



Strengthening Grievance Redressal Systems As A Critical Component Of Good Governance: The Case Study Of CPGRAMS

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Citation: Nakkina VI Durga Pradeep, et al (2024) Strengthening Grievance Redressal Systems As A Critical Component Of Good Governance: The Case Study Of CPGRAMS, *Educational Administration: Theory and Practice*, 30(5), 15613-5624

Doi: 10.53555/kuey.v30i5.9989

ARTICLE INFO

ABSTRACT

Grievance redressal is a key part of making governance truly citizen-focused. It reflects how much people trust the government to listen, act, and deliver services fairly and efficiently. In India, the Department of Administrative Reforms and Public Grievances (DARPG) has taken major steps to improve how complaints are handled—both by introducing new systems and using technology to make the process smoother. A big part of this effort is CPGRAMS, a 24x7 online platform that allows citizens to file and track complaints from anywhere, helping bridge the gap between people and the government.

But challenges remain. Many people—especially women, the poor, and marginalized communities—still struggle to access grievance systems. Barriers like limited digital access, low awareness, social stigma, and fear of retaliation often prevent them from speaking up. There's also a general feeling among some citizens that their complaints won't lead to real action.

This paper looks at how CPGRAMS can go beyond just resolving complaints and actually transform how the government interacts with people. By raising awareness, making systems more inclusive and easier to use, and focusing on feedback and continuous improvement, grievance redressal can become more proactive rather than reactive. If implemented effectively, such reforms can not only ensure that every citizen feels heard and respected—but also reduce the burden on courts by solving issues before they escalate into legal disputes.

Introduction

What is grievance?

'Grievance' has been defined as indignation or resentment arising out of a feeling of being wronged. IS 15700: 2005 defines 'grievance' as an expression of dissatisfaction made to an organization related to its products, services and/or process(es), where a response or resolution is explicitly or implicitly expected. A grievance is thus any sort of dissatisfaction, which needs to be redressed. It can be real or imaginary, legitimate or ridiculous, rated or unvoiced, written or oral; it must however, find expression in some form or the other. (2nd ARC Report)

What are the causes of grievances?

Dissatisfaction with government services, perceived unfair treatment, and violations of laws or policies. These grievances can stem from problems with infrastructure, bureaucratic inefficiencies, corruption, or the lack of transparency and accountability. Additionally, grievances can be caused by economic factors like inequality and inadequate social support, as well as personal factors like discrimination or harassment.

What is a GRM?

Grievance Redress Mechanism is part and parcel of the machinery of any administration. No administration can claim to be accountable, responsive and user-friendly unless it has established an efficient and effective grievance redress mechanism. In fact, the grievance redress mechanism of an organization is the gauge to measure its efficiency and effectiveness as it provides important feedback on the working of the administration.

Initiatives of government for grievance redressl

Institutional mechanisms like the CVC, and the Lokayuktas which have the mandate to look into the complaints of corruption and abuse of office by public servants. Many organizations, for example, the Reserve Bank of India, have set up Ombudsman to look into grievances. Institutions such the National and State Human Rights Commissions, National and State Women's Commissions, the National Commission for Scheduled Castes, and the National Commission for Scheduled Tribes also look into the complaints from the public in their prescribed areas.

Structure of Grievance Redressal Machinery at the National Level

Grievances from the public are received at various points in different Ministries/ Departments in the Government of India. However, there are primarily two designated nodal agencies in the Union Government handling these grievances.

These agencies are:

- a. Department of Administrative Reforms and Public Grievances, Ministry of Personnel, Public Grievances & Pensions.
- b. Directorate of Public Grievances, Cabinet Secretariat.

Department of Administrative Reforms and Public Grievances

The Department of Administrative Reforms and Public Grievances (DAR & PG) is the nodal agency in respect of policy initiatives on public grievance redressal mechanisms and citizen-centric initiatives. The role of the Department of Administrative Reforms and Public Grievances is primarily to undertake citizen-centric initiatives in the fields of administrative reforms and public grievances to enable the Government machinery to deliver quality public service to citizens in a hassle-free manner and eliminate the causes of grievance.

The grievances received by the Department of AR&PG are forwarded to the concerned Ministries/Departments/State Governments/UTs, who deal with the substantive functions linked with the grievance for redress, under intimation to the complainant. The Department 'takes up' about 1000 grievances every year and depending upon the seriousness of the grievance follows up regularly till its final disposal. This enables the Department to evaluate the effectiveness of the grievance redressal machinery of the concerned government agency.

Guidelines have been issued to all Ministries/Departments to set up a prompt and effective grievance redressal system. As per these guidelines, all Ministries, autonomous bodies and Public Sectors Undertakings (PSUs) are required to designate an officer as Director of Public Grievances including in autonomous bodies and Public Sector Undertakings. It has also been stipulated that the grievance redressal system should form a part of the Citizens' Charters. Ministries have also been advised to fix a time frame for disposal of the petitions received, suo motu identify grievances from newspaper columns and regularly monitor the disposal of the petitions.

Department of Administrative Reforms and Public Grievances is the driving engine of reforms in administration and governance. The Department proposes to introduce and lead Change to establish a public service of quality, efficiency, integrity and effectiveness and modernize the public service. It is the nodal agency in government for facilitating administrative improvements and reengineering of processes across the government. Citizen's Charter initiative, Public Grievance Policy, Quality Management in Government, e-Governance, Review of Administrative Laws etc. Documentation and Dissemination of Best Practices, Organisation & Methods, Information & Facilitation Counters, Civil Services Reforms are some of the areas under the ambit of Department of Administrative Reforms & Public Grievances.

Directorate of Public Grievances (DPG)

Based on the review of the public grievances redress machinery in Government of India carried out in 1987, the Directorate of Public Grievances was set up in the Cabinet Secretariat with effect from 01.04.88. This Directorate was set up initially to look into individual complaints pertaining to four Central Government Departments which were more prone to public complaints. Subsequently, more Departments having larger public interface were added to its purview and presently this Directorate is handling grievances pertaining to 16 Central Government Organisations.

The Directorate was envisaged as an appellate body investigating grievances selectively and particularly those where the complainant had failed to get redress at the hands of internal machinery and the hierarchical authorities. Unlike the Department of AR&PG, Directorate of Public Grievances has been empowered to call for the files and officers for discussion to see that grievance handling has been done in a fair, objective and just manner. Wherever the Directorate is satisfied that the grievance has not been dealt in such a manner, it makes suitable recommendations for consideration and adoption by the concerned Ministry/Department which are required to be implemented within a period of one month.

PUBLIC GRIEVANCE REDRESS MECHANISM IN CENTRAL GOVERNMENT MINISTRIES/ DEPARTMENTS/ ORGANISATIONS:

The Government of India handles public grievances through a **decentralized system**, where each Ministry, Department, and affiliated body—including subordinate and autonomous organizations—has its own

mechanism for addressing citizen complaints. These setups are guided by the **Allocation of Business Rules, 1961**, ensuring that issues are addressed at the appropriate level.

To ensure accountability, every Ministry or organization is required to appoint a **Joint Secretary-level officer as the Director of Grievances**. These officers have a critical role—not just to oversee grievance redress, but to intervene and review decisions, even in matters outside their immediate scope, in consultation with the Secretary or Head of Department. This authority is detailed in the DARPG's Office Memorandum dated **March 1, 1988**.

How the Grievance Redress System is Monitored

The functioning of these grievance redress systems is regularly reviewed by a **Standing Committee of Secretaries**, chaired by the **Cabinet Secretary**, with the **Additional Secretary of DARPG** serving as the Member-Secretary. This high-level oversight ensures that the mechanisms remain efficient and citizen-focused.

Key Measures to Improve Grievance Redressal

To make grievance handling more effective and citizen-friendly, the Department of Administrative Reforms and Public Grievances (DARPG) has issued a number of important instructions over the years. Some of the key ones include:

- **Meeting-less Wednesdays:** Every Wednesday, officers at the Central Secretariat are expected to remain at their desks from **10:00 AM to 1:00 PM** to personally meet and hear public grievances. Field offices are also encouraged to set aside a fixed day for the same.
- **Appointment of Directors of Grievances:** Not just Ministries and Departments, but even **autonomous bodies and PSUs** must have a designated Joint Secretary-level officer to handle public complaints.
- **Fair and Transparent Handling:** Every grievance must be addressed **objectively** and fairly. If a grievance is rejected, a **clear and reasoned explanation** must be provided.
- **Learning from Grievances:** Complaints should be **analysed systematically** to identify recurring issues. This insight can be used to refine policies, simplify procedures, and improve service delivery.
- **Informative Outreach:** Citizens should be given access to **clear guides and pamphlets** explaining available services, the process to avail them, and whom to contact for both service and grievance redressal.
- **Proactive Response to Media Reports:** Ministries must monitor newspapers for grievances reported by the public and take **swift corrective action**. In case of baseless or misleading reports, a factual rejoinder should be issued after due investigation.
- **Visibility and Accessibility:** Offices must:
 - Clearly display the **contact details of the Director of Grievances**.
 - Install **locked complaint boxes** at the reception.
 - Ensure the grievance redress system is **visible and accessible** to everyone.
- **Addressing Staff Concerns:** A separate **Staff Grievance Officer** must be appointed, and **Staff Grievance Redressal Mechanisms** must be set up in all departments.
- **Regular Reporting:** Grievance statistics—received, resolved, and pending—must be included in each Ministry's **Annual Action Plan and Administrative Report**.
- **Timely Responses:** Strict timeframes must be followed to resolve both public and staff grievances. Every complaint should be **acknowledged within three days**, with details of the responsible officer and the expected timeline for a reply.
- **Lok Adalats & Staff Adalats:** Ministries are encouraged to organize these forums **quarterly** to expedite grievance redress, especially for pensioners and staff.
- **Social Audit Panels:** Where possible, departments should set up **independent panels** to examine public-facing processes and recommend improvements.
- **Single-Window Systems:** To simplify public interactions, departments should implement **single-window facilities** wherever feasible.
- **Communication Transparency:** Every reply must carry the **name, telephone, and fax number** of the officer signing the communication, allowing citizens to follow up if needed.
- **Consistent Monitoring:** Ministries should conduct **monthly reviews** of grievance redress in their subordinate organizations.
- **Public Awareness:** Departments must actively **publicise their grievance mechanisms** through newspapers, TV, radio, and digital media to ensure citizens know how to raise concerns.
- **Weekly Reviews:** Secretaries should personally review grievance status during **weekly meetings**, making this a regular agenda item to maintain focus and urgency.

Addressing Systemic Problem Areas

• Many of the challenges in grievance redressal stem not just from individual cases, but from deeper, **systemic issues** within the administrative setup. A number of outdated rules and procedures still exist—

some of which unintentionally place the burden of navigating the system on citizens, rather than making it easier for them.

- Delays are one of the biggest sources of public frustration, and they often result from a combination of factors: **inefficiency, lack of motivation, unclear accountability, and administrative inertia**. When systems aren't designed to be responsive, it becomes difficult for officials to act quickly—even when they want to.

- What makes it worse is that once a grievance arises due to delay, its redressal is also often **delayed further**. On average, it can take **up to six months** to resolve a grievance, which only adds to the citizen's dissatisfaction.

- This is why the focus must shift from just resolving complaints to **preventing them in the first place**. The best way to handle a grievance is to ensure that **it doesn't occur at all**. This calls for thoughtful, systemic reform—streamlining processes, updating outdated rules, empowering officers, and building a culture of accountability and responsiveness.

A proactive approach—where the system works efficiently and transparently from the start—can significantly reduce the number of grievances and build greater public trust in governance. Often, the real reason behind a grievance isn't just a single decision—it's the way a system functions, or more often, **fails to function**. Many departments and organisations tend to reject complaints or requests without genuinely examining the matter or applying thoughtful consideration. Decisions are repeated from past cases without proper review, and there's a noticeable lack of initiative when it comes to overseeing the performance of **subordinate offices and autonomous bodies**.

Instead of focusing on resolving complaints meaningfully, some departments seem more concerned with just **closing cases**—prioritising speed over **quality of resolution**. In many instances, there's a reluctance to revisit or question decisions made by lower-level staff, even when a review is clearly needed. Delays are often brushed aside by blaming another department or the complainant, when the **root cause usually lies in internal inefficiencies** or missed opportunities for **simple systemic fixes**.

Adding to this, **service timelines set by departments are often not followed**, leaving citizens waiting far longer than promised. This culture of delay, lack of ownership, and poor-quality work has unfortunately become normalised in many areas of public service.

Another critical issue is the failure to regularly **update outdated rules, procedures, and policies**. Many of these were designed for a different time and no longer suit the needs of today's citizens. Yet, departments that work with these systems daily often **don't take the time to reflect and identify what needs to change**. As a result, grievances continue to pile up—and instead of being resolved through regular processes, they often require **intervention from the highest levels of administration**.

A major part of the problem also lies with the **functioning of Directors of Grievances**. In many cases, this important mechanism is **not working as intended**. There's often a lack of accountability, subpar performance, and little to no effort in reviewing or reforming outdated systems. Without strong, active leadership from grievance officers, the redressal process cannot succeed.

To truly reduce grievances, we need a shift in mindset—from reactive to proactive, from blame to ownership, and from ticking boxes to making real improvements that matter to people

Identification of Grievance Prone Areas and Analysis:

a. Identify areas susceptible to corruption and/or grievance generation and conduct work audit of such areas. In addition, consider external/social audit in areas of very high public interface, with the aim of identifying wrong doers and improving processes and systems. Involve NGOs in the exercise.

b. Analyse the nature and cause of grievances with the aim of identifying systemic deficiencies in laws, rules, regulations, policies, instructions, work practices and procedures, and effecting systemic changes to remove/correct these deficiencies. The Directors of Grievances be the nodal officers for such purpose. The analysis should be conducted in the month of April every year and studies of identified grievance prone areas be undertaken. Recommendations made in the studies should be implemented by December of that year so as to bring systemic changes and remove the cause of grievances.

c. Fix responsibility in each and every case of delay, default or dereliction in performance of every day duties on failure to deliver services, and take disciplinary action to avoid recurrence. This will send a clear signal that in the event of failure to perform duties or deal appropriately with grievances within the time frame norms prescribed, a real possibility of having responsibility fixed on one's shoulder exists. Consider the feasibility of prescribing specific penalty clauses in such cases.

Administrative Reforms Commission's 12th Report titled "Citizen Centric Administration – The Heart Of Governance" Details of the Government's decisions on the recommendations of the Administrative Reforms Commission

Sl. No.	Recommendation	Government's Decision
(a)	7. (Para 7.9.3.3) Evolving an Effective Public Grievances Redressal System	Accepted

Sl. No.	Recommendation	Government's Decision
	(a). There is need for a strong and effective internal grievance redressal mechanism in each organization. (22).	
(b)	(b). The Union and State Governments should issue directions asking all public authorities to designate public grievance officers on the lines of the Public Information Officers under the RTI Act. These officers should be of adequate seniority and should be delegated commensurate authority(23)	Not Accepted
(c)	(c). All grievance petitions received should be satisfactorily disposed of by these officers within thirty days. Non-adherence to the time limit should invite financial penalties.(24) (d). Each organization should designate an appellate authority and devolve adequate powers upon them including the power to impose fines on the defaulting officers. (25)	Not Accepted
(d)	8. (Para 7.10.3) Analysis and Identification of Grievance Prone Areas (a). Government organizations should analyse the complaints received and identify the areas wherein interventions would be required so as to eliminate the underlying causes that lead to public grievances. This exercise should be carried out at regular intervals.(26)	Accepted

Prompt and Effective Redress of Grievances

a. grievances should be necessarily acknowledged, with an interim reply within 3 days of receipt and redressed within 3 months of receipt in the Organisation. The same time limit should apply even if co-ordination with subsidiary offices or another Department/Organisation is involved. In such instances special efforts, to be suo moto disclosed when reports are called, should be made.

b. No grievance is to be rejected without having been independently examined. At a minimum, this means that an officer superior, to the one who delayed taking the original decision or took the original decision that is cause for grievance, should actually examine the case as well as the reply, intended to be sent to the grievance holder.

c. Make the 'Director of Grievances' effective through the following inter-related steps:

i. Secretaries/Organisational Heads ensuring that Directors of Grievances are fully 'empowered' in accordance with instructions to perform their role.

ii. All grievance representations received in the Department/Organisation, either by mail, fax, e-mail to be invariably routed through Director of Grievances before they go to concerned sections/divisions. At this stage, Office of the Director of Grievances shall go through the representations and come to a prima-facie view regarding the gravity of the matter involved and decide whether it shall monitor the case or allow down-the-line functionaries to independently deal with it. Directors of Grievances should monitor and follow up at least 3 to 5 percent of grievances received to enable them to assess the efficacy of grievance redress mechanism.

iii. Fix responsibility in each case of delay, default and dereliction of duty, identified by Director of Grievances, and take appropriate action against concerned personnel. In addition, consider feasibility of prescribing specific penalty clauses for such failures.

Guidelines Issued by DAR&PG

Observe every Wednesday as a meetingless day in the Central Secretariat Offices.

- Designate a senior officer as Director of Grievances/ Grievance officer in every office.
- Deal with every grievance in a fair, objective and just manner.
- Analyse public grievances received to help identification of the problem areas in which modifications of policies and procedures could be undertaken.
- Pick up grievances appearing in newspaper columns and take remedial action on them in a time bound manner.
- Set up Staff Grievance Machinery and designate a Staff Grievance Officer.
- Include the public grievances work and receipt/disposal statistics relating to redress of public grievances in the Annual Action Plan and Annual Administrative Report of Ministries/Departments.
- Fix time limit for disposal of work relating to public grievances and Staff Grievances and strictly adhere to such time limits.
- Acknowledge each grievance petition within two weeks of receipt, indicating the name, designation and telephone number of the official who is processing the case. The time frame in which a reply will be sent should also be indicated.
- Constitute Lok Adalats/Staff Adalats, if not already constituted, and hold them every quarter for quicker disposal of public as well as staff grievances and pensioners' grievances.

- Constitute a Social Audit panel for examining areas of public interface with a view to recommending essential changes in procedures to make the organisation more people-friendly.
- Establish a Single Window System at points of public contact, wherever possible to facilitate disposal of applications.
- Promptness and courtesy - an obligation of the public service.
- Monitoring of Grievances in Organisations under Ministries/ Departments on a monthly basis.

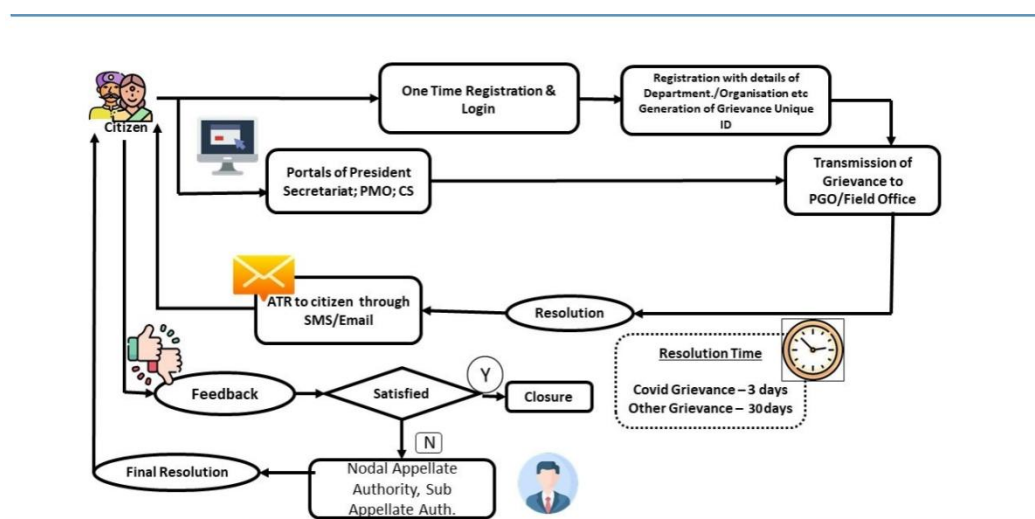
Centralized Public Grievances Redress and Monitoring System (CPGRAMS)

The **Department of Administrative Reforms and Public Grievances (DARPG)** serves as the Government of India's central agency for driving administrative reforms and handling public grievances across both Central Ministries and State/UT administrations. To improve transparency, responsiveness, and the overall quality of public service delivery, DARPG introduced the **Centralized Public Grievance Redress and Monitoring System (CPGRAMS)**—a 24x7 digital platform that empowers citizens to lodge and track grievances online.

CPGRAMS is now recognized as the world's largest citizen-government interface, covering **89 Central Ministries, 36 States/UTs**, and key offices such as the **Prime Minister's Office** and the **President's Secretariat**. The system has been widely adopted across Central Ministries and Departments, as well as subordinate, attached, and autonomous bodies, ensuring a unified and efficient grievance redressal process.

The status of the grievance filed in CPGRAMS can be tracked with the unique registration ID provided at the time of registration of the complainant. CPGRAMS also provides appeal facility to the citizens if they are not satisfied with the resolution by the Grievance Officer. After closure of grievance if the complainant is not satisfied with the resolution, he/she can provide feedback. If the rating is 'Poor' the option to file an appeal is enabled. The status of the Appeal can also be tracked by the petitioner with the grievance registration number. Since July 2022, DARPG has also reached out to the citizen filing a grievance through CPGRAMS by contacting him through an outbound call centre and soliciting his feedback on his closed grievance.

CPGRAMS WORKFLOW



COMPREHENSIVE GUIDELINES FOR HANDLING PUBLIC GRIEVANCES, 2024

The Department of Administrative Reforms and Public Grievances (DARPG) has been working continuously to improve how public complaints are handled through CPGRAMS. This document revises and builds upon the earlier guidelines issued on 27.07.2022. Here's a simplified breakdown of the updated framework:

1. A Unified, User-Friendly Grievance Platform

CPGRAMS is the central online platform where citizens can lodge complaints against Central and State Government departments. Many Ministries and States have their own portals too. Integrating these into a single system using APIs will make it easier for citizens and more efficient for departments by eliminating duplicate work.

2. Nodal Officers for Grievance Handling

Every Ministry must appoint a Nodal Officer who is well-versed in the department's workings and has the authority to get things done. If a department receives a high number of grievances, it should appoint a full-time Nodal Officer of sufficient seniority.

3. Responsibilities of the Nodal Public Grievance Officer

Here's what the Nodal Officer is expected to do:

- i. Categorize Complaints Smartly:** Ensure that complaints are correctly classified and routed. Categories should be reviewed every six months.
- ii. Appoint a Technical Officer:** A Nodal Technical Grievance Officer should handle updates related to officers' details on CPGRAMS (like transfers or phone numbers).
- iii. Keep an Eye on Pending Complaints:** Regularly monitor unresolved cases and ensure that all responses are polite and respectful.
- iv. Review Team Performance:** Use the CPGRAMS dashboard to check how well other Grievance Officers in the Ministry are doing.
- v. Analyze Citizen Feedback:** A feedback portal (pgportal.gov.in/ccfeedback) collects responses from citizens via BSNL. Use it to identify and improve low-performing areas.
- vi. Use AI Tools for Analysis:** Leverage dashboards and analytics from DARPG's AI-powered Data Strategy Unit to identify deeper issues and suggest systemic reforms.
- vii. Refer to Monthly Reports:** CPGRAMS publishes monthly reports with rankings of departments. Use them to improve your team's performance.
- viii. Take Action on Public Complaints:** Monitor newspapers and social media for complaints and take proactive (suo moto) steps.
- ix. Hold Regular Meetings:** Dedicate at least one day a month to meet with Grievance Officers to discuss backlogs, quality of resolutions, and recurring issues.

4. Dedicated Grievance Cell in Every Ministry

Each Ministry must establish a separate cell for grievances under the supervision of the Nodal Officer. The team should be well-informed about department schemes and trained in data analysis and root cause identification.

5. Timeline for Resolving Complaints

- 5.1** The goal is to resolve every grievance within **21 days**. If it will take longer, send an interim reply explaining the delay.
- 5.2** For complex cases, departments can categorize them and suggest realistic timelines. DARPG will assist using historical data.
- 5.3** Urgent grievances must be flagged and prioritized. Nodal Officers should verify and ensure that priority cases are handled quickly.

6. Appeals and Escalation

If a grievance is not resolved, citizens can appeal through CPGRAMS or the feedback call centre. Appeals are handled by a **Nodal Appellate Authority (NAA)** (Addl/Joint Secretary level), supported by **Sub-Appellate Authorities** for localized appeals. Appeals must be resolved within **30 days**.

7. Resolving & Closing Complaints

- 7.1** Avoid saying "Does not pertain to this department." Instead, transfer the grievance to the correct department.
- 7.2** Don't reject complaints due to missing documents—ask for them!
- 7.3** After resolution, submit a detailed **Action Taken Report (ATR)**. Frivolous cases can be closed with a brief note.
- 7.4** Always upload relevant documents/orders when closing a case and explain clearly if a request is denied.
- 7.5** A case is only closed once the citizen's appeal (if any) is resolved.
- 7.6** Use CPGRAMS' auto-translation feature and respond in the language the complaint was made.
- 7.7** Follow the SOP for grievance handling provided in the annexure.

8. Feedback After Closure

- 8.1** Citizens get notified via SMS/email once their grievance is resolved and can give feedback or appeal.
- 8.2** Feedback will soon be taken through WhatsApp and chatbots. The feedback portal (<https://pgportal.gov.in/ccfeedback>) provides detailed insights for Ministries to assess and improve.

9. Using Grievances to Improve Government Services

- 9.1** Grievances are valuable feedback and show where schemes need improvement.
- 9.2** Use tools like <https://dashboardpmopg.nic.in/igms2/sign-in> and <https://treedashboard.in/> for deep data analysis. Ministries have been given login credentials.

10. Grievance Redressal Assessment Index (GRAI)

This index evaluates departments on:

- **Efficiency**
- **Feedback**
- **Domain Expertise**
- **Organizational Commitment**

Scores are published monthly, and a reward system will soon recognize departments with best practices.

11. Public Communication and Awareness

All Ministries must prominently display the CPGRAMS link on their websites and schemes. Use social media and other platforms to raise awareness and share success stories.

12. Training and Capacity Building

- DARPG conducts monthly training for Grievance Officers (last Friday of each month).
- User manuals and self-learning modules are available.
- CPGRAMS training is also part of the iGoT platform.
- For State officials, DARPG funds training at Rs. 1500 per officer per day via State ATIs under the SEVOTTAM scheme.

13. Regular Review Meetings

Grievance cases and appeals should be regularly reviewed by Secretaries or senior officers during **Senior Officers Meetings (SOMs)**. Weekly reviews will help maintain quality and timeliness in grievance resolution.

CPGRAMS Reforms

A comprehensive 10-Step CPGRAMS Reform program was adopted after several rounds of consultations with key stakeholders. DARPG established collaborations with Common Service Centre (CSCs), Indian Institute of Technology Kanpur (IIT-K), National Institute of Smart Governance (NISG), National Institute of Design, Ahmedabad (NID), Quality Council of India, Centre for Development of Advanced Computing (C-DAC), Bharat Sanchar Nigam Limited (BSNL), Centre for Good Governance Hyderabad and Haryana Institute of Public Administration (HIPA) Gurgaon through MOUs and work orders.

The technology improvements in CPGRAMS are outlined as follows:

1. Universalization of CPGRAMS 7.0 - Auto-routing of grievances to the last mile
2. Technological Enhancements - Automatic flagging of urgent grievances leveraging AI/ML
3. Language Translation – CPGRAMS Portal in 22 scheduled languages along with English
4. Grievance Redressal Index - Ranking of Ministries / Departments on their Performance
5. Feedback Call Centre - 50-seater call centre to collect feedback directly from every citizen whose grievance is redressed
6. One Nation One Portal - Integration of State Portal and other GoI portals with CPGRAMS
7. Inclusivity and Outreach - Empowering the remotest citizen to file grievances through CSC's
8. Training and Capacity Building - Conducted by ISTM and State ATIs under SEVOTTAM scheme for enabling effective grievance resolution
9. Monitoring Progress - Monthly reports for both the Central Ministries/Departments and States/UTs
10. Data Strategy Unit - Established at DARPG for insightful data analytics

*What sets CPGRAMS apart is its use of **next-generation technologies** to streamline the handling of complaints. Supporting multiple Indian languages and offering detailed tracking and feedback mechanisms, the platform is designed to ensure timely and effective responses to citizen concerns—contributing significantly to improved governance.*

*In partnership with **IIT Kanpur**, DARPG has developed the **Intelligent Grievance Management System (IGMS)**, which brings **Artificial Intelligence (AI)** and **Machine Learning (ML)** into the grievance analysis process. Accessible through the **IGMS portal** (<https://dashboard-pmopg.nic.in/igms2/sign-in>), the system enables both **exploratory** and **predictive analysis** of complaints received through CPGRAMS.*

*IGMS, now an integral part of **CPGRAMS 7.0**, offers several advanced features:*

- **Real-time detection** of spam, bulk, or repetitive grievances.
- **Automated content analysis** of text and PDF attachments to identify the core issues.
- **Topic clustering**, which helps highlight frequently occurring concerns tied to specific departments or schemes.
- **Spatiotemporal filtering** that pinpoints emerging patterns based on time and location—helping authorities distinguish between systemic policy issues and localized implementation problems.

CPGRAMS in Regional Languages:

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

Access to CPGRAMS at CSCs:

Citizens can file grievances on CPGRAMS at all Common Services Centers from July 2022 onwards. The initiative of Public Grievances being filed from Common Service Centres has been widely used by Citizens. 44.5 percent of grievances received by Department of Agriculture and Farmers Welfare are being filed through CSCs. The category 'PM KISAN related issues' has received the maximum number of grievances followed by 'PRADHAN MANTRI AWAS YOJANA related grievances'. A comprehensive communication and

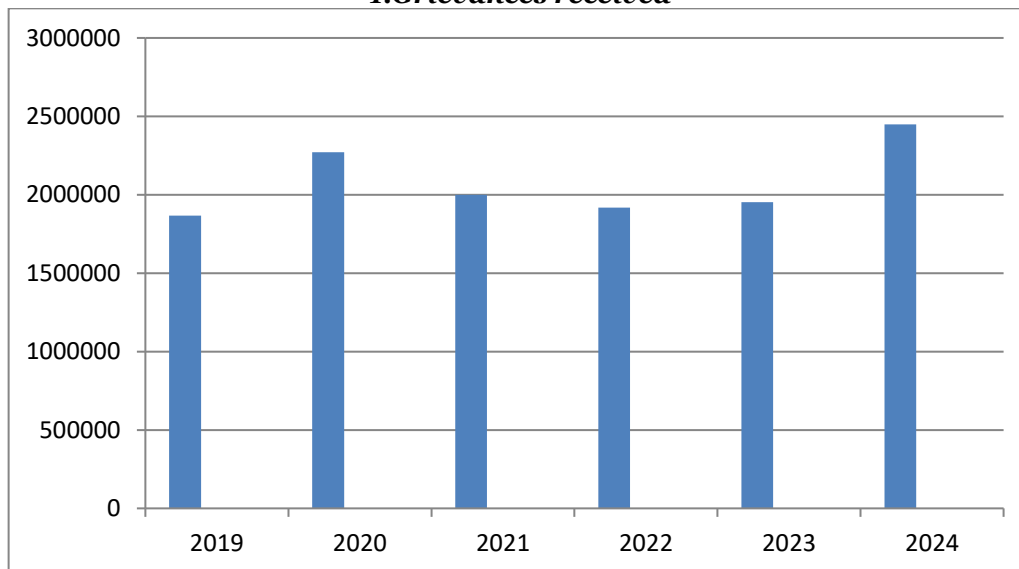
outreach plan to further deepen the outreach has been prepared envisaging communication using community radio system, eVigyan, posters with QR code and other digital platforms.

list of **State-level Digital Grievance Redressal Platforms** arranged in a clean table format:

S. No.	State/UT	Digital Grievance Redressal Platform
1	Gujarat	SWAGAT
2	Jammu & Kashmir	JKIGRAMS
3	Andhra Pradesh	PRAJA SAMASYALA PARISHKARA VEDIKHA
4	Telangana	PRAJAVAANI
5	Uttarakhand	CM Helpline
6	Uttar Pradesh	JANSUNWAI Portal
7	Kerala	CM's PG Redressal Cell
8	Rajasthan	Rajasthan Sampark
9	Maharashtra	Aaple Sarkar
10	Madhya Pradesh	CM Helpline
11	Odisha	e-Abhijoga
12	Bihar	Bihar Jan Shikayat Nivaran Pranali

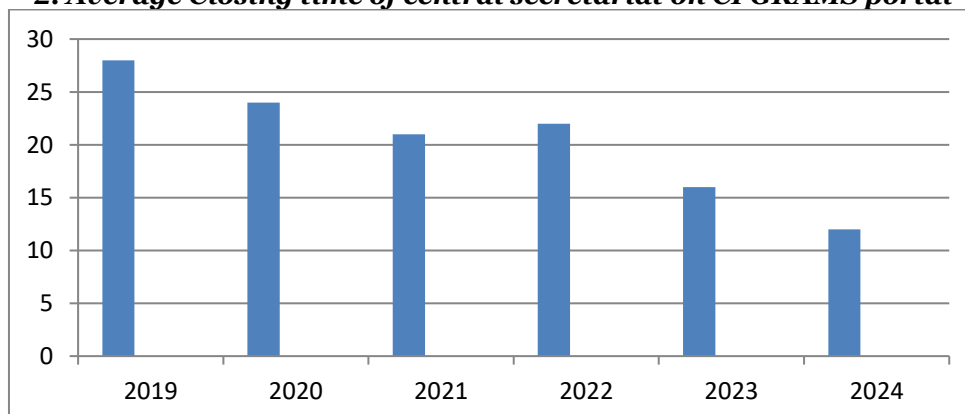
Trend over the years :

1. Grievances received



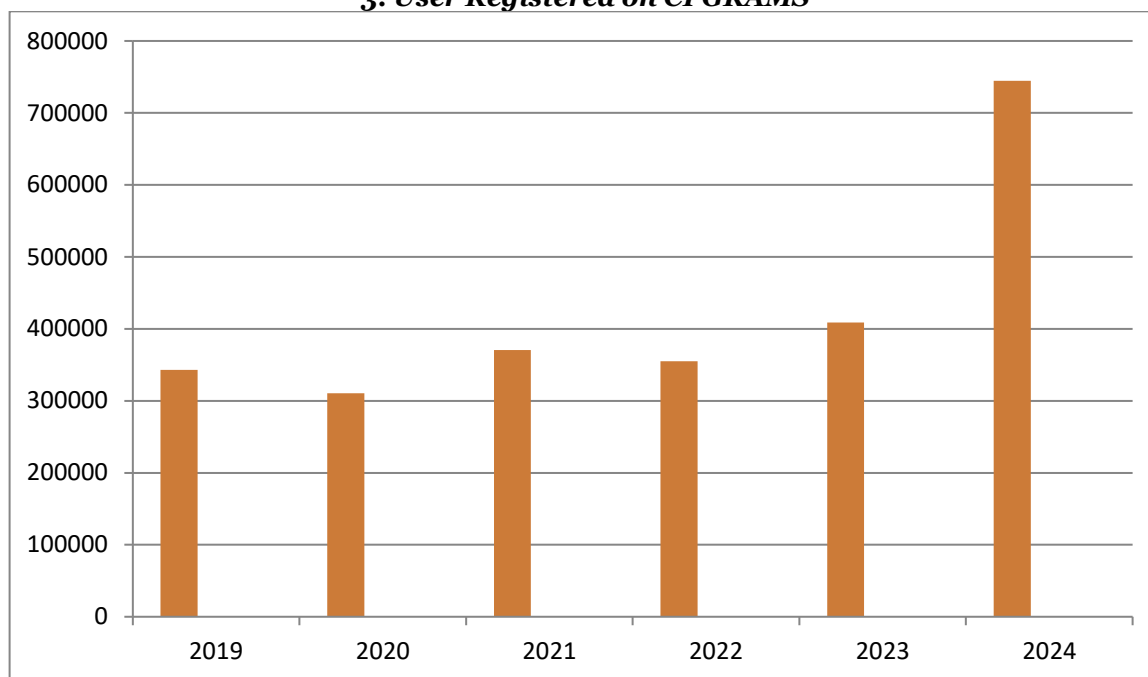
Increase in number of grievances received from 2019 to 2024

2. Average Closing time of central secretariat on CPGRAMS portal



Average closing time has fallen from 22 days in 2022 to 12 days in 2024

3. User Registered on CPGRAMS



25, 32,769 citizens have registered on CPGRAMS from 2019 to 2024

Grievance Redressal Index for all Ministries/Departments:

To assist the Ministries/Departments to review and streamline their Grievance Redressal System, and have a comparative assessment with other Ministries/Departments, Grievance Redressal Index has been developed. The Index has two dimensions:

- Timely Disposal of Grievances
- Quality Disposal of Grievances

Ministries/Departments has been categorized into two groups, based on the number of grievances received, to enable a fair comparison; 1st Group (Group A) contains Ministries/Departments receiving higher number of grievances (i.e. greater than 500) while 2nd group (Group B) contains the ones receiving comparatively lesser number of grievances (i.e. less than 500)

Analysis of Monthly Grievance Redressal Index

- Unique Identification Authority of India has topped the GRI ranking for the month of March 2023
- In Group A, the Ministry of Petroleum and Natural Gas has improved its ranking by 8 positions in March 2023 and currently ranked at 7th position. Central Board of Indirect Taxes and Customs has jumped to 15th rank from the previous month's rank of 21
- In Group B, Department of Pharmaceutical has jumped from rank 14 in February 2023, to 3rd rank in March 2023 and Department of Legal Affairs has jumped from 9 th position in February 2023 to 4th position in March.

What are the Barriers to Filing Grievances?

Women, poor and marginalized communities face numerous barriers in complaining such as –

- Illiteracy; – Lack of knowledge about their rights;
- Local culture and traditions (including powerful interests);
- Mistrust in government and fear of retribution;
- Lack of access to technology;
- Perceived hassle in complaining; and
- Belief that project authorities will not act upon their grievances.

Case Study: Personal Experience with CPGRAMS

In an attempt to seek clarification regarding the rules on study leave, I initially approached the University Grants Commission (UGC) office in New Delhi in person. However, I was not permitted beyond the helpline center, and my efforts to reach the concerned officials within UGC were unsuccessful. Consequently, I returned without obtaining the required information and with a sense of dissatisfaction.

Subsequently, I utilized the Centralized Public Grievance Redress and Monitoring System (CPGRAMS) portal to file an official grievance. The complaint was registered on 16 February 2024 under the Higher Education Department, with the registration number **DSEHE/E/2024/0001049**. A confirmation was promptly sent

to my registered mobile number. The case was marked as closed on 28 February 2024. Unsatisfied with the resolution provided, I gave a “poor” rating in the feedback section. CPGRAMS allowed me to file an appeal on the same matter. The appeal was registered on 7 March 2024 with the number **DSEHE/C/A/24/0000397** and was closed on 21 March 2024. Although the final redressal remains a subject of debate in terms of substantive satisfaction, I found the overall responsiveness of the system to be efficient and transparent.

Observations

- The responses provided were strictly based on the existing rule position. They were brief, clear, and confined to formal guidelines.
- There was no attempt to interpret policy, resolve ambiguities, or address practical challenges beyond the written rules.
- The process was entirely digital, free of cost, and did not require any direct interaction with government officials.
- The anonymity and ease of access offered by CPGRAMS contributed significantly to a hassle-free experience.

Conclusion

This experience highlights the functional strengths of CPGRAMS as an instrument of e-governance. While the system may be limited in its flexibility due to its strict adherence to rule-bound responses, it nonetheless reflects a positive move toward transparency, accessibility, and citizen empowerment. The platform serves as a practical example of how digital grievance redressal mechanisms can reduce physical and financial burdens on citizens, thereby enhancing public trust in governance systems

Way forward:

CPGRAMS has the potential to address bureaucratic inertia and inaction, offering a ray of hope for the common citizen by enabling grievance redressal at their fingertips. If implemented in both letter and spirit, it could reduce the need for citizens to approach the judiciary, thereby saving public time and money while enhancing government efficiency. Creating awareness about CPGRAMS is crucial to its success. Additionally, the feedback mechanism must be strengthened, and regular checks on citizen satisfaction levels should be conducted to ensure continuous improvement

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