



प्रशासनिक सुधार और लोक शिकायत विभाग

DEPARTMENT OF
ADMINISTRATIVE REFORMS
& PUBLIC GRIEVANCES

5th NATIONAL WORKSHOP ON “SEVOTTAM AND EFFECTIVE REDRESSAL OF PUBLIC GRIEVANCES”

**Proceeding
Document**

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**Department of Administrative Reforms and
Public Grievances**

Table of Contents

| | |
|--|-----------|
| Overview..... | 4 |
| Session I – Inaugural Session..... | 6 |
| 1. Address by Shri K. Jayakumar, Director, Institute of Management in Government, Kerala..... | 6 |
| 2. Overview Presentation by Shri. V. Srinivas, Secretary, DARPG on CPGRAMS and Sevottam..... | 7 |
| 3. Address by Shri T. Krishna Kumar, Vice President & CTO, eGov Foundation..... | 8 |
| 4. Vote of Thanks by Dr. S. Sajeev, Professor, Institute of Management in Government, Kerala..... | 8 |
| Session II – Presentations on Kerala Grievance Redressal Experience..... | 9 |
| 1. Presentation by Ms. Anu Kumari, District Collector, Trivandrum..... | 9 |
| 2. Presentation by Dr. Veena N. Madhavan, Special Secretary, Department of Personnel and Administrative Reforms, Government of Kerala..... | 9 |
| 3. Presentation by Shri Seeram Sambasiva Rao, Special Secretary, IT and Principal Director, LSGD, Government of Kerala..... | 10 |
| 4. Presentation by Shri K. Jayakumar, Director, Institute of Management in Government, Kerala..... | 10 |
| Session III – Presentations on Sevottam by Administrative Training Institutes (ATIs)..... | 11 |
| 1. Presentation by Prof. Nirmalya Bagchi, Professor & Director, Administrative Staff College of India (ASCI), Hyderabad..... | 11 |
| 2. Presentation by Shri Chakravarthy T. Kannan, Secretary General, Quality Council of India (QCI)..... | 11 |
| Session IV – Presentations by States..... | 12 |
| 1. Presentation by Shri Amitabh Nag, CEO, Digital India BHASHINI..... | 12 |
| 2. Presentation by Shri Akhilesh, Government of Telangana..... | 12 |
| 3. Presentation by Shri Sanjeev Saxena, Senior Technical Director, NIC, DARPG..... | 13 |
| Session V – Presentations on Knowledge Partners of CPGRAMS..... | 14 |
| 1. Presentation by Prof. Nisheeth Srivastava, IIT Kanpur..... | 14 |
| 2. Presentation by Shri Shabbeer Sheikh, Director, Centre for Good Governance, Hyderabad..... | 14 |
| 3. Presentation by Shri Varun Hemachandran, Lead, OpenNyAI, Agami..... | 15 |
| 4. Presentation by Smt. Sapna Kapoor, State Informatics Officer, Government of Maharashtra (<i>Through VC</i>)..... | 15 |
| PHOTO GALLERY..... | 16 |

Overview



The 5th National Workshop on “Sevottam and Effective Redressal of Public Grievances” was inaugurated with the ceremonial lighting of the lamp by Shri V. Srinivas, Secretary, DARPG, and Shri K. Jayakumar, Director, IMG, Kerala. The event was graced by Smt. Jaya Dubey, Joint Secretary, DARPG, Shri T. Krishna Kumar, Vice President & CTO, e-Gov Foundation, and Dr. S. Sajeev, Professor, IMG, Kerala.

With participation from over 150 officials from States and ATIs, the workshop featured the release of the Draft Sevottam Guidelines, a Model for Ranking States, and demonstrations of Indian technology tools.

Sessions focused on digital innovation, capacity building, and strengthening the Sevottam framework. The event concluded with an address underscoring the need to institutionalize citizen-centric grievance redressal across States and UTs.

Session I – Inaugural Session

1. Address by Shri K. Jayakumar, Director, Institute of Management in Government, Kerala

Shri K. Jayakumar, Director, Institute of Management in Government, Kerala, delivered the welcome address, emphasizing the pivotal role of grievance redressal in strengthening democratic governance. He highlighted that empowering citizen through timely and effective resolution of grievances is fundamental to a responsive administrative system. Underscoring the transformative impact of technology, he noted how digital platforms have improved citizen access and enabled quicker resolutions. He observed that a quiet yet significant shift is taking place—making grievance redressal mechanisms more transparent, efficient, and citizen-focused.



2. Overview Presentation by Shri. V. Srinivas, Secretary, DARPG on CPGRAMS and Sevottam

Shri. V. Srinivas, Secretary, Department of Administrative Reforms and Public Grievances (DARPG), in his address at the workshop, outlined key initiatives aimed at strengthening grievance redressal and enhancing citizen satisfaction. He emphasized the need for enhanced monitoring and quality resolution, in alignment with the Hon'ble Prime Minister's directives



under the PRAGATI review framework. He also highlighted the operationalization of a senior-level review module and the introduction of state-level grievance categorization to improve oversight and accountability.

Shri. V. Srinivas further announced a strategic partnership with Digital India Bhashini to enable multilingual grievance redressal support. He underscored the importance of capacity building through the Administrative Staff College of India (ASCI) and the expanded mapping of Grievance Redressal Officers (GROs) to ensure timely resolution of complaints. He shared key takeaways from the Sevottam conference, which will serve as guiding inputs for future actions across States and UTs.

He also introduced the advanced features of NextGen CPGRAMS, including a WhatsApp bot, voice-to-text grievance lodging, urgent grievance bundling, and real-time alerts, all aimed at improving the speed and quality of grievance resolution. Concluding his address, Shri. Srinivas stated that the workshop marks a significant step towards developing a robust roadmap consistent with the Prime Minister's PRAGATI vision, fostering a more efficient, responsive, and citizen-centric grievance redressal system.

3. Address by Shri T. Krishna Kumar, Vice President & CTO, e-Gov Foundation

Shri T. Krishna Kumar, Vice President & CTO, e-Gov Foundation, shared insights on the foundational elements of grievance redressal through the DIGIT platform. He emphasized that a modular architecture, automated grievance capture, and strengthened feedback loops form the core of an agile and responsive system. Highlighting key challenges, he noted the importance of improving closure tracking, ensuring stakeholder alignment, and fostering a culture of proactiveness and accountability. He underscored the potential of digital infrastructure to drive systemic change in grievance management.



4. Vote of Thanks by Dr. S. Sajeew, Professor, Institute of Management in Government, Kerala



Dr. S. Sajeew, Professor, Institute of Management in Government, Kerala, delivered the vote of thanks, expressing gratitude to the dignitaries for their insightful contributions and guidance. He acknowledged the valuable inputs shared by Shri V. Srinivas, Secretary, DARPG, and other participants from across the country

in promoting citizen-centric grievance redressal. He emphasized that the discussions and shared experiences would contribute meaningfully to strengthening responsive governance through

innovation and institutional reform. Concluding, he appreciated the collective efforts of all attendees and reaffirmed IMG Kerala's commitment to advancing capacity-building initiatives for improved public service delivery.

Session II – Presentations on Kerala Grievance Redressal Experience

The following presentations were delivered, showcasing key initiatives and Kerala's citizen-centric approach to grievance redressal and public service delivery:

1. Presentation by Ms. Anu Kumari, District Collector, Trivandrum

Ms. Anu Kumari provided an overview of the district's proactive grievance redressal system, emphasizing the use of digital platforms such as Pravasi Mithram, Revenue Mithram, and the Pattaya Dashboard to streamline service delivery. She underlined the role of e-District services and routine review mechanisms in promoting transparency, accountability, and timely grievance resolution. These initiatives have helped institutionalize a responsive, citizen-first governance model at the district level.



2. Presentation by Dr. Veena N. Madhavan, Special Secretary, Department of Personnel and Administrative Reforms, Government of Kerala



Dr. Veena N. Madhavan presented the features of Santhwanam, the Chief Minister's Public Grievances Redressal System, which integrates technology, real-time monitoring, and inter-departmental coordination. She illustrated how the system ensures prompt, citizen-friendly grievance resolution through structured timelines and a focus on

service quality. The initiative reflects Kerala's efforts to build a seamless grievance redressal ecosystem through digital governance.

3. Presentation by Shri Seeram Sambasiva Rao, Special Secretary, IT and Principal Director, LSGD, Government of Kerala

Shri Seeram Sambasiva Rao emphasized the fundamental prerequisites for effective governance and attributed Kerala's achievements to sustained policy focus and high literacy. He showcased the state's digital health transformation, noting its impact on accessibility and service delivery. He stressed that continued investment in digital infrastructure and skill-building has enabled Kerala to deliver inclusive and efficient public services.



4. Presentation by Shri K. Jayakumar, Director, Institute of Management in Government, Kerala



Shri K. Jayakumar highlighted the Kerala Yatra, during which the state cabinet visited all 140 constituencies, as a landmark effort to connect governance with grassroots realities. He also discussed Nava Kerala Sadas, a platform for citizen interaction, and reflected on how the Sevottam framework has renewed the focus on timely and effective

grievance redressal. He emphasized that initiatives like these are instrumental in embedding a culture of responsiveness in public administration.

Session III – Presentations on Sevottam by Administrative Training Institutes (ATIs)

The following presentations showcased institutional efforts and strategic approaches aimed at strengthening grievance redressal and enhancing service delivery mechanisms:

1. Presentation by Prof. Nirmalya Bagchi, Professor & Director, Administrative Staff College of India (ASCI), Hyderabad

Prof. Nirmalya Bagchi outlined ASCI's collaboration with DARPG aimed at enhancing capacity building for last-mile Grievance Redressal Officers (GROs). He emphasized the importance of strengthening institutional capabilities to rebuild public trust in grievance mechanisms. He also presented the draft SEVOTTAM Guidelines, detailing a roadmap for standardization and improvement in grievance redressal processes. The presentation highlighted ASCI's pivotal role in shaping a structured training ecosystem aligned with citizen-centric governance.



2. Presentation by Shri Chakravarthy T. Kannan, Secretary General, Quality Council of India (QCI)



Shri Chakravarthy T. Kannan highlighted QCI's pivotal partnership with DARPG since 2015 in enhancing service delivery frameworks. He provided an overview of the evolving categorization model within CPGRAMS, which aims to simplify grievance registration. By streamlining processes and

making the interface more intuitive, the initiative has significantly improved accessibility and ensured a more citizen-centric grievance redressal.

Session IV – Presentations by States

The following presentations were delivered, focusing on the integration of technology-driven solutions and updated training programs aimed at enhancing grievance redressal systems:

1. Presentation by Shri Amitabh Nag, CEO, Digital India BHASHINI

Shri Amitabh Nag highlighted the implementation of a multilingual, multimodal solution for NextGen CPGRAMS, designed to increase the accessibility and efficiency of grievance redressal. He outlined how AI-driven voice technologies were integrated into the system, ensuring that citizens from diverse linguistic backgrounds and regions can seamlessly file and track grievances. This technological upgrade makes the grievance resolution process more inclusive, improving citizen engagement and strengthening the public trust in the system. Shri Nag emphasized that this integration aligns with the government's vision of fostering inclusive, transparent, and efficient public service delivery.



2. Presentation by Shri Akhilesh, Government of Telangana



Shri Akhilesh presented Samagravedika, a state-of-the-art welfare scheme eligibility management system. This platform simplifies the process of beneficiary identification, ensuring targeted and efficient service delivery.

He demonstrated how the system strengthens governance by enhancing transparency and efficiency in the allocation of welfare benefits. Shri Akhilesh stressed that Samagravedika represents a critical step toward ensuring that services are delivered to the right beneficiaries, fostering a more inclusive welfare governance system that upholds accountability.

3. Presentation by Shri Sanjeev Saxena, Senior Technical Director, NIC, DARPG

Shri Sanjeev Saxena provided an in-depth overview of the Feedback Dashboard and Review Module Portal. He emphasized their role in enhancing grievance monitoring through citizen feedback. These platforms allow for seamless tracking and analysis of complaints, ensuring that they are addressed promptly and effectively. Shri Saxena highlighted the data-driven approach of these



systems, which not only provide actionable insights into grievance resolution but also foster a more responsive and accountable grievance redressal framework. He noted that by capturing and analyzing citizen feedback, these platforms play a key role in improving the overall effectiveness and transparency of the grievance redressal process.

Session V – Presentations on Knowledge Partners of CPGRAMS

The concluding session of the National Workshop featured insightful presentations, focusing on innovation-led, citizen-centric approaches to grievance redressal and public service delivery:

1. Presentation by Prof. Nisheeth Srivastava, IIT Kanpur



Prof. Nisheeth Srivastava presented the Intelligent Grievance Management System (IGMS), outlining how advanced analytics and machine learning can transform grievance redressal through predictive insights and streamlined workflows. He demonstrated how IGMS is designed to identify systemic patterns, enhance the overall governance architecture. Prof.

Srivastava also provided a forward-looking roadmap for IGMS, highlighting key features planned for 2026, including integration with the UPYOG platform, a Decision Support System, the Government Data Exchange (GDX) framework, and Grievance Classification Protocol (GCP) models, aimed at driving systemic reforms.

2. Presentation by Shri Shabbeer Sheikh, Director, Centre for Good Governance, Hyderabad

Shri Shabbeer Sheikh highlighted the significance of the Grievance Redressal Assessment and Index (GRAI) in evaluating and improving the performance of grievance redressal mechanisms across institutions. He emphasized that GRAI serves as a benchmarking tool to promote



accountability, efficiency, and continuous improvement in grievance handling. Shri Sheikh outlined plans for the state-level rollout of GRAI, aimed at enabling structured performance assessment, fostering transparency, and supporting the development of responsive governance ecosystems.

3. Presentation by Shri Varun Hemachandran, Lead, OpenNyAI, Agami

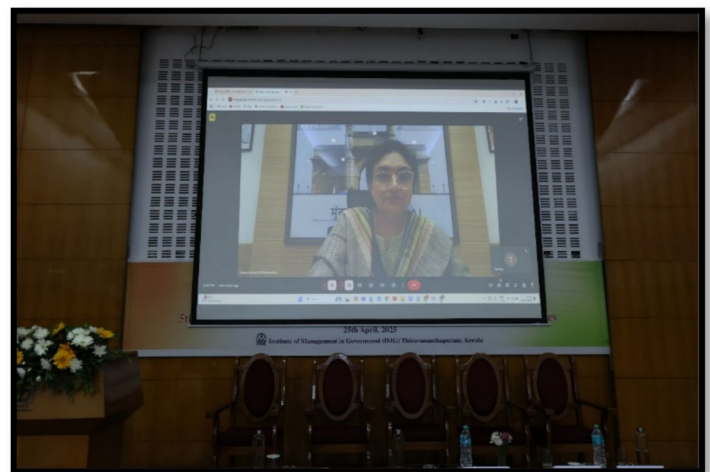


Shri Varun Hemachandran presented a Roadmap for Effective Grievance Redressal, focusing on the role of open-source AI in fostering a fairer, faster, and more inclusive grievance redressal system. He underscored the importance of citizen empowerment, participatory governance, and collaborative innovation in addressing administrative challenges.

By leveraging community-driven digital tools and transparent governance practices, the roadmap envisions a grievance redressal architecture that is equitable, scalable, and citizen-centric.

4. Presentation by Smt. Sapna Kapoor, State Informatics Officer, Government of Maharashtra (Through VC)

Smt. Sapna Kapoor joined virtually to present Sandes; India's secure instant messaging platform developed for official communication. She outlined its role in enhancing real-time coordination between departments, ensuring data security, and enabling prompt citizen engagement. Highlighting its relevance for grievance redressal, she noted that Sandes facilitates



seamless, confidential, and efficient communication, thereby strengthening service delivery and improving institutional responsiveness in governance.

PHOTO GALLERY

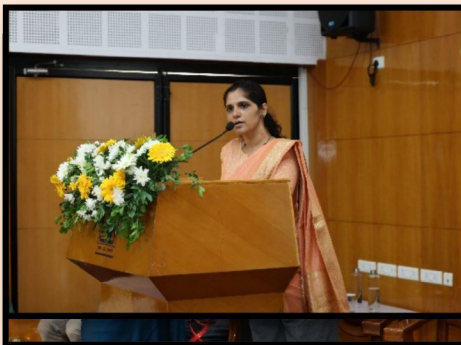


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