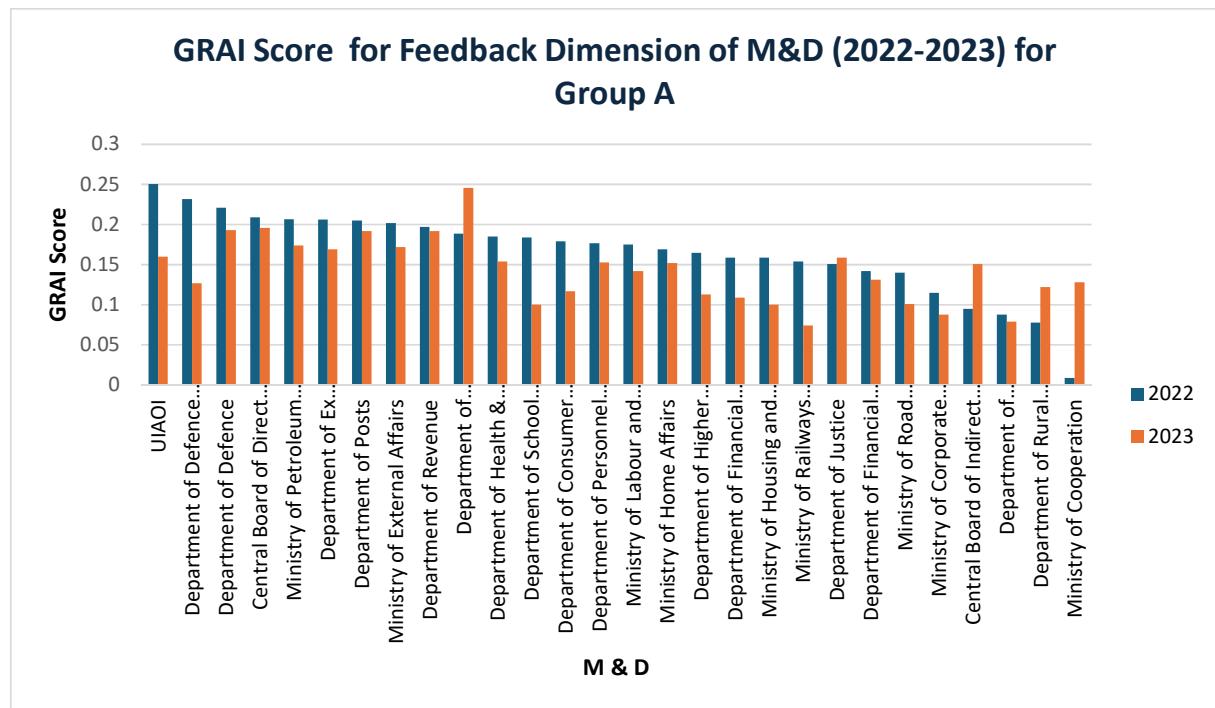


Fig.1.1.3 portrays the GRAI score across 28 M & Ds in 2022 and 2023 for the Efficiency Dimension among Group C. 10 out of 28 M & Ds reported negative growth in 2023 relative to 2022 and the highest negative growth was registered by Department of Health Research (-67.84) and Department of Fisheries (-51.35). Other M&Ds in this list include the Ministry of Food Processing Industry, the Ministry of Defence Research & Development, the Legislative Department, the Department of Scientific & Industrial Research, etc. Two M&Ds, namely the Ministry of Mines and the Department of Agriculture Research and Education, have moved from Group B to Group C since 2022. In 2023, the highest GRAI score was reported by the Department of Investment & Public Assets (0.431), and the lowest by the Department of

Fertilisers (0.19). In 2022, the highest GRAI score was reported by the Ministry of Mines (0.356), while the weakest score was reported by the Department of Youth Affairs (0.206). The top two ranking M&Ds reporting the highest incremental growth are the Department of Space (44.39%) and the Ministry of Statistics and Programme Implementation (43.84%).

1.2 GRAI Score – Feedback Dimension (2022-2023) Across Groups of M & D

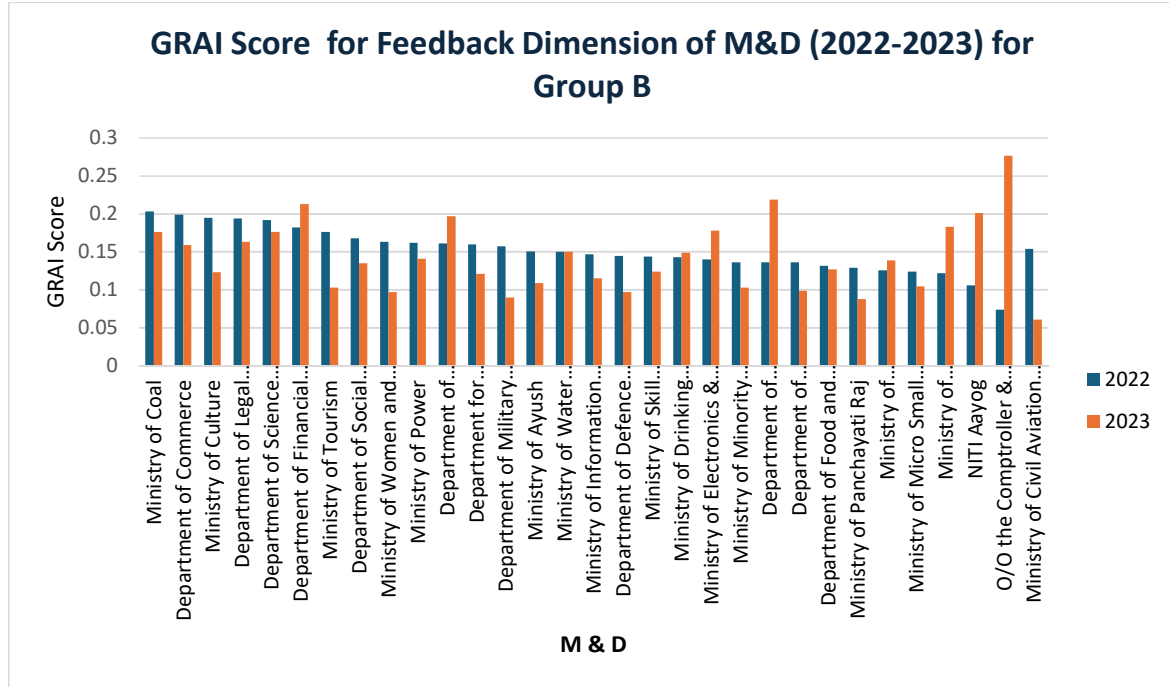
Fig. 1.2.1 Group A



The GRAI score for the feedback dimension in Group A is portrayed in Fig. 1.2.1 for 28 M&Ds. In 2023, the top three ranking M&Ds in the GRAI score for the Feedback dimension include the Department of Agriculture and Farmers Welfare (0.246), the Central Board of Direct Taxes (Income Tax), and the Department of Defence, with scores of 0.196 and 0.193, respectively. The lowest-ranking M&Ds are the Ministry of Railways (Railway Board) (0.074), the Department of Telecommunications (0.079), and the Ministry of Corporate Affairs (0.088). For 2022, the lowest score was reported by the Ministry of Cooperation (0.009), indicating the lowest level of citizen satisfaction. The Ministry of Cooperation registered the highest growth, followed by the Central Board of Indirect Taxes and Customs and the Department of Rural Development, all of which experienced more than 50% growth between

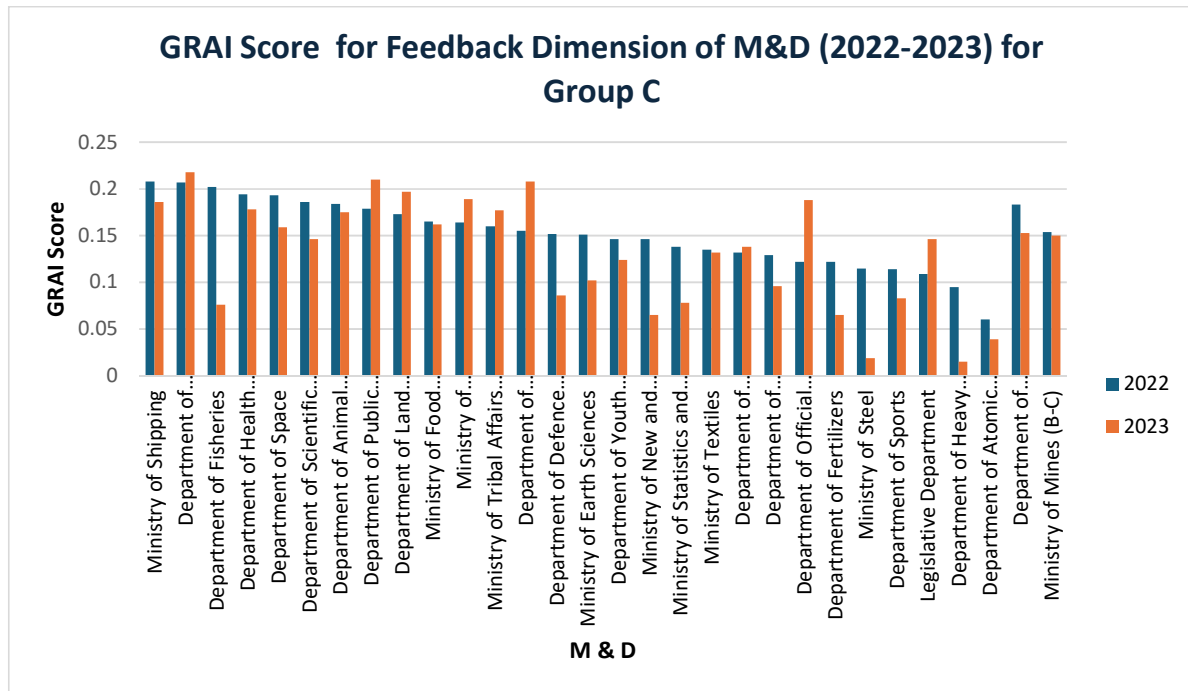
2022 and 2023. The overall picture is one of poor to average performance in the feedback dimension, as 23 out of 28 M&Ds reported negative growth in their feedback dimension score.

Fig. 1.2.2 Group B



The GRAI score for the feedback dimension in Group B is portrayed in Fig. 1.2.2 for 31 M&Ds. Two Ministries and Departments (M&Ds), namely the Office of the Comptroller and Auditor General of India and the Ministry of Civil Aviation, have been listed under Group B in 2023. In contrast, they were in Group A in 2022, indicating a categorical reduction in the number of grievances collected by them. 21 out of 31 M&Ds have registered negative growth, with the highest being reported by the Department of Military Affairs (-42.68). The Ministry of Water Resources, River Development, and Ganga Rejuvenation remained stable, with no growth in the feedback dimension. In contrast, the Comptroller and Auditor General of India showed the highest positive growth in 2023, followed by Niti Aayog (80.62). O/O the Comptroller & Auditor General of India (0.277) and the Ministry of Coal (0.203) were the topmost M&Ds in 2023 and 2022, respectively, in the Feedback GRAI score.

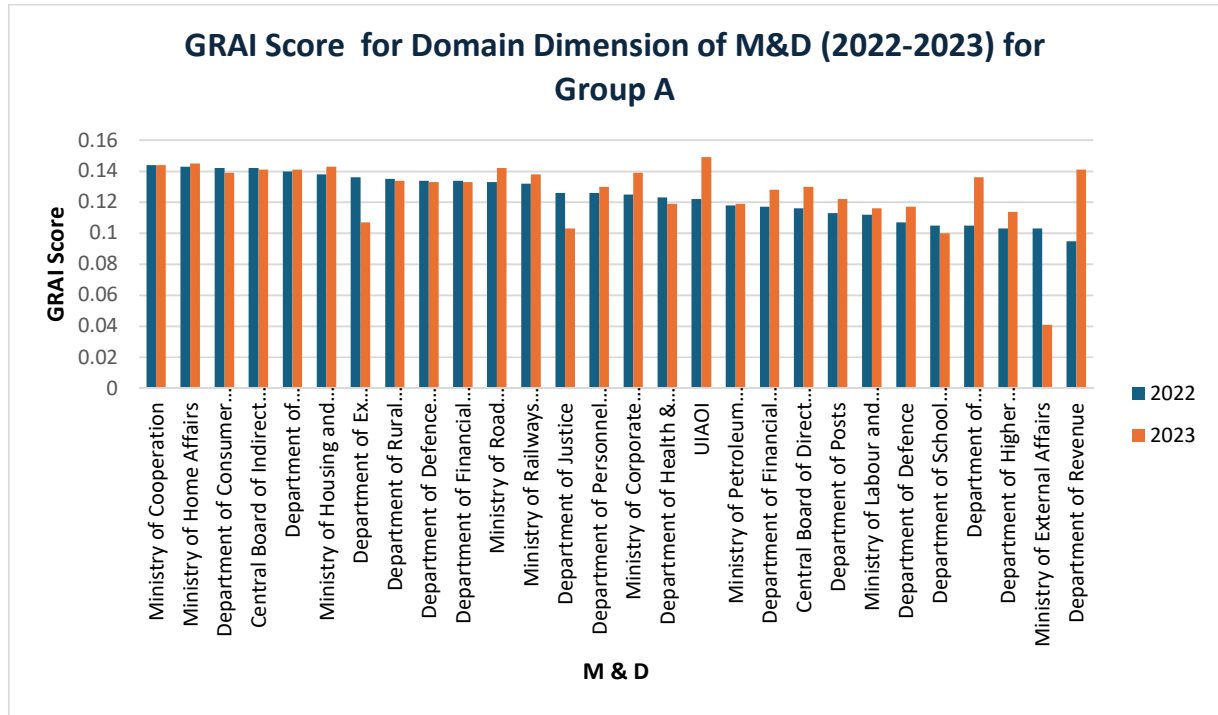
Fig. 1.2.3 Group C



The GRAI score for the feedback dimension in Group C is portrayed in Fig. 1.2.3 for 30 M&Ds. Four M&Ds, including the Department of Land Resources, Ministry of Tribal Affairs, Department of Agriculture Research and Education, and Ministry of Mines, moved from Group B to Group C in 2023, compared to 2022, indicating a lower number of grievances. In 2023, the Department of Pharmaceuticals achieved the highest score, 0.218, in the Feedback dimension of Group C, followed by the Department of Public Enterprises (0.210) and the Department of Investment and Public Asset Management (0.208). The lowest score was reported by the Department of Heavy Industry in 2023 (0.015). The Department of Atomic Energy (0.06) had the lowest ranking in 2022. Twenty-one out of 30 M&Ds registered negative growth in feedback in 2023, signifying poor performance, with the Department of Heavy Industry securing the highest ranking among the poorly performing M&Ds. The Department of Official Language (54.10), the Department of Investment and Public Asset Management (34.19), and the Legislative Department (33.94) are ranked as the top three M&Ds registering the highest growth in the GRAI score.

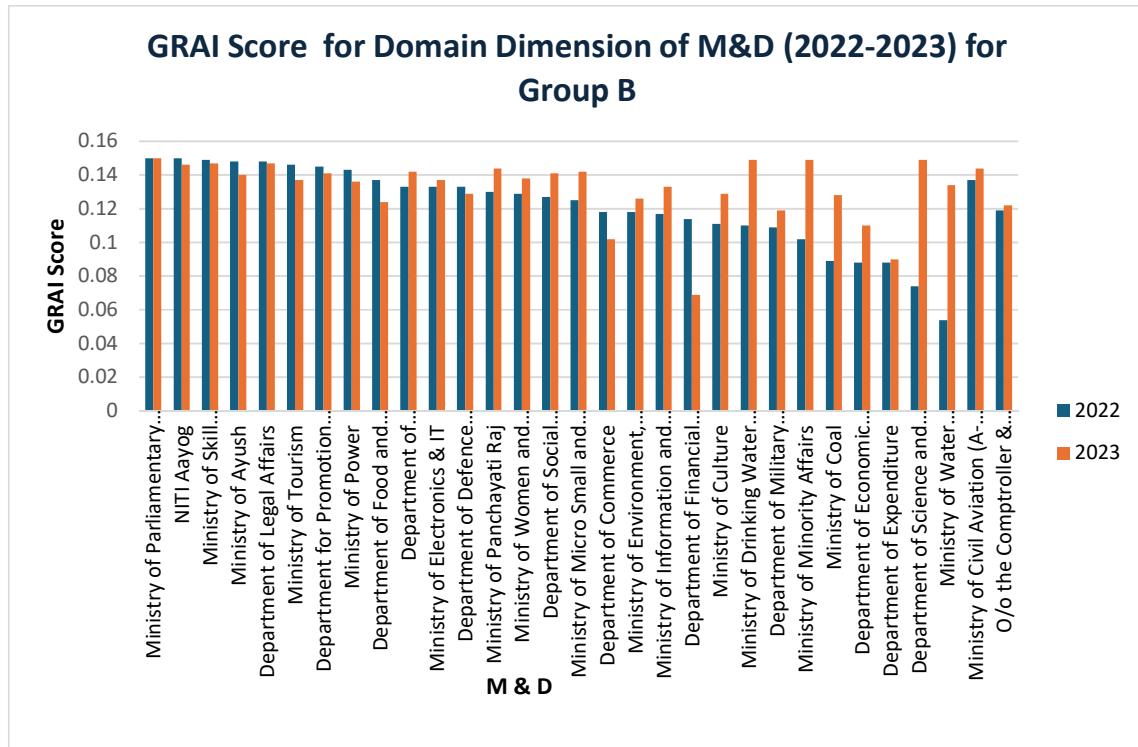
1.3 GRAI Score – Domain Dimension (2022-2023) Across Groups of M & D

Fig. 1.3.1 Group A



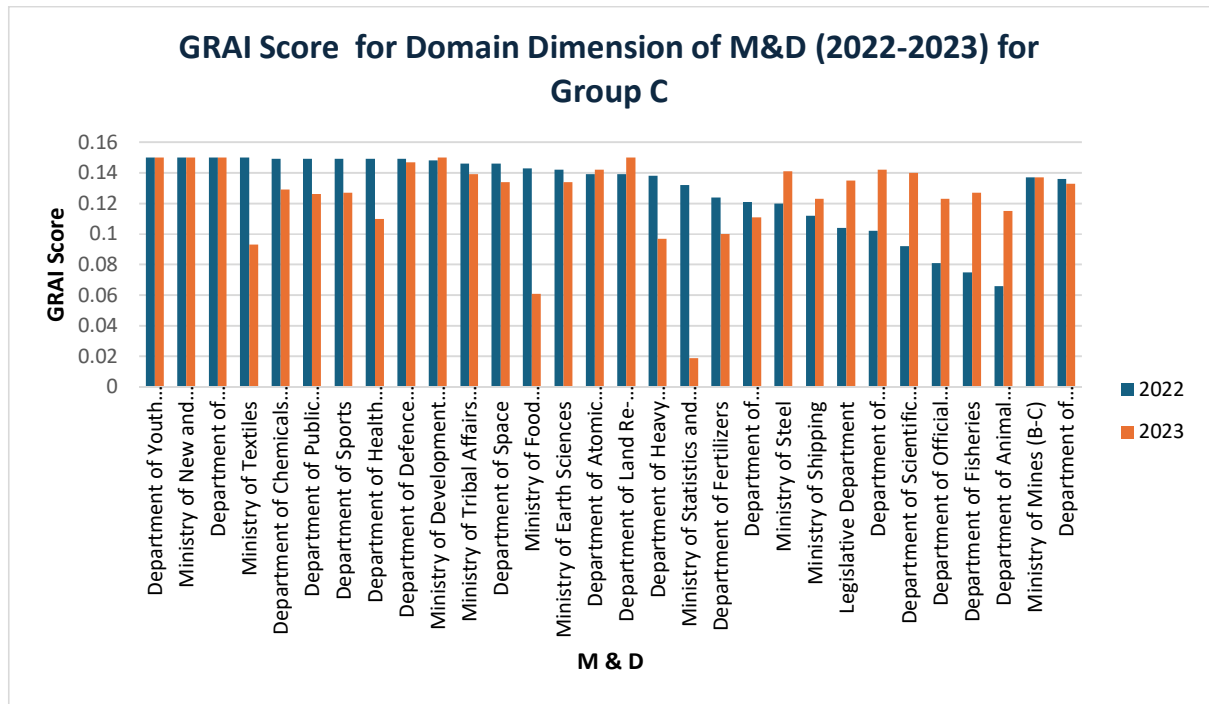
In Fig. 1.3.1, the graphical representation of the 28 M&Ds in Group A is shown in terms of the Domain dimension. In 2023, the Unique Identification Authority of India (0.149) had the highest score, followed by the Ministry of Home Affairs (0.145) and the Ministry of Cooperation (0.144). The average score for the 28 M&Ds of Group A in the Domain dimension is 0.127, and 18 M&Ds have scored higher than the average. In 2022, the Ministry of Cooperation (0.144) reported the highest score, followed by the Ministry of Home Affairs (0.142). The Ministry of Cooperation remains stable in its score in both years, while the Department of Revenue (48.42), the Department of Agriculture and Farmers Welfare (29.52), and UIAOI (22.13) are the top three better-performing M&Ds, reporting the highest growth in the domain dimension from 2022 to 2023. The Ministry of External Affairs registered the lowest growth during the same period.

Fig. 1.3.2 Group B



In Fig. 1.3.2, the graphical representation of the 31 M&Ds in Group B is shown in terms of the Domain dimension. In 2023, the Department of Land Resources and the Ministry of Parliamentary Affairs are the top performers, with scores of 0.150 for both. Closely following are the Ministry of Drinking Water and Sanitation, the Ministry of Minority Affairs, and the Department of Science and Technology, with a score of 0.149 from all three. The average score for all the M&Ds of Group B in the domain dimension is 0.133, and 22 M&Ds have scored more than the average score. Overall, none of the M&Ds in Group B show any visible or prominent improvement in scores in 2023 in their domain dimension. Specifically, 9 out of 28 M&Ds have unchanged their GRAI scores from 2022 to 2023. The Ministry of Water Resources, River Development, and Ganga Rejuvenation, along with the Department of Science and Technology, registered the highest growth in the GRAI score. At the same time, the Department of Financial Services (Pension Reforms) ranked lowest in incremental negative growth in the domain dimension. The Ministry of Civil Aviation and the Office of the Comptroller and Auditor General of India are categorised under Group B in 2023, as compared to being on the Group A list in 2022.

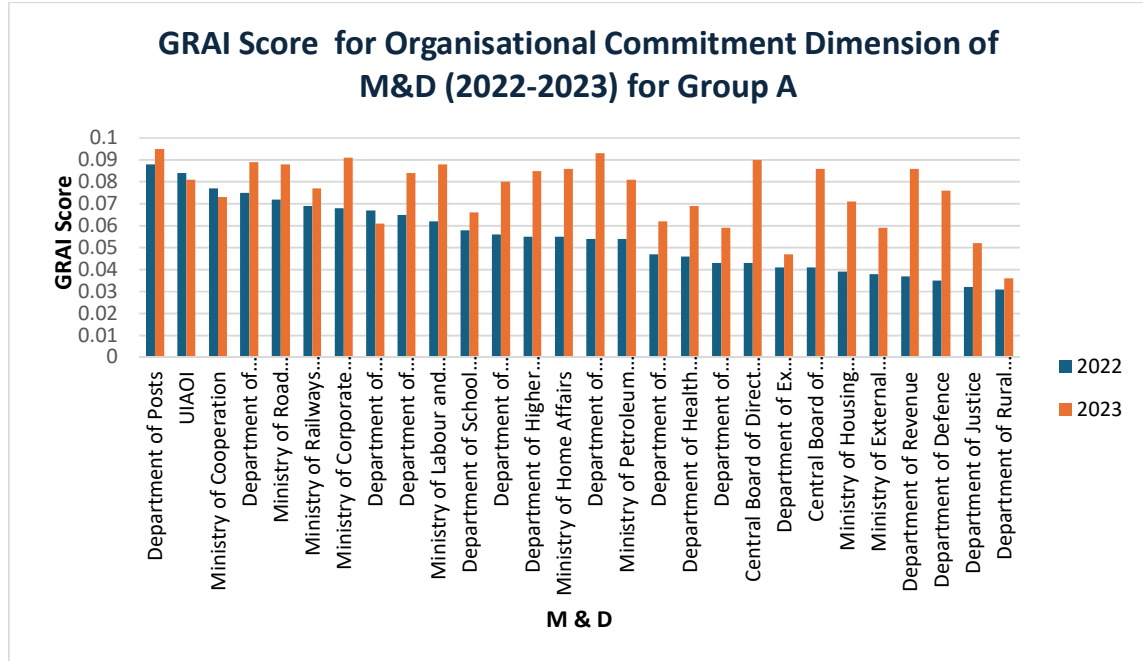
Fig. 1.3.3 Group C



In Fig. 1.3.3, the graphical representation of 30 M&Ds in Group C is shown in terms of the Domain dimension. In 2023, the Ministry of Development of the North Eastern Region, the Department of Youth Affairs, the Department of Biotechnology, and the Ministry of New and Renewable Energy each received the highest score of 0.150, followed by the Department of Defence Research and Development with a score of 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. 4 M & Ds remain stagnant in their scores between 2022-2023 while domain scores increased by 50 % for Department of Animal Husbandry, Dairying, and Department of Fisheries and Department of Scientific & Industrial Research and Department of Official Language. On the other hand, M&Ds which registered the poorest performance in domain scores over time included the Ministry of Statistics and Programme Implementation, the Ministry of Food Processing Industries, the Ministry of Textiles, the Department of Health Research, the Department of Heavy Industry, etc. 4 M&Ds moved from Group B to Group C from 2022 to 2023. They include the Ministry of Tribal Affairs, the Department of Land Resources, the Ministry of Mines, and the Department of Agriculture Research and Education, implying a reduction in grievances filed.

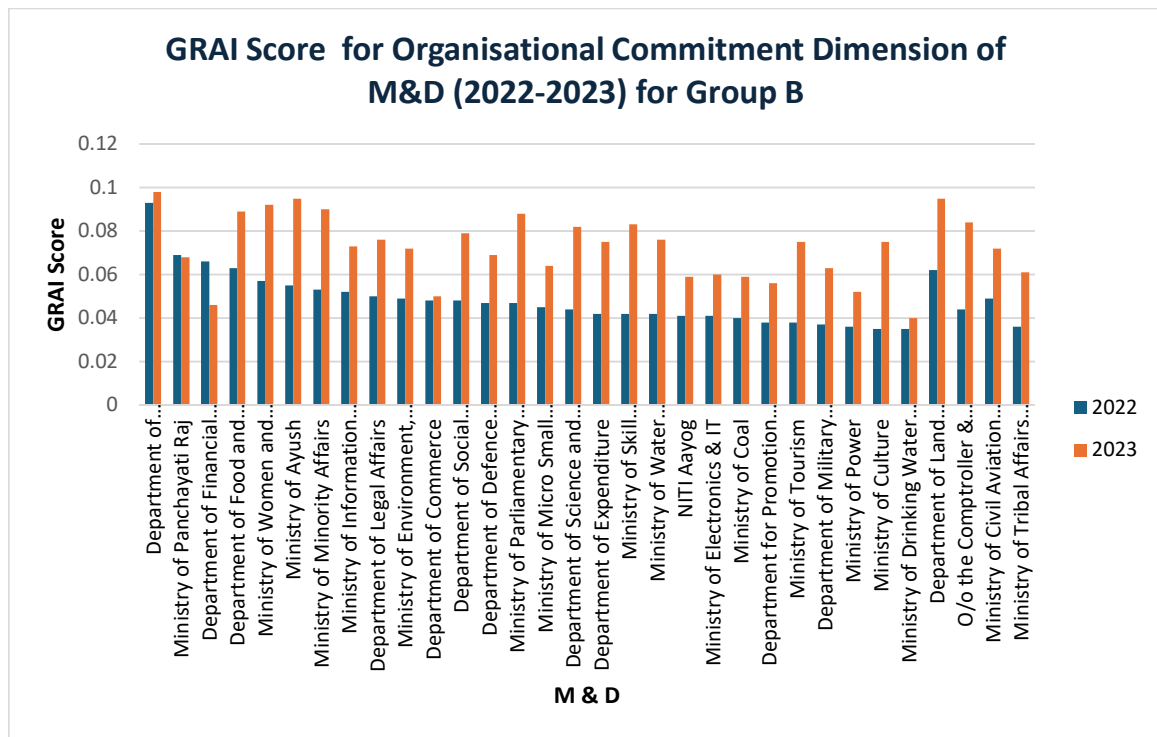
1.4 GRAI Score – Organizational Commitment Dimension (2022-2023) Across Groups of M & D

Fig. 1.4.1 Group A



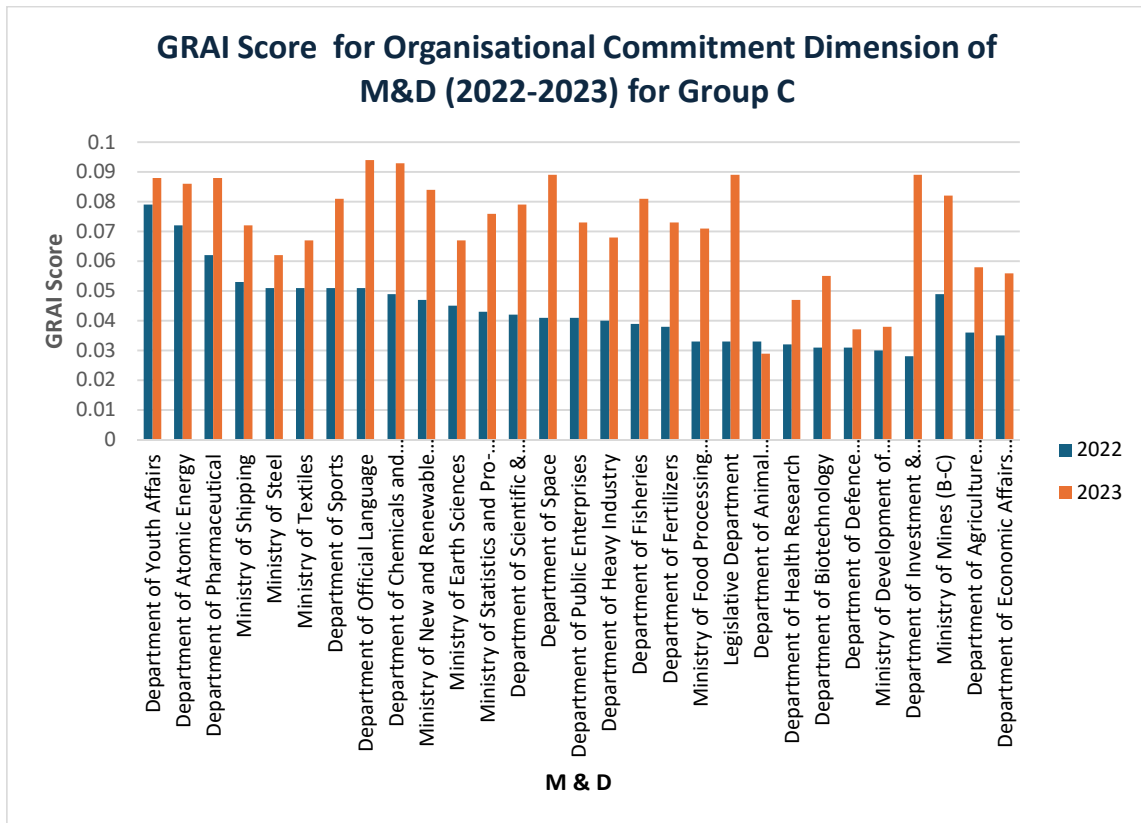
The GRAI score for organisational commitment (OC) dimension in Group A is portrayed in Fig. 1.4.1 for 28 M&Ds. Overall, in 2023, the Department of Posts has the highest score, with 0.095, followed by the Department of Telecommunications (0.093) and the Ministry of Corporate Affairs (0.091). The average score for the 28 M&Ds of Group A in the Organisational Commitment dimension is 0.075, and 17 M&Ds have scored more than the average score. In 2022, the Department of Posts (0.088) ranked first in the GRAI score for OC, followed by UIAOI (0.084) and the Ministry of Cooperation (0.077). In 2023, the top three ranking M&Ds were the Department of Posts (0.095), the Department of Telecommunications (0.093), and the Ministry of Corporate Affairs (0.091). Among the lowest-ranking M&Ds in the GRAI score for OC were the Department of Rural Development (0.036) and the Department of Ex-Servicemen Welfare (0.047) in 2023. According to the Department of Consumer Affairs, the GRAI score experienced the lowest growth rate from 2022 to 2023. 10 out of 28 M&Ds reported incremental growth of more than 50% in their scores.

Fig. 1.4.2 Group B



The GRAI score for the organisational commitment dimension in Group B is portrayed in Fig. 1.4.2 for 32 M&Ds. In 2023, the Department of Empowerment of Persons with Disabilities achieved the highest score, at 0.098. It is followed by the Department of Land Resources and the Ministry of AYUSH, both of which score 0.095. O/o the Comptroller & Auditor General of India and the Ministry of Civil Aviation reportedly shifted from Group A to B in 2023, and the Department of Land Resources and the Ministry of Tribal Affairs are the ones which moved from Group C to B, implying an increase in several registered grievances. Except for two M & Ds Department of Financial Services (Pension Reforms) and Ministry of Panchayati Raj all other M& Ds improved their GRAI scores in 2023, the highest incremental growth in scores were achieved by Ministry of Culture (114.29), Ministry of Skill Development and Entrepreneurship (97.62), and Ministry of Tourism (97.37). In 2023, the highest GRAI score in OC in Group B was recorded by the Department of Empowerment of Persons with Disabilities (0.098), and the lowest by the Ministry of Drinking Water and Sanitation (0.040).

Fig. 1.4.3 Group C



The GRAI score for organisational commitment dimension in Group C is portrayed in Fig. 1.4.3 for 32 M&Ds. In 2023, the Department of Official Language had the highest score of 0.094. It is followed by the Department of Chemicals and Petrochemicals, with a score of 0.093. The Legislative Department, Department of Space and Department of Investment & Public Asset Management each have a score of 0.089. In 2023, the Ministry of Mines, the Department of Agriculture Research and Education, and the Department of Economic Affairs' ACC Division were included in Group C and moved from Group B. In 2023, the M&Ds, including the Department of Official Language (0.094), the Department of Chemicals and Petrochemicals (0.093) and the Department of Space (0.089), registered the highest scores. The poorest performing Ministries and Departments (M&Ds) were the Department of Animal Husbandry and Dairying (0.027), the Department of Defence Research and Development (0.037), and the Ministry of Development of North Eastern Region (0.038). The Department of Investment and Public Asset Management, Legislative Department, and Department of Space, as well as the Ministry of Food Processing Industries, reported having the highest

incremental improvement in the GRAI scores for OC, signifying the allocation of more resources and skilled personnel to handle grievances.