



सत्यमेव जयते



INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

Emerging Trends in Public Policy and Public Administration

Date – October 17, 2025
Venue – Mumbai

OVERVIEW



1. India's Policy for Good Governance
2. Recognizing Meritocracy
3. Effective Redressal of Public Grievances
4. Improving Service Delivery
5. Benchmarking Governance
6. Secretariat Reforms

VISION

NEXT GENERATION REFORMS

“In this decade of Amrit Kaal, we will give priority to Next Generation Reforms. We will ensure that all facilities like service delivery should reach citizens up to the last mile; it should reach the last person seamlessly, without hesitation or any kind of difficulty.

For the overall development of the country, unnecessary interference by the Government and Government processes in the lives of the people has to be ended”

– Prime Minister Narendra Modi



VISION

INDIA @ 2047



The **Department of Administrative Reforms and Public Grievances (DARPG)** is actively shaping India's governance roadmap for **Vision India@2047**.

Advisory Group – Chaired by the **Minister of State for PMO**, includes **15 sector specialists** (civil servants, IIT/IIM experts, university scholars, and public policy researchers)

Working Group – Led by the **Secretary, DARPG**, responsible for drafting the vision under Advisory Group supervision

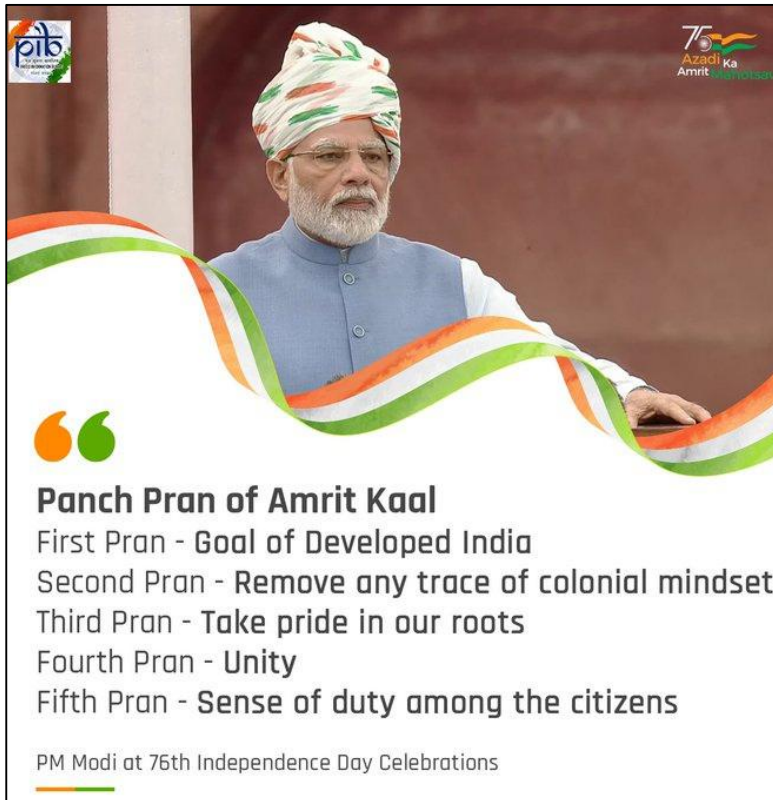
Knowledge Partner – Indian Institute of Public Administration (IIPA)



Outcome: *Vision India@2047* document on "**Bringing Citizens and Government Together**"

AGENDA

FOR GOVERNANCE



Minimum Government Maximum Governance

- Ease of living for citizens
- Simplifications of Rules/Regulations and Processes
- Whole of the Government approach
- Qualitative improvement in Public Grievance Redressal System
- Capacity Building through **i-Got Karmayogi Portal**
- Development of comparative matrices - **GGI, NeSDA**
- Making IT System resilient and adherence to **Cyber Security** guidelines and protocols
- Regional Conferences with focus on “**Concept of Women Led Development**”
- **Special Campaign 5.0** for Institutionalizing Swachhata and Reducing Pendency

RECOGNIZING MERITOCRACY



**Prime Minister's Awards for
Excellence in Public Administration
2025**

To Acknowledge, Recognize and Reward the Extraordinary and Innovative work done by
Districts/ Organizations of the Central and State Governments.

[About us](#)



PM AWARDS

OBJECTIVES

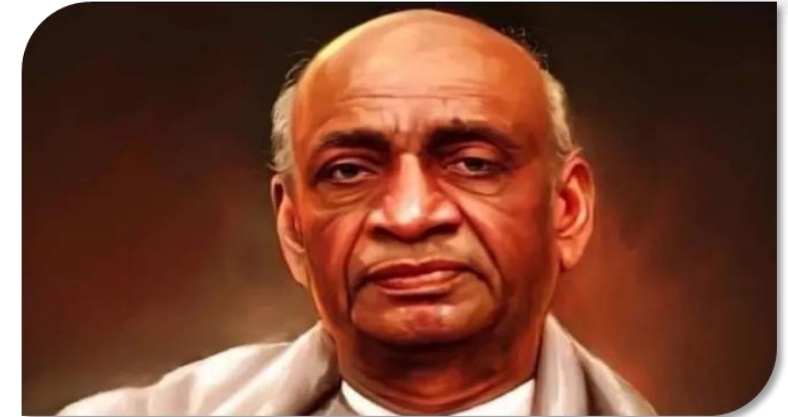


- Conferred to Civil Servants for outstanding performance
- Institutionalization of best practices
- Encourage constructive competition
- Emphasis on Good Governance
- Driving Innovations in Public Administration
- To Promote Jan Bhagidari

CIVIL SERVICES DAY



- **21st April** is celebrated as '*Civil Services Day*,' where civil servants rededicate themselves to the cause of serving the nation
- Plenary Sessions and Break-away Sessions on *Good Governance* by eminent speakers
- Selected themes on contemporary issues deliberated and documented
- **Hon'ble Prime Minister of India** confers the PMA on 21st April
- The Civil Services Day is celebrated across all States, with around 26,000 civil servants attending the event



AWARDED INITIATIVES

PM Vishwakarma

Ministry of Micro Small and Medium Enterprises

- Central Sector Scheme supporting traditional artisans & crafts persons in the informal sector.
- Aadhaar-based beneficiary selection with app-enabled e-voucher system for transparent toolkit delivery.
- Over 26 lakh artisans registered within 15 months; promotes self-employment & entrepreneurship.
- Integrated with NPCI, GeM, UIDAI & banking systems for efficient service delivery.
- App crossed 5 lakh+ downloads on Play Store.



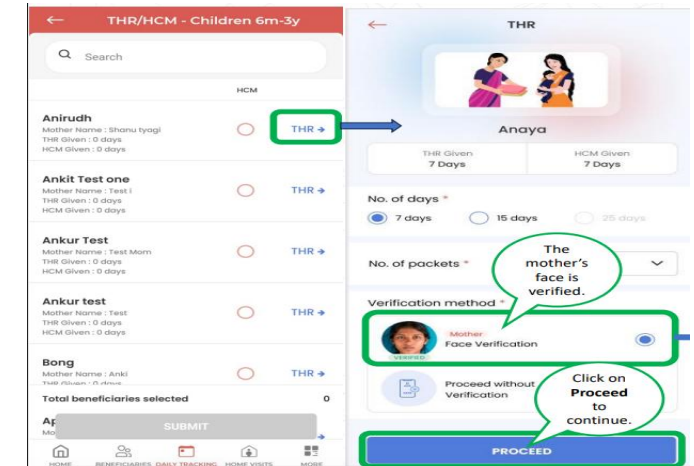
AWARDED INITIATIVES



Poshan Tracker

Ministry of Women & Child Development

- Mobile-based system for real-time nutrition monitoring with Aadhaar verification & growth tracking.
- Improves transparency, digitizes manual processes, and ensures 95.39% Aadhaar-based authentication.
- Strengthens data reliability with 27,000+ trained officials & regional IEC materials.
- Integrated with LGD standards and portals for efficient service delivery.
- 5M+ downloads on Play Store, driving nutritional improvement at scale.



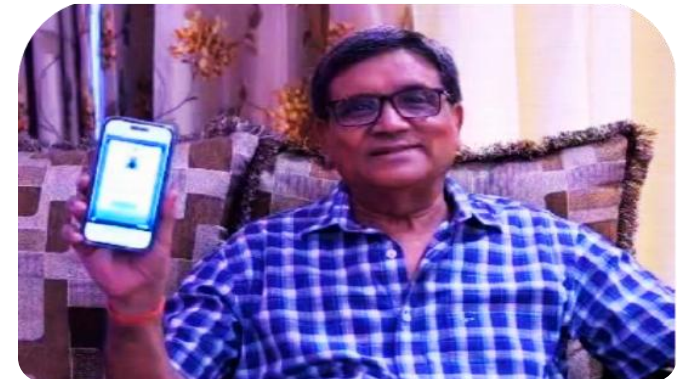
AWARDED INITIATIVES



Face Authentication

Unique Identification Authority of India

- The **UIDAI Face Authentication System** offers a secure, contactless alternative for Aadhaar-based identity verification
- Ideal for individuals facing challenges with traditional biometric methods due to worn-out fingerprints, iris template aging, cataracts, or similar issues
- Over **2.35 million** Face Authentication transactions have been conducted, reducing fraud and ensuring resources reach intended recipients



AWARDED INITIATIVES



PM SVANidhi

Ministry of Housing and Urban Affairs

- Empowers *urban street vendors* with financial inclusion and digital integration, providing collateral-free loans
- Over **8 million** loans worth **106,000 million** have been disbursed to **6 million** street vendors nationwide
- **45%** of beneficiaries are women, with strong participation from marginalized groups, promoting equity and inclusivity



AWARDED INITIATIVES



National COVID-19 Vaccination Programme

Ministry of Health & Family Welfare

- Executed on a massive scale to vaccinate millions against **COVID-19** in a short period
- Over **2.2 billion** doses were administered with digital tracking, including **255 million doses** in a single day (17th September, 2021) across nearly 1 lakh CVCs
- The **Co-WIN platform** was used for registration, scheduling, and monitoring the vaccination process.



AWARDED INITIATIVES



PM GatiShakti

Department for Promotion of Industry & Internal Trade

- Facilitates mapping of social and economic infrastructure planning in India via a **GIS-enabled platform**
- Adopts a holistic planning approach to **develop world-class infrastructure**, including roads, highways, railways, airports, waterways, and pipelines, ensuring seamless movement of goods and people
- Aims to enhance **logistics efficiency** by reducing transportation time and costs, simplifying procedures, and creating a transparent, efficient logistics ecosystem



AWARDED INITIATIVES



Innovations for Defence Excellence (i-DEX)

Department of Defence Production

- Provides a startup ecosystem to engage directly with defence, creating a platform for easier business with the Ministry of Defence, supporting the **Atmanirbhar Bharat Initiative**
- Activities are now **paperless**, managed in real-time through the Grant Management Portal
- Created a platform for the Armed Forces to present their technical challenges as problem statements



AWARDED INITIATIVES



National Generic Document Registration System *Department of Land Resources*

- Aims to offer document registration services using modern technology, within a specific timeframe and in a transparent manner
- Catering to all States and Union Territories, NGDRS offers flexibility for States to quickly analyze, understand, and implement solutions at the State and District levels
- The average transaction time has reduced from **45 minutes to 15 minutes**



AWARDED INITIATIVES



One Nation One Ration Card

Department of Food and Public Distribution

- ONORC introduced national, inter-state, inter-district, and intra-district portability without the need to surrender the existing ration card, and **eliminated paperwork** for national portability
- Facilitated the **easy addition** of new members, issuance of new ration cards, and helped eliminate duplicate cards
- Benefited a **large number** of migrant workers, laborers, daily wagers, and others



AWARDED INITIATIVES



UDAN – UdeDeshKaAamNaagrik

Ministry of Civil Aviation

- UDAN provides **affordable air connectivity** and offers airlines concessions for regional and remote routes
- A yearly bidding process allows airlines to bid for routes to unserved airports, with the government offering viability gap funding, financing support, and concessions
- UDAN has connected **23 unserved airports** and **10 water aerodromes**, with over **77,000 flights** and **70 new airports** added to the Indian aviation map



REGIONAL / NATIONAL CONFERENCES



Dissemination of Best Practices

- Generates awareness and facilitates discussions among stakeholders on recent reforms in Good Governance
- Thematic focus includes key areas like e-Governance, Holistic Development of Districts, Administrative Reforms, Public Grievance Redressal, Citizen-Centric Governance, and Replication of Good Governance Practices
- It helps tailor discussions to regional contexts and challenges, fostering localized administrative innovation and mainstreaming regional development initiatives.
- Capacity building** for public servants



REGIONAL / NATIONAL CONFERENCES



Impact and Outcomes

- ◆ Key takeaways from the conferences by administrator
- ◆ Regional initiatives adopted in other parts of the country
- ◆ Improvements in public grievance systems and administrative processes
- ◆ Contributed to shaping future governance reforms through consultations and formulation of actionable roadmaps
- ◆ Enabled sharing and replication of successful administrative reforms and citizen-centric initiatives across states and UTs

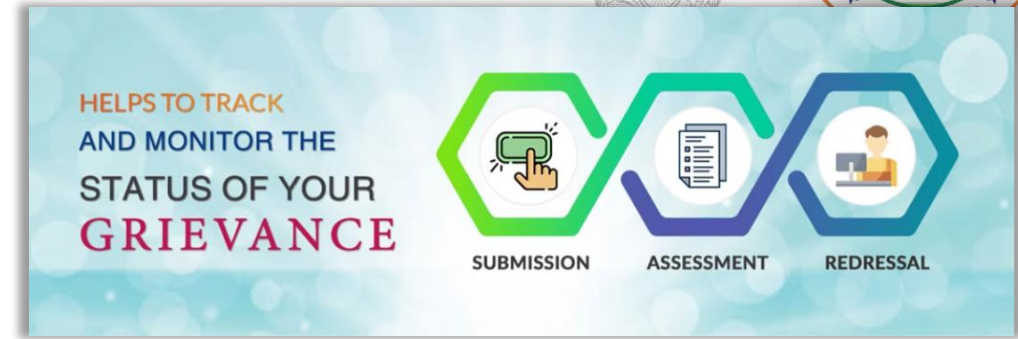
A total of 29 Regional Conferences have been held till date, with participation of 500 officers in every conference.



CPGRAMS: A Foundation for SMART Government

World's Largest 24x7 Digital Citizen Interface Platform for Grievance Redressal

The Centralized Public Grievance Redress and Monitoring System (CPGRAMS) represents India's commitment to responsive governance. Adopted across all Central Ministries, Departments, and subordinate bodies, it leverages cutting-edge technology to bridge the gap between citizens and government.



31L+

Registered Citizens

Active users on the platform as of September 2025

1.5 crore

Grievances Resolved

Successfully addressed between 2019-2025

1L+

Grievance Officers

Mapped across all levels of government

15

Average Resolution Time

Days to resolve grievances, down from 28 days in 2019

Note: Available through the portal <https://pgportal.gov.in/>, My Grievance App, UMANG, and Common Service Centres nationwide.

DARPG IISc Collaboration in Data Driven Governance

Advancing Secure, Interoperable, and Responsible Data Sharing in Public Service Delivery



Secure Connected Intelligence Programme

DARPG has funded IISc's SCI programme, which has developed the Agricultural Data Exchange (ADeX) — a pioneering platform demonstrating India's commitment to secure, interoperable, and responsible data sharing across critical sectors.



Transforming Grievance Redressal

We might have a possible collaboration aims to leverage ADeX learnings to enhance CPGRAMS, India's centralized public grievance redressal system, enabling data-driven policy interventions and systemic improvements in public service delivery.



Master Grievance Cell Vision

Future plans include creating a central hub that integrates data from CPGRAMS, state portals, and departmental systems — enabling predictive analytics and proactive grievance prevention through evidence-based governance.

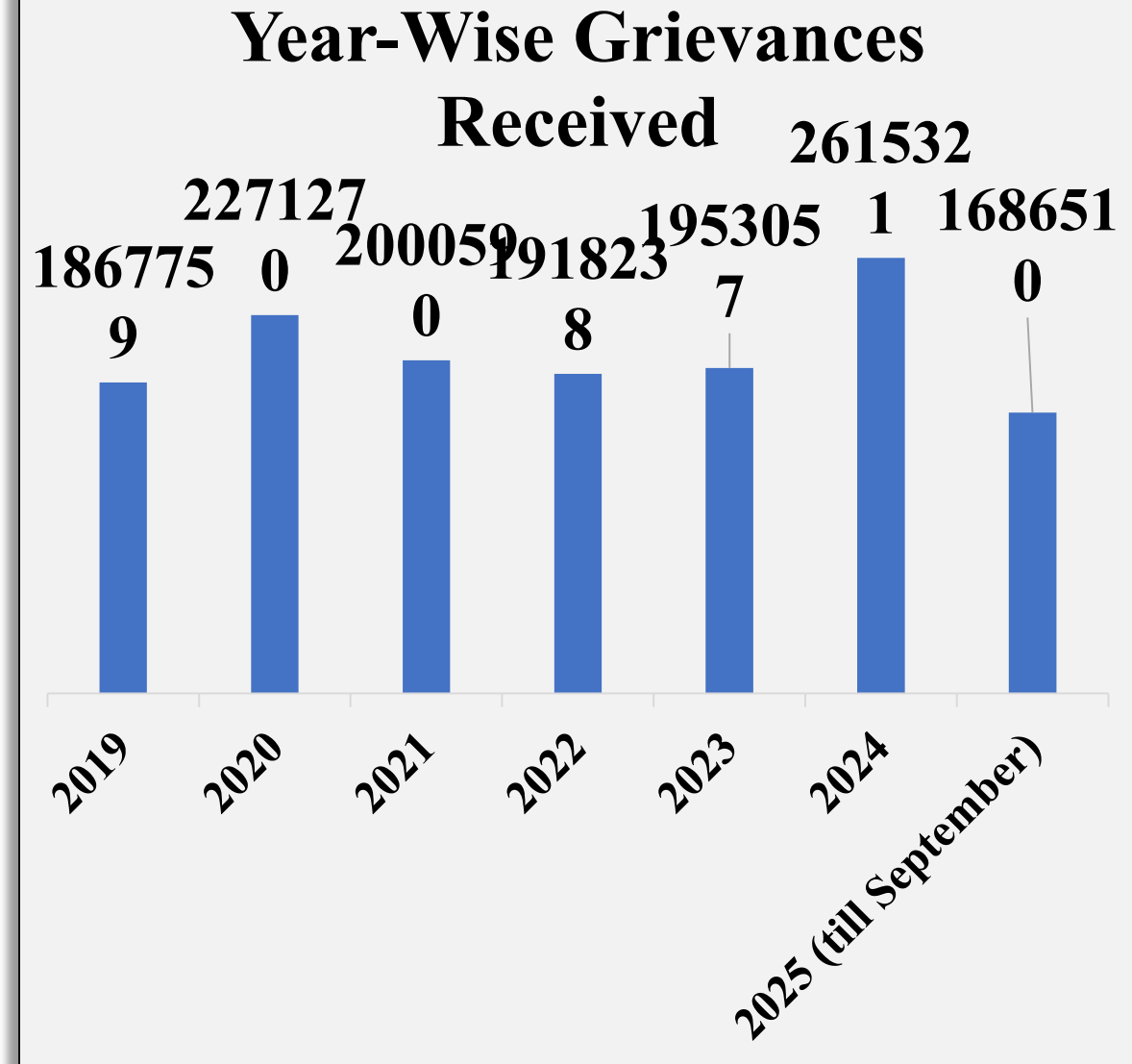
This partnership marks a transformative shift in how government responds to citizen concerns. By combining academic research excellence with administrative reform expertise, the collaboration ensures that every grievance becomes an opportunity for systemic change and continuous improvement.

CPGRAMS as India's Trust Engine: Citizen → Data → Governance



**Data for public good begins with citizens—
and returns to them through governance**

- DARPG receives around 25-30 lakh grievances each year
- Each grievance is a data signal.
- Aggregated data reveals service delivery trends and governance gaps.
- Analytics drive systemic reforms and trust building.



Voice to Value: Citizen → Data → Governance



3. Analytics through IGMS

2.0/Tree

Dashboard

- Intelligent Clustering
- Heatmaps
- Ingestion and Curation
- Predictive Alerts

- Structured Data Collection and storage

4. Action and Policy by DARPG

- Macro-Grievance trends based response

5. Feedback and Accountability

- Citizen Feedback analysis
- GRAI
- PM/Cabinet Reviews

1. Citizen Input

- Portal
- App
- CSCs

Business Standard Feature on CPGRAMS

A recent article in *Business Standard* by Shri Tamal Bandyopadhyay highlights the remarkable progress achieved in building the world's largest citizen interface platform — **CPGRAMS** — developed by the Department of Administrative Reforms and Public Grievances (DARPG) under the visionary leadership of the Hon'ble Prime Minister **Shri Narendra Modi** and the supervisory guidance of the Hon'ble Minister of State (PP) **Dr. Jitendra Singh**.

This state-of-the-art grievance redressal system ensures accessibility, transparency, and qualitative resolution of grievances for lakhs of citizens across India.



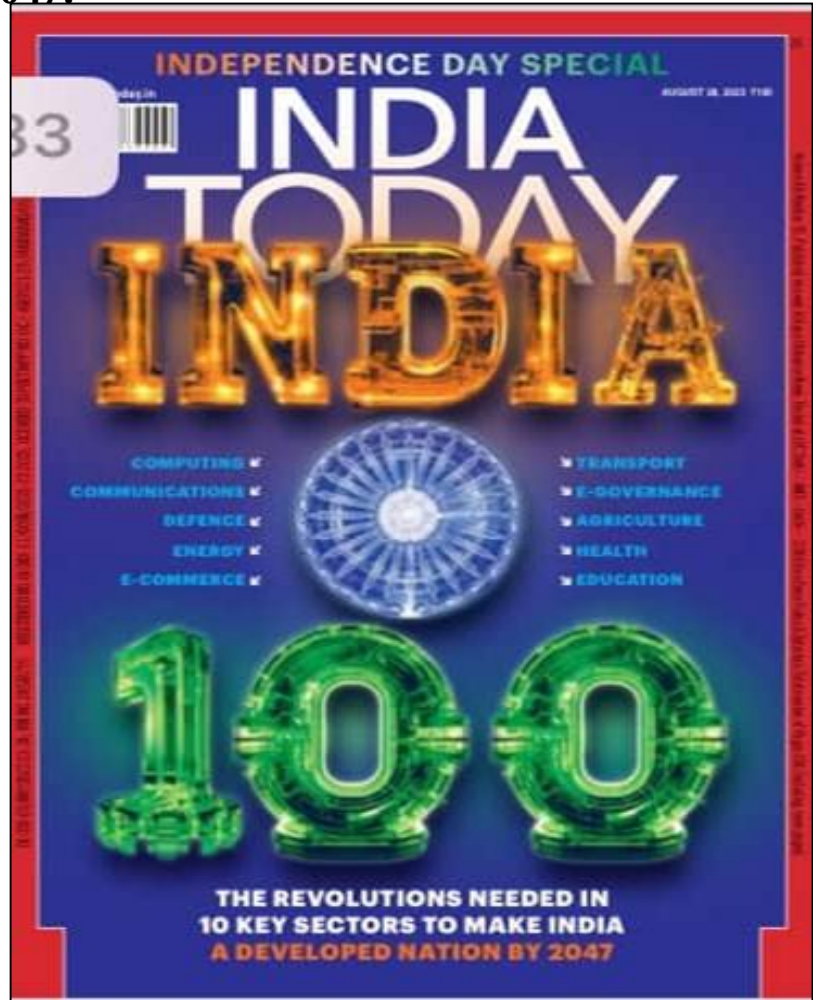
Our Knowledge Partners: An Ecosystem of Institutional and Domain Experts



National and International Appreciation

The India Today magazine featured CPGRAMS reforms as amongst 100 big tech ideas for the revolution needed in 10-key sectors to make India a developed Nation by 2047.

Positive Outcomes in CPGRAMS



Global Best Practices

The Commonwealth forum provided a platform to showcase how CPGRAMS has engaged and empowered millions of Indian citizens, setting benchmarks for grievance redressal systems worldwide.

3rd Biennial PAN-Commonwealth Heads of Public Service



3rd Biennial PAN-Commonwealth Heads of Public Service



सत्यमेव जयते



25 April 2024

Dear Mr. Srinivas,

It was a great pleasure to welcome you and your distinguished delegation to Marlborough House this week for the Third Biennial Pan-Commonwealth Meeting of Heads of Public Service, on the theme of 'Institutionalisation of Smart Government to enhance public service delivery'. I reiterate the sincere gratitude of the Secretary-General, the Rt Hon Patricia Scotland KC, and the whole Secretariat team for your exceptional contributions to this meeting.

The presentation you delivered during the meeting on the Centralised Public Grievance Redress and Monitoring System (CPGRAMS) highlighted how this state-of-the-art grievance redressal system has engaged and empowered citizens across India. We learnt from your presentation about its transformative impact on the transparency and accountability of government. We eagerly look forward to the evolution of India's vision to use AI for further policy, process and people-related changes, to operationalise the CPGRAMS mobile app and adopt the CPGRAMS 7.0 version in all states and Union Territories.

As the Vishwa Mitra, India has given the world confidence to achieve our common and collective goals. We look forward to working with the Government of India to advance ideas we discussed on how India's success story can help to bridge the gaps experienced by the other 1.2 billion people in the Commonwealth. As you heard this week from many other Commonwealth member states, they are eager to learn and benefit from India's remarkable journey in the use of technology to deliver smart governance. Your presentation was appreciated by representatives from across the Commonwealth, including from Kenya, Tanzania, Zambia, Botswana, Uganda, the Maldives, and Grenada amongst others. As our Secretary-General stated, India's CPGRAMS grievance redressal system is a best practice for member states to learn from.

In this spirit, we would like to collaborate with you on two key aspects of smart governance. First, the Commonwealth seeks your support in advancing the digital transformation of our member countries, particularly in improving the delivery of public services. Many of our members are in the early stages of digitisation and face significant challenges. We deeply value India's leadership and experience and would like to leverage your expertise to guide our members towards "maximum governance, minimum government" as espoused by Prime Minister Modi. Much like India, our member states would benefit from harnessing technology that should be open, interoperable, scalable, and secure within a framework that prioritises people, policy and processes.

Towards this end, we propose to begin by taking stock of the level of public service digitisation across Commonwealth countries. This survey will help us understand each member state's progress in their digital transformation journey, identify existing gaps, and determine which areas need additional

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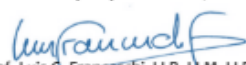
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support. Based on demand and existing capabilities, governance technologies such as CPGRAMS, e-Office, and e-Courts, may be adapted to meet the needs of our members in a phased approach. If India is interested in supporting Digital transformation of the Commonwealth, we can create a concept note, followed by a comprehensive proposal detailing the next steps. In this regard it is worth noting that the Secretariat, in collaboration with the Management Development Institute (MDI) Gurgaon, is setting up the Commonwealth Hub for the Business of Government (CHBOG) based at MDI, and which would be ready to act as an intermediary and as a facilitator should you prefer that option.

Second, we would appreciate your leadership and extensive expertise in accelerating the efforts of the Commonwealth AI Consortium, to support countries that are ready to make the AI leap. As you are aware, the Consortium has produced an analysis for each country's digital position from which we can craft the heat map, and it is ready to focus on policy, governance, capacity-building, research, innovation, data and infrastructure. We greatly value your appreciation and support of this initiative. We would be delighted to arrange a more detailed presentation for your team that outlines each working group's goals and would welcome your feedback on areas where India could offer assistance.

I thank you again for sharing the inspiring story of India's public governance journey and look forward to our deepened collaboration. It was a real pleasure meeting you.

With my very best wishes,


Prof. Luis G. Franceschi, LLB, LL.M, LL.D
Assistant Secretary-General

Mr V. Srinivas IAS
Secretary to Government of India
Department of Administrative Reforms and Public Grievances
Department of Pensions and Pensioners Welfare and
Director General – National Centre for Good Governance

c/c HE Vikram Doraiswami, IFS
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In April 2024, at the 3rd Biennial Meeting of the Pan-Commonwealth CPGRAMS was recognized as a state-of-the-art grievance redressal system that has engaged and empowered citizens across India which has had a transformative impact on the transparency and accountability of government.

10-Step Reform: Transformational Outcomes

The implementation of CPGRAMS-10-Step reforms, resulted in **institutional strengthening and significant improvements in quality and timelines of grievance redressal**. These systematic reforms have fundamentally transformed how government responds to citizen concerns.

2.5M

Grievances Received

Public grievances received annually on CPGRAMS portal.

39

Consecutive Months

With over 1 lakh monthly grievance disposals.

15

Days to Resolve

Grievance redressal time reduced from 28 days (2019) to 15 days (by Sept 2025).

3.1M

Registered Citizens

New citizen registrations on CPGRAMS Portal.

1L+

GROs Mapped

Grievance Redressal Officers mapped.

8.7M

Grievances Resolved

Resolved between 2022-2025 by GROs.

71K

Central Pendency

Current pendency for Central Ministries/Departments.

1.7L

States/UTs Pendency

Current pendency for States/Union Territories.

Status of Grievances: Central Ministries/Departments



Brought Forward
59,777 PG cases

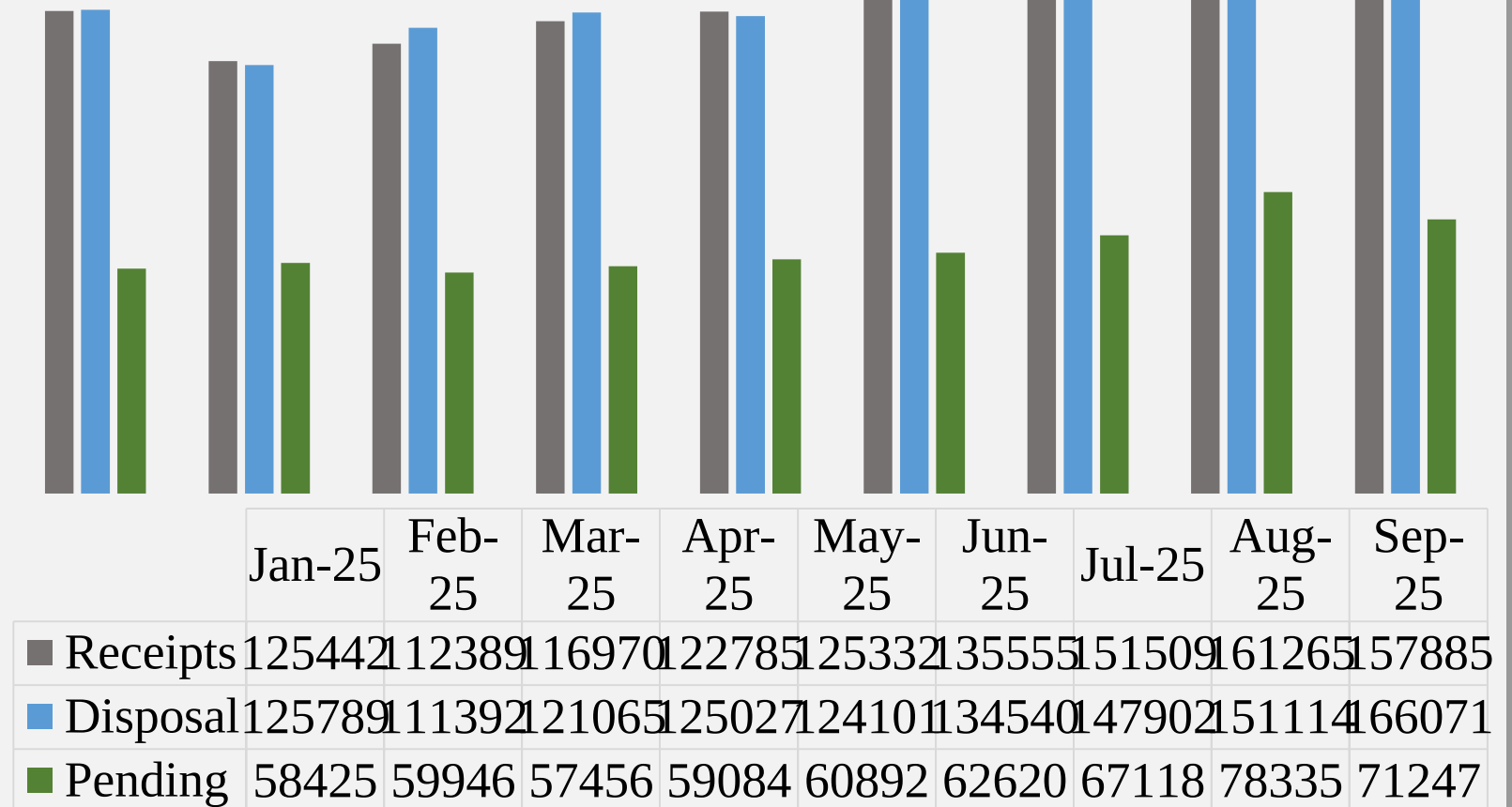
Received
12,15,806 PG cases

Disposed
12,04,336 PG cases

Pending
71,247 PG cases

Time Period: 01/01/2025 to 30/09/2025

Status of Receipts, Disposal & Pendency



Status of Grievances on CPGRAMS – States/UTs



Status of Receipts, Disposal & Pendency

Brought Forward

1,85,783

Receipts

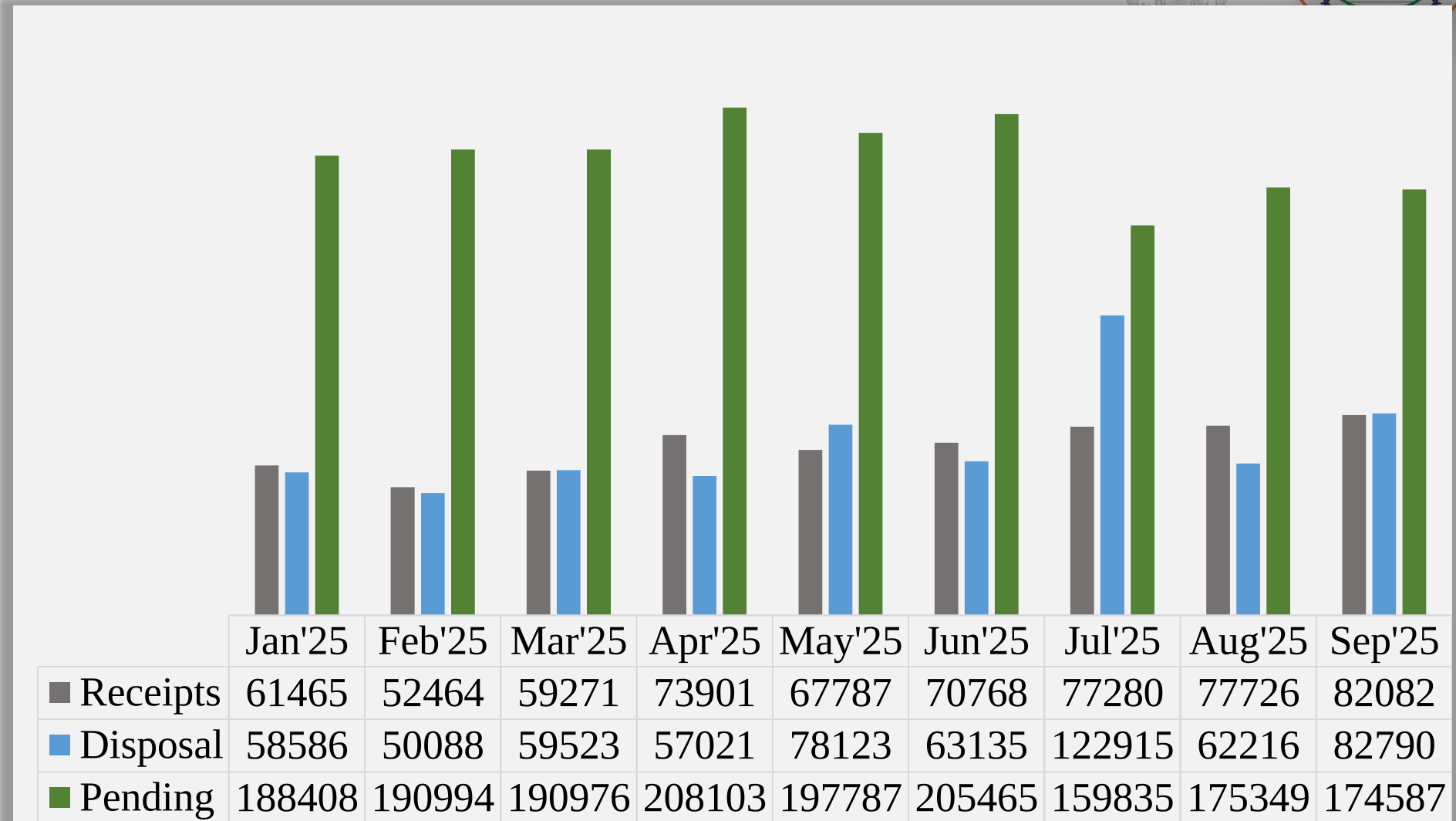
6,24,958

Disposed

6,36,154

Pending

1,74,587



Time Period: 01/01/2025 to 30/09/2025

Hon'ble Prime Minister Review of Grievances – December, 2024



Hon'ble PM review of Grievances every month during the PRAGATI Meeting



Timely and Quality disposal of grievances must be ensured by the Ministry.

A review meeting, once a month, headed by the Chief Secretary/Secretary of Central/State Government should be held to review the status of disposal of grievances.

To Develop robust quality metrics and parameters to evaluate citizen satisfaction and the effectiveness of resolution processes.

To ensure strengthened enforcement actions against unfair practices and hold institutions accountable for delays.

To Conduct root cause analyses and case studies across all states and ministries, in collaboration with banks, insurers, and regulators, to effectively identify and address recurring issues.

Comprehensive Guidelines for Handling Public Grievances 2024



प्रशासनिक सुधार और लोक शिकायत विभाग
DEPARTMENT OF
ADMINISTRATIVE REFORMS &
PUBLIC GRIEVANCES

01

Comprehensive Guidelines for Handling Public Grievances

To make grievance redressal time-bound, accessible and meaningful

Key Features

- **Integrated User-friendly Platform**
CPGRAMS (www.pgportal.gov.in) for citizens to file their grievances.
- **Nodal Officers**
Appointment in all Ministries/Departments to ensure prompt, fair, and efficient grievance redressal.
- **Dedicated Grievance Cells**
To be set up in every Ministry/Department.



प्रशासनिक सुधार और लोक शिकायत विभाग
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02

Key Features

- **Reduced Timelines**
Grievances to be resolved within 21 days, down from earlier 30 days.
- **Feedback Mechanism**
Feedback on disposed grievances will be sent to citizens via SMS and email; feedback collected for improvement.
- **Grievance Redressal Assessment Index**
For ranking Ministries/Departments to be issued every month.
- **Training & Capacity Building**
Grievance officers to undergo training through 36 Administrative Training Institutes of States/UTs under the SEVOTTAM scheme.
- **AI Tools**
For analysis of the feedback from citizens.

Grievance Redressal Assessment & Index (GRAI)

Developed by DARPG in collaboration with **CGG, Hyderabad**, the Grievance Redressal Assessment and Index (GRAI) is a comprehensive ranking system that evaluates the performance of Ministries and Departments on the **CPGRAMS portal** across **4 dimensions** and **11 indicators**

Four Dimensions, Eleven Indicators

1

Efficiency

- % of Grievances Resolved with ATRs within Timeline (within 30 days)
- % of Appeals Redressed
- % of Resolution of Grievances under Corruption Category
- Average Resolution Time
- % Pendency with GROs (beyond 30 days)

2

Feedback

- % of Appeals Filed
- % of Resolutions with “Satisfied” Remarks

3

Domain

- % of Resolution of Complaints Labeled as “Urgent”
- Adequacy of Categorization of Grievance by Ministry/Department

4

Organizational Commitment

- Ratio of GROs vis-à-vis Grievances Received
- % of Active Grievance Redressal Officers (GROs)

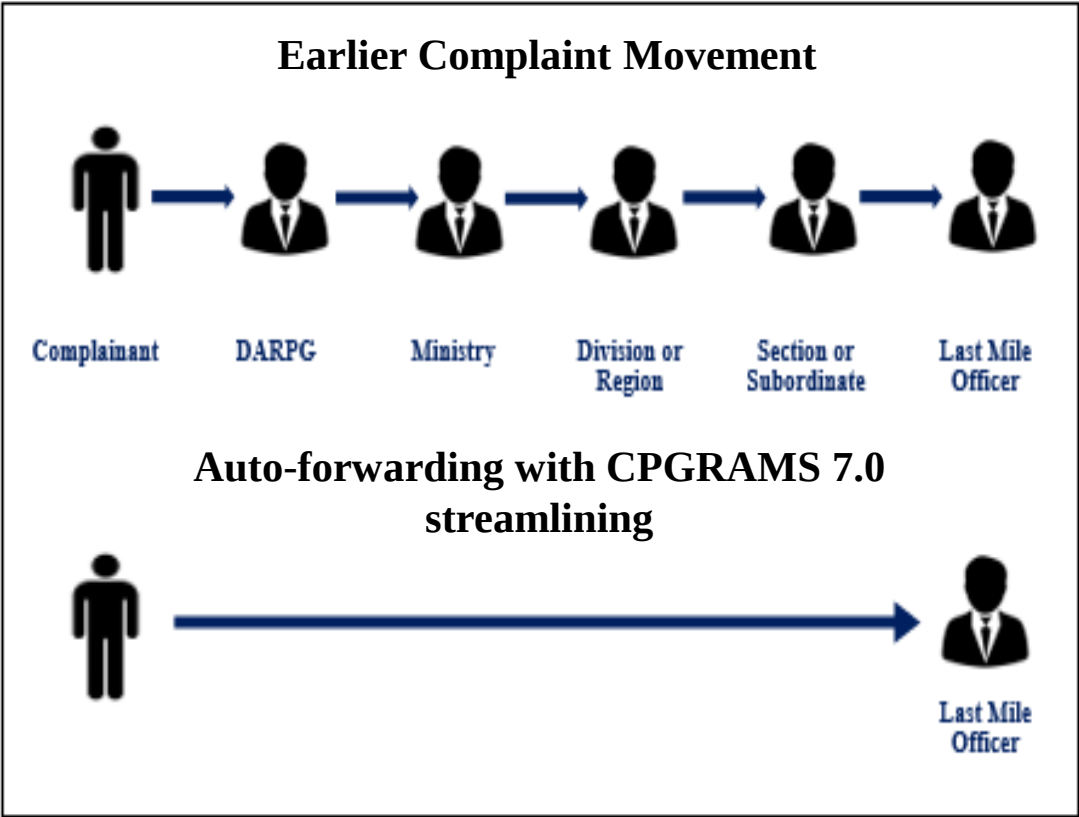
GRAI enables data-driven identification of best performers, facilitates peer learning, and helps struggling departments identify specific areas for improvement.

Indicator-Based Root Cause Analysis

The GRAI framework goes beyond simple performance measurement to enable deep root cause analysis. By examining performance across multiple indicators, departments can identify specific systemic issues, process bottlenecks, and capacity constraints that impede effective grievance resolution.

#	M/D	Adequacy of Categorization	Ratio of GROs vis-à-vis Grievances	% of Active GROs	% of Grievances Resolution within Timeline with ATRs	% of Disposal of Complaints Labelled as "Urgent"	% of Resolution of Corruption Grievances	% Pendency with GROs	Average Disposal Time	% of Resolution with "Satisfied" Remarks	% of Appeals Filed	% of Appeals Redressed
1	Ministry of Labour and Employment	0.36	25.51	63.15	47.14	78.03	53.33	0.88	16.00	53.31	26.16	71.38
2	Department of Financial Services (Banking Division)	4.47	8.63	73.62	69.74	76.19	69.55	0.00	10.00	47.71	27.15	66.77
3	Department of Telecommunications	0.07	12.57	85.74	89.01	77.42	81.25	0.00	7.00	51.28	31.09	85.49
4	Department of Posts	0.13	6.88	96.01	77.03	86.67	78.28	0.00	7.00	59.96	22.95	79.41
5	Ministry of Home Affairs	2.10	10.37	56.68	13.28	57.71	28.00	1.18	16.00	32.39	9.57	0.68
6	Ministry of Road Transport and Highways	0.07	13.36	67.20	52.35	82.97	87.50	0.00	10.00	32.86	14.98	57.45
7	Ministry of Railways (Railway Board)	20.13	2.71	50.10	46.89	58.11	51.32	0.10	17.00	41.46	28.87	62.74
8	Central Board of Direct Taxes (Income Tax)	0.10	1.20	96.97	20.23	65.52	85.71	0.02	52.00	64.43	13.57	51.69
9	Department of Health & Family Welfare	21.27	6.79	35.67	27.35	64.34	51.85	0.00	12.00	45.65	9.27	64.56
10	Unique Identification Authority of India	0.27	101.56	74.42	57.46	66.67	50.00	2.33	12.00	44.12	28.11	62.99
11	Department of Agriculture and Farmers Welfare	0.21	36.85	49.02	85.51	64.71	100.00	0.00	9.00	31.63	12.83	81.68
12	Ministry of Housing and Urban Affairs	0.28	2.30	31.77	28.14	77.31	40.74	0.00	19.00	47.59	10.98	44.30
13	Department of Ex Servicemen Welfare	0.09	2.49	17.27	23.91	40.00	66.67	0.16	33.00	48.09	21.30	33.28
14	Department of Defence Finance	0.03	4.49	24.24	47.44	0.00		0.00	17.00	62.94	28.59	42.22

Universalization of CPGRAMS 7.0



1 Preliminary Analysis

Initial grievance assessment and categorization based on historical data and extensive consultations

2 Automated Categorization

Intelligent routing to appropriate department and officer

3 GRO Assignment

Direct mapping to last-mile officers for swift action

4 Action Taken Report

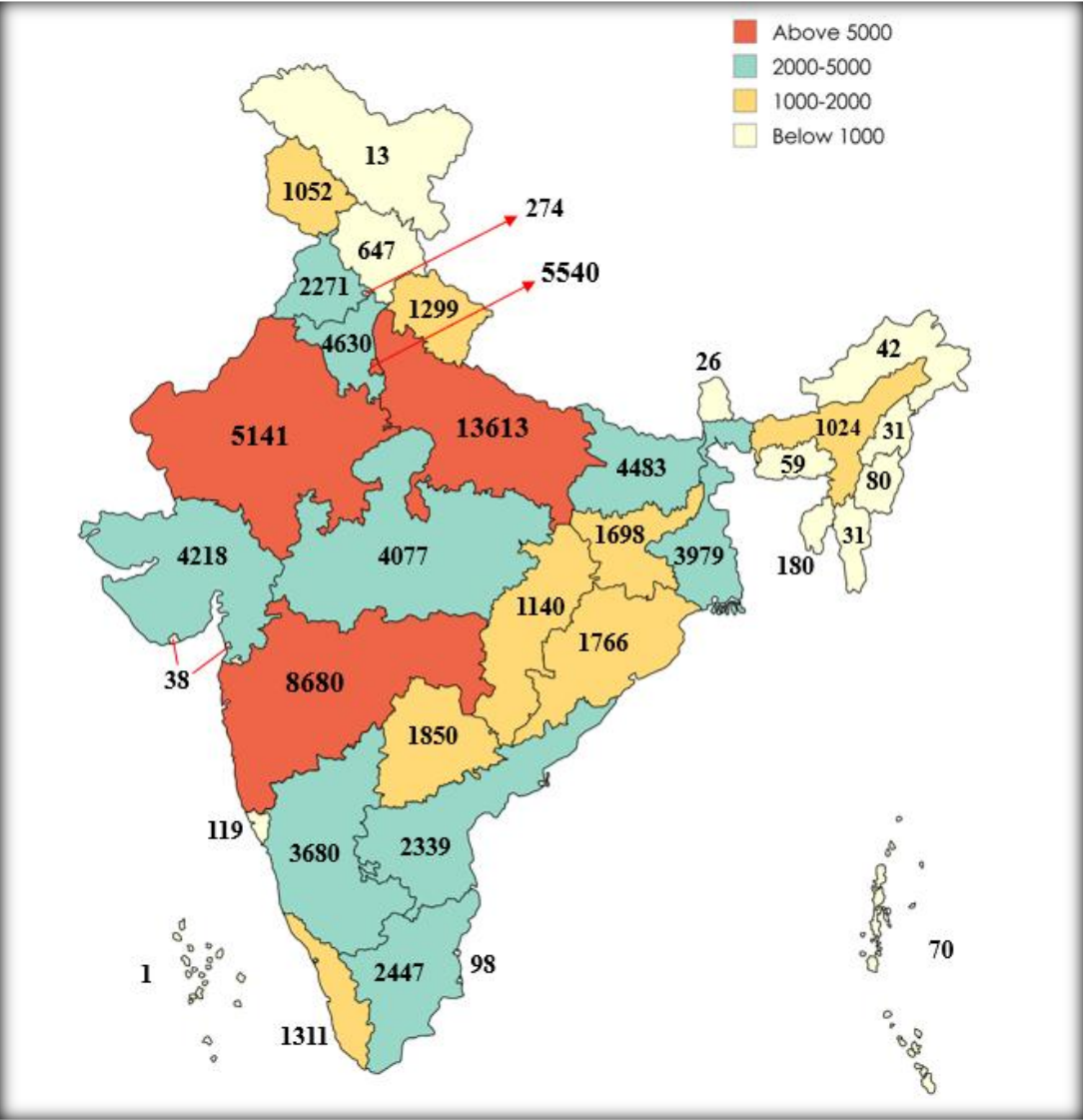
Standardized response format ensuring quality and completeness

All 90 Central Ministries and Departments have been **successfully on-boarded** onto **CPGRAMS 7.0**, ensuring **consistent processes** across the entire government.

20k+ Grievance Categories and **1 Lakh+ GROs Mapped** with intelligent auto-forwarding, eliminating manual delays

The auto-forwarding mechanism has reduced processing time dramatically while improving accuracy of grievance routing. Citizens now experience faster response times as their concerns reach the right officer immediately, without manual intervention or potential misdirection.

New User Registration



September, 2025

A total of **78,353 new users** has registered on CPGRAMS in September, 2025, through various channels, out of which, **13,613 registrations are from Uttar Pradesh.**



S. No.	Month	Total New User Registration in 2025
1	January	56,214
2	February	47,599
3	March	49,912
4	April	62,227
5	May	60,499
6	June	58,502
7	July	63,073
8	August	89,507
9	September	78,353
TOTAL		5,65,886

Artificial Intelligence in CPGRAMS

Intelligent Grievance Monitoring System (IGMS) 2.0

CPGRAMS has integrated cutting-edge Artificial Intelligence (AI) and Machine Learning (ML) technologies through the Intelligent Grievance Monitoring System (IGMS) 2.0 Dashboard. This advanced system transforms how government analyzes, predicts, and responds to citizen grievances.



Predictive Analytics



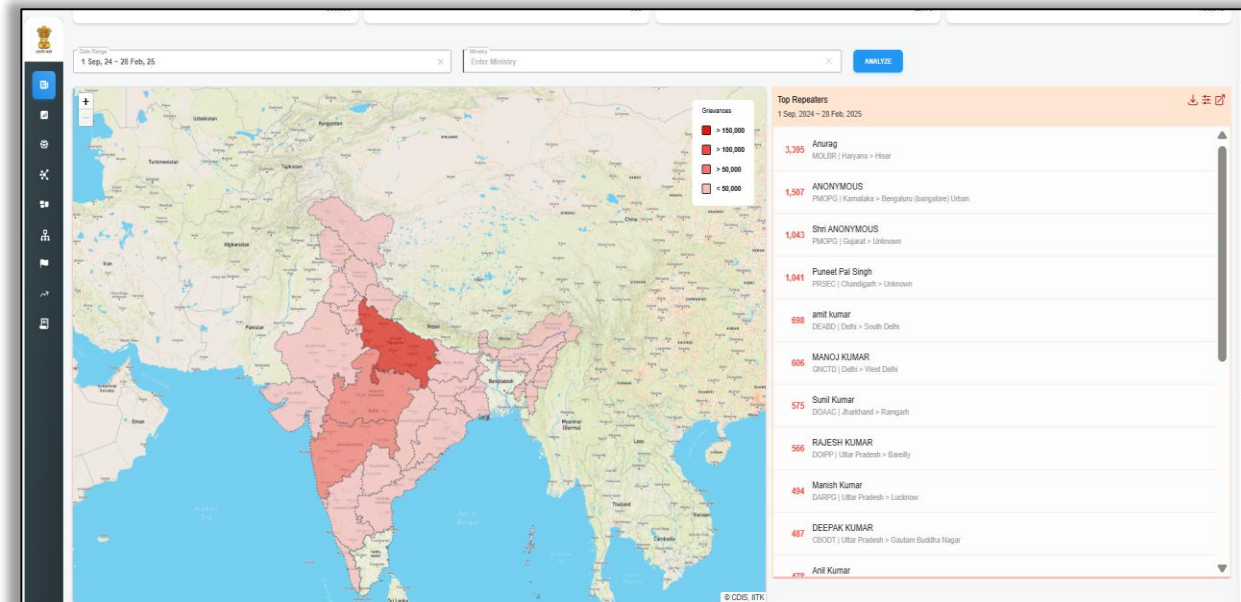
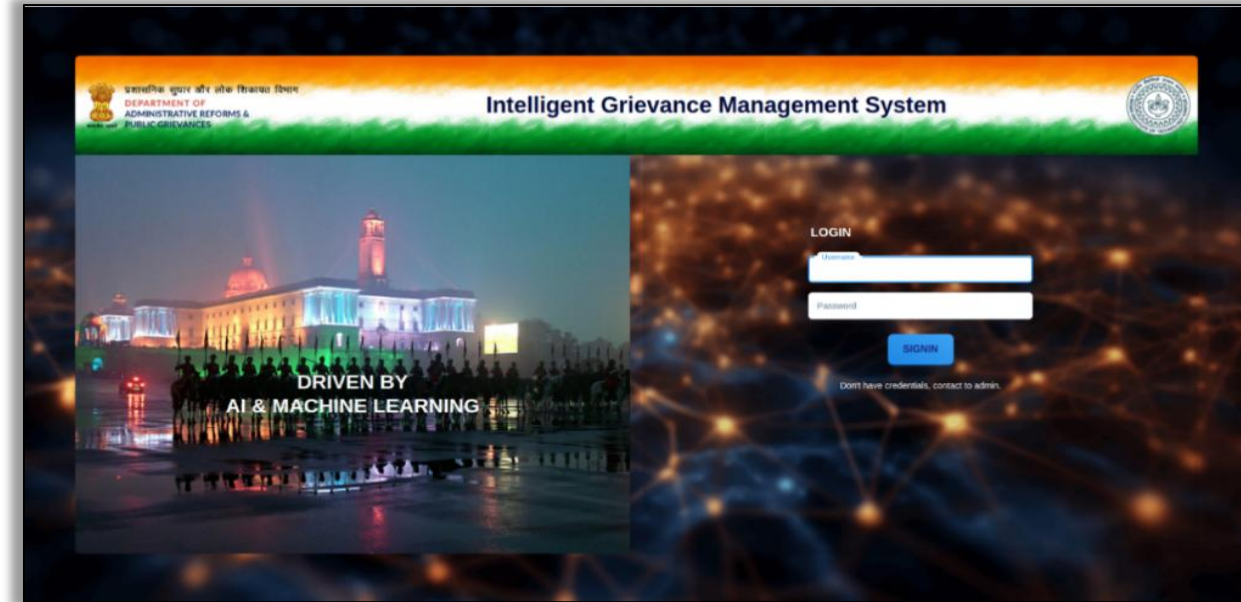
Exploratory Analysis



Pattern Recognition



Intelligent Issue Specific Categorization



Granular Analysis using Semantic Search



Capability to offer Spatial Distribution District-wise of Related Complaints by semantic search:

Spatial Analysis

Semantic based search
Enter Natural Language Query
Land Problems

Date Range
1 Jan, 24 ~ 28 Feb, 25

Relevance: 1.2

Semantic Search Keyword

Concerned Ministry/Department
DORLD
Enter Ministry

Concerned State/UT
Uttar Pradesh

☒ Show closed grievances

Grievance Record

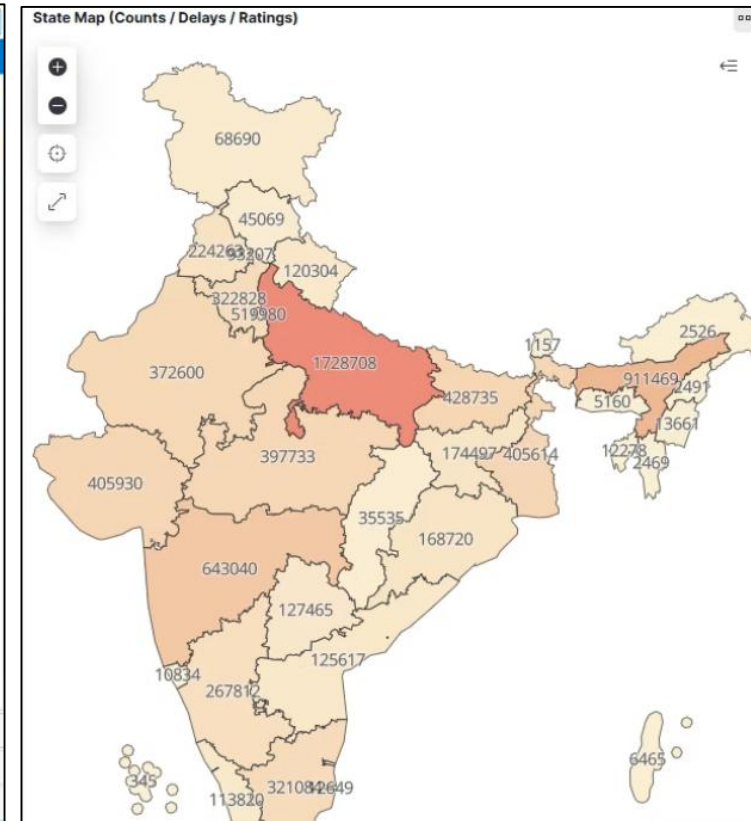
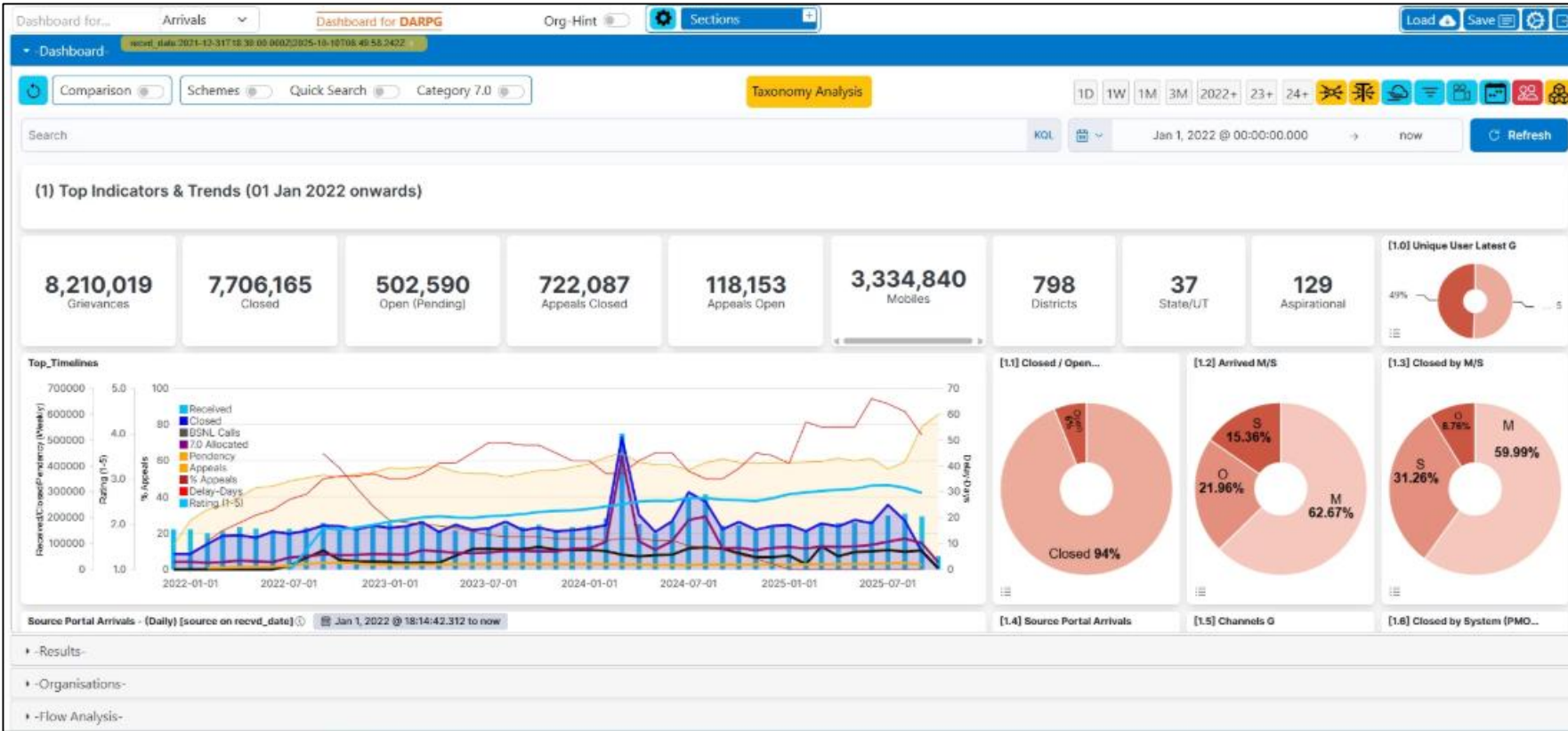
SEARCH

Searched Grievances
1-20 / 1518 records

REGISTRATION NO	STATE	DISTRICT	RECEIVED DATE	CLOSING DATE	NAME
DORLD/E/2024/0692665	Uttar Pradesh	Rampur	28/11/2024, 11:46:15 am		Harpatap Singh Randhawa
DORLD/E/2024/0691530	Uttar Pradesh	Bareilly	24/10/2024, 11:10:47 am		Mayank Singh
DORLD/E/2025/0000429	Uttar Pradesh	Mau	5/1/2025, 8:24:40 pm		Shakuntala Gupta
DORLD/E/2025/0001399	Uttar Pradesh	Sultanpur	24/1/2025, 11:39:15 am		Gangesh Sharma
DORLD/E/2024/0592893	Uttar Pradesh	Firozabad	5/8/2024, 6:28:32 pm		R C Baghel
DORLD/E/2024/0365524	Uttar Pradesh	Gautam Buddha Nagar	2/4/2024, 12:00:00 am		Manish Garg
DORLD/E/2025/0002541	Uttar Pradesh	Pratapgarh	28/2/2025, 7:41:24 am		Vijay Kumar Pandey
DORLD/E/2025/0002509	Uttar Pradesh	Bijnor	27/2/2025, 1:02:35 pm		Rupak Tyagi
DORLD/E/2024/0689923	Uttar Pradesh	Varanasi	29/9/2024, 5:40:29 pm		Abhishek Kumar Singh
DORLD/E/2024/0393824	Uttar Pradesh	Muzaffarnagar	15/4/2024, 12:00:00 am	9/5/2024	Group Captain Pramod Singh
DORLD/E/2024/0693486	Uttar Pradesh	Jaunpur	23/12/2024, 8:43:34 am		Ashvinee Kumar Yadav
DORLD/E/2024/0646260	Uttar Pradesh	Ayodhya	15/8/2024, 4:50:35 pm		Rajendra Kumar

Tree Dashboard

The Department of Administrative Reforms and Public Grievances established a Data Strategy Unit in March 2022. This specialized unit developed the Tree Dashboard, an analytical tool that enables strategic decision-making and policy reforms for seamless service delivery to citizens.



Strategic Applications

Policy Formulation

Data-driven insights inform policy decisions and reform priorities based on actual citizen feedback patterns

Resource Optimization

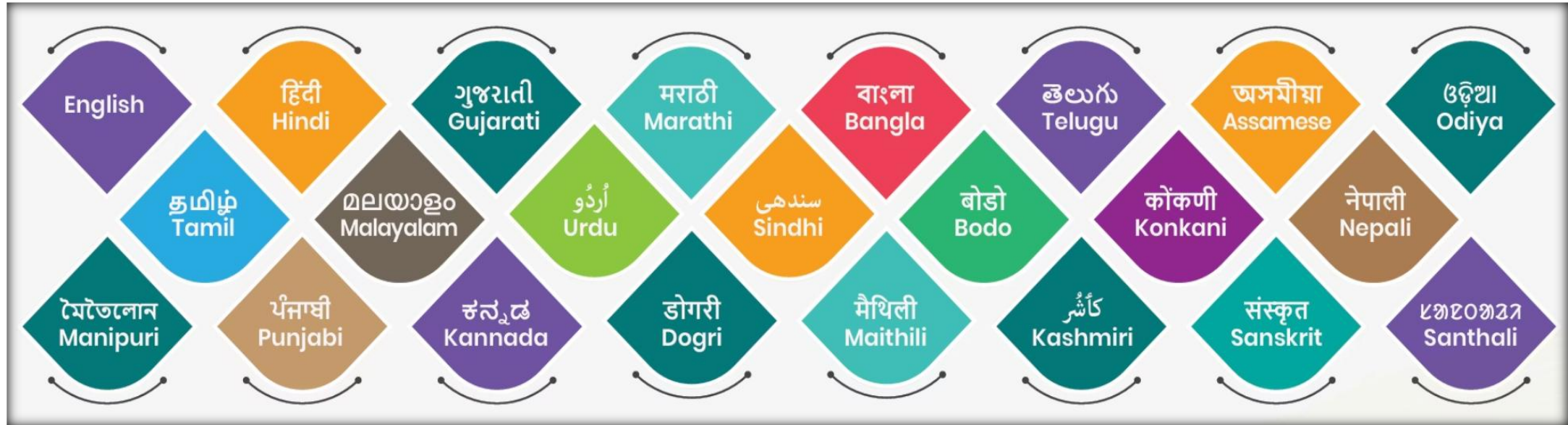
Identify departments requiring additional capacity or support based on workload and performance metrics

Performance Monitoring

Track implementation of directives and measure effectiveness of interventions over time

Multilingual Language Translation

CPGRAMS embraces India's linguistic diversity by enabling citizens to file grievances in multiple languages. This inclusive approach ensures that language is never a barrier to accessing government services and expressing concerns.



Key Features of Multilingual Support



22+ Languages Supported

Citizens can submit grievances in Hindi, English, and all scheduled regional languages



Native Language Responses

Action Taken Reports can be translated back to citizen's language of choice



Automatic Translation

Ensures grievances reach officers in their preferred working language



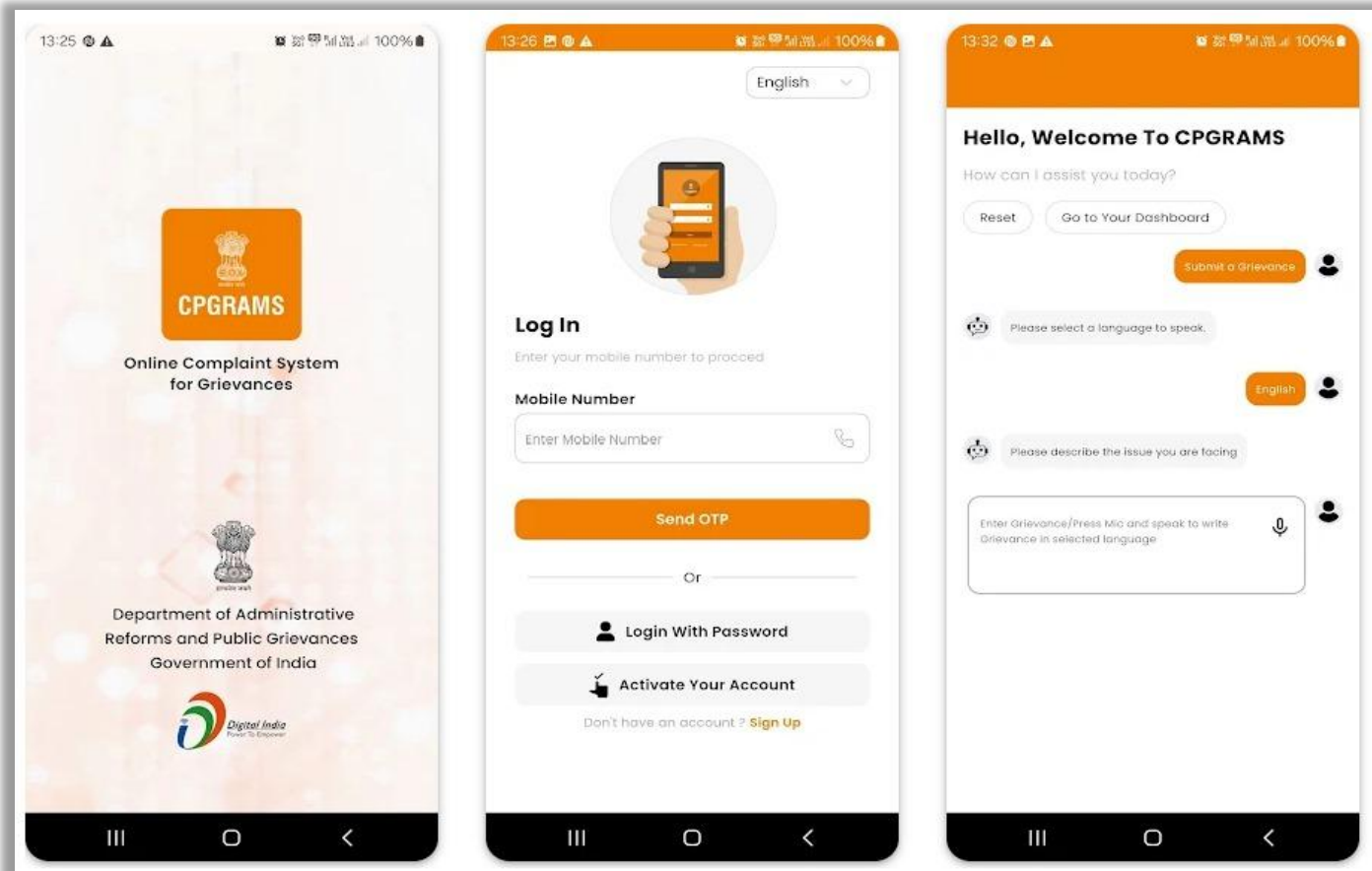
Context-Aware Processing

Language processing maintains context and nuance across translations

CPGRAMS Mobile App: Grievances at Your Fingertips

Empowering Citizens Through Smartphones

The CPGRAMS mobile application brings grievance redressal to citizens' smartphones, making it easier than ever to lodge complaints, track status, and receive updates on the go. The app combines convenience with powerful features for comprehensive grievance management.



Advanced Features

One-Stop Platform

Complete grievance management from registration to resolution tracking, all within a single intuitive interface

Voice-to-text

Citizens can voice their grievances using the built-in chatbot, which converts speech to text in multiple languages. This feature is especially valuable for users with limited literacy or typing capabilities.

The CPGRAMS Feedback Call Centre represents a critical component of quality assurance, directly contacting citizens to gather feedback on their grievance resolution experience.

67%

Satisfaction

Citizens expressing satisfaction (of the resolved cases) in 2025

over 2.2M

Call Centre Feedback

Collected since July 2022

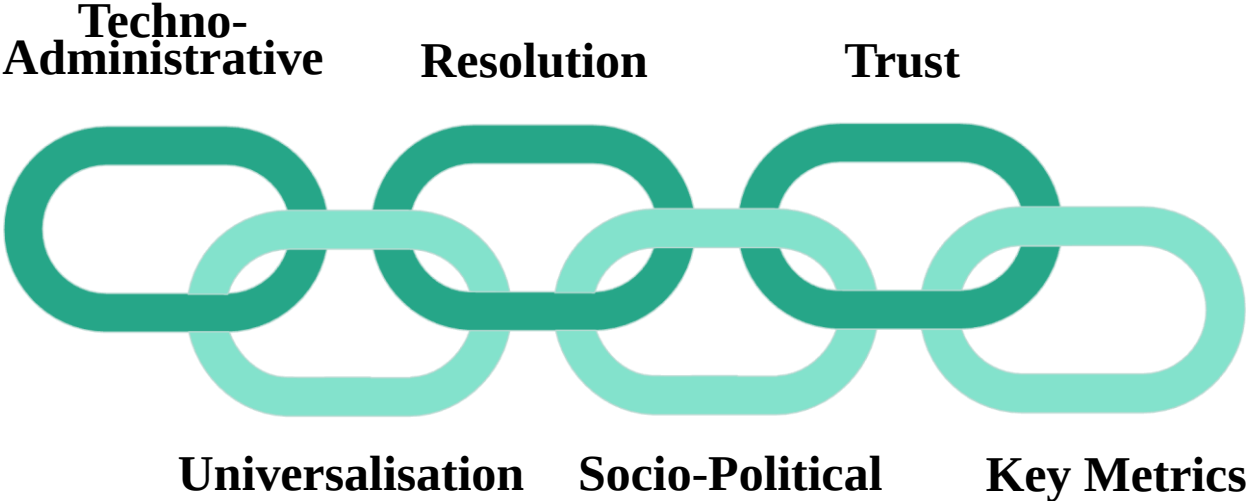
Data is updated till 30th September 2025

Feedback Call Centre

January to September 2025			
Ministry / Department / State Government	Total Feedbacks Resolved	Satisfied	%
Ministry of Labour and Employment	36348	25060	69%
Department of Financial Services (Banking Division)	25708	17134	67%
Department of Defence Finance	18739	13415	72%
Department of Telecommunications	13985	9896	71%
Department of Posts	12797	9796	77%
Central Board of Direct Taxes (Income Tax)	11484	8510	74%
Ministry of Railways (Railway Board)	9279	5205	56%
Department of Ex Servicemen Welfare	6693	4385	66%
Unique Identification Authority of India	6369	4600	72%
Ministry of Petroleum and Natural Gas	4820	3948	82%

MDI Study: From Grievances to Governance

The comprehensive study conducted by Management Development Institute (MDI), Gurgaon, titled *"CPGRAMS: From Grievances to Governance"* provides evidence-based insights into how the platform has evolved from a complaint management system to a powerful governance tool.



Key Research Insights

Techno-Administrative Transformation

The study documents how technology integration and process reforms have fundamentally transformed grievance handling efficiency and effectiveness

Performance Dimensions

Comprehensive framework examining Organizational Commitment, Efficiency, Feedback mechanisms, and Domain expertise across the ecosystem

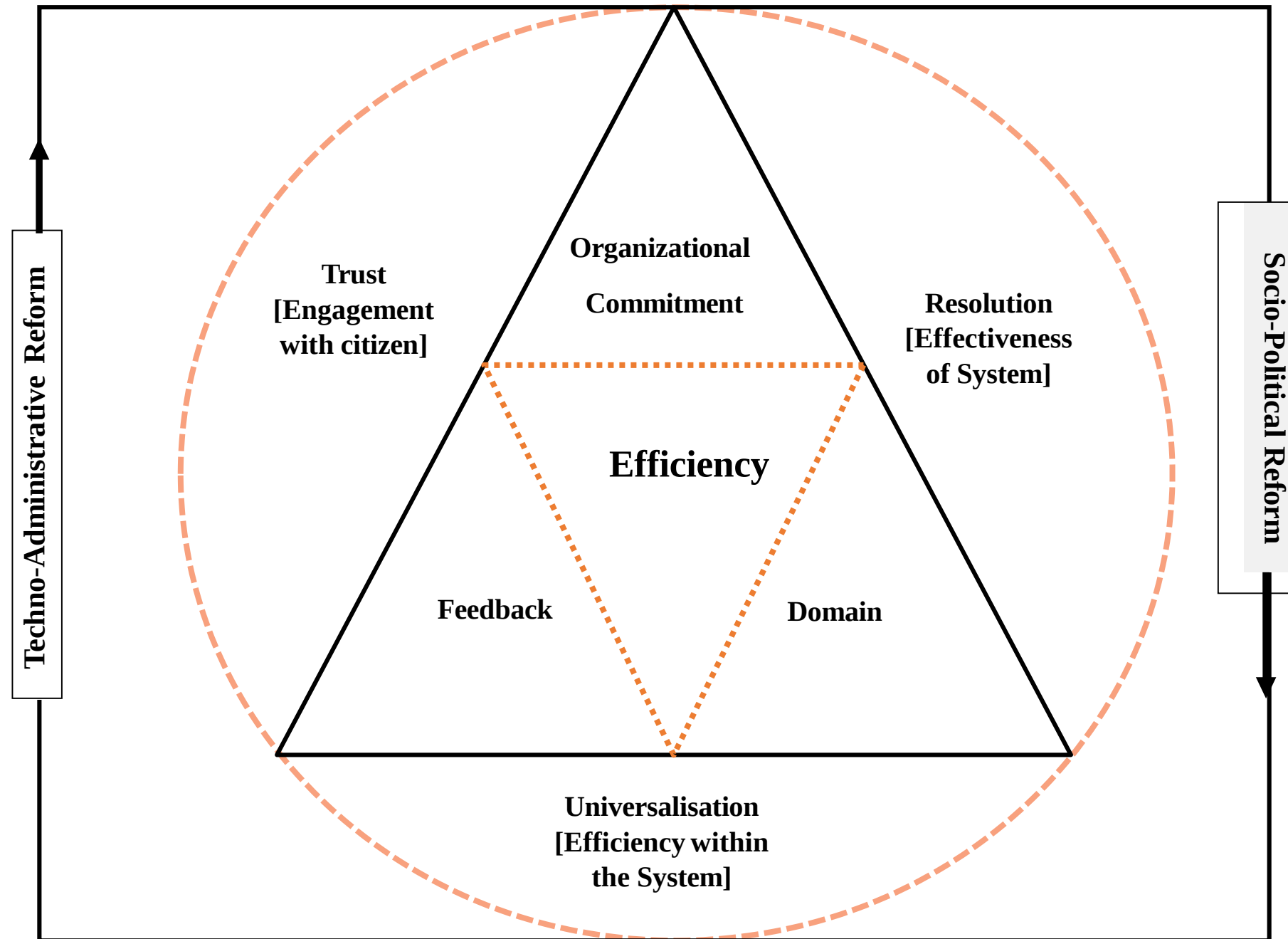
Socio-Political Impact

Analysis of how CPGRAMS has strengthened citizen-government trust and engagement, creating new channels for democratic participation

Policy Recommendations

Evidence-based suggestions for further strengthening the system through institutional, technological, and capacity-building interventions

MDI Study: From Grievances to Governance





NextGen CPGRAMS

The future of grievance redressal in India is being built today. NextGen CPGRAMS represents a complete reimagining of the platform, leveraging cutting-edge technologies and user-centered design to create an even more responsive, intelligent, and accessible system for citizens and government alike.

Limitations of CPGRAMS 7.0



CPGRAMS built in Monolithic Platform *(Operational since 2006)*



Lacking Deepened Analytic Layer *(For Better observation and Reports)*



Lack of Effective, Accessible and User Friendly **User Interface**



CPGRAMS not built to **Scale up** *looking at future requirement*



Accommodating **User's Expectations** *in CPGRAMS is not feasible*

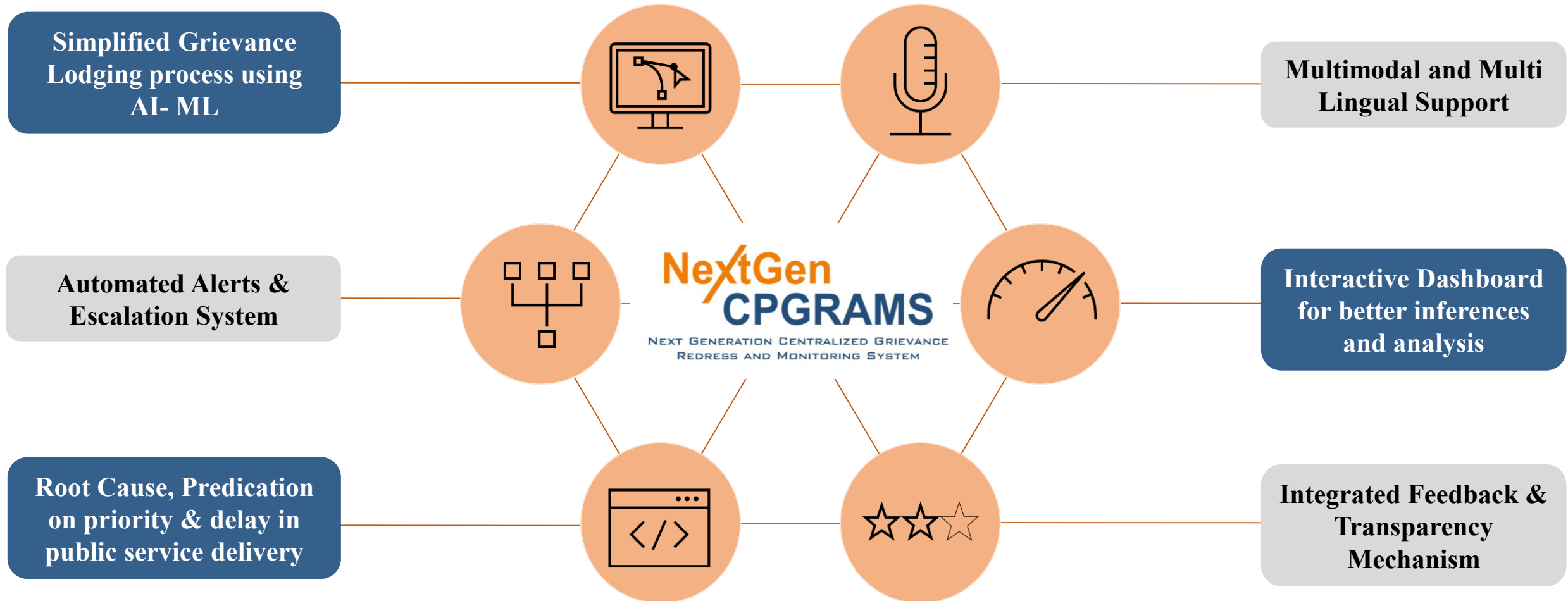


Integration with External Components *not compatible*

Key Differentiators

Functionality	CPGRAMS 7.0	NextGen CPGRAMS
AI-based Grievance Categorization		
Omnichannel Grievance Registration		
Multilingual Support		
Automated Escalation Matrix		
Real-time Analytics & Reporting		
Voice-based Grievance Submission		
Standardized Disposal Quality Metrics		
Accessibility Features (Disabled friendly)		

Salient Features - NextGen CPGRAMS



Process Channels

Lodging

Omnichannel Registration & access



Web Portal



Mobile App



UMANG App



Chat Bot



WhatsApp



Assisted Mode



Physical Grievances

Processing



Grievance
Location



Grievance
Description &
Attachment



Review summary,
Categorization

SUBMIT

Submit

DRAFT

Save in Drafts
(Available in Menu)



Modify



Credentials



Authenticates
Number With
OTP.



Draft- Review

SUBMIT

Submission



Grievance through
OCR

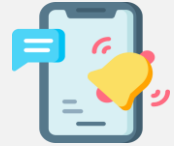


summary,
Categorization



Generates
Response

Confirmation



Confirmation
Notification along with
Grievance ID

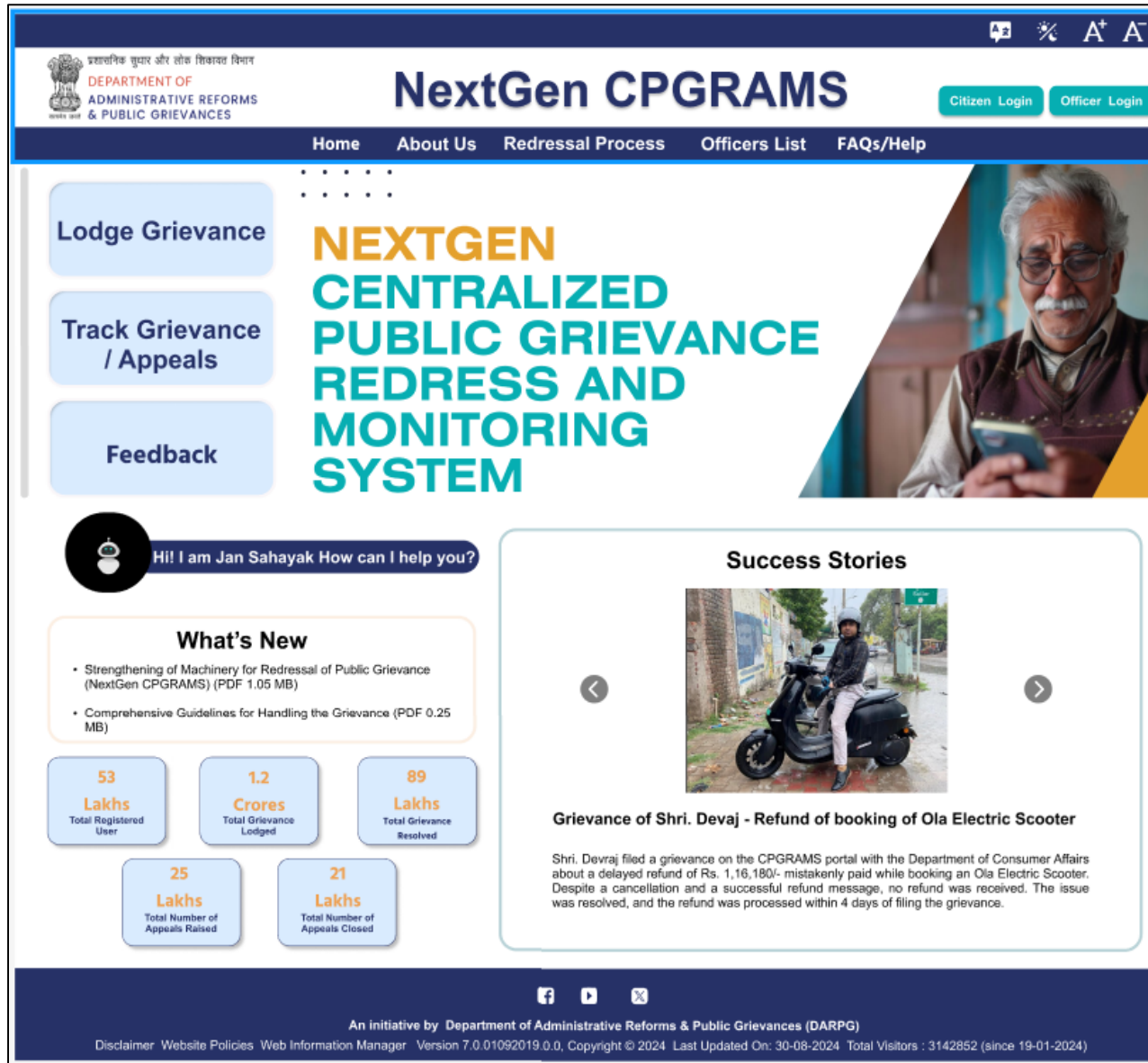


Confirmation
Notification along with
Grievance ID



Resolution letter

Envisaged User Interface



Home Page

Divyangjan Friendly UI/UX

Envisaged User Interface



प्रशासनिक सुधार और लोक शिकायत विभाग
DEPARTMENT OF
ADMINISTRATIVE REFORMS
& PUBLIC GRIEVANCES

NextGen CPGRAMS

NextGen
CPGRAMS
NEXT GENERATION CENTRALIZED GRIEVANCE
REDRESS AND MONITORING SYSTEM

HomeAbout UsRedressal ProcessOfficers ListFAQs/ Help

>
AS

NextGen CPGARSMS

 Hello! This is NextGen CPGRAMS bot. Please register your complaint.

Sir, I am a farmer trying to apply for crop insurance through the website pmfby.gov.in and the Crop Insurance App for the past week. However, I am facing issues as the information is not getting verified after entering crop details, and the application is not progressing.

AS

 Your complaint pertains to the Department of Agriculture & Farmers Welfare in the category of Digital Agriculture issue and Information Technology related issues.
Please mention any other.

 If you have any supporting document, Please attach and click next.

 Screenshot.pdf



An initiative by Department of Administrative Reforms & Public Grievances (DARPG)

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*Divyangjan
Friendly UI/UX*

Road Map for Next Gen CPGRAMS

API Based Integration with States, Right to Public Service Commission, RTI, and other Statutory bodies for better data exchange and grievance processing

March 2026

**NextGen
CPGRAMS**

NEXT GENERATION CENTRALIZED GRIEVANCE
REDRESS AND MONITORING SYSTEM

December 2025

April 2025

October 2024

May 2024

Go Live

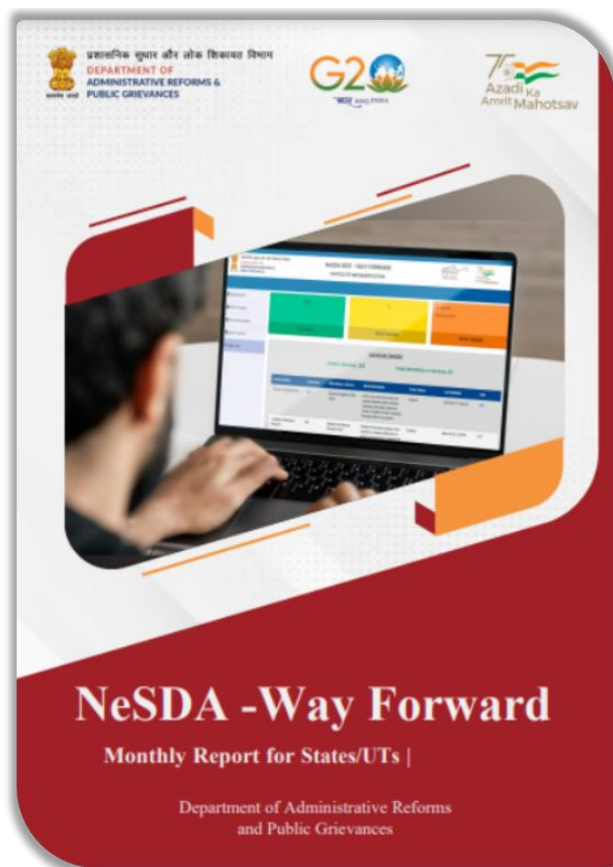
Pilot Roll Out

Bid Process & SI
onboarding

RFP & Scope of Work

Conceptualization &
Requirement Gathering

- State Expansion aiming “One-Nation, One -Portal”
- Initiatives for increasing global outreach especially CW Countries



Improving Service Delivery and Benchmarking Governance

E-GOVERNANCE



Enhancing Landscape



Broadening Horizon

National Conference on e-Governance (NCeG)



Innovation and Recognition

National Awards for e-Governance (NAeG)



Dissemination for Replication

National e- Governance Webinar (NeGW)



National e- Governance
Service Delivery
Assessment (NeSDA)



Benchmarking

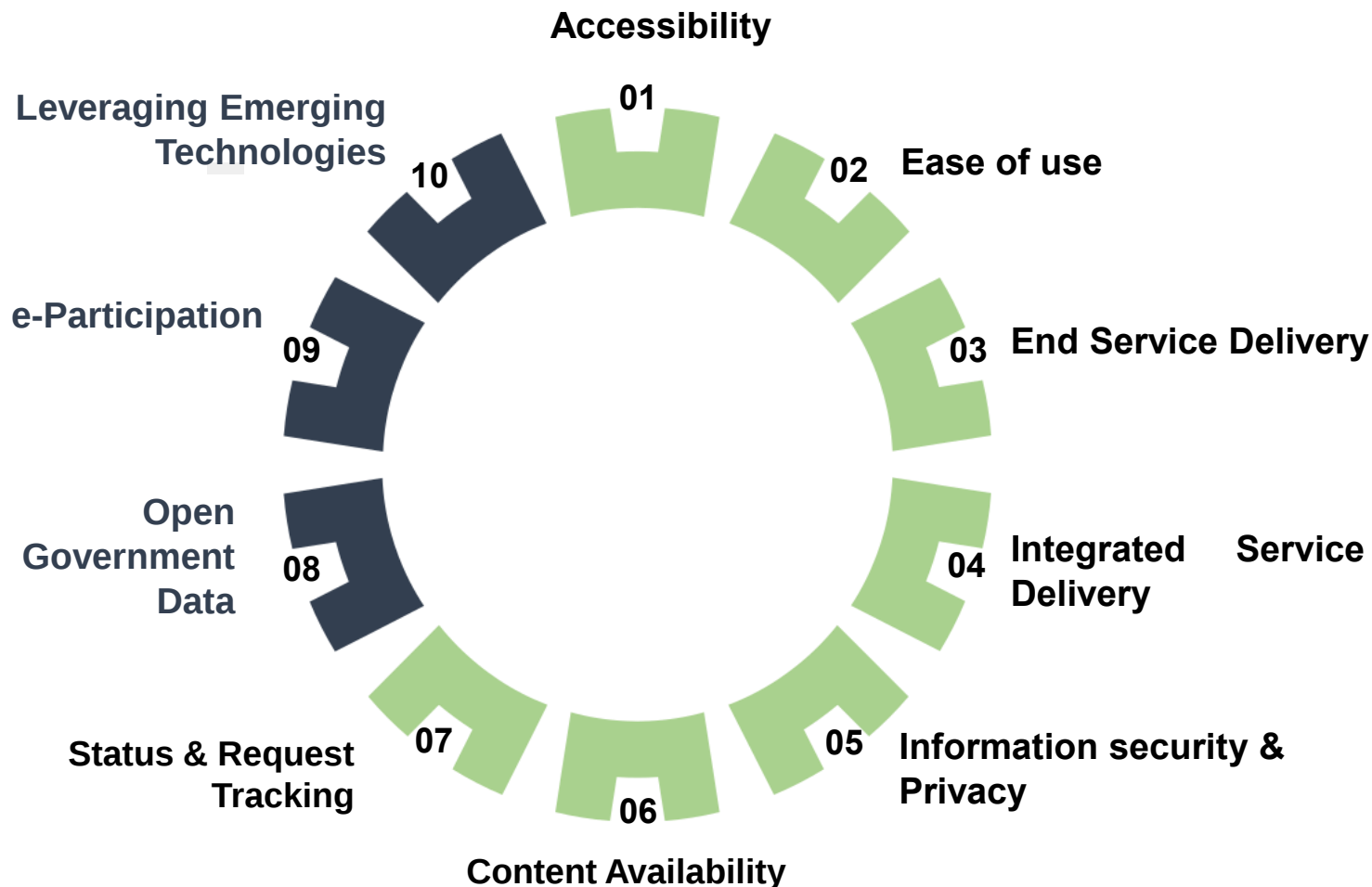
NeSDA Way
Forward

Benchmarking: Benchmarking of e-services being done in the line of **UNDESA's** Online Service Index

NESDA – WAY FORWARD



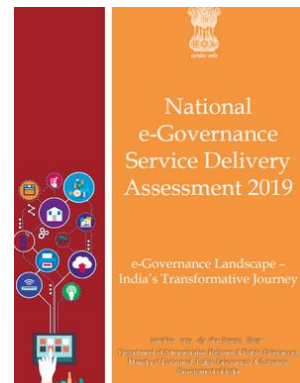
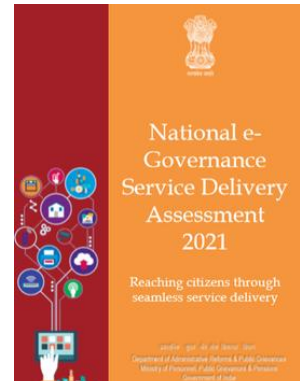
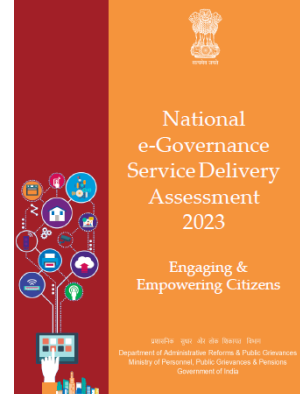
Introduction of Progressive Parameters



Open Government
Data

e-Participation

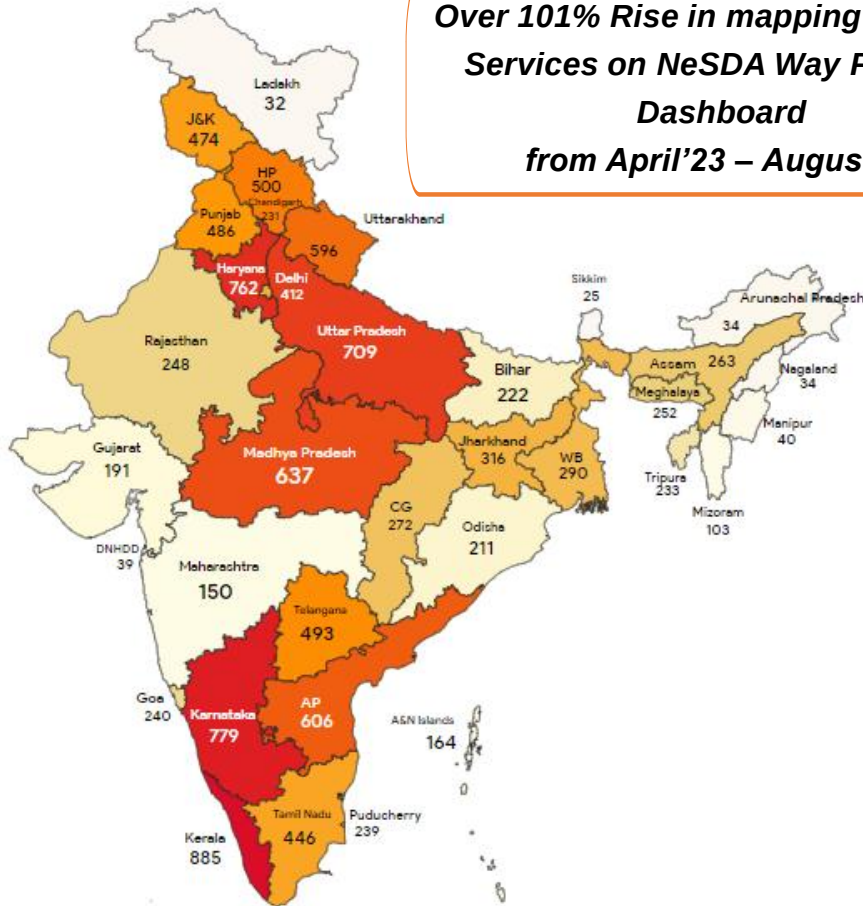
Leveraging Emerging
Technologies



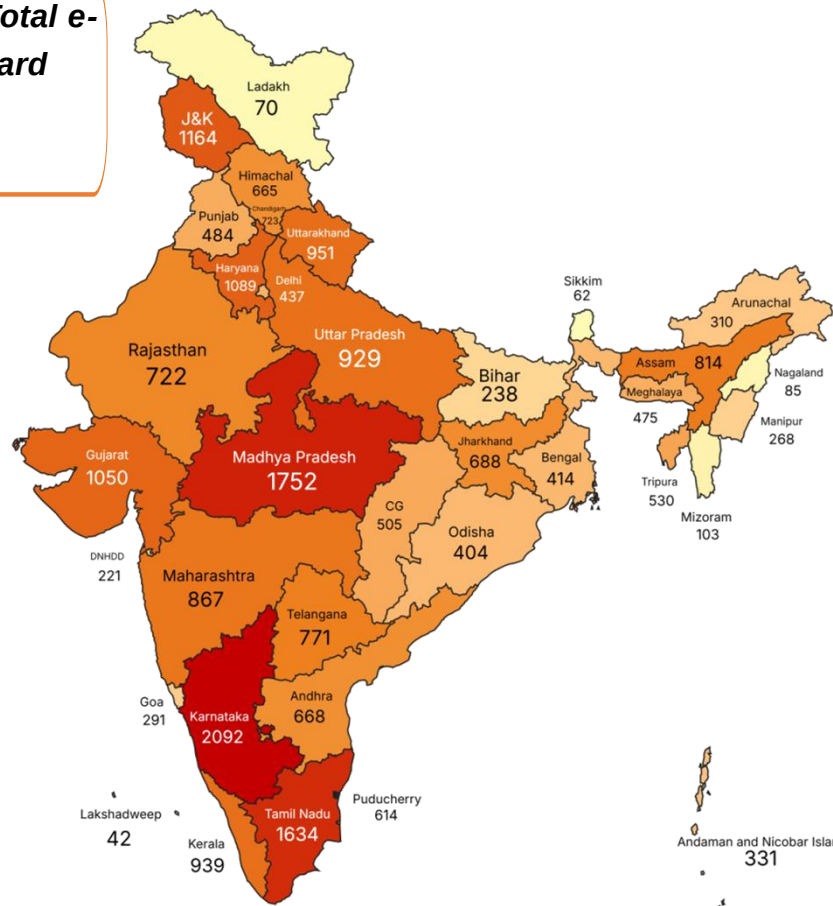
NESDA – WAY FORWARD

Expanding e-Service Delivery

Over 101% Rise in mapping of Total e-Services on NeSDA Way Forward Dashboard
from April'23 – August'25



11,614 Total e-Services mapped on NeSDA Way Forward Dashboard, April 2023



23,402 Total e-Services mapped on NeSDA Way Forward Dashboard, August 2025



Karnataka	2092
Madhya Pradesh	1752
Tamil Nadu	1634
Jammu and Kashmir	1164
Haryana	1089
Gujarat	1050
Uttarakhand	951
Kerala	939
Uttar Pradesh	929
Maharashtra	867
Assam	814
Telangana	771
Chandigarh	723
Rajasthan	722
Jharkhand	688
Andhra Pradesh	668
Himachal Pradesh	665
Puducherry	614
Tripura	530
Chhattisgarh	505
Punjab	484
Meghalaya	475
Delhi	437
West Bengal	414
Odisha	404
Andaman and Nicobar Islands	331
Arunachal Pradesh	310
Goa	291
Manipur	268
Bihar	238
Dadra and Nagar Haveli & Daman...	221
Mizoram	103
Nagaland	85
Ladakh	70
Sikkim	62
Lakshadweep	42

28TH NATIONAL CONFERENCE ON E-GOVERNANCE



11-Point Visakhapatnam Declaration Key Highlights



Digital Civil Services: A 'Whole-of-Government' approach will be adopted to empower the civil service with digital.



AI for Citizens: Scale initiatives like BHASHINI & Digi Yatra ethically and responsibly.



Benchmarking & Outcomes: Outcome-based benchmarking mechanisms such as NeSDA will be institutionalized to measure and enhance service delivery.



Replicable Models: Expand award-winning projects for faster, nationwide impact.



Inclusive Access: Focus on North-East, Ladakh & rural areas through infrastructure and digital literacy.



28TH NATIONAL CONFERENCE ON E-GOVERNANCE



Inauguration by Hon'ble CM, Andhra Pradesh



Awards Session Address by Hon'ble MoS (PP)



Group Photograph of NAEG 2025 Awardees



Release of Publications by Hon'ble MoS

NATIONAL AWARDS FOR E- GOVERNANCE 2026



The NAeG 2025 were conferred at 28th National Conference on e-Governance held at Visakhapatnam

The 2026 NAeG were launched at Vizag on 23rd September 2025

Purpose



**Recognize achievements in the
area of e-Governance**



**Encourage
innovations in successful
e-Governance solutions**



**Disseminate knowledge on effective
methods of designing and
implementing sustainable
e-Governance initiatives**

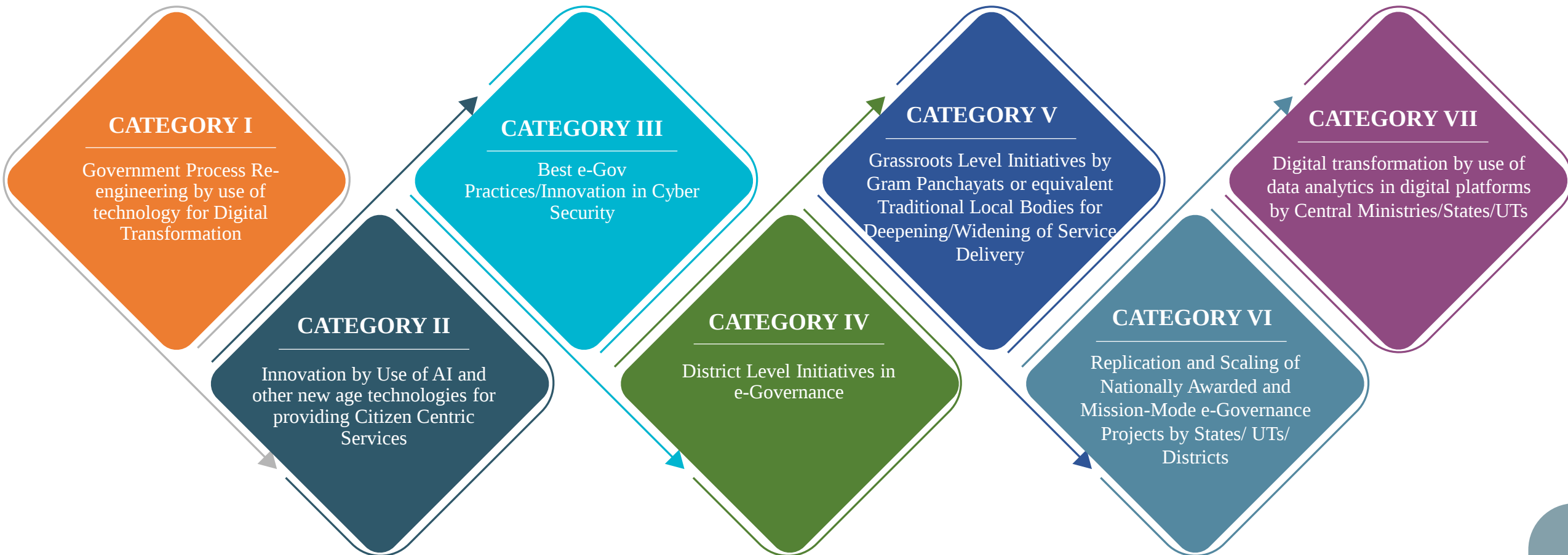


**Promote and exchange
experiences in solving problems,
mitigating risks, resolving issues
and planning for success**

NATIONAL AWARDS FOR E- GOVERNANCE 2026



सत्यमेव जयते



Good Governance Index

A comprehensive & implementable framework to assess the State of Governance in all the States which enables ranking of States/UTs and present a comparative picture



District Good Governance Index



Compare the **State of Governance** in the Districts based on collated quantitative data



Enable Districts to formulate & implement suitable strategies for **improving Governance**



Focus on **outcome and output-oriented** approaches and administration



5 District Good Governance Index for Jammu & Kashmir, Uttar Pradesh, Gujarat, Arunachal Pradesh and Maharashtra



MISSION KARMAYOGI



The Karmayogi Competency Model has identified CHAR SANKALP

VIKASA

Resolve for a developed Bharata/India

KARTAVYA

Fulfil your duties

GARVA

Be proud of Bharata's / India's legacy

EKATA

Strength in unity

1,400+ courses
*stored in an online
repository offering
across diverse
subjects.*

The Mission Karmayogi encapsulates three transitions

1. The transition from Karmachari to Karmayogi

2. Workplace transformation

3. Shift from rule-based to role based civil servant

DIGITAL EMPOWERMENT OF PENSIONERS



The Bhavishya Portal is an initiative to digitize the pension process for Central Government employees, enabling them to track their pension status and initiate actions online.

Government of India Ministry of Personnel, Public Grievances & Pensions Department of Pension & Pensioners' Welfare Screen Reader Access



Bhavishya

Pension Sanction & Payment Tracking System
An initiative of Department of Pension & Pensioners' Welfare

End is not the end, in fact E.N.D. means "Effort Never Dies"
-A. P. J. Abdul Kalam, Former President of India



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Operating Instructions / O.M. regarding Mandatory Use of Bhavishya for Processing of Pension Cases w.e.f. 01.01.2017 and Pro

99 Ministry/ Department * 	1033 Offices 	9178 DDOs 	268561 PPO Issued 	27336 Retiring Employees 
--	---	--	--	---

* including Apex Bodies and UTs

DIGITAL LIFE CERTIFICATE (DLC)



The **Digital Life Certificate (DLC)** is an online process introduced by the **Bhavishya Portal** for pensioners to authenticate their existence and continue receiving pension without visiting government offices.

By November 26, 2024, a total of **10 Million DLCs** were generated, with over 30% (30,34,218 DLCs) authenticated through Face Authentication.

BENEFITS

- 1.Convenience:** Eliminates the need for physical visits to government offices
- 2.Speed:** Quick processing and faster updates to pension records
- 3.Security:** Secure authentication through Aadhaar, reducing the risk of fraud

The **Digital Life Certificate** feature under the **Bhavishya Portal** ensures timely and hassle-free pension processing, promoting ease and security for pensioners.

BHAVISHYA PORTAL



Pension Form Simplification

The **Bhavishya Portal** has streamlined and simplified the pension application process, making it easier for retiring employees and pensioners to submit necessary forms and receive timely benefits.

KEY FEATURES

1. Simplified Pension Forms
2. Auto-fill options
3. Multiple Submission Channels
4. Guided Processes

BENEFITS

1. Time-Saving
2. Accuracy
3. Paperless Process
4. Reduced Errors

Pension form simplification under the Bhavishya Portal makes the retirement and pension process more efficient, user-friendly, and transparent for all pensioners.

SECRETARIAT REFORMS



Four Pronged Approach

Delayering

Review of levels of disposal and channels of submission to be within 4 levels

Digitization

Digitization of CRU adoption of e-office in the Government

Delegation

Review of Delegation of Financial and Administrative powers to lower formalities

Desk Officer System

Operationalization of desk officer system

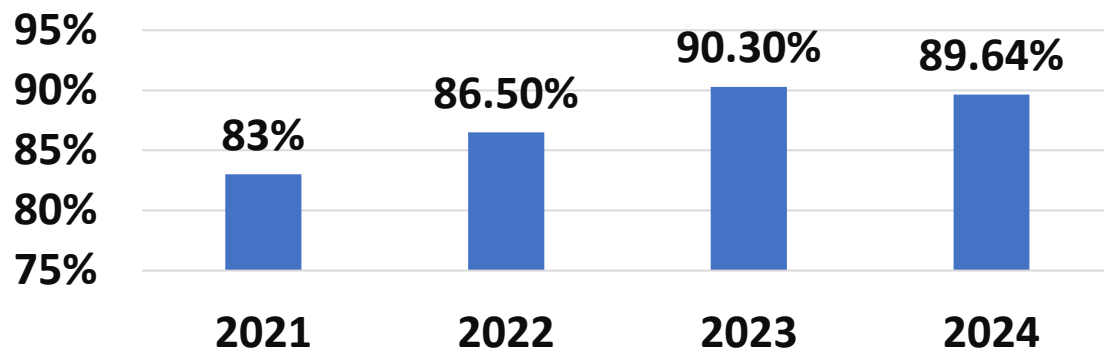


SECRETARIAT REFORMS

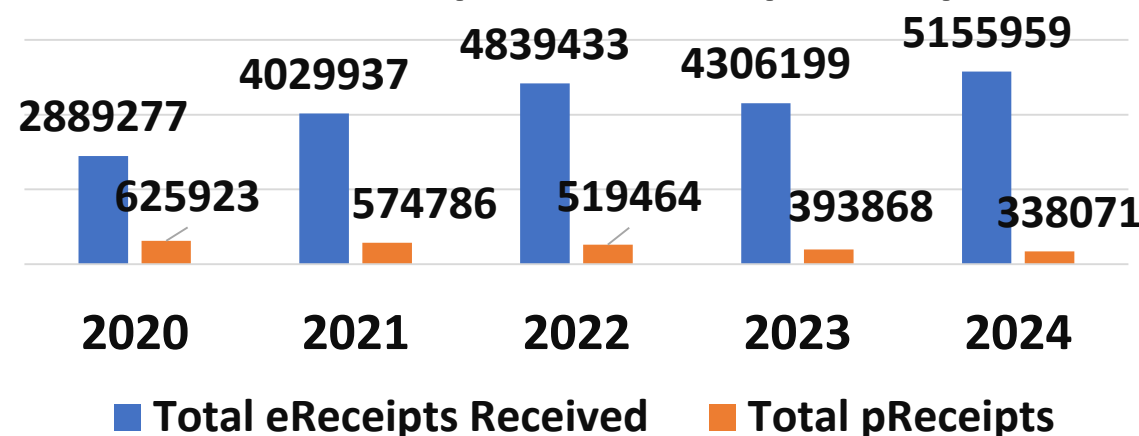
Progress In 4 years: *Digitalization*



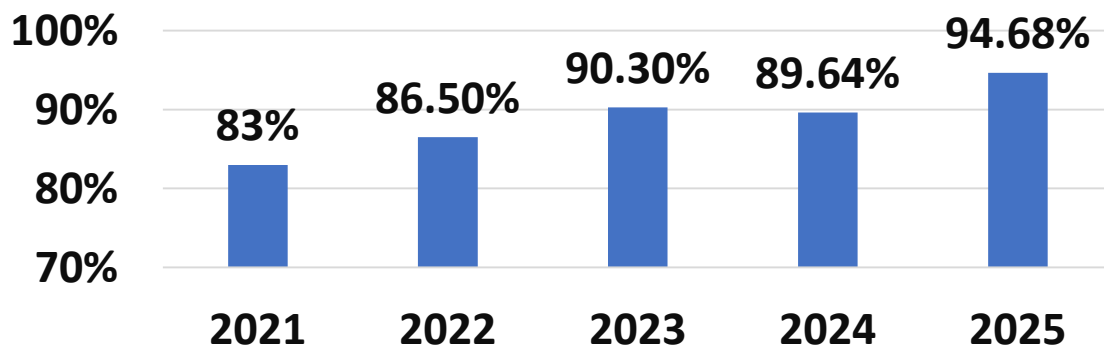
Inter Ministry/Department File Movement Trend (Yearly)



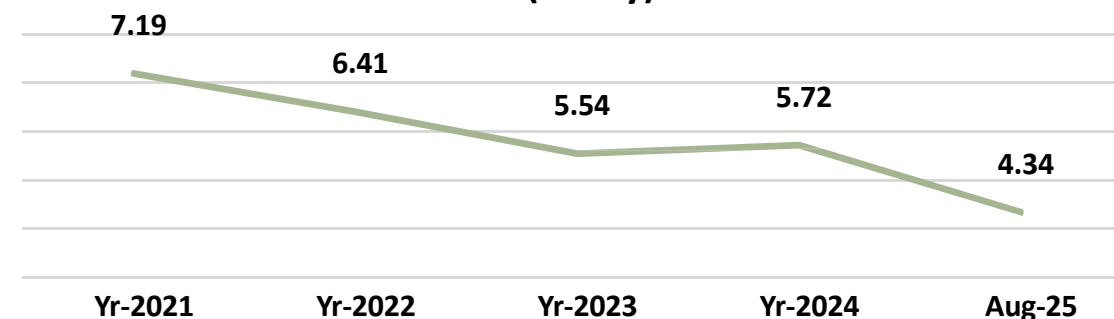
Total eReceipts vs Total pReceipts



Growth in % eFile Adoption



Average Distinct Transaction of Active Files (Yearly)



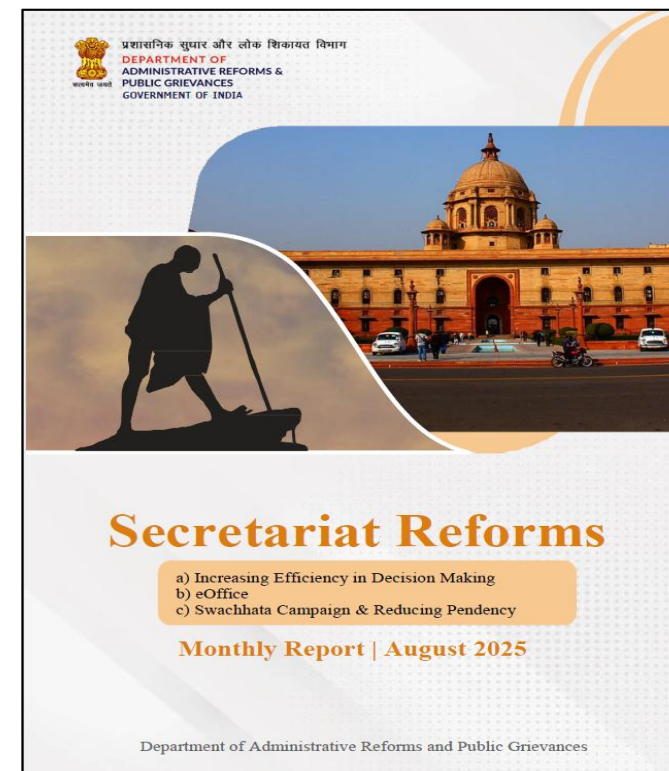
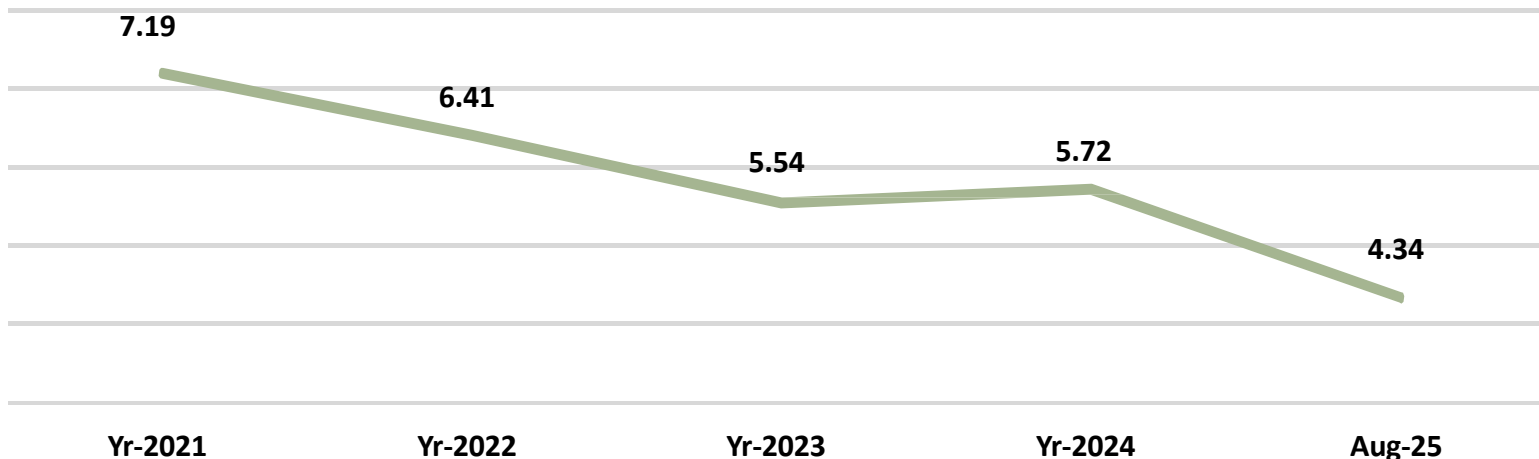
SECRETARIAT REFORMS

e-Office – *Digital Office and Flatter Organisations*



Way Forward – Implementation of e-Office in 133 attached/subordinate offices and Autonomous bodies of GOI

Average Distinct Transaction of Active Files
(Yearly)



More than 94.68% new files opened in August 2025 were e-Files For Ministries & Departments

SECRETARIAT REFORMS



Special Campaign 1.0 - 4.0

Special Campaigns for Institutionalizing Swachhata & Reducing Pendency

Cumulative Outcomes (2021 – July 2025)

Parameter/Year	2021-July 2025
Cleanliness Campaign Sites (In Lakhs)	12.04
Revenue Earned (In Rs. Crore)	3296.71
Space Freed (In lakh sq. Feet)	696.27
Files closed/ Weeded out (In lakh)	137.86



INTERNATIONAL COOPERATION



The aim of international exchange and cooperation component is to share information, best practices and personnel across national governments in the field of Public Administration and Governance .

Presently DARPG has MoUs in the areas of Public Administration and Governance with:

- | | |
|-------------------|----------------|
| 1. Portugal | 7. Sri Lanka |
| 2. United Kingdom | 8. Cambodia |
| 3. Singapore | 9. Maldives |
| 4. Australia | 10. Bangladesh |
| 5. The Gambia | 11. Malaysia |
| 6. France | |



DARPG collaboration with Maharashtra (1/2)



A **Two-day Regional Conference in Mumbai** on e-Governance was jointly organized by DARPG, Govt. of India and Department of General Administration, Government of Maharashtra on 23rd - 24th January 2023.

- 1) Good Governance Manual
- 2) Manual of Office Procedure
- 3) District Good Governance Index
- 4) E-Office Implementation (eOffice 7.0 Functional from 9th April)
- 5) Central Registry Unit
- 6) Mantralaya Monthly Reforms Report (Initiated from March 2023)



DARPG collaboration with Maharashtra (2/2)



National Conference on e-Governance , Mumbai, 2024

DGGI – Maharashtra Sectors & Indicators

Objectives of DGGI

Compare the Governance of Districts in the States and UTs based on collated quantitative data

Enable Districts to formulate & implement suitable strategies for improving Governance

Focus on outcome and output oriented approaches and administration



S No.	Governance Sectors	No. of Indicators
1.	Agriculture and Allied	27
2.	Commerce & Industry	09
3.	Human Resource Development	22
4.	Public Health	23
5.	Public Infrastructure & Utilities	20
6.	Economic Governance & Financial Inclusion	10
7.	Social Development	24
8.	Judiciary & Public Safety	13
9.	Environment	09
10.	Citizen Centric Governance	04
	Total	161

Department of Administrative Reforms and Public Grievances

District Good Governance Index, Maharashtra



Regional Conference , Mumbai- 23rd-24th Jan, 2023



Regional Conference , Nagpur- 21-22 December 2019

CONCLUSION



- Governance reforms aim at inclusivity, efficiency, and accountability
- Emphasis on technology, citizen engagement, and capacity building

Hon'ble Prime Minister from his address to the US Congress in June 2023 said

In the last century, when India won its freedom, it inspired many other countries to free themselves from colonial rule. In this century when India sets benchmarks in growth, it will inspire many other countries to do the same.

Our vision is ***Sabka Saath, Sabka Vikas, Sabka Vishwas, Sabka Prayas.***"

– Prime Minister Narendra Modi



THANK YOU