प्रशासनिक सुधार और लोक शिकायत विभाग

**DEPARTMENT OF ADMINISTRATIVE REFORMS & PUBLIC GRIEVANCES**

# NATIONAL WORKSHOP ON "EFFECTIVE REDRESSAL OF PUBLIC GRIEVANCES"

## Proceeding Document

**18th November, 2024**

**Department of Administrative Reforms and Public Grievances**

# Contents

# Overview



**Dr. Jitendra Singh, Hon'ble Minister of State**

The National Workshop on Effective Redressal of Public Grievances was organized by the Department of Administrative Reforms and Public Grievances (DARPG) to promote citizen-centric governance. The workshop aimed to address systemic challenges in grievance redressal and showcase transformative practices and technologies. The event saw active participation from over 500 officers representing Central Ministries/Departments, State Governments, and Administrative Training Institutes (ATIs).

The workshop featured a Keynote Address by the Chief Guest, Dr. Jitendra Singh, Hon'ble Minister of State for Personnel, Public Grievances, and Pensions. He underscored the remarkable strides made in grievance resolution, noting a significant reduction in resolution time to an average of just 21 days. In a testament to the efficiency of the system, an impressive average of 13 days was achieved during the first 10 months of this year. Dr. Singh highlighted the government's unwavering commitment to enhancing citizen satisfaction through technology-driven, citizen-centric initiatives such as CPGRAMS. He expressed satisfaction that these efforts have yielded positive results, with citizen satisfaction now reaching 44%. This achievement reflects the transformative impact of robust grievance redressal mechanisms in empowering citizens and improving public service delivery.

Reiterating the critical role of grievance redressal in fostering good governance, Dr. Singh emphasized its importance in building trust and transparency between the government and the public. He called upon all stakeholders to continue innovating and strengthening these systems to ensure prompt and effective resolution of grievances. The Minister's address set a forward-looking tone for the workshop, encouraging collaboration and excellence in public service delivery nationwide.



The session commenced with the lighting of the lamp by Shri V. Srinivas, Secretary of DARPG, accompanied by other senior officials, followed by a rendition of Saraswati Vandana.

The workshop spanned across six sessions, including plenary discussions and knowledge-sharing by experts. Key highlights included the launch of the Grievance Redressal Assessment and Index (GRAI) 2023, CPGRAMS Monthly Reports for Central Ministries/Departments and States/UTs for October 2024 and the CPGRAMS Mobile App, aimed at improving governance through innovative solutions and proactive engagement.

The event concluded with the valedictory address by Shri V. Srinivas, Secretary and Smt. Jaya Dubey, Joint Secretary, DARPG. Shri V. Srinivas presented a detailed roadmap for enhancing grievance redressal, emphasizing the establishment of dedicated grievance cells, regional initiatives, and technological advancements, including the NextGen CPGRAMS Portal. He underscored the importance of capacity-building and incorporating regional languages for improved inclusivity. Smt. Jaya Dubey expressed her gratitude to the team and acknowledged Shri Srinivas' exemplary leadership in successfully organizing the workshop.

## Session I - DARPG

### 1.  Objectives of Workshop - Address by Shri V. Srinivas, Secretary, DARPG



Shri V. Srinivas, Secretary, Department of Administrative Reforms and Public Grievances (DARPG), delivered a highly insightful session on *CPGRAMS 7.0* during the National Workshop on Effective Redressal of Public Grievances. The workshop served as a platform to reinforce the government's commitment to foster a more responsive and citizen-centric grievance redressal mechanism. In his address, Shri V. Srinivas emphasized the significance of the workshop in advancing the objective of delivering prompt and efficient grievance redressal services. He emphasized the transformative nature of the platform, which incorporates AI and data analytics to monitor grievance trends and ensure timely resolution.

Shri V. Srinivas also elaborated on key innovations incorporated within *CPGRAMS 7.0*, highlighting its potential to transform public grievance management. The session shed light on several pioneering initiatives undertaken by DARPG, including the integration of advanced data analytics to monitor grievance trends, enhanced user interfaces for greater accessibility, and streamlined workflows for expediting resolution processes. The session was further enriched with discussions on inter-departmental collaboration, which is critical in improving governance and empowering citizens. Shri V. Srinivas reiterated the government's unwavering focus on

fostering accountability, innovation, and participatory governance to address citizen concerns effectively.

# Session II – Presentation by Knowledge Partners of CPGRAMS

### 1. Presentation on CPGRAMS-BHASHINI Collaboration - Shri Amitabh Nag, CEO, BHASHINI



Shri Amitabh Nag, Chief Executive Officer, BHASHINI, delivered an impactful session on the collaboration between CPGRAMS and BHASHINI during the National Workshop on Effective Redressal of Public Grievances. His presentation showcased the transformative role of technology in enhancing inclusivity and accessibility within grievance redressal systems. Highlighting BHASHINI's advanced capabilities, Shri Nag explained its ability to perform automatic speech detection in 22 Indian languages. This feature empowers citizens to lodge grievances in their native languages, ensuring that language is no longer a barrier to effective communication. Additionally, BHASHINI's AI-driven language translation seamlessly converts these inputs into the working language of grievance-handling authorities, enabling swift and accurate resolution.

Shri Nag emphasized the inclusivity fostered by this collaboration, particularly for citizens from diverse linguistic backgrounds who often face challenges in accessing public services. By bridging language gaps, BHASHINI has significantly improved the efficiency and accessibility of the grievance redressal process. This collaboration aligns with the government's vision of leveraging technology for participatory governance. By enabling seamless communication, the CPGRAMS-BHASHINI integration is setting new benchmarks in grievance management,

reaffirming the government's commitment to inclusive, transparent, and efficient governance for all citizens.

## 2. Presentation on Grievance Redressal Assessment & Index - Shri Rajendra Nimje, DG, CGG

Shri Rajendra Nimje, Director General, Centre for Good Governance, delivered an insightful presentation on the Grievance Redressal Assessment and Index (GRAI) at the National Workshop on Effective Redressal of Public Grievances. He emphasized the critical importance of grievance redressal as a cornerstone of good governance, positioning GRAI as a transformative tool for evaluating and improving public grievance mechanisms. Highlighting its strategic objectives, Shri Nimje explained how GRAI serves as a benchmark for assessing the efficiency and effectiveness of grievance redressal across departments and agencies. Through a robust framework, GRAI promotes data-driven decision-making by analyzing key indicators that provide actionable insights for enhancing accountability, transparency, and citizen satisfaction.

In his address, Shri Nimje detailed the methodology and indicators of GRAI, which focus on parameters such as resolution time, quality of redressal, and citizen feedback. He shared a forward-looking roadmap for optimizing grievance redressal systems, encouraging the adoption of best practices and innovative approaches to meet evolving citizen expectations. By linking GRAI with governance reforms, Shri Nimje underscored the government's commitment to building trust and fostering a citizen-centric approach in public service delivery. The session reinforced the significance of leveraging tools like GRAI to empower stakeholders, streamline processes, and create a more responsive grievance redressal ecosystem.

### 3. Presentation on NextGen CPGRAMS - Shri H. Muralidhara, Partner, E&Y

Shri H. Muralidhara, Technology Consulting Leader in Government & Public Sector, E&Y LLP, delivered a thought-provoking presentation on '*Next Gen CPGRAMS*' during the National Workshop on Effective Redressal of Public Grievances. Tracing the evolution of the Centralized Public Grievance Redress and Monitoring System (CPGRAMS), he highlighted the system's milestones while identifying key areas for improvement. He emphasized the need for robust institutional frameworks, advanced system architecture, and enhanced operational efficiency to address the increasing expectations of citizens. Shri Muralidhara stressed that the transformation of CPGRAMS is essential in creating a more responsive and accountable grievance redressal ecosystem.

The session focused on the advanced capabilities of NextGen CPGRAMS, which are designed to revolutionize grievance management processes. Shri Muralidhara showcased features such as simplified grievance registration, which reduces complexity for citizens, and a modernized user interface (UI/UX) that ensures greater accessibility for users across diverse demographics. He further elaborated on the integration of AI/ML-enabled smart systems, which facilitate faster grievance categorization, prioritization, and resolution. By harnessing these technologies, NextGen CPGRAMS aims to significantly enhance operational efficiency and improve citizen satisfaction.

Shri Muralidhara concluded by emphasizing the importance of innovation and collaboration in driving this transformation, reiterating the government's commitment to leveraging technology for inclusive and efficient governance.

4.  **Presentation on Intelligent Grievance Management System - Professor Nisheeth Srivastava, IIT Kanpur** *(through VC)*



Professor Nisheeth Srivastava from IIT Kanpur delivered an engaging presentation on the Intelligent Grievance Management System (IGMS) via video conference during the National Workshop on Effective Redressal of Public Grievances. Highlighting the transformative role of artificial intelligence in governance, he elaborated on how IGMS leverages cutting-edge technologies to revolutionize grievance redressal mechanisms. Professor Srivastava emphasized the system's capacity to perform in-depth root cause analysis, enabling authorities to address not just individual grievances but also systemic issues, thereby fostering long-term improvements.

One of the core strengths of IGMS, as Professor Srivastava outlined, lies in its ability to utilize advanced analytics and machine learning for pattern recognition. By analyzing vast amounts of grievance data, the system can identify recurring themes, geographic trends, and demographic insights, allowing policymakers to pinpoint systemic inefficiencies. This data-driven approach ensures that grievance redressal efforts are not merely reactive but proactive, focusing on addressing root causes to prevent the recurrence of similar issues. Additionally, IGMS's intelligent algorithms streamline grievance categorization and prioritization, ensuring faster resolution and improved citizen satisfaction. The presentation also underscored the broader implications of IGMS in governance, with Prof. Srivastava emphasizing its potential to offer actionable insights for policy formulation and institutional reform. By integrating AI-powered tools into grievance management, IGMS bridges the gap between citizen expectations and

government responsiveness. The session reinforced the importance of innovation and data-driven decision-making in modernizing governance frameworks, aligning them with the vision of an accountable, transparent, and citizen-centric administration.

## Session III – Presentation by Central Ministries/Departments

1. **Presentation on Grievance Redressal in EPFO - Shri Ramesh Krishnamurthi, CPFC, EPFO**



Shri Ramesh Krishnamurthi, Central Provident Fund Commissioner (CPFC), Employees' Provident Fund Organisation (EPFO), delivered a comprehensive presentation on the grievance redressal mechanism within EPFO during the National Workshop on Effective Redressal of Public Grievances. He provided a detailed overview of EPFO's operations and schemes, emphasizing its pivotal role in providing social security to millions of citizens. Shri Krishnamurthi highlighted the types of grievances typically received, such as correction in member's details/KYC, pension disbursement issues, and settlement discrepancies, along with the measures undertaken to address them effectively.

He elaborated on the automation of critical processes like withdrawals, settlements, and pension disbursements, which have significantly enhanced operational efficiency, reduced turnaround times, and improved transparency. Shri Krishnamurthi also introduced key initiatives, including Nidhi Aapke Nikat 2.0 and EPFiGMS (EPFO Grievance Management System), which aim to make grievance redressal more accessible and citizen-friendly. Nidhi Aapke Nikat 2.0 fosters direct interaction between EPFO officials and stakeholders, ensuring grievance resolution in a participatory manner. Meanwhile, EPFiGMS provides an integrated digital platform for filing,

tracking, and resolving grievances, reflecting EPFO's commitment to leveraging technology for better governance. The session underscored EPFO's proactive approach in addressing citizen concerns, reaffirming its dedication to building trust and enhancing satisfaction through innovative and efficient grievance redressal mechanisms.

## 2. Presentation On Grievance Redressal in CBDT - Ms. Sapna Bhatia, Additional Director General, Taxpayer Services, CBDT



Ms. Sapna Bhatia, Additional Director General, Taxpayer Services, Central Board of Direct Taxes (CBDT), delivered an insightful presentation on grievance redressal mechanisms within CBDT during the National Workshop on Effective Redressal of Public Grievances. She emphasized the board's commitment in addressing taxpayer concerns through the CPGRAMS Portal. Highlighting their integration into the grievance management ecosystem, she elaborated on the structural hierarchy that ensures grievances are handled at appropriate levels with accountability and transparency. Ms. Bhatia showcased how these platforms empower taxpayers to register and track grievances seamlessly, while enabling authorities to address them efficiently.

During her address, Ms. Bhatia discussed the major challenges faced in grievance redressal and the strides made to overcome them. She also outlined proactive measures, such as regular monitoring of pending grievances and targeted initiatives to minimize delays. These steps have contributed to reducing pendency and ensuring faster, more effective responses. By integrating technology and adopting a taxpayer-centric approach, CBDT has enhanced its service delivery while fostering trust and transparency.

The session underlined CBDT's focus on leveraging digital tools and data-driven strategies to address grievances proactively. Ms. Bhatia's presentation reaffirmed the board's dedication to

continuous improvement, ensuring that grievance redressal remains a cornerstone of its mission to provide efficient and responsive taxpayer services.

## 3.  Presentation On Grievance Redressal in Railways - Shri Ratnesh Jha, Executive Director (PG), Ministry of Railways



Shri Ratnesh Jha, Executive Director (PG), Ministry of Railways, delivered a comprehensive presentation on grievance redressal mechanisms within the Indian Railways during the National Workshop on Effective Redressal of Public Grievances. Focusing on the RailMadad initiative, he highlighted its role as a flagship program designed to address passenger concerns efficiently and transparently. Shri Jha explained how the initiative integrates technology to streamline the grievance redressal process, ensuring passengers can easily register complaints, seek assistance, and track their resolutions in real time.

The RailMadad platform enables seamless coordination between departments, facilitating faster grievance resolution and significantly enhancing passenger satisfaction. Shri Jha shared key metrics showcasing the impact of RailMadad, including reduced resolution times and an improved response rate, which underscores the Ministry's commitment to citizen-centric service delivery. Additionally, he outlined the initiative's proactive approach, such as real-time monitoring of complaints, automatic grievance escalation mechanisms, and data analytics to identify recurring issues and address systemic inefficiencies. These measures ensure that grievances are not only resolved but also lead to policy improvements for better service delivery in the future. Shri Jha emphasized the importance of initiatives like RailMadad in reinforcing trust and reliability in public transportation services by sharing some impact stories. By aligning with the government's vision of leveraging technology for effective governance, Indian Railways

has set a benchmark in grievance management. The session highlighted the Ministry's ongoing efforts to improve passenger experiences and ensure accountability through innovative, technology-driven solutions.

## 4. Presentation on Grievance Redressal in Post - Shri Shailendra Kumar Dwivedi, DDG, Department of Posts

Shri Shailendra Kumar Dwivedi, Deputy Director General, Department of Posts, delivered an insightful presentation on grievance redressal mechanisms within the Department of Posts at the National Workshop on Effective Redressal of Public Grievances. He detailed the department's commitment to addressing citizen concerns promptly and effectively, showcasing the innovative systems and practices that have been implemented to improve transparency and efficiency in grievance management. Shri Dwivedi emphasized that the department's vast network and diverse range of services necessitate a robust grievance redressal framework capable of catering to citizens across urban and rural areas.

Shri Dwivedi elaborated on several best practices, such as the integration of digital platforms that allow citizens to register complaints seamlessly, track progress, and receive real-time updates on their grievances. He highlighted the role of Dak Adalat, a unique initiative enabling citizens to engage directly with postal officials to resolve complex grievances. Furthermore, Shri Dwivedi underscored the department's proactive measures, including the use of data analytics to identify patterns and root causes of complaints, enabling targeted interventions to enhance service delivery. These innovations have significantly reduced resolution times and increased citizen satisfaction, reinforcing the department's dedication to public accountability. The session provided a comprehensive overview of how the Department of Post leverages technology and

innovative practices to ensure citizen-centric grievance redressal. Shri Dwivedi's presentation affirmed the department's role in driving governance reforms and its commitment to fostering trust and reliability through efficient and transparent service delivery.

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## Plenary Session

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## 1. Welcome Address - Shri Puneet Yadav, Additional Secretary, DARPG



Shri Puneet Yadav, Additional Secretary, Department of Administrative Reforms and Public Grievances (DARPG), delivered the Welcome Address at the National Workshop on Effective Redressal of Public Grievances. In his opening remarks, he underscored the fundamental importance of grievance redressal as a cornerstone of effective governance, highlighting its role in building and sustaining trust between citizens and the government.

Shri Yadav emphasized that responsive grievance mechanisms are essential for fostering transparency, accountability, and citizen empowerment. He acknowledged the collective efforts of various departments and organizations in advancing grievance redressal practices and stressed the importance of leveraging technology, innovation, and collaboration to address evolving citizen expectations. Shri Yadav concluded by encouraging participants to actively contribute insights and strategies during the workshop, reinforcing the government's commitment to delivering citizen-centric services and driving administrative efficiency. His address set the stage for productive discussions on enhancing public grievance management systems.

## 2. Address by Smt. Vandana Gurnani, Secretary, Coordination, Cabinet Secretariat

Smt. Vandana Gurnani, Secretary, Coordination, Cabinet Secretariat, addressed the plenary session at the National Workshop on Effective Redressal of Public Grievances, emphasizing the Hon'ble Prime Minister's vision that *Sushasan* (Good Governance) is fundamental to the nation's progress. She underscored the critical role of citizen-centric governance in fostering trust and ensuring the effectiveness of public service delivery. Stressing the importance of empathy and sensitivity, Smt. Gurnani urged all stakeholders to prioritize the timely and effective resolution of public grievances to strengthen the bond between citizens and the government.

In her address, Smt. Gurnani described the *Centralized Public Grievance Redress and Monitoring System (CPGRAMS)* as a transformative tool that embodies the government's commitment to creating a responsive, transparent, and accountable administrative framework. By empowering citizens to voice their concerns and providing mechanisms for real-time tracking and resolution, CPGRAMS has significantly enhanced the accessibility and efficiency of grievance management. She further emphasized how CPGRAMS aligns with the principles of good governance by driving accountability within departments and facilitating evidence-based policymaking. Smt. Gurnani highlighted the importance of continuous innovation and collaboration in grievance redressal mechanisms to meet evolving citizen expectations. She called upon participants to leverage platforms like CPGRAMS not only as a means of resolving

grievances but also as a tool for systemic improvements. Concluding her address, she reiterated the government's unwavering focus on good governance as a pillar of national progress, inspiring all stakeholders to work collectively towards a citizen-first approach in public administration.

## 3. Address by Shri S N Tripathi, DG, IIPA



Shri      S.N.                                                                            Tripathi, Director General, Indian Institute of Public Administration emphasized on the importance of grievance redressal to empower citizen-centric governance system.

## 4. Address by Shri I.P.S. Sethi, DDG, NIC

Shri I.P.S. Sethi, DDG, NIC shared about the transformative role of technology in effective grievance redressal.

## 5. Address by Shri V. Srinivas, Secretary, DARPG



Shri V. Srinivas, Secretary, Department of Administrative Reforms and Public Grievances (DARPG), addressed the plenary session at the National Workshop on Effective Redressal of Public Grievances. He highlighted the transformative journey of CPGRAMS as a flagship initiative, he emphasized its critical role in enhancing the efficiency of grievance redressal mechanisms across government departments. Shri V. Srinivas elaborated on the evolution of CPGRAMS, showcasing its integration of modern technologies and data-driven strategies to streamline grievance management and ensure citizen satisfaction. He stressed the importance of adopting SEVOTTAM, a framework designed to improve public service delivery standards, as a benchmark for administrative excellence.

During his presentation, Shri Srinivas introduced key advancements in governance, including the *Bhashini* initiative, which leverages AI to develop ChatBot for enhanced citizen interaction. He also highlighted the use of AI in governance, an initiative jointly developed by IIT Kanpur and the Data Strategy Unit (DSU), which promises to revolutionize public service delivery through intelligent automation. He unveiled plans for *NextGen CPGRAMS*, aimed at processing 6–7 crore grievances by 2026, emphasizing the government's readiness to handle increased demand efficiently. Additionally, Shri Srinivas announced the launch of *GRAI* (Grievance Redressal

using Artificial Intelligence), a forward-looking initiative that harnesses AI for predictive analysis and faster grievance resolution.

Acknowledging the collaborative efforts behind the success of CPGRAMS, Shri V. Srinivas expressed gratitude to the key knowledge partners - NIC, Quality Council of India (QCI), Ernst and Yount (EY), and Data Strategy Unit (DSU) - whose contributions have been instrumental in its development and implementation. These partnerships have enabled the adoption of innovative practices, making grievance redressal more accessible, transparent, and accountable. He also recognized the top-performing Ministries/Departments for their exemplary role in grievance redressal. The address underscored CPGRAMS pivotal role in promoting good governance, ensuring that public grievances are addressed efficiently while fostering trust between citizens and the government. The workshop served as a platform to reinforce the commitment to improving service delivery standards nationwide.

## 6. Chief Guest Address - Dr. Jitendra Singh, Hon'ble Minister of State

Dr. Jitendra Singh, Hon'ble Minister of State for Personnel, Public Grievances, and Pensions, delivered an inspiring Keynote Address at the National Workshop on Effective Redressal of Public Grievances.



Dr. Singh highlighted advancements in grievance redressal, reducing resolution time to 13 days this year and achieving 44% citizen satisfaction. He praised CPGRAMS for enhancing transparency and trust, emphasizing its role in good governance. He urged stakeholders to innovate further, ensuring efficient grievance resolution and improved public service delivery.

# Launch and Release



**Grievance Redressal Assessment Index 2023**



**CPGRAMS Monthly Reports (October, 2024) – Central Ministries/Departments and States/UTs**



**CPGRAMS Mobile Application 2.0**

## Session IV – Regulatory / Autonomous Bodies Organizations

### 1. Presentation by Ms. Chandralekha Mukherjee, DG, HIPA



Ms. Chandralekha Mukherjee, Director General of the Haryana Institute of Public Administration, delivered a detailed presentation on the importance of institutional frameworks and capacity-building in enhancing grievance redressal mechanisms. She emphasized that a well-structured institutional framework is vital for streamlining grievance processes and ensuring accountability at all levels of governance. Highlighting the need for capacity-building measures, she noted that 28 Sevottam training programs have been conducted so far, focusing on equipping officers with the skills and tools required to address public grievances effectively. These trainings aim to reduce the time taken for grievance resolution and improve overall efficiency.

Ms. Mukherjee also highlighted Haryana's exemplary performance, noting that the state has the highest number of Grievance Redressal Officer (GRO)-mapped officials. She underscored that such training programs, tailored to address real-world challenges, are essential for building institutional capacity and improving response times. Additionally, she stressed the importance of continuous assessment and feedback mechanisms within institutions to identify gaps and implement necessary reforms. By prioritizing institutional strengthening and personnel development, Ms. Mukherjee argued, governments can significantly enhance citizen satisfaction and foster trust between public institutions and the people they serve.

## 2. Presentation on DPG Portal & Grievance Redressal - Shri Saurabh Tiwari, Joint Secretary, DPG, Cabinet Secretariat

Shri Saurabh Tiwari, Joint Secretary, Department of Public Grievances (DPG), Cabinet Secretariat, provided an in-depth presentation on the DPG Portal and its pivotal role in resolving grievances escalated to the Cabinet Secretariat. He explained that the portal serves as a vital tool for handling grievances that require high-level intervention, ensuring that even the most complex cases are addressed effectively. Shri Tiwari emphasized the streamlined coordination facilitated by the portal, which connects various government departments to resolve issues in a timely manner. By leveraging technology and a centralized approach, the portal reduces delays and enhances the transparency of the grievance management process. He shared examples of successful grievance resolution facilitated through the portal, showcasing its impact on public trust and satisfaction. Shri Tiwari's presentation highlighted the importance of such innovative platforms in strengthening governance and ensuring citizens feel heard at the highest levels.

## 3. Presentation on Banking Related Grievances - Shri Avinash Kapoor, General Manager, RBI

Shri Avinash Kapoor, General Manager at the Reserve Bank of India (RBI), provided a comprehensive overview of the RBI's approach to resolving banking-related grievances. He detailed how the RBI's grievance mechanisms, including the Banking Ombudsman Scheme, have been pivotal in addressing citizen complaints with speed and transparency. Shri Kapoor explained the proactive measures undertaken by the RBI to ensure that grievances related to

banking services are resolved effectively, emphasizing the institution's commitment to protecting consumer rights.

He highlighted the integration of digital platforms to streamline the grievance resolution process,



reducing turnaround times and improving accessibility. Shri Kapoor also outlined the importance of close monitoring and regular audits of complaint resolution mechanisms to ensure accountability across banking institutions. Through these measures, the RBI continues to build public trust in the financial system and improve overall customer satisfaction in the banking sector.

## 4. Presentation on Internal Grievance Platform and CPGRAMS - Ms. Vandana Rajesh Kumar, DGM, SEBI



Ms. Vandana Rajesh Kumar, Deputy General Manager at Securities and Exchange Board of India (SEBI), elaborated on the integration of internal grievance platforms with CPGRAMS to enhance transparency and efficiency of grievance redressal in the securities and financial markets. She elaborated on how this integration has streamlined the grievance-handling process, making it more transparent and efficient. Ms. Kumar explained that aligning internal systems with CPGRAMS which allows SEBI to address citizen concerns more effectively by leveraging a centralized database and real-time tracking capabilities. She highlighted the positive impact of this integration on reducing resolution times and improving communication with complainants. By adopting a technology-driven approach, SEBI has enhanced its ability to resolve issues related to investor grievances, fraudulent

practices, and market irregularities. Ms. Kumar concluded by emphasizing that these efforts are essential in building confidence among investors and ensuring the integrity of India's financial markets.

## Session V – Presentation by State Governments / ATIs

### 1. Presentation by Shri K Jayakumar, Director, Institute of Management in Government (IMG), Thiruvananthapuram



Shri K. Vijaykumar, Director of the Institute of Management in Government (IMG), Thiruvananthapuram, Kerala, presented Kerala's innovative approach to grievance redressal. He emphasized the state's focus on robust administrative practices and training programs to enhance efficiency in handling public grievances. Kerala's model integrates technology with institutional reforms, ensuring prompt and transparent resolution of complaints. Shri Vijaykumar highlighted successful case studies where well-trained personnel resolved grievances effectively, reinforcing citizen trust in governance. He also stressed the importance of continuous learning and adaptation in grievance management to address evolving challenges and maintain high standards of public service delivery.

## 2. Presentation by Shri L. Venkateshwarlu, Director General of the U.P. Academy of Administration and Management (UPAAM)

Shri L. Venkateshwarlu, Director General of the U.P. Academy of Administration and Management (UPAAM), shared Uttar Pradesh's efforts to streamline grievance redressal systems. He emphasized the role of enhanced training and capacity-building initiatives in equipping officials with the necessary skills to address public concerns effectively. Shri Venkateshwarlu highlighted the state's adoption of structured workshops and digital platforms to reduce response times and improve citizen satisfaction. He underlined the importance of fostering accountability and inter-departmental coordination in grievance management. These measures, he noted, have significantly improved grievance resolution rates and strengthened trust between citizens and the government.

## 3. Presentation on Grievance Redressal in Andhra Pradesh - Shri Chinna Rao C, Chief Grievance Officer, Andhra Pradesh



Shri Chinna Rao C, Chief Grievance Officer from Andhra Pradesh, shared the state's proactive initiatives to enhance grievance redressal mechanisms. He detailed strategies that focus on citizen engagement, such as regular public consultations and feedback systems, to

ensure grievances are addressed efficiently. Andhra Pradesh's approach includes using digital tools and data analytics to monitor and resolve complaints promptly. Shri Rao emphasized the importance of tailoring solutions to meet the specific needs of citizens and adopting a people-centric approach to governance. These initiatives, he explained, have significantly increased public trust and streamlined the grievance redressal process.

## 4. Presentation on JK Samadhan – Ms. Azeeta Quershi, Under Secretary, DPG, Jammu & Kashmir

Ms. Azeeta Quershi, Under Secretary of Department of Public Grievances, Jammu & Kashmir, presented JK SAMADHAN, a dedicated initiative to address public grievances systematically. She highlighted how the platform leverages technology to provide real-time tracking and swift resolution of complaints. Ms. Quershi explained that JK SAMADHAN ensures transparency and accountability by enabling citizens to monitor the status of their grievances. The initiative also fosters inter-departmental coordination to resolve issues effectively. By prioritizing citizen satisfaction and swift response times, JK SAMADHAN has become a key component in strengthening governance and trust in Jammu & Kashmir's public administration.

# Valedictory Session



## Roadmap Forward by Shri V. Srinivas, Secretary, DARPG

Shri V. Srinivas, Secretary, Department of Administrative Reforms and Public Grievances (DARPG), outlined a comprehensive roadmap for advancing grievance redressal mechanisms. He emphasized the establishment of dedicated grievance cells in Ministries/Departments with high grievance volumes, staffed by experienced officers, as a step in the right direction. He acknowledged the widespread acceptance of the 21-day grievance resolution guideline, noting exceptions like CBDT, where further alignment is needed.

Highlighting regional initiatives, Shri V. Srinivas pointed to Karnataka's innovative proposal to collaborate with feedback call centers in regional languages, which could enhance citizen engagement. Kerala's unique *Kerala Yatra*, which trained 30,000 officials to resolve grievances at the camp level, and *Jan Sunvaiyias* in Uttar Pradesh and JK Samadhan of Jammu & Kashmir, which deliver high-quality resolutions through public hearings, were commended as best practices.

On integrating technology, Shri V. Srinivas proposed studying the RBI's internal ombudsman system for potential incorporation into CPGRAMS. He also appreciated SEBI's presentation on

innovative grievance handling practices. Looking ahead, the launch of the NextGen CPGRAMS Portal by June, 2025, is set to simplify citizen registration, integrate ChatBot, enhance social media engagement, and streamline front-end processes. These advancements aim to improve accessibility and user experience. Shri Srinivas highlighted the importance of capacity-building programs, advocating for greater training initiatives to equip officials with the skills needed for effective grievance redressal. He stressed the value of adopting technology, leveraging regional languages for inclusivity, and utilizing the GRAI Index to understand current policy positions and define the roadmap forward.

He concluded by thanking the speakers for their valuable insights and reaffirmed DARPG's commitment to driving innovation in grievance redressal, ensuring better citizen satisfaction, and setting benchmarks for responsive governance.

### Valedictory Remarks by Smt. Jaya Dubey, Joint Secretary, DARPG

In her valedictory remarks, Smt. Jaya Dubey, Joint Secretary, Department of Administrative Reforms and Public Grievances (DARPG), extended her sincere appreciation to all the officers of DARPG for their dedication and hard work, which were instrumental in the successful execution of the workshop. She commended their ongoing efforts to enhance the grievance redressal mechanism and improve public service delivery. Smt. Dubey also expressed her profound gratitude to Shri V. Srinivas, Secretary, DARPG, for his visionary leadership and initiative in organizing the workshop. She acknowledged his foresight in bringing together experts, stakeholders, and practitioners to address key issues and chart a path forward for more effective governance and citizen-centric grievance redressal.

# PHOTO GALLERY