



प्रशासनिक सुधार और लोक शिकायत विभाग

DEPARTMENT OF  
ADMINISTRATIVE REFORMS  
& PUBLIC GRIEVANCES

# **NATIONAL WORKSHOP ON “SEVOTTAM AND EFFECTIVE REDRESSAL OF PUBLIC GRIEVANCES”**

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**Proceeding  
Document**

**20<sup>th</sup> February, 2025**

**Department of Administrative Reforms and  
Public Grievances**

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## Table of Contents

Overview.....	4
Session I – Inaugural Session.....	6
1. Welcome Address by Smt. Jaya Dubey, Joint Secretary, DARPG.....	6
2. Address by Shri. Sachin Sinha, DG, RCVP Noronha Academy of Administration and Management, Bhopal.....	6
3. Overview Presentation by Shri. V. Srinivas, Secretary, DARPG on CPGRAMS and Sevottam.....	7
4. Address by Shri. Anurag Jain, Chief Secretary, Government of Madhya Pradesh.....	8
5. Keynote Address by Shri. O.P. Rawat, Chief Guest, Former Chief Election Commissioner of India.....	9
6. Vote of Thanks by Shri Mujibur Rehman Khan, Director, RCVP Noronha Academy of Administration and Management, Bhopal.....	9
Session II – Presentations on Sevottam by State Administrative Training Institutes.....	10
1. Presentation by Smt. Aarti Dudeja and Shri Shiv Prasad Sharma, Haryana Institute of Public Administration (HIPA), Gurugram.....	10
2. Presentation by Shri G. Sreenivasullu, Director, Andhra Pradesh Human Resource Development Institute (APHRDI).....	10
3. Presentation by Ms. Rehana Batul, Director, Jammu & Kashmir Institute of Management, Public Administration & Rural Development (JKIMPARD).....	11
4. Presentation on NextGen CPGRAMS by Shri Muralidhara H, Partner, Ernst & Young...11	
Concluding Remarks by Thiru Vikram Kapur, Additional Chief Secretary, Government of Tamil Nadu.....	12
Session III – Presentations on Madhya Pradesh Grievance Redressal Experience.....	13

1. Presentation by Shri Ashish Vashist, Executive Director, State Agency for Public Services (SAPS).....	13
2. Presentation by Shri Sandeep GR, District Collector – Sagar, Madhya Pradesh.....	13
3. Presentation by Shri Raushen Kumar Singh, District Collector – Vidisha, Madhya Pradesh	14
Concluding Remarks by Thiru Vikram Kapur, Additional Chief Secretary, Government of Tamil Nadu.....	14
Session IV – Presentations on Best Practices in Redressal of Public Grievances.....	15
1. Presentation on Sevottam by Dr. Nirmalya Bagchi, Professor & Director, Centre for Management Studies, ASCI, Hyderabad.....	15
2. Presentation on iPGRS Portal by Dr. Dileesh Sasi, CEO, iPGRS, Government of Karnataka.....	15
3. Presentation on CPGRAMS - Road Ahead by Shri D.C. Misra, Advisor (IT), DARPG...16	
4. Presentation by Smt. Amrita Arshi, Administrative Officer, Shri Krishna Institute of Public Administration (SKIPPA), Jharkhand.....	16
Session V – Presentations on Right to Services.....	17
1. Presentation by Shri T.C. Gupta, Chief Commissioner, Haryana Right To Service Commission.....	17
2. Presentation by Shri M.S. Rao, Chief Commissioner, Meghalaya State Public Services Delivery Commission ( <i>Through VC</i> ).....	17
Concluding Address by Shri V. Srinivas, Secretary, DARPG.....	18
PHOTO GALLERY.....	20

## Overview





The National Workshop on Sevottam and Effective Redressal of Public Grievances was organized by the Department of Administrative Reforms and Public Grievances (DARPG) and hosted by RCVN Noronha Academy of Administration and Management, Bhopal, Madhya Pradesh on 20<sup>th</sup> February, 2025, with the objective of promoting citizen-centric governance. The workshop served as a critical platform for deliberating on systemic challenges in grievance redressal, strengthening the Sevottam framework, and showcasing transformative practices and technological advancements that can drive greater efficiency and transparency in public service delivery.

The event witnessed active participation from over 150 senior officials, including representatives from various State Governments, Administrative Training Institutes (ATIs) and subject-matter experts, who engaged in insightful discussions and knowledge-sharing sessions. The workshop provided a collaborative forum to exchange best practices, examine case studies, and evaluate strategies for enhancing the effectiveness of grievance redressal frameworks across different States.



The workshop commenced with a ceremonial lighting of the lamp by the Chief Guest Shri. O.P. Rawat, Former Chief Election Commissioner of India, along with Shri Anurag Jain, Chief Secretary, Government of Madhya Pradesh. The event was honored by the presence of Shri. V. Srinivas, Secretary, DARPG, Shri Sachin Sinha, Director General, RCVN Noronha Academy of Administration and Management, Bhopal and Smt. Jaya Dubey, Joint Secretary, DARPG.

The workshop was divided into five sessions, beginning with an inaugural session led by senior officials. The remaining four sessions focused on presentations discussing the Sevottam framework, best practices and role of Right to Services. These sessions provided insights into successful initiatives and strategies aimed at enhancing grievance redressal and service delivery.

The event concluded with the concluding address by Shri. V. Srinivas, Secretary DARPG. He emphasized on capacity building through the Sevottam and best practices from ATIs. He highlighted ASCI's role in developing a standardized training curriculum and stressed the need for effective implementation of the Right to Services Act in 22 States/UTs. He also mentioned that the upcoming NextGen CPGRAMS would enhance the citizen interface, while process re-engineering through auto-escalation and structured monitoring will improve efficiency and accountability.

## Session I – Inaugural Session

### 1. Welcome Address by Smt. Jaya Dubey, Joint Secretary, DARPG

Smt. Jaya Dubey, Joint Secretary, DARPG, delivered the welcome address at the National Workshop on Sevottam and Effective Redressal of Public Grievances. She highlighted CPGRAMS role in aligning Centre-State efforts for grievance redressal, and also emphasized synergy among agencies, restructuring of the Sevottam framework for standardized training, and the workshop's aim to enhance responsiveness and accountability in public service delivery.

### 2. Address by Shri. Sachin Sinha, DG, RCVP Noronha Academy of Administration and Management, Bhopal

Shri. Sachin Sinha, Director General, RCVP Noronha Academy, Bhopal, delivered an insightful presentation on capacity-building and Sevottam training programs, emphasizing their role in equipping officials with technical expertise, legal knowledge, and citizen-centric skills for effective grievance redressal. He highlighted the importance of continuous skill development in fostering efficiency, transparency, and public trust. Strengthening grievance redressal mechanisms through structured training enhances responsiveness and ensures a more accountable public service delivery system. He also underscored the need for regular evaluations and feedback mechanisms to refine training modules. By integrating modern technology and best practices, these programs can further streamline grievance resolution and improve citizen satisfaction.





### 3. 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 importance of greater monitoring and qualitative resolution in line with the Hon'ble Prime Minister's directives during the PRAGATI review meetings. To reinforce accountability, he highlighted the implementation of a new senior-level review module operationalized by DARPG on the CPGRAMS Portal.

Shri. V. Srinivas also introduced the advanced features of NextGen CPGRAMS, which include a WhatsApp bot, a voice-to-text grievance-lodging feature, urgent grievance bunching, and instant alerts to ensure faster, more seamless resolution of complaints. Additionally, he underscored the significance of capacity-building initiatives in collaboration with ASCI, along with the mapping of more Grievance Redressal Officers (GROs) to enhance the efficiency of the grievance redressal mechanism.

Further, he stressed the need for streamlining grievance redressal processes and adopting best practices to improve State-level responsiveness. Concluding his address, he affirmed that the workshop has laid the foundation for a comprehensive roadmap aligned with the Hon'ble Prime Minister's PRAGATI vision, fostering a more efficient and citizen-centric governance framework. He reiterated the government's commitment to continuous reform and innovation in grievance redressal, ensuring greater transparency and accountability. He urged all stakeholders to actively collaborate in building a responsive system that upholds citizens' trust and confidence in public service delivery.

#### 4. Address by Shri. Anurag Jain, Chief Secretary, Government of Madhya Pradesh

Shri. Anurag Jain, Chief Secretary, Government of Madhya Pradesh, highlighted various features of the grievance redressal mechanism in the State, including the establishment of a dedicated feedback call center, which is integrated with an automatic escalation matrix, designed to promptly identify and address urgent grievances. This system ensures that critical issues are flagged in real-time, enabling swift intervention and resolution.



Emphasizing the importance of quality grievance resolution, he stressed the need for conducting root-cause analysis and leveraging data-driven insights to identify recurring systemic challenges across the State. By adopting an evidence-based approach, the government aims to implement targeted reforms that enhance service delivery and prevent the recurrence of grievances.

Shri. Jain also underscored the necessity of sensitizing Grievance Redressal Officers (GROs) through Mission Karmayogi, a national initiative focused on capacity building and behavioral transformation in governance. He highlighted that instilling a citizen-first mindset among officials is essential for ensuring a more empathetic, accountable and citizen-centric grievance redressal system.



## 5. Keynote Address by Shri. O.P. Rawat, Chief Guest, Former Chief Election Commissioner of India



Shri. O.P. Rawat, Former Chief Election Commissioner of India, highlighted CPGRAMS' transformative impact on enhancing grievance redressal efficiency. He noted that the system has improved government responsiveness and set a benchmark for excellence in public service delivery. Emphasizing the role of young professionals, he stressed their adaptability and digital expertise in driving innovation for NextGen CPGRAMS. With AI-driven insights, automated grievance handling, and enhanced accessibility, the

upgraded system promises faster and more effective resolutions. He concluded that integrating technology with youth-led innovation will strengthen citizen-centric governance, ensuring greater transparency, accountability, and efficiency.

## 6. Vote of Thanks by Shri Mujibur Rehman Khan, Director, RCVP Noronha Academy of Administration and Management, Bhopal

Mr. Mujibur Rehman Khan, Director, RCVP Noronha Academy, Bhopal, delivered the vote of thanks, expressing gratitude to the dignitaries for their insightful presentations and guidance. He acknowledged their contributions in sharing best practices and strategic recommendations to strengthen grievance redressal. He emphasized that these inputs would shape a more transparent, citizen-centric, and accountable governance framework. The discussions will serve as a



foundation for future reforms. Concluding, he appreciated the collaborative efforts of all participants and reaffirmed the academy's commitment to advancing capacity-building initiatives for effective public service delivery.

## Session II – Presentations on Sevottam by State Administrative Training Institutes

The following State ATIs delivered presentations on SEVOTTAM under the chairmanship of Thiru Vikram Kapur, Additional Chief Secretary, Government of Tamil Nadu, highlighting key initiatives and best practices in grievance redressal and service delivery:

### 1. Presentation by Smt. Aarti Dudeja and Shri Shiv Prasad Sharma, Haryana Institute of Public Administration (HIPA), Gurugram

Smt. Aarti Dudeja and Shri Shiv Prasad Sharma from HIPA, Gurugram, provided an in-depth analysis of Sevottam training programs, emphasizing their role in enhancing governance efficiency. They highlighted district-level training initiatives and the success of online programs on the i-GOT platform, rated 4.5 stars.

They shared key statistics on the CM Window system, which resolved ~12.77 lakh complaints within 30 days, and discussed the SARAL portal's role in streamlining service delivery. Over the past year, HIPA conducted 313 training programs, reinforcing its commitment to capacity-building and service quality improvement.



### 2. Presentation by Shri G. Sreenivasullu, Director, Andhra Pradesh Human Resource Development Institute (APHRDI)

Shri G. Sreenivasullu from APHRDI provided a structured overview of the Sevottam framework's implementation in Andhra Pradesh, emphasizing the state's commitment to





strengthening public service delivery through a comprehensive training roadmap. The initiative aims to equip 2,02,752 personnel with essential skills for effective grievance redressal, following a phased training approach. The first two levels involve physical sessions for hands-on learning, while the third integrates a phygital model to enhance accessibility and continuous learning. A key highlight was a comparative analysis demonstrating measurable improvements in efficiency, responsiveness, and governance quality post-training. This data-driven approach underscores the importance of structured capacity-building programs in fostering transparency, accountability, and citizen-centric governance.

### 3. Presentation by Ms. Rehana Batul, Director, Jammu & Kashmir Institute of Management, Public Administration & Rural Development (JKIMPARD)

Ms. Rehana Batul, Director, JKIMPARD, highlighted the anticipated outcomes of Sevottam implementation in Jammu & Kashmir, emphasizing digitization's transformative impact on administration. She discussed the Citizen's Charter and key service delivery challenges, noting that most grievances are concentrated in 3-4 departments. Capacity-building efforts have trained 18,990 officers in three years, with four programs benefiting 200 participants last year. She elaborated on BISAG's role in enhancing the JK-SAMADHAN portal and introduced *Raabta*, the Chief Minister's Outreach Initiative. The *Mulakat* program was also highlighted for its rural impact. With 63% of grievances resolved, these initiatives reinforce the government's commitment to efficient grievance redressal and citizen welfare.



### 4. Presentation on NextGen CPGRAMS by Shri Muralidhara H, Partner, Ernst & Young

Shri Muralidhara H., Partner at Ernst & Young, analyzed key differences between CPGRAMS 7.0 and NextGen CPGRAMS, highlighting technological advancements for



improved efficiency and user experience. He elaborated on how NextGen CPGRAMS is designed to provide faster, more automated and citizen-friendly solutions, ensuring seamless resolution of grievances. The presentation outlined the envisioned outcomes of the upgraded system, reinforcing the importance of digital transformation in governance.

### **Concluding Remarks by Thiru Vikram Kapur, Additional Chief Secretary, Government of Tamil Nadu**

In his concluding remarks, Thiru Vikram Kapoor, Additional Chief Secretary, Government of Tamil Nadu, acknowledged the significant achievements made in the areas of grievance redressal, capacity-building and digital governance. He also highlighted certain challenges that persist within the system, underscoring the importance of continuous refinement and adaptation to meet evolving governance needs. Emphasizing the necessity for sustained efforts, he stressed that ongoing improvements in training methodologies, digitization, and citizen engagement are crucial for enhancing service delivery. The discussions throughout the workshop reaffirmed a strong commitment to fostering a more efficient, transparent and citizen-centric governance framework, ensuring that public grievance redressal mechanisms remain responsive and effective.

## Session III – Presentations on Madhya Pradesh Grievance Redressal Experience

The following presentations on Madhya Pradesh Grievance Redressal Experience were delivered under the chairmanship of Thiru Vikram Kapur, Additional Chief Secretary, Government of Tamil Nadu, highlighting key initiatives and citizen-centric approach adopted to enable effective grievance redressal and service delivery across the State:

### 1. Presentation by Shri Ashish Vashist, Executive Director, State Agency for Public Services (SAPS)

Shri. Ashish Vashist, Executive Director, State Agency for Public Services (SAPS), provided an in-depth overview of the Public Service Guarantee Act and its impact on enhancing accountability in service delivery in Madhya Pradesh. He highlighted key transformative initiatives, such as the CM Helpline, which has significantly improved the efficiency of grievance redressal in the State. He further emphasized the agency's renewed focus on citizen feedback and satisfaction, underscoring its role in fostering a more accountable, transparent, and responsive governance framework.



### 2. Presentation by Shri Sandeep GR, District Collector – Sagar, Madhya Pradesh

Shri. Sandeep G.R., District Collector, Sagar, Madhya Pradesh, addressed one of the critical challenges encountered in the State's grievance redressal system and outlined proactive solutions implemented to overcome these hurdles. He highlighted key strategies, including strengthening communication channels with citizens, implementing effective case study sampling methods, and





enhancing officer training and capacity-building initiatives. These efforts have collectively contributed to a more structured and citizen-friendly grievance resolution mechanism.

### **3. Presentation by Shri Raushen Kumar Singh, District Collector – Vidisha, Madhya Pradesh**

Shri. Raushen Kumar Singh, District Collector, Vidisha, Madhya Pradesh, stressed the significance of sensitizing officers to ensure that grievances are addressed with empathy and professionalism. He emphasized the importance of fostering direct citizen engagement to build trust between the administration and the public. By prioritizing responsiveness and a people-centric approach, he underscored the necessity of creating a governance model that is both efficient and citizen-focused.



### **Concluding Remarks by Thiru Vikram Kapur, Additional Chief Secretary, Government of Tamil Nadu**

In his remarks, Thiru Vikram Kapur expressed his appreciation for the insightful presentations delivered by the District Collectors, noting that they provided a comprehensive overview of Madhya Pradesh's grievance redressal journey. He acknowledged the valuable lessons and best practices shared during the session, which offered significant takeaways for improving governance frameworks. The session also featured an engaging Q&A discussion, fostering a meaningful exchange of ideas, challenges and innovative solutions to further enhance grievance redressal mechanisms.

## Session IV – Presentations on Best Practices in Redressal of Public Grievances

The following presentations on Best Practices in Redressal of Public Grievances were delivered under the chairmanship of Smt. Jaya Dubey, Joint Secretary, DARPG with a focus on technology-driven solutions and updated training programs:

### 1. Presentation on Sevottam by Dr. Nirmalya Bagchi, Professor & Director, Centre for Management Studies, ASCI, Hyderabad

Dr. Nirmalya Bagchi, Professor and Director, ASCI, Hyderabad, emphasized the institution's collaboration with the Department of Administrative Reforms and Public Grievances (DARPG) to strengthen capacity-building efforts for last-mile Grievance Redressal Officers (GROs). He highlighted that this initiative aims to enhance public trust in the grievance redressal system by equipping officials with the necessary skills and knowledge to handle complaints efficiently. As a part of this effort, ASCI will conduct a training needs assessment across 22 State Administrative Training Institutes (ATIs) to develop structured training modules and delivery methodologies, ensuring a more effective and responsive grievance resolution process.



### 2. Presentation on iPGRS Portal by Dr. Dileesh Sasi, CEO, iPGRS, Government of Karnataka

Dr. Dileesh Sasi, Chief Executive Officer, Centre for e-Government, Government of Karnataka, delivered a detailed presentation on the Integrated Public Grievance Redressal System (iPGRS) Portal, highlighting its role in transforming grievance redressal through technology-



driven innovations. He explained how digital solutions enhance efficiency, promote transparency and improve citizen accessibility in public service delivery. By leveraging automation and real-time tracking, the portal ensures that grievances are addressed more swiftly and effectively, ultimately fostering a more accountable and citizen-centric governance framework.

### **3. Presentation on CPGRAMS - Road Ahead by Shri D.C. Misra, Advisor (IT), DARPG**

Shri D.C. Misra, Advisor (IT), DARPG, presented "CPGRAMS Road Ahead," outlining the platform's evolution, current advancements, and future roadmap. He addressed key administrative challenges that have emerged over the years and introduced NextGen CPGRAMS as a cutting-edge solution designed to enhance grievance redressal. He emphasized the integration of AI-driven insights, automation, and advanced analytics to streamline the process and improve response times. The upgraded system will feature enhanced citizen engagement tools, ensuring that grievances are addressed with greater transparency, efficiency, and accountability.



### **4. Presentation by Smt. Amrita Arshi, Administrative Officer, Shri Krishna Institute of Public Administration (SKIPA), Jharkhand**

Smt. Amrita Arshi, Administrative Officer, Shri Krishna Institute of Public Administration (SKIPA), provided a comprehensive overview of Sevottam's decade-long journey detailing the efforts undertaken to improve training programs and build a more competent grievance redressal workforce. She underscored the critical role of feedback mechanisms in refining training modules and ensuring their effectiveness. Additionally, she highlighted various state-led





initiatives aimed at strengthening grievance redressal mechanisms, reinforcing the importance of continuous learning, process optimization and citizen engagement in achieving better governance

## Session V – Presentations on Right to Services

Under the chairmanship of Smt. Jaya Dubey, Joint Secretary, DARPG, the following presentations on the Right to Services highlighted its crucial role in public service delivery and reinforced the importance of ensuring citizens' access to services:

### 1. Presentation by Shri T.C. Gupta, Chief Commissioner, Haryana Right To Service Commission



Shri T.C. Gupta, Chief Commissioner, Haryana Right to Service Commission, delivered an insightful presentation on the Right to Public Services and its impact on governance efficiency. He emphasized that comprehensive reforms and strict enforcement of service timelines have enhanced administrative accountability by minimizing bureaucratic delays. This initiative has empowered citizens and reinforced trust in public institutions. He highlighted Haryana's key initiatives to streamline service delivery through technology and

process improvements, making services more accessible and transparent. These efforts have fostered a more responsive governance framework, strengthening the government-citizen relationship

### 2. Presentation by Shri M.S. Rao, Chief Commissioner, Meghalaya State Public Services Delivery Commission (Through VC)



Shri M.S. Rao, Chief Commissioner, Meghalaya State Public Services Delivery Commission, joined via video conferencing and shared insights on enhancing public service delivery in Meghalaya. He highlighted

government-led initiatives that have improved efficiency, transparency, and citizen-friendliness. By integrating digital solutions and process re-engineering, these efforts have ensured timely service delivery. He emphasized institutional reforms, continuous monitoring, and stakeholder engagement in strengthening the public service ecosystem.

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



Shri V. Srinivas, Secretary, Department of Administrative Reforms and Public Grievances (DARPG), concluded the National Workshop on Sevottam & Effective Redressal of Public Grievance at RCVN Noronha Academy of Administration and Management, Bhopal, by summarizing the key takeaways from the event. He emphasized that Sevottam-based capacity-building initiatives are significantly enhancing grievance redressal mechanisms across the country. Notable best practices from institutions such as SKIPA Jharkhand, HIPA Haryana, JK-IMPARD Srinagar, Anna Institute Chennai, and Noronha Academy Bhopal have demonstrated measurable improvements. However, he noted that further consolidation and standardization of these initiatives are required to ensure sustained impact.

Secretary, DARPG further highlighted that ASCI, under the leadership of Prof. Nirmalya Bagchi, will play a pivotal role in developing a standardized training curriculum for Sevottam across



Administrative Training Institutes (ATIs). This curriculum, to be designed over the next 12 weeks, will aim to equip Grievance Redressal Officers (GROs) with essential skills and best practices to enhance the efficiency of grievance redressal mechanisms.

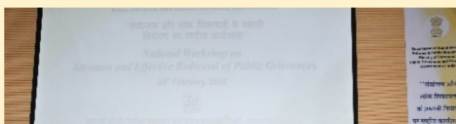
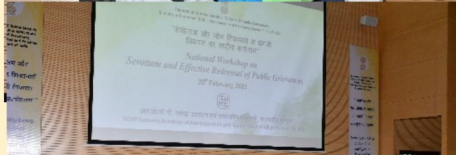
He also underscored the critical role of the Right to Services Act in improving qualitative grievance redressal across 22 States and Union Territories (UTs). He stated that DARPG is actively expanding its outreach to Right to Services (RTS) Commissions to ensure that service delivery remains transparent, accountable and citizen-centric.

Additionally, he highlighted that technological advancements under NextGen CPGRAMS will significantly improve the citizen interface, making grievance redressal more efficient and responsive. Key upgrades include automation, AI-driven insights, voice-to-text grievance lodging, urgent grievance bunching, and instant alerts, all aimed at enhancing user experience and resolution speed.

Finally, Secretary, DARPG emphasized the importance of process re-engineering to further strengthen efficiency and accountability in grievance redressal systems. He outlined initiatives such as auto-escalation mechanisms, state and district rankings, and structured monitoring frameworks, which will ensure that grievances are addressed in a timely and systematic manner.

These measures, he concluded, will collectively contribute to a more effective, transparent, and citizen-focused grievance redressal ecosystem in alignment with the Prime Minister's PRAGATI vision.

# PHOTO GALLERY





**Department of Administrative Reforms and Public Grievances**

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