



Department of Administrative Reforms and Public Grievances



Monitoring of Systemic Reforms
and Public Grievances

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Introduction

Context

The Department of Administrative Reforms and Public Grievances (DARPG) received 8,52,451 (related to Central Government) grievances in 2015-16 across 88 Ministries/Departments through Centralized Public Grievance Redress and Monitoring System (CPGRAMS). Key objectives of this Department are to issue policy guidelines, monitor public grievances and improve public service delivery.

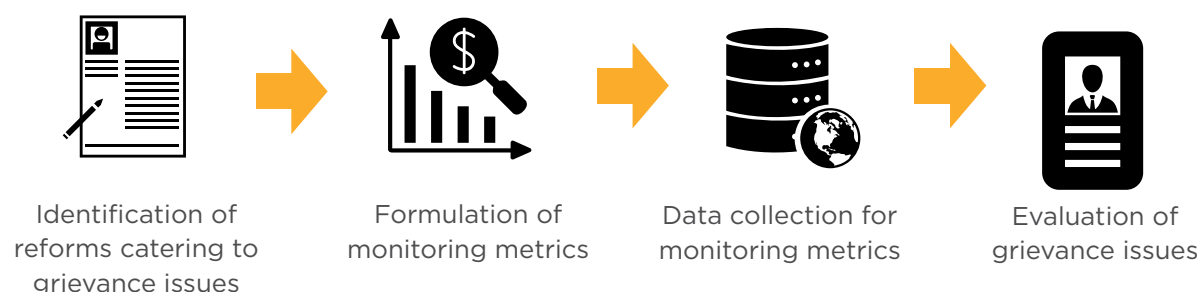
Moving towards this goal, the Department commissioned a Grievance Analysis Study in 2015 of top 20 highest grievance receiving Ministries/Departments. The Study involved identification of top grievance causing issues and recommendation of systemic reforms. Hence, this Study sowed in the seeds for bringing about systemic reforms to drive citizen centric Government in India.

Objective

Taking the study further, a Project Management Unit from Quality Council of India was set up by DARPG in August 2016. The objective of this PMU was to monitor implementation of identified reforms catering to grievance issues and review public grievances.

Approach

The 4-point approach for monitoring included identification of systemic reforms, formulation of monitoring metrics, data collection¹ and evaluation of change in grievance issues.²























¹Information for devised monitoring metrics is obtained directly from the respective Ministry/Department.

²The report highlights positive impact created by the reforms on public service delivery. Based on statistical evidences, the team has analyzed grievance categorization of a Ministry/Department. However, in certain cases, percentage impact of grievance issue might not be the best indicator because of major policy change in the government (like change in Monetary Policy) or seasonal factors (like change in age relaxation policy in SSC examination and introduction of National Eligibility Cum Entrance Test for medical admissions in colleges, surgical strike etc.). The study aspires to sensitize the Ministries about the root cause of their major grievance causing services, assist in continuous monitoring of systemic reforms and motivate them to strive for excellence by highlight impact of the reforms on grievance issues. The key to build resilience is not only to dispose grievances but also to be effective by eliminating root causes of grievances.

List of identified Ministries/Departments

The first step of 2015 report was the identification of 20 highest grievance causing Ministries/ Departments, which was done based on the number of grievances received by a particular Ministry/ Department (from 01.01.2012 to 19.08.2015). The findings have been summarized in the table below

Table: List of identified 20 Ministries/Departments

| S.NO | Ministry / Department | No. of grievances received |
|------|---|----------------------------|
| 1. |  Department of Telecommunications | 161,014 |
| 2. |  Ministry of Railways (Railway Board) | 76,776 |
| 3. |  Department of Financial Services (Banking Division) | 65,095 |
| 4. |  Ministry of Home Affairs | 41,443 |
| 5. |  Central Board of Direct Taxes (Income Tax) | 38,825 |
| 6. |  Department of Higher Education | 34,594 |
| 7. |  Ministry of External Affairs | 30,780 |
| 8. |  Department of Posts | 27,552 |
| 9. |  Ministry of Health and Family Welfare | 27,552 |
| 10. |  Ministry of Petroleum and Natural Gas | 26,836 |
| 11. |  Ministry of Labour and Employment | 25,835 |
| 12. |  Department of Defence | 25,423 |
| 13. |  Department of School Education and Literacy | 23,862 |
| 14. |  Department of Personnel and Training | 21,681 |
| 15. |  Ministry of Road Transport and Highways | 20,660 |
| 16. |  Ministry of Housing and Urban Affairs | 15,187 |
| 17. |  Department of Justice | 13,879 |
| 18. |  Central Board of Excise and Customs | 12,698 |
| 19. |  Department of Revenue | 12,616 |
| 20. |  Department of Ex Servicemen Welfare | 12,062 |

Source: DARPG Data (01.01.2012 to 19.08.2015)

With increasing awareness of Centralized Grievance Redress Portal, receipt of grievances rose sharply from 2015 to 2017. The Ministries/Departments receiving highest grievances continued making sincere and efficient efforts towards timely resolution of these grievances as witnessed in the table below:

| S. No. | Ministries/ Departments | 2014-15 | | | 2015-16 | | | 2016-17 (As on 30.6.2017) | | |
|--------|---|--------------------|--------------------|-------------------------|--------------------|--------------------|-------------------------|---------------------------|--------------------|-------------------------|
| | | Grievance Received | Grievance Disposed | Average Responsive Time | Grievance Received | Grievance Disposed | Average Responsive Time | Grievance Received | Grievance Disposed | Average Responsive Time |
| 1 | Department of Telecommunications | 63959 | 62048 | 30 | 67551 | 68462 | 17 | 35108 | 36508 | 13 |
| 2 | Ministry of Railways (Railway Board) | 46693 | 42736 | 89 | 57159 | 53688 | 57 | 29071 | 35579 | 69 |
| 3 | Department of Financial Services (Banking Division) | 53856 | 50134 | 44 | 88853 | 73541 | 36 | 62793 | 70856 | 42 |
| 4 | Ministry of Home Affairs | 34423 | 32300 | 53 | 25942 | 25962 | 62 | 12329 | 13295 | 65 |
| 5 | Central Board of Direct Taxes (Income Tax) | 19670 | 15179 | 108 | 32284 | 37239 | 41 | 24066 | 23675 | 25 |
| 6 | Department of Higher Education | 30617 | 26629 | 114 | 27018 | 31389 | 21 | 13339 | 12973 | 24 |
| 7 | Ministry of External Affairs | 16663 | 16619 | 23 | 12422 | 12588 | 10 | 8166 | 8133 | 10 |
| 8 | Department of Posts | 16328 | 17309 | 29 | 29422 | 28644 | 16 | 20920 | 21314 | 12 |
| 9 | Ministry of Health and Family Welfare | 22342 | 20036 | 46 | 20599 | 20885 | 44 | 13700 | 14064 | 38 |
| 10 | Ministry of Petroleum and Natural Gas | 14691 | 14829 | 73 | 13924 | 14006 | 23 | 8646 | 8858 | 25 |
| 11 | Ministry of Labour and Employment | 22329 | 22914 | 17 | 24699 | 24636 | 18 | 16020 | 15844 | 14 |
| 12 | Department of Defence | 15668 | 12193 | 118 | 16882 | 17725 | 64 | 7519 | 8630 | 75 |
| 13 | Department of School Education and Literacy | 22782 | 18898 | 123 | 18214 | 22191 | 21 | 10356 | 10514 | 24 |
| 14 | Department of Personnel and Training | 17676 | 17010 | 23 | 36956 | 32028 | 21 | 17325 | 21183 | 27 |
| 15 | Ministry of Road Transport and Highways | 13997 | 10806 | 151 | 10896 | 13758 | 42 | 4914 | 5307 | 56 |
| 16 | Ministry of Housing and Urban Affairs | 16165 | 15241 | 72 | 10779 | 11696 | 33 | 7733 | 8247 | 26 |
| 17 | Department of Justice | 11259 | 11063 | 19 | 9859 | 9646 | 19 | 5432 | 5768 | 11 |
| 18 | Central Board of Excise and Customs | 7747 | 7392 | 47 | 9682 | 10136 | 18 | 9360 | 8341 | 12 |
| 19 | Department of Revenue | 13699 | 8860 | 135 | 21278 | 24359 | 28 | 16207 | 15816 | 17 |
| 20 | Department of Ex Servicemen Welfare | 5967 | 5276 | 41 | 7130 | 6977 | 38 | 4235 | 4404 | 39 |



REFORMS IMPLEMENTED BY 20 MINISTRIES/DEPARTMENTS








Ministry of Railways

1.1 Introduction

Nationalized in 1951, Indian Railways today is the largest rail network in Asia and the world's second largest network operated under a single management. It has 1,15,000 km of track length. It runs 12,617 trains to carry over 23 million passengers daily –equivalent to moving the entire population of Australia, connecting more than 7,172 stations. Indian Railways is responsible for end-to-end execution of the rail service across the country, from selling of tickets, to maintaining the stations, tracks, and platforms, to ensuring proper facilities, and most importantly to schedule the trains and implement timely running.

Since millions of passengers are dependent on Indian Railways every single day, grievances are inevitable reality of the system. In detailed sampling of grievances received by Ministry of Railways, delay in processing of refunds accounted for 45% of sampled grievances, followed by delay in pension release which accounted for 35%. Other issues like train's service quality, unclean railway stations and congestion on IRCTC website accounted for another 7%, 2%, and 1% of the grievances respectively. The specific details of these type of grievance issues have been detailed out in the table below:

Table 1: List of identified grievance issues

| S.No. | Grievance Issues | Percentage Impact (1.05.2015 to 31.08.15) | Details |
|-------|---|--|--|
| 1 |  Inefficiency in refund process | 45% | <ul style="list-style-type: none"> Long delay in refunds payment (average 2-4 months) Faulty rejection of refund claims (non-travelling passengers marked present) |
| 2 |  Long delay in pension release | 34% | <ul style="list-style-type: none"> Long delay in pension release (average 1-2 years) No revision in pension amount, as per the Pay Commission |
| 3 |  Issues with trains' service quality | 7% | <ul style="list-style-type: none"> Lack of cleanliness in trains (no soap or water in toilets; torn seats, pillows) Late running of trains |
| 4 |  Unclean railway stations and railway lines | 2% | <ul style="list-style-type: none"> Inadequate cleaning of railway tracks No provision of clean toilets on some stations |
| 5 |  Congestion on IRCTC website | 1% | <ul style="list-style-type: none"> Website is often down; Payment gateway faulty (money deducted without booking) Tatkal tickets booked out in very short time |

1.2. Monitoring of Systemic Reforms

1.2.1. Identification of Systemic Reforms

Team spent time with the implementation body in the Ministry of Railways to understand the reforms and processes. The questions revolved around new policies and operational improvements that have been implemented and led to grievance resolution at the root cause level.

Table 2: Systemic Reforms Implemented

| S.No. | Grievance Issues | Systemic Reforms | Category (Digitization/ Process / Policy) | Year of initiation |
|-------|---|--|--|-----------------------|
| 1. | Inefficiency in refunds process Long delays in refunds payment (average 2-4 months) Faulty rejection of refund claims (non-travelling passengers marked present) | Automatic refund Automatic refund issuance to passengers on full cancellation of trains for confirmed/waitlisted e-ticket. The process is applicable to all trains. | Process Improvement | 2015 |
| | | Issuance of handheld device to TTEs TTEs are equipped with handheld devices linked to real time computerized reservation system, resulting in faster and transparent action. 20 handheld devices are given to TTEs on 8 Shatabdi trains. | Digitization | 2016 |
| 2. | Congestion on IRCTC website Website is often down; Payment gateway faulty (money deducted without booking) | Next Generation E-Ticketing System (NGeT) Upgradation of e-ticketing system - Improving accessibility and overall experience of online ticket booking. Booking capacity has increased from 2,000 to 12,900 tickets per minute and number of users supported increased from 40,000 to 1,20,000 | Digitization | 2015 |
| 3. | Issues with trains' service quality Lack of cleanliness in trains (no soap or water in toilets) Inadequate cleaning of railway tracks | Clean My Coach Service Provision of SMS based 'On-Demand Cleaning' service in trains | Process Improvement | 2016 |
| | | Installation of Bio-toilets¹ Installation of bio-toilets in trains to eliminate direct waste discharge on railway tracks. | | |

In addition to the above reforms, Ministry of Railways launched Advanced Railway Pension Access Network Portal (ARPAN)² in 2014. It is an online pension settlement portal for generating PPOs and settling dues.

1.2.2 Formulation of Monitoring Metrics

Based on identified reforms, monitoring metrics were formulated to ensure time bound and quality of implementation.

Table 3: Monitoring Metrics

| S. No. | Systemic Reforms | Monitoring Metrics | Status (as on 31.03.2017) | Status (as on 30.06.2017) |
|--------|--|--|-------------------------------------|-------------------------------------|
| 1. | Automatic refund | No. of days taken to disburse the refunds | 5.3 days | 5 days |
| 2. | Advanced Railway Pension Access Network (ARPAN) | No. of banks where ARPAN has been implemented | 9 | 12 |
| 3. | Clean My Coach Service | No. of trains covered Staff available in trains No. of requests served out of received | 2,016 64,470/66,137 15,12,647 | 2,040 87,306/90,690 15,12,647 |
| 4. | Installation of Bio-toilets | No. of Bio-toilets constructed No. of coaches covered | 69,322 19,770 | 79,507 22,433 |

1.3 Monitoring of Grievance Issues

After identification of grievance issues and systemic reforms, a need was felt to monitor identified grievance issues. The Ministry received 43,707 grievances on PG portal from 1.08.2016 to 31.03.2017. The team analyzed random sample of 1000 grievances, results of which are as under:

Table 4: Evaluation of Grievance Issues

| S.No. | Grievance Issue | Percentage Impact (1.01.2015 to 31.08.15) | Percentage Impact (1.08.2016 to 31.03.17) |
|-------|---|--|--|
| 1. | Inefficiency in refunds process | 45% | 14% |
| 2. | Long delays in pension release | 34% | 17% |
| 3. | Issues with trains' service quality | 7% | 18%* |
| 4. | Unclean railways stations and railway lines | 2% | 1% |
| 5. | Congestion on IRCTC website | 1% | 1% |

*12% belongs to late running of trains

In addition to the above grievance issues, exams and recruitment related (17%), demand for new trains (13%) overcharging of meals in the train (6%) and dynamic pricing (4%) were found in the new analysis of grievances received by the Ministry.



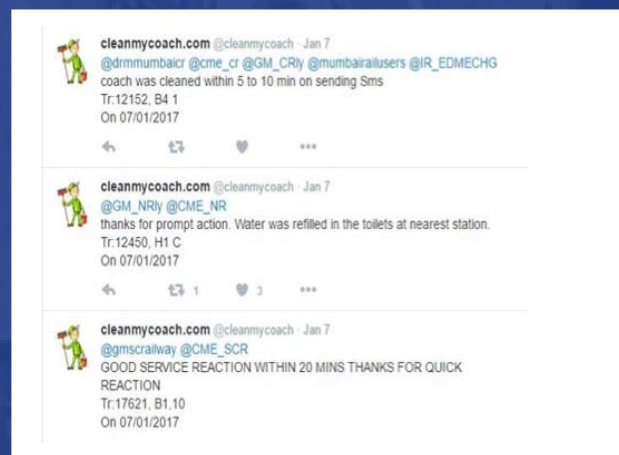
Success Stories on Reforms

Passengers' feedback on *CleanMyCoach* service

The basic expectation of passengers travelling via trains is Cleanliness for which Railways Board initiated '**On-Demand Cleanliness Service**' in trains under Swachh Bharat Abhiyan. Passengers can avail this service by sending an SMS to 58888.

53,604 requests met

1,831 trains covered



Culinary bliss on-the-go!

While travelling from Mumbai to Jaipur in Rajdhani Express, a group of college students tried E-catering service. They ordered Domino's Pizza using mobile app while travelling and got it delivered to nearest railway station within 30 minutes on their seats. This enriching experience was shared by them on social media (Twitter and Facebook).

357 stations covered

2,500 users per day



Data as on 30.06.2017



Ministry of Petroleum And Natural Gas




2.1 Introduction

Ministry of Petroleum and Natural Gas is entrusted with the responsibility of exploration and production of oils and natural gas. India is the third largest energy consumer in the world, and its energy appetite is growing alongside its population and economy. In order to ensure the country's demand, this Ministry is responsible for evaluating the import requirements and ways to optimally conserve these resources.

In line with the Government's vision 'Sabka Sath, Sabka Vikas', the Ministry of Petroleum and Natural Gas's objective is to light up lives of millions by providing environment friendly and affordable fuel for all.

In the detailed grievance analysis study for Ministry of Petroleum and Natural gas, delay in delivery of LPG connection accounted for 66% followed by Malpractices and Corruption accounted for 29% and issues related to Petrol pump/LPG dealership accounted for another 2%. The specific details of these type of grievance issues have been detailed out in the table below:

Table 5: List of identified grievance issues

| S. No | Grievance Issues | Percentage (1.05.2015 to 31.08.2015) | Details |
|-------|---|--|--|
| 1 |  LPG Connection Issues | 66% | <ul style="list-style-type: none"> • Tedious and long process to get a Connection • Long delay in delivery of refilled cylinders • Incorrect/No subsidy amount credited via Direct Benefit Transfer Mechanism |
| 2 |  Malpractices and Corruption | 29% | <ul style="list-style-type: none"> • Black marketing of LPG cylinders • Overcharging and force selling to the citizens • Gas agency employees involved in pilferage of gas cylinders |
| 3 |  Petrol pump/ LPG dealership issues | 2% | <ul style="list-style-type: none"> • Issues with Petrol Pump dealership/ LPG distributor allocation & termination E.g.: Petrol Pump dealership got terminated without proper verification and investigation |

2.2. Monitoring of Systemic Reforms

2.2.1. Identification of systemic reforms

Team conducted detailed discussions with the implementation body in Ministry of Petroleum and Natural Gas to understand the reforms and processes. The questions revolved around new policies and operational improvements that have been implemented and led to grievance resolution at the root cause level.

Table: 6 Systemic Reforms Implemented

| S.No. | Grievance Issues | Systemic Reforms | Category (Digitization/ Process / Policy) | Year of initiation |
|-------|---|--|--|-----------------------|
| 1. | LPG Connection Issues Tedious and long process to get a Connection Long delay in delivery of refilled cylinders Incorrect/No subsidy amount credited via Direct Benefit Transfer Mechanism | Sahaj LPG scheme³ On line release of new LPG connections through mylpg.in portal. | Digitization | 2015 |
| | | Pradhan Mantri Ujjwala Yojana⁴ Widespread use of LPG among masses by issuing new connections to BPL households at their doorstep. Target is to issue 5 Crore LPG connections across the country by 2019-20 | Policy | 2016 |
| 2. | Incorrect/No subsidy amount credited | Linking of Pratyaksh Hanstantarit (PAHAL) accounts with Aadhaar Efficient subsidy administration by linking Aadhaar with customer's ID and bank account under PAHAL scheme. | Process Improvement | 2015 |
| 3 | Malpractices and Corruption Black marketing of LPG cylinders Overcharging and force selling to the citizens | Unified web portal Online portal for tracking, booking and delivery of refilled LPG cylinders. Thus, increasing accountability of the distributor by eliminating scope for black marketing and overcharging. 18,781 distributors are registered on the portal | Digitization | 20 15 |

In addition to the above reforms, Ministry of Petroleum and Natural Gas initiated 'Give-It-Up' campaign in 2015 to appeal to all countrymen to come forward and give up their LPG subsidy. 1.04 Crores LPG consumers gave up the subsidy to provide LPG connection to BPL families.

2.2.2 Formulation of Monitoring Metrics

Based on identified reforms, monitoring metrics were formulated to ensure time bound monitoring and quality of implementation.

Table: 7: Monitoring Metrics

| S.No. | Systemic Reforms | Monitoring Metrics | Status (as on 31.03.2017) | Status (as on 30.06.2017) |
|-------|--|--|---|---|
| 1. | Sahaj LPG scheme | <p>Average time to release new LPG connection</p> <p>No. of new LPG connections released (online mode)</p> <p>No. of LPG Connections released (offline mode – through distributors)</p> | <p>5.3 days</p> <p>21,815</p> <p>1,11,650</p> | <p>4.8 days</p> <p>25,116</p> <p>1,20,446</p> |
| 2. | Pradhan Mantri Ujjwala Yojana | <p>No. of BPL LPG connections released under the scheme</p> <p>(Target is to issue 5 Crore LPG connections across the country by 2019-20)</p> | 2.03 Crores | 2.45 Crores |
| 3. | Linking of Pratyaksh Hanstantarit (PAHAL) accounts with Aadhaar | <p>No. of PAHAL (DBT) beneficiaries</p> <p>Cash benefit transferred under PAHAL</p> <p>No. of Aadhaar seeded in LPG</p> <p>Bank A/c seeded with Aadhaar</p> <p>Bank A/c seeded without Aadhaar</p> | <p>17.02 Crores</p> <p>46,806 Crores</p> <p>16.98 Crores</p> <p>13.80 Crores</p> <p>2.46 Crores</p> | <p>18.04 Crores</p> <p>51,170 Crores</p> <p>17.97 Crores</p> <p>16.93 Crores</p> <p>3.70 Crores</p> |
| 4. | Unified web portal | <p>Online refill booking (IVRS+WEB+SMS)</p> <p>No. of people making payment online</p> <p>No. of people making payment offline</p> <p>Offline refill bookings (through distributors)</p> | <p>97.33 Crores</p> <p>13.67 lakhs</p> <p>13.73 Crores</p> <p>40.18 Crores</p> | <p>121.42 Crores</p> <p>20.02 lakhs</p> <p>47.89 Crores</p> <p>46.01 Crores</p> |
| 5 | Give It Up Subsidy Campaign | Annual Subsidy Saving | 1,357 Crores | 1,364 Crores |

2.3 Monitoring of Grievance Issues

After identification of grievance issues and systemic reforms, a need was felt to monitor identified grievance issues. The Ministry received 11,443 grievances on PG portal from 1.08.2016 to 31.03.2017. The team analyzed random sample of 1000 grievances, results of which are as under:

Table 8: Evaluation of Grievance Issues

| S.No. | Grievance Issue | Percentage (1.05.2015 to 31.08.15) | Percentage (1.08.2016 to 31.03.17) |
|-------|-----------------------------------|---------------------------------------|---------------------------------------|
| 1 | LPG Connection Issues | 66% | 34% |
| 2 | Malpractices and Corruption | 29% | 13% |
| 3 | Petrol pump/LPG dealership issues | 2% | 3% |

In addition to the above grievance issues, grievances related to LPG connections not being given under Ujjwala Scheme (5%), Suggestion (5%), technical glitches with LPG portal - mylpg.in (4%) and differential service charge at petrol pumps (3%) were found in the new analysis of grievances received by the Ministry.



Success Stories on Reforms

Pradhan Mantri Ujjwala Yojana

Traversing 30 kms of unpaved roads, river streams, and dense forest, 'Pradhan Mantri Ujjwala Yojana' has reached Amapani, a remote village in Chhattisgarh. For Sushiram and Sushila, a poor Gonda Adivasi couple in this village, LPG cylinder has made their lives easier.

2.45 Crores

LPG connections released has on June, 2017



Ek Nayi Disha, Ek Nayi Pahal

Pratyaksh Hanstantarit (PAHAL) Scheme - Direct Benefit Transfer of LPG subsidy into consumer's bank account has made it to the **Guinness Book of World Records** as the world's largest cash benefit transfer scheme. It has immensely improved subsidy administration of LPG across the country.

18 Crores

consumers benefitted through PAHAL

More than **21,000 Crores** of subsidy saved



Data as on 30.06.2017

A graphic featuring the letters 'G', 'S', and 'T' in white, each inside a wooden block. The blocks are stacked on top of stacks of gold coins. The 'G' is on a stack of 5 coins, the 'S' is on a stack of 10 coins, and the 'T' is on a stack of 15 coins. The background is a dark grey gradient.

Department of Revenue

3.1 Introduction

The Ministry of Finance has multiple Departments under its purview which take care of (1) Economic Affairs (2) Financial Services - Banking and Insurance (3) Expenditure, (4) Department of Investment and Public Asset Management and most importantly (5) Revenue. It is important for the Government to spend on various needs of the Country and for that it needs to ensure sufficiency of funds. The Department of Revenue exercises control in respect of matters relating to all the Direct and Indirect Union Taxes, through two statutory boards, namely (1) Central Board for Direct Taxes (CBDT), and (2) Central Board of Excise and Customs (CBEC). It is responsible for matters relating to collection and levy of direct taxes falling under the purview of CBDT and that of customs and central excise duties falling under the purview of CBEC.

Taxes are the main sources of revenue for the country, and also has a large amount of grievances, considering the amount of money involved of every individual in the process. Hence, the number of grievances received by the Department is extremely high, and of utmost importance that the grievances be resolved at a fast pace. Even more important is to ensure

that systems in place are extremely smooth for the citizen to ensure that these grievances do not arise. In the previous detailed grievance analysis study (1.05.2015 to 31.08.2015) for Department of Revenue, the Sub departments responsible for highest number of grievances were CBDT and CBEC, accounting for 51% and 25% of the total grievances respectively. However, in the new grievances analysis study (1.08.2016 to 31.03.2017), CBDT accounted for 73% followed by CBEC which accounted for 13% of all grievances.

Refer next chapters for detailed study on CBDT and CBEC.









Central Board of Direct Taxes

4.1 Introduction

The Central Board of Direct Taxes is a statutory authority functioning under the Central Board of Revenue Act, 1963. The Board is primarily responsible for policy and planning of direct taxes in India along with administration of the direct tax laws through Income Tax Department. CBDT comprises of members whose jurisdiction encompasses functions across, Income Tax, Legislation & Computerization, Personnel & Vigilance, Investigation, Revenue, and Audit & Judicial. Each of these Members is also responsible for certain jurisdictional zones in this country, for ensuring implementation of these rules across the country.

In the detailed grievance analysis study for Central Board of Direct Taxes, delay and inefficiency in refund process accounted for 70% of the sampled grievances followed by issues with IT Return/PAN cards, technical issues with website/helpline and inaccessibility of IT officers which accounted for 19%, 5% and 4% respectively. The specific details of these type of grievance issues have been detailed out in the table below:

Table 9: List of identified Grievance Issues

| S.No. | Grievance Issues | Percentage Impact (1.05.2015 to 31.08.15) | Details |
|-------|---|--|--|
| 1 |  Inefficiency in refund process | 70% | <ul style="list-style-type: none"> Long delays in refund payment (ranging from several months to years) Faulty rejection of refund claims |
| 2 |  Issues with IT Return/PAN Issuance Process | 19% | <ul style="list-style-type: none"> Calculation mistake in TDS, refunds, adjustments, etc. Delays and mistake in PAN card issuance |
| 3 |  Technical Issues with Website & Helpline | 5% | <ul style="list-style-type: none"> IT Return website not functioning properly (Server down; error in registration and file uploading) No acknowledgment email received post filling a return Central Processing Centre (CPC) helpline responses not up to date or incorrect |
| 4 |  IT officers are inaccessible | 4% | <ul style="list-style-type: none"> IT officers are inaccessible to general public for voicing grievances. Inaction by IT officers |

4.2. Monitoring of Systemic Reforms

4.2.1. Identification of Systemic Reforms

Team conducted detailed discussions with the implementation body in Central Board of Direct Taxes to understand the reforms and processes. The questions revolved around new policies and operational improvements that have been implemented leading to grievance resolution at the root cause level.

Table 10: Systemic Reforms Implemented

| S.No. | Grievance Issues | Systemic Reforms | Category (Digitization/ Process /Policy) | Year of initiation |
|-------|--|--|--|-----------------------|
| 1. | Inefficiency in refund process Long delays in refunds payment (ranging from several months to years) | Expediting refunds below Rs 5,000/- Quick refund issuance below Rs 5,000/- before adjustment of outstanding tax demand under section 245 Faster refund issuance below Rs. 50,000/- Expediting refunds below Rs 50,000/-, re-conciliation will follow. | Policy | 2016 |
| 2. | Issues with IT Return/PAN Issuance Process Calculation mistake in TDS, refunds, adjustments, etc. | TDS alert system SMS alert system to intimate employees about the TDS deducted and reported by their employers. | Process Improvement | 2016 |
| 3. | IT officers are inaccessible IT officers are inaccessible to general public for voicing grievances. Inaction by IT officers | E-Nivaran Online platform for citizens to lodge complaint with necessary documents enabling tracking of redressal status. Training on E-Nivaran conducted in 9 Ayakar Seva Kendras (ASK) | Digitization | 2016 |

4.2.2 Formulation of Monitoring Metrics

Based on identified reforms, monitoring metrics were formulated to ensure time bound and quality implementation.

Table 11: Monitoring Metrics

| S.No. | Systemic Reforms | Monitoring Metrics | Status (as on 31.03.2017) | Status (as on 30.06.2017) |
|-------|---|--|---------------------------------|---------------------------------|
| 1. | Quick refunds up to Rs. 5,000/- | No. of refunds disbursed under Rs 5000/- | 0.76 Crores | 0.95 Crores |
| | | Amount of refunds released | 1,489 Crores | 1,839 Crores |
| 2. | Faster refund issuance below Rs. 50,000/- | No. of refunds disbursed under Rs 50,000/- | 1.6 Crores | 1.72 Crores |
| | | Amount of refunds released | 14,611 Crores | 17,316 Crores |
| 3. | TDS Alert system | No. of messages sent | 0.29 Crores | 6,46 Crores |
| 4. | E-Nivaran | No. of grievances filed on E- Nivaran | 3.33 Lakhs | 4,65 Lakhs |
| | | Average no. of grievances disposed per day | 1,222 | 1,242 Lakhs |

4.3 Monitoring of Grievance Issues

After identification of grievance issues and systemic reforms, a need was felt to monitor identified grievance issues. CBDT received 21,538 grievances on PG portal from 1.08.2016 to 31.03.2017 and the team analyzed 10% random sample, results of which are as under:

Table 12: Evaluation of Grievance Issues

| S.No. | Grievance Issue | Percentage Impact (1.05.2015 to 31.08.2015) | Percentage Impact (1.08.2016 to 31.03.2017) |
|-------|--|---|---|
| 1 | Inefficiency in refund process | 70% | 47% |
| 2 | Issues with IT Return/PAN Issuance Process | 19% | 38% |
| 3 | Technical Issues with Website & Helpline | 5% | 2% |
| 4 | IT officers are inaccessible | 4% | 4% |

In addition to the above grievance issues, grievances related to same PAN number allotted to multiple users (5%), wrong PAN number allotted (3%) were found in the new analysis of grievances received by CBDT.

Tax Return

Personal Details

Document No.38520-1

First name and initial

Last name

Number 1

Address

Phone Number

Number 2

Postcode (street and number), see instructions.

No.

The number above is required.

Town, street and ZIP code, see instructions.

Checking a box for confirmation (See instructions on page 12)

☐ You

☐ Spouse

Status

☐ Single

☐ Married

☐ Divorced

☐ Others

☐ Yes

☐ No

Check only one box.


Income

Consent to allow an organization to focus resources on

Success Story on Reforms

Aayakar Seva Kendras (ASK) are being upgraded to operationalize E-Nivaran module across the country. E-Nivaran module is for online lodging of grievances and enabling tracking of their disposal. It consolidates grievances received across all platforms viz. CPGRAMs, E-filing, CPC-ITR, CPC-TDS, ASK, NSDL, UTIISL and SBI-Refund Banker. Thus, ensuring constant monitoring of grievances and delivery of services to taxpayers.





Central Board of Excise and Customs

5.1 Introduction




Department of Revenue is responsible for levying and collection of both direct and indirect taxes. There are two independent Departments under it, namely, Central Board of Direct Taxes (CBDT) and Central Board of Excise and Customs (CBEC), which came into existence in 1964. The Central Board of Excise & Customs is the nodal agency, primarily responsible for administering custom laws in India and for collection of import duties. Other responsibilities of the Department span across following 3 verticals:

1. **Central Excise & Service Tax:** The Department is responsible for collection of excise duty and service tax, collection of customs duty as applicable at Special Economic Zones, and prevention of smuggling through Land Customs and Border Check Points.
2. **Customs:** In case of International Airports, Seaports, International Air Cargo Stations, the Department collects customs and is also responsible for prevention of smuggling.

3. Central Bureau of Narcotics: Prevention of drug trafficking, abuse of illegal substances, and collection of narcotics duty is the responsibility of this Department.

Since, the grievances received by this Department are linked to revenue stream for the Government, they are of utmost importance. In the detailed grievance analysis study for Central Board of Excise and Customs, 48% of sampled grievances were related to inefficiency in pension release process, followed by malpractices at custom offices and below par service quality which accounted for 38% and 12% respectively. The specific details of these type of grievance issues have been detailed out in the table below:

Table 13: List of identified grievance issues

| S.No. | Grievance Issues | Percentage Impact (1.05.2015 to 31.08.15) | Details |
|-------|--|--|--|
| 1 |  Inefficiency in refund process | 48% | <ul style="list-style-type: none"> No revision in pension amount, as per the pay commission Long delay in pension release (and gratuity, leave encashment, medical allowance) Administrative errors (e.g. passbook not issued, PPO misplaced, DOB wrong) |
| 2 |  Alleged malpractices at Customs offices | 47% | <ul style="list-style-type: none"> High custom calculation; incorrect exchange rate levied Abnormally high amount charged by middlemen (custom clearance) and post office (foreign insurance) Shipment held long without intimating user – customs bottleneck |
| 3 |  Issues with service quality | 2% | <ul style="list-style-type: none"> Officers regularly come in late Customs' officers misbehave when citizens inquire on abnormal taxation |

5.2 Monitoring of Systemic Reforms

5.2.1. Identification of Systemic Reforms

Team conducted detailed discussions with the implementation body in Central Board of Excise and Customs to understand the reforms and processes. The questions revolved around new policies and operational improvements that have been implemented and led to grievance resolution at the root cause level.

Table 14: Systemic Reforms Implemented

| S.No. | Grievance Issues | Systemic Reforms | Category (Digitization/ Process /Policy) | Year of initiation |
|-------|---|---|--|-----------------------|
| 1. | <p>Inefficiency in pension release process</p> <p>No revision in pension amount, as per the pay commission</p> <p>Long delay in pension release (and gratuity, leave encashment, medical allowance)</p> <p>Administrative errors (e.g. passbook not issued, PPO misplaced, DOB wrong)</p> | <p>Bhavishya portal</p> <p>Unified transparent portal to track and receive timely and accurate payment of pension and other retirement dues. Alerts are sent to stakeholders for every action due & performed.</p> | Digitization | 2014 |
| 2. | <p>Alleged malpractices at Customs offices</p> <p>High custom calculation; incorrect exchange rate levied</p> <p>Abnormally high amount charged by middlemen (custom clearance) and post office (foreign insurance)</p> <p>Shipment held long without intimating user – customs bottleneck</p> | <p>Display of exchange rates</p> <p>Display boards installed in field formations to display the rate of exchange prominently.</p> <p>51 display boards are put up in the service centres in 25 custom houses.</p> | Digitization | 2016 |
| | | <p>Speedy Import Clearance Mechanism</p> <p>Notifying importers about important stages of import clearances via emails</p> | Digitization | 2016 |
| | | <p>Automation of courier operations</p> <p>Transformation of manual clearance process for courier parcels, gifts, documents, etc. with automated assessment through Express Cargo Clearance System (ECCS) [8].</p> | Digitization | 2016 |

| S.No. | Grievance Issues | Systemic Reforms | Category (Digitization/ Process / Policy) | Year of initiation |
|-------|---|---|--|-----------------------|
| | | This has increased custom clearance efficiency and support to e-commerce shipment | | |
| | | Single Window Interface for Facilitating Trade (SWIFT) Single-point interface for clearance from 6 Government agencies* for the consignments. Thus, reducing documentation and costs. | Process Improvement | 2015 |
| 3. | Issues with service quality Officers regularly come in late | Bio-metric attendance Installation of Aadhaar linked bio-metric attendance machines. 74% field offices are installed with bio-metric attendance machines, covering 50% officers. | Process Improvement | 2015 |

*The Food Safety Standards Authority of India (FSSAI); Dept. of Plant Protection; Quarantine & Storage; Drug Controller; Animal Quarantine; Wild Life Crime Control Bureau and Textile Committee)

5.2.2 Formulation of Monitoring Metrics

Based on identified reforms, monitoring metrics were formulated to ensure time bound and quality implementation.

Table 15: Monitoring Metrics

| S.No. | Systemic Reforms | Monitoring Metrics | Status (as on 31.03.2017) | Status (as on 30.06.2017) |
|-------|-------------------------|---|---------------------------------|---------------------------------|
| 1. | Bhavishya portal | No. of DDO's (Drawing and Disbursing Officers) registered on Bhavishya Portal | 917 | 5 days |
| | | No. of retiring employees on Bhavishya | 1118 | 2783 |

| S.No. | Systemic Reforms | Monitoring Metrics | Status (as on 31.03.2017) | Status (as on 30.06.2017) |
|-------|-----------------------------------|--|--|---|
| | | No. of cases processed through Bhavishya No. of training sessions on Bhavishya conducted for retiring employees | 800 1 | 844 9 |
| 2. | Speedy Import Clearance Mechanism | Reduction in average no. of days taken for clearance | 7 days | 928 |
| 3. | Automation of courier operations | No. of Airports covered | Pilot project rolled out at C.S.I. Sahar Airport, Mumbai | Implemented ECCS at Bangalore and New Delhi courier terminals |

5.3 Monitoring of Grievance Issues

After identification of grievance issues and systemic reforms, a need was felt to evaluate identified grievance issues. CBEC received 5,597 grievances on PG portal from 1.08.2016 to 31.03.2017. The team analyzed random sample of 1000 grievances, results of which are as under:

Table 16: Evaluation of Grievance Issues

| S.No. | Grievance Issue | Percentage Impact (1.05.2015 to 31.08.2015) | Percentage Impact (1.08.2016 to 31.03.2017) |
|-------|---|---|---|
| 1. | Inefficiency in pension release process | 48% | 39% |
| 2. | Alleged malpractices at Customs offices | 47% | 32% |
| 3. | Issues with service quality | 2% | 1% |

In addition to the above grievance issues, grievances related to Recruitment exams and results (12%), Excise duty (8%), were found in the new analysis of grievances received by the Ministry.





Ministry of Health and Family Welfare






6.1 Introduction

Ministry of Health and Family Welfare plays an instrumental role in the country's economy by providing quality healthcare to the citizens. The Ministry has two major Departments that are responsible for execution of the various policy matters, namely: (1) Department of Health and Family Welfare, and (2) Department of Health Research. The Department of Health deals with health care, including awareness campaigns, immunization campaigns, preventive medicine and public health. The Department frames guidelines for selection of doctors, and rules for their practice, and they also design control measures for the drug and food quality. The Department is also responsible for the running of the Government healthcare services centers for citizens and formulating special provisions for the Government employees, pensioners and ex-servicemen.

In the detailed study of grievances received by Ministry of Health and Family Welfare, poor quality of services in CGHS centers accounted for 25% of sampled grievances followed by

non-enforcement of MCI norms, slow & cumbersome process of reimbursements and unavailability of drugs which accounted for 18%, 7% and 7% respectively. The specific details of these type of grievance issues have been detailed out in the table below:

Table 17: List of identified Grievance Issues

| S.No. | Grievance Issues | Percentage Impact (1.05.2015 to 31.08.15) | Details |
|-------|--|--|--|
| 1 |  CGHS Center Service Quality | 25% | <ul style="list-style-type: none"> Doctors & staff are not available, no appointment system; long waiting time Service quality level is low (customers are mistreated) |
| 2 |  CGHS Reimbursements (Servicemen & Pensioners) | 7% | <ul style="list-style-type: none"> Reimbursement process is cumbersome & slow Reimbursements not completed, despite "Transferred" status in CGHS system |
| 3 |  CGHS Drugs Availability & Purchasing | 7% | <ul style="list-style-type: none"> Drugs are very frequently Unavailable; Drugs restocking takes very long Patients are asked to come multiple times to buy drugs (after consultation) |
| 4 |  MCI Enforcement of Norms | 18% | <ul style="list-style-type: none"> Colleges not functioning as per norms Doctors register their presence at multiple colleges |
| 5 |  FMG (Foreign Medical Graduates) Examination* | 7% | <ul style="list-style-type: none"> License exam very tough for FMGs, very few seats Unclear awareness of expectations & content of FMG exams |

*The issue regarding, "Foreign Medical Graduates Examination", has been de-prioritized as it is a policy concern.

6.2. Monitoring of Systemic Reforms

6.2.1. Identification of Systemic Reforms

Team conducted detailed discussions with the implementation body in Ministry of Health and Family Welfare to understand the reforms and processes. The questions revolved around new policies and operational improvements that have been implemented and led to grievance resolution at the root cause level.

Table 18: Systemic Reforms Implemented

| S.No. | Grievance Issues | Systemic Reforms | Category (Digitization/ Process /Policy) | Year of initiation |
|-------|--|---|--|-----------------------|
| 1. | CGHS Center Service Quality Doctors & staff are not available, no appointment system; long waiting time Service quality level is low (customers are mistreated) | Aadhaar linked biometric machines Regular monitoring of availability of doctors through Aadhaar linked biometric machines in CGHS centres. | Digitization | 2015 |
| | | CGHS online registration system Provision of registering online for doctor's appointment at CGHS centres. | Digitization | 2015 |
| 2. | CGHS cards not issued on time | e-CGHS cards Self-printing of e-CGHS cards for existing CGHS beneficiaries. | Process Improvement | 2016 |
| 3. | CGHS Reimbursements (Servicemen & Pensioners) Reimbursement process is cumbersome and slow Reimbursements not completed, despite "Transferred" status in CGHS system | Change in re-imbursement guidelines Expedition of medical claim settlement within 45 days by giving financial sanction authority to the Additional Directors in all States. | Policy | 2016 |
| 4. | MCI Enforcement of Norms Doctors register their presence at multiple colleges Verification process conducted manually and paper-based No centralized database of medical practitioners | Digital Mission Mode Project¹⁰ Continuous monitoring of registration and attendance of doctors by assigning Unique Permanent Registration Number (UPRN) and maintaining online attendance records in medical colleges. | Digitization | 2016 |

6.2.2 Formulation of Monitoring Metrics

Based on identified reforms, monitoring metrics were formulated to ensure time bound and quality implementation.

Table 19: Monitoring Metrics

| S.No. | Systemic Reforms | Monitoring Metrics | Status (as on 31.03.2017) | Status (as on 30.06.2017) |
|-------|--|---|---|---|
| 1. | Aadhaar linked biometric machines | No. of CGHS centres covered No. of cities covered Average wait time for doctors | 100 1 30 Minutes | 137 4 15 Minutes |
| 2. | CGHS online registration system | No. of zones covered No. of online registrations | 1 137 | 25 143 |
| 3. | e-CGHS cards | No. of cities covered No. of wellness centers Total beneficiaries Total card holders Total cards printed by beneficiaries | 29 358 30,81,595 10,12,664 85,416 | 30 413 31,99,133 10,64,087 1,85,415 |

6.3 Monitoring of Grievance Issues

After identification of grievance issues and systemic reforms, a need was felt to monitor identified grievance issues. The Ministry received 12,426 grievances on PG portal from 1.08.2016 to 31.03.2017. The team analyzed random sample of 1000 grievances, results of which are as under:

Table 20: Evaluation of Grievance Issues

| S.No. | Grievance Issue | Percentage Impact (1.05.2015 to 31.08.2015) | Percentage Impact (1.08.2016 to 31.03.2017) |
|-------|---|--|--|
| 1 | CGHS Center Service Quality | 25% | 8% |
| 2 | CGHS Reimbursements (Servicemen & Pensioners) | 7% | 4% |
| 3 | CGHS Drugs Availability & Purchasing | 7% | 1% |
| 4 | MCI Enforcement of Norms | 18% | 2% |
| 5 | FMG (Foreign Medical Graduates) Examination | 7% | Nil |

In addition to the above grievance issues, suggestions related to MBBS/NEET exam (29%), expensive treatment and medicines in public hospitals (12%), Employee/service matters (7%) and corruption (5%), were found in the new analysis of grievances received by the Ministry.



Success Stories on Reforms

Online registration system

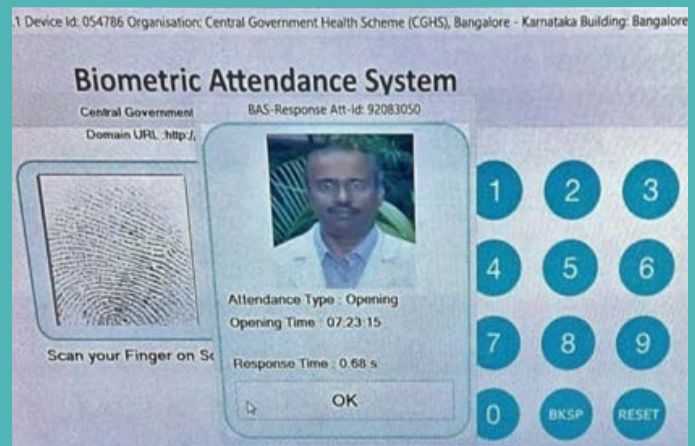
Mr. Ashok Kumar Saroha, Assistant Commissioner Police (ACP), Delhi visited Chanakyapuri CGHS center for his checkup. He appreciated new facility of online registration for doctor's appointment and mentioned that there are dedicated labs for ECG, blood tests, in these centres which makes it easier to get medical tests done.



Aadhaar linked Biometric Attendance System

The system has been implemented in Delhi, Bengaluru, Kolkata and Jaipur.

Since, the implementation of Aadhaar linked bio-metric system, the number of complaints about the punctuality of CGHS staff received in the Directorate has come down drastically.





Ministry of Housing and urban Affairs




7.1 Introduction

Urbanization in India is an important determinant of national economic growth and poverty reduction. Ministry of Housing and Urban Affairs (MoHUA) is responsible for broad policy formulation and monitoring of programmes relating to Urban Development. Though, Urban Development is a State subject but the Government of India coordinates, monitors role and also supports Urban Development through Central and Centrally Sponsored Schemes.

The responsibilities of the Ministry of Housing and Urban Affairs also pertain to construction and maintenance of Central Government buildings, and residential accommodation. It is also responsible for management of Central Government land/property. These functions are discharged through the Central Public Works Department (CPWD) and Land and Development Office (L&DO).

Since, housing and urban development is an issue that affects a major part of the population, it is imperative to receive more grievances in this area. In the detailed grievance analysis study for Ministry of Housing and Urban Affairs, issues related to the construction/repair of public places accounted for 45% of addressable grievances, followed by the alleged corruption and malpractices which accounted for 26%. The specific details of these type of grievance issues have been detailed out in the table below:

Table 21: List of identified Grievance Issues

| S.No. | Grievance Issues | Percentage Impact (1.05.2015 to 31.08.15) | Details |
|-------|--|--|---|
| 1 |  Issues relating to construction/repair of public places | 45% | <ul style="list-style-type: none"> • Delay & inefficiency in construction of public places such as roads, parks. • Delay in construction of Government housing projects • Public places lacking proper maintenance and timely repair |
| 2 |  Allegation Corruption & Malpractices | 26% | <ul style="list-style-type: none"> • Officials taking bribe for contract allotments • Inaction towards citizen complaints • Inefficiency in providing services |
| 3 |  Others | 16% | <ul style="list-style-type: none"> • Delay in allotment of DDA flats • Incorrect pension amount credited; delay in pension payment |

7.2. Monitoring of Systemic Reforms

Union Government has recently merged Urban Development and Housing and Urban Poverty Alleviation Ministries but the scope of this report is confined to Ministry of Housing and Urban Affairs only.

7.2.1. Identification of Systemic Reforms

Team conducted detailed discussions with the implementation body in Ministry of Housing and Urban Affairs, Delhi Development Authority and Central Public Works Department to understand the reforms and processes. The questions revolved around new policies and operational improvements that have been implemented and led to grievance resolution at the root cause level.

³Union Government has recently merged Urban Development and Housing and Urban Poverty Alleviation Ministries but the scope of this report is confined to erstwhile Ministry of Urban Development.

Table 22: Systemic Reforms Implemented

| S.No. | Grievance Issues | Systemic Reforms | Category (Digitization/ Process /Policy) | Year of initiation |
|-------|---|---|--|-----------------------|
| 1. | Issues relating to construction/repair of public places Delay & inefficiency in construction of public places such as roads, parks. Delay in construction of Government housing projects Public places lacking proper maintenance and timely repair | Online building permit (DDA) Transformation from manual process of obtaining clearance for constructing a building to online. | Process Improvement | 2016 |
| | | Mobile Apps to capture citizen feedback (DDA) Mobile apps for citizens to give feedback on construction/ maintenance of Parks, Golf courses, Sport complexes etc | Digitization | 2015 |
| | | CPWD Seva Portal (CPWD)" A platform that allows citizens to file and track their complaints online. | Digitization | 2015 |
| 2. | Allegation of Corruption & Malpractices Officials taking bribe for contract allotments Inaction towards citizen complaints Inefficiency in providing services | E- Measurement Book (DDA) Web based mobile application for filling the measurement book online in real time by the contractors/engineers, along with geo-tagging to ensure that engineers duly visit the site and project gets completed in the stipulated timeframe. | Digitization | 2016 |
| 3. | Others Incorrect pension amount credited; delay in pension payment | Bhavishya portal (CPWD) Linkage to a transparent pension sanction and payment tracking system. | Process Improvement | 2016 |
| | | Awareness sessions (CPWD) Streamlining retirement procedures and increasing awareness among retired/ retiring officials. 6 awareness sessions are conducted by CPWD. | Process Improvement | 2016 |

7.2.2 Formulation of Monitoring Metrics

Based on identified reforms, monitoring metrics were formulated to ensure time bound and quality implementation.

Table 23: Monitoring Metrics

| S.No. | Systemic Reforms | Monitoring Metrics | Status (as on 31.03.2017) | Status (as on 30.06.2017) |
|-------|--|--|---------------------------------|---------------------------------|
| 1. | Online building permit (DDA) | Timeline to obtain clearance | 60 days | 30 days |
| 2. | Mobile Apps to capture citizen feedback (DDA) | No. of feedbacks received No. of current users | 649 33 | 707 40 |
| 3. | CPWD Seva Portal (CPWD) | Average no. of complaints received per day Percentage of grievances resolved within given timelines Number of downloads of the CPWD Seva App Outsourced service centers | ~ 4500 75% 4,500 5% | ~ 5000 80% 4,600 7% |
| 4. | E- Measurement Book (DDA) | Number of projects whose measurements have been recorded in e-MB vis-à-vis total No. of projects for which bill has been generated Amount of works executed (crores) | 326/501 280 531.7 Crore | 695/1030 534 662 Crore |
| 5. | Bhavishya portal (CPWD) | Percentage of offices registered on the portal | 99% | 100% |

7.3 Monitoring of Grievance Issues

After identification of grievance issues and systemic reforms, a need was felt to monitor identified grievance issues. The Ministry received 4,211 grievances on PG portal from 1.08.2016 to 31.03.2017 and the team analyzed 10% random sample, results of which are as under:

Table 24: Evaluation of Grievance Issues

| S.No. | Grievance Issue | Percentage Impact (1.05.2015 to 31.08.2015) | Percentage Impact (1.08.2016 to 31.03.2017) |
|-------|---|--|--|
| 1 | Issues relating to construction/ repair of public places | 45% | 17% |
| 2 | Corruption & Malpractices | 26% | 23% |
| 3 | Others | 16% | 22% |

In addition to the above grievance issues, grievances related to Delhi Metro Rail Corporation (8%), encroachment (4%), inefficiency in interview process for recruitment (3%), subletting (4%) and suggestions (8%) were found in the new analysis of grievances received by the Ministry.



Ministry of Road Transport and Highways





8.1 Introduction

The Ministry of Road Transport and Highways is the apex body for formulation and administration of the rules, regulations and laws relating to road transport and transport research which is instrumental in increasing the mobility and efficiency of the road transport system in India. Road transport is a critical infrastructure for economic development of the country. It influences the pace, structure and pattern of development. In India, roads are used to transport over 60% of the total goods and 85% of the passenger traffic. Hence, development of this sector is of paramount importance for the country.

The Ministry is divided into two major sections: 1. *Road Wing*: This wing is responsible for planning, development and maintenance of National Highways, and provides assistance to the State Governments for the state roads, and for inter-state roads. 2. *Transport Wing*: This wing primarily deals with regulation of Motor Vehicles from registration to administration, also for the taxation of motor vehicles

The Ministry provides an essential service to the country, and its optimal functioning is an integral part of economic development and a pre-requisite to uninterrupted life. In the detailed grievance analysis study for Ministry of Road Transport and Highways, poor quality of roads accounted for 58% of addressable grievances, followed by non-enforcement of traffic rules, cumbersome vehicle registration process, inadequate public transport service accounted for 12%, 8% and 7% respectively. The specific details of these type of grievance issues have been detailed out in the table below

Table 25: List of identified Grievance Issues

| S.No. | Grievance Issues | Percentage Impact (1.05.2015 to 31.08.15) | Details |
|-------|--|--|---|
| 1 |  Quality of roads is below par | 58% | <ul style="list-style-type: none"> Condition of roads is below par, with potholes, regular digging etc. Incomplete road construction projects, leading to traffic issues Maintenance of roads/highways is not done properly Road infrastructure (like pavements) not being maintained |
| 2 |  Traffic rules are not enforced/ Followed* | 12% | <ul style="list-style-type: none"> Traffic rules not being enforced properly Traffic rules not followed (like lane discipline) by commercial vehicles |
| 3 |  Vehicle registration process is cumbersome* | 8% | <ul style="list-style-type: none"> Registration is cumbersome, in case of transfer of states Complicated vehicle registration process for the specially abled |
| 4 |  Inadequacy in public transport service* | 7% | <ul style="list-style-type: none"> Public buses are obsolete, lack proper infrastructure Overcharging of ticket prices in public transport buses |

**Issues regarding "Non-enforcement of traffic rules; Cumbersome vehicle registration process and Inadequate public transport service" have been de-prioritized as they are primarily State matters. Also, below advisory note is mentioned on the CPGRAMS portal for citizen's information.*

State Roads/State Highways/Urban roads and issues relating to enforcement of Traffic Rules/ Vehicle Registration Process/ Issuance of Driving Licenses/Transfer of Vehicle/ Refund of Road Tax are under purview of State government Authorities. Rural roads/Pradhan Mantri Gram Sadak Yojna comes under the purview of Ministry of Rural Development. Hence such grievances may be filed under the option State Government or Ministry of Rural Development.

Click "**Cancel**" to Continue to lodge with MORTH

Click "**OK**" to lodge with other Department/State

8.2 Monitoring of Systemic Reforms

8.2.1. Identification of Systemic Reforms

Team conducted detailed discussions with the implementation body in Ministry of Road Transport and Highways to understand the reforms and processes. The questions revolved around new policies and operational improvements that have been implemented and led to grievance resolution at the root cause level.

Table 26: Systemic Reforms Implemented

| S.No. | Grievance Issues | Systemic Reforms | Category (Digitization/ Process /Policy) | Year of initiation |
|-------|---|--|--|-----------------------|
| 1. | <p>Quality of roads is below par</p> <p>Condition of roads is below par, with potholes, regular digging etc.</p> <p>Incomplete road construction projects, leading to traffic issues</p> <p>Maintenance of roads/ highways is not done properly</p> <p>Road infrastructure (like pavements) not being maintained</p> | <p>Road Asset Management System</p> <p>A system for capturing road's condition in real time using Google Earth.</p> <p>3000 Kms of National Highway is covered connecting 9 States.</p> | Digitization | 2015 |

In addition to the above reforms, Ministry of Road Transport and Highways launched 'Fastags' in 2016. Fastags are rechargeable electronic chips that enable vehicles pass through the toll plaza without stopping. The Ministry also initiated online appointment system for Driving License in 2016 in 15 States and the facility of storing Driving License/Vehicle Registration Certificate in Digi locker.

8.2.2 Formulation of Monitoring Metrics

Based on identified reforms, monitoring metrics were formulated to ensure time bound and quality implementation.

Table 27: Monitoring Metrics

| S.No. | Systemic Reforms | Monitoring Metrics | Status (as on 31.03.2017) | Status (as on 30.06.2017) |
|-------|--------------------------------|--|---------------------------------|---------------------------------|
| 1. | Digi Locker integration | No. of Digi Locker users No. of driving license uploaded in Digi Locker No. of registration certificates uploaded in Digi Locker | 46,92,847 65,139 10,217 | 74,79,710 71,329 12,487 |
| 2. | Fastags | No. of toll plazas where Fastags are operational vis-à-vis no. of toll plazas No. of cars with Fastags | 348/417 4,19,265 | 362/417 5,21,538 |

8.3 Monitoring of Grievance Issues

After identification of grievance issues and systemic reforms, a need was felt to monitor identified grievance issues. The Ministry received 8,634 grievances on PG portal from 1.08.2016 to 31.03.2017 and the team analyzed 10% random sample, results of which are as under:

Table 28: Systemic Reforms Grievance Issues

| S.No. | Grievance Issue | Percentage Impact (1.05.2015 to 31.08.2015) | Percentage Impact (1.08.2016 to 31.03.2017) |
|-------|---|---|---|
| 1 | Quality of roads is below par | 58% | 39% |
| 2 | Traffic rules are not enforced/followed | 26% | 7% |
| 3 | Vehicle registration process is cumbersome | 16% | 4% |
| 4 | Inadequacy in public transport service | 7% | 2% |

In addition to the above grievance issues, higher prices charged at toll plazas, non-acceptance of debit/credit cards at toll plazas accounted for 48% were found in the new analysis of grievances received by the Ministry






Ministry of External Affairs

8.1 Introduction

The Ministry of External Affairs (MEA) also known as the Foreign Ministry is the Government agency responsible for the conduct of India's relations with foreign countries. Of all divisions of the Ministry, the Passport Division receives majority of public grievances. The Passport Service Project (and the Passport Seva Kendras) delivers passports & related services through 37 offices across the country & 180 Indian Embassies and Consulates abroad. During the last few years, the growing economy has led to an increased demand for Passport along with huge number of public grievances. In the detailed grievance analysis study for Ministry of External Affairs, inefficient passport process accounted for 75% followed by long delay in passport re-issue/renewal and issues with Regional Passport Office service quality which accounted for 21% and 4% respectively. The specific details of these grievance issues have been detailed out in the table below:

Table 29: List of identified Grievance Issues

| S.No. | Grievance Issues | Percentage Impact (1.05.2015 to 31.08.15) | Details |
|-------|---|--|--|
| 1 |  Inefficiencies in passport process | 75% | <ul style="list-style-type: none"> Long wait to get passport, after submission of documents, completion of police verification (average 2-4 months) Long delay in police clearance certificate process - bottleneck Multiple visits to RPO* as no clarity on documents required |
| 2 |  Long delay in passport re-issue or renewal | 21% | <ul style="list-style-type: none"> Delay in correcting faulty details filled in /old application Application on hold for wrong reason (e.g. submission of unnecessary documents) |
| 4 |  Issues with RPO* service quality | 4% | <ul style="list-style-type: none"> No response by customer care despite repeated calls No toilets, water facility at RPO*; File lost sometimes |

9.2 Monitoring of Systemic Reforms

9.2.1. Identification of Systemic Reforms

Team conducted detailed discussions with the implementation body in Ministry of External Affairs to understand the reforms and processes. The questions revolved around new policies and operational improvements that have been implemented and led to grievance resolution at the root cause level.

Table 30: Systemic Reforms Implemented

| S.No. | Grievance Issues | Systemic Reforms | Category (Digitization/ Process /Policy) | Year of initiation |
|-------|--|--|--|-----------------------|
| 1. | Inefficiencies in passport process Long wait to get passport, after submission of documents, completion of police verification (average 2-4 months) Long delay in police clearance certificate process - bottleneck | 3+1 Scheme¹⁴ Expediting fresh passport issuance process by liberalizing police verification procedures. | Policy | 2016 |

| S.No. | Grievance Issues | Systemic Reforms | Category (Digitization/ Process /Policy) | Year of initiation |
|-------|---|---|--|-----------------------|
| | | <p>Applicant is required to submit Aadhaar Card, Electoral Photo Identity Card (EPIC), Permanent Account Number (PAN) Card and an affidavit for faster issue of passport, without payment of any additional fees.</p> <p>mPassport Police App</p> <p>Shift from manual to digital platform for field level verification by police.</p> | Digitization | 2016 |
| 2. | <p>Long delay in passport re-issue or renewal</p> <p>Delay in correcting faulty details filled in old application</p> <p>Application on hold for wrong reason (e.g. submission of unnecessary documents)</p> | <p>mPassport Seva App and Passport India web portal</p> <p>A mobile application providing specific details on areas such as location of centers, fee, application status, contact information and other general information.</p> | Digitization | Revamped in 2015 |
| 3. | <p>Issues with RPO* service quality</p> <p>No response by customer care despite repeated calls</p> | <p>National Call Centre</p> <p>Toll free number 1800 258 1800 operational 24*7 to help citizens track their passport application, record grievances and answer citizens' queries related to passport issuance and renewal</p> | Process Improvement | 2015 |

*Regional Passport Office

In addition to the above reforms, Ministry of External Affairs expanded the social media outreach and launched 'Twitter Seva Service' in 2016 with the aim to centralize its grievance mechanism by bringing over 200 social media handles including those of Indian Missions and regional passport offices under one platform.

9.2.2 Formulation of Monitoring Metrics

Based on identified reforms, monitoring metrics were formulated to ensure time bound and quality implementation.

Table 31: Monitoring Metrics

| S.No. | Systemic Reforms | Monitoring Metrics | Status (as on 31.03.2017) | Status (as on 30.06.2017) |
|-------|---|---|--|--|
| 1. | 3+1 Scheme | Number of Tatkal passports issued | 8,950 | 8,977 |
| 2. | mPassport Police App | Average time to obtain clearance Average number of hits | 30 days 17,500+ | 21 days 18,000+ |
| 3. | mPassport Seva App and Passport India web portal | Number of downloads of Mobile App Average number of mobile app hits per day Average number of applications received for new passport/ renewal of passport per day No. of passports renewed per day Time taken to issue normal new passport (Excluding police verification) Time taken for police verification | 24,65,174 15,000+ 45,000+ 44,000+ 48 days 26 days | 25,42,673 14,000+ 44,000+ 44,000+ 14 days 21 days |
| 4. | National Call Centre | Average number of calls addressed per day | 20,000+ | 18,000+ |

9.3 Monitoring of Grievance Issues

After identification of grievance issues and systemic reforms, a need was felt to monitor identified grievance issues. The Ministry received 3,436 grievances on PG portal from 1.08.2016 to 31.03.2017 and the team analyzed 10% random sample, results of which are as under:

Table 32: Evaluation of Grievance Issues

| S.No. | Grievance Issue | Percentage Impact (1.05.2015 to 31.08.2015) | Percentage Impact (1.08.2016 to 31.03.2017) |
|-------|---|--|--|
| 1 | Inefficiencies in passport process | 75% | 39% |
| 2 | Long delay in passport re-issue or renewal | 21% | 19% |
| 3 | Issues with RPO service quality | 4% | 3% |

In addition to the above grievance issues, problems faced by citizens overseas (25%) and corruption in passport process (5%), were found in the new analysis of grievances received by the Ministry.








Department of School Education and Literacy

10.1 Introduction

The Ministry of Human Resource Development is one of the most important Ministries which is responsible for the Education System in India. It has two important Departments executing its objective, namely, (1) Department of School Education & Literacy, and (2) Department of Higher Education. The Department of School Education & Literacy at the Central level is responsible for creating policies to ensure accessibility of quality school education. This Department ensures that there are policies in place for students to access schools, and there is adequate infrastructure in these schools. It is also the responsibility of the Department to take care that once the students are in the school, they are taught the right syllabus, and that there are well-qualified teachers to impact education. Since, education is a concurrent subject, laws in this regard are implemented by the State Governments through the State Boards of Education. The Central Department also runs a few schools for Government employees, across the country.

This Department takes care of a subject that affects the future of the population of the Country. As a result of its impact, it is a Department which receives a large number of grievances. In the detailed grievance analysis study for Department of School Education and Literacy, poor quality of Government schools accounted for 33% of addressable grievances, followed by unaffordable education system; suboptimal syllabus structure; inadequate quality of Mid-Day Meal and delays in salary of teachers which accounted for 19%, 12%, 9% and 7% respectively. The specific details of these grievance issues have been detailed out in the table below:

Table 33: List of identified Grievance Issues

| S.No. | Grievance Issues | Percentage Impact (1.05.2015 to 31.08.15) | Details |
|-------|---|--|--|
| 1 |  Poor quality of Government | 33% | <ul style="list-style-type: none"> Large number of teachers are untrained or undertrained Government schools have poor infrastructure and resources |
| 2 |  Unaffordable education system | 19% | <ul style="list-style-type: none"> Private schools charge high fees Unregulated fee structures with arbitrary hike in fees in private education system |
| 3 |  Issues with syllabus structure* | 12% | <ul style="list-style-type: none"> Syllabus of the current education system is suboptimal and outdated Practical approach is missing, with large focus on theory |
| 4 |  Inadequate quality of Mid-Day Meal | 9% | <ul style="list-style-type: none"> Quality of food served under Mid-Day Meal program is variable and of low quality Alleged pilferages by the school officials from the budget allocated |
| 5 |  Teacher salary issues* | 7% | <ul style="list-style-type: none"> Teacher salaries are not being paid on time, and not as per the Pay Commission recommendations |

*The issues regarding, "Issues with obsolete syllabus structure and Teacher's salary", have been de-prioritized as they primarily are policy concerns.

10.2 Monitoring of Systemic Reforms

10.2.1. Identification of Systemic Reforms

Team conducted detailed discussions with the implementation body in Department of School Education and Literacy to understand the reforms and processes. The questions revolved around new policies and operational improvements that have been implemented and led to grievance resolution at the root cause level.

Table 34: Systemic Reforms Implemented

| S.No. | Grievance Issues | Systemic Reforms | Category (Digitization/ Process /Policy) | Year of initiation |
|-------|---|---|--|-----------------------|
| 1. | Poor quality of Government Schools Government schools have poor infrastructure and resources | Swachh Vidyalaya An initiative under Swachh Bharat Abhiyan for construction and maintenance of separate toilets for girls and boys in schools. Under the initiative, 4.17 lakh toilets are constructed | Policy | 2015 |
| 2. | Inadequate quality of Mid-Day Meal Quality of food served under Mid-Day Meal program is variable; is often of low quality Alleged pilferages by the school officials from the budget allocated | Automated monitoring system (AMS) Regular monitoring of Mid-Day Meal (MDM) served in schools by teachers and higher authorities at Block, District and State level through this app. | Digitization | Revamped in 2015 |

In addition to the above reforms, Department of School Education introduced E- Pathshala portal and mobile application in 2015 for school students to easily download books online. Interactive test modules are also available to enhance practical approach and improve learning outcomes.

10.2.2 Formulation of Monitoring Metrics

Based on identified reforms, monitoring metrics were formulated to ensure time bound and quality implementation.

Table 35: Monitoring Metrics

| S.No. | Systemic Reforms | Monitoring Metrics | Status (as on 31.03.2017) | Status (as on 30.06.2017) |
|-------|---|--|---|---|
| 1. | E- Pathshala portal and mobile App | No. of downloads of the app No. of e-books uploaded on the portal No. of modules uploaded on the portal No. of visitors Ratings on google play store | 6.66 Lakhs 650 364 1.20 Crore 4.5/5 | 8.73 Lakhs 650 504 1.63 Crore 4.3/5 |

| S.No. | Systemic Reforms | Monitoring Metrics | Status (as on 31.03.2017) | Status (as on 30.06.2017) |
|-------|--|--|---------------------------------|---------------------------------|
| 2. | Automated monitoring system (AMS) | Total no. of mobile app downloads | 10,000-50,000 | 10,000-50,000 |
| | | Total no. of Schools with provision of MDM | 11.43 Lakhs | 11.50 Lakhs |
| | | Total no. of students enrolled | 12.93 Crore | 13 Crore |
| | | No. of students served with MDM | 10.03 Crore | 10.03 Crore |
| | | No. of schools reported on AMS | 4.11 Lakhs | 4.11 Lakhs |
| | | No. of states/UT sharing MDM data | 23 | 27 |

10.3 Monitoring of Grievance Issues

After identification of grievance issues and systemic reforms, a need was felt to monitor identified grievance issues. The Department received 11,367 grievances on PG portal from 1.08.2016 to 31.03.2017 and the team analyzed 10% random sample, results of which are as under:

Table 36: Evaluation of Grievance Issues

| S.No. | Grievance Issue | Percentage Impact (1.05.2015 to 31.08.2015) | Percentage Impact (1.08.2016 to 31.03.2017) |
|-------|---|---|---|
| 1 | Poor quality of Government schools | 33% | 4% |
| 2 | Unaffordable education system | 19% | 14% |
| 3 | Issues with syllabus structure | 12% | 9% |
| 4 | Inadequate quality of Mid-Day Meal | 9% | 0% |
| 5 | Teacher salary issues | 7% | 9% |

In addition to the above grievance issues, delay in pensions (11%), issues related to JEE/NEET (17%) and lack of school based management system (16%), were found in the new analysis of grievances received by the Department.








Department of Higher Education

11.1 Introduction

Ministry of Human Resource Development is one of the most important Ministries responsible for the Education System in India. It has two important Departments executing its objective, namely, (1) Department of School Education & Literacy, and (2) Department of Higher Education. The Department of Higher Education at the Central level is responsible for creating policies to ensure accessibility of quality higher education. This is done through regulatory authorities under their administrative control.

There are two bodies under this Department, namely, University Grants Commission (UGC) and All India Council for Technical Education (AICTE) that are responsible for coordination, determination and maintenance of University standards. As Higher Education Department is responsible for paving the future of India, its impact results in large number of grievances. In the detailed grievance analysis study for Department of Higher Education, long delays in disbursement of fellowship/scholarship money accounted for 23% followed by below par quality of teachers, low job opportunities post higher education, delay in awarding degrees, non-appointment of Vice Chancellor which accounted for 9%, 7%, 7% and 6% respectively. The specific details of these grievance issues have been detailed out in the table below:

Table 37: List of identified Grievance Issues

| S.No. | Grievance Issues | Percentage Impact (1.05.2015 to 31.08.15) | Details |
|-------|--|--|--|
| 1 |  Fellowship, scholarships not being paid on time | 23% | <ul style="list-style-type: none"> • Delay in disbursement of scholarship, fellowship money • Gap in implementation of revised amounts |
| 2 |  Quality of higher Education* | 9% | <ul style="list-style-type: none"> • Teacher quality below par, with undertrained or untrained teachers • Colleges lacking infrastructure for practical studies, overall development |
| 3 |  Lack of job opportunities for courses* | 7% | <ul style="list-style-type: none"> • Employment opportunities for certain courses are low • Low job opportunities post higher education |
| 4 |  Delay in awarding of degrees* | 7% | <ul style="list-style-type: none"> • Degrees not being given in time to students resulting in employment delays • Results for exams delayed by colleges |
| 5 |  Vice Chancellor appointment Issues* | 6% | <ul style="list-style-type: none"> • VC position vacant for last few years - appointments pending • Appointment not done according to norms |

**The issues regarding “quality of higher education; lack of job opportunities; delay in awarding of degrees and Vice Chancellor appointment” have been de-prioritized as they primarily are concerned with State or Private Universities.*

11.2 Monitoring of Systemic Reforms

11.2.1. Identification of Systemic Reforms

Team conducted detailed discussions with the implementation body in Department of Higher Education, UGC and AICTE to understand the reforms and processes. The questions revolved around new policies and operational improvements that have been implemented and led to grievance resolution at the root cause level.

Table 38: Systemic Reforms Implemented

| S.No. | Grievance Issues | Systemic Reforms | Category (Digitization/ Process / Policy) | Year of initiation |
|-------|--|---|--|-----------------------|
| 1. | Fellowship, scholarships not being paid on time Delay in disbursement of scholarship, fellowship money Gap in implementation of revised amounts | Canara Bank portal - UGC Online portal to directly send details of scholarship/ fellowship holders to the bank for releasing instalments by UGC | Digitization | 2015 |
| | | Tracking portal - UGC Online portal for fellowship/ scholarship holders to track status of amount disbursed | Digitization | 2015 |

11.2.2 Formulation of Monitoring Metrics

Based on identified reforms, monitoring metrics were formulated to ensure time bound and quality implementation.

Table 39: Monitoring Metrics

| S.No. | Systemic Reforms | Monitoring Metrics | Status (as on 30.06.2017) |
|-------|---------------------------------|---|------------------------------|
| 1 | Canara Bank portal - UGC | No. of Scholarships/Fellowships listed No. of registrations % of Aadhaar Seeding | 17/18 70,708 52% |
| 2 | Tracking portal - UGC | No. of fellowships/school listed No. of users availing this facility. No. of hits on the portal | 17 ~70,000 16,38,337 |

11.3 Monitoring of Grievance Issues

After identification of grievance issues and systemic reforms, a need was felt to evaluate identified grievance issues. The Department received 16,211 grievances on PG portal from 1.08.2016 to 31.03.2017 and the team analyzed 10% random sample, results of which are as under:

Table 40: Evaluation of Grievance Issues

| S.No. | Grievance Issue | Percentage Impact (1.05.2015 to 31.08.2015) | Percentage Impact (1.08.2016 to 31.03.2017) |
|-------|--|--|--|
| 1 | Fellowship, scholarships not being paid on time | 23% | 21% |
| 2 | Quality of higher education | 9% | 5% |
| 3 | Lack of job opportunities for courses | 7% | 4% |
| 4 | Delay in awarding of degrees | 7% | 8% |
| 5 | Vice Chancellor appointment issues | 6% | 0% |

In addition to the above grievance issues, complaints against college/hostel administration (19%), allocation of entrance exams centres (15%), corruption in admissions (8%) and harassment (4%) were found in the new analysis of grievances





Department of Ex Servicemen Welfare


12.1 Introduction

Every country needs to have a strong defence system in place, to protect its borders and people from external threats which could be either natural or man-made in nature. The Ministry of Defence is the nodal Ministry at the Central level which is responsible for ensuring the right set of policies for strengthening the armed forces and protection of the borders of the country. The Ministry comprises of multiple Departments such as (1) Department of Defence, (2) Department of Defence Production, (3) Department of Defence Research, and (4) Department of Ex-Servicemen Welfare.

The Department of Ex-Servicemen Welfare deals with well-being of those men and women who have previously been in service of the country, and have now retired or have given up service. Grievances received by the Department relate to Ex-Servicemen. In the detailed grievance analysis study for Department of Ex Servicemen and Welfare, delays/non-receipt

of pension accounted for 90% of addressable grievances. The specific details of this grievance issue have been detailed out in the table below:

Table 41: List of identified Grievance Issue

| S.No. | Grievance Issues | Percentage Impact (1.05.2015 to 31.08.15) | Details |
|-------|---|--|---|
| 1 |  Pension Related Issues | 90% | <ul style="list-style-type: none"> • Delay in Payments • Incorrect pension amount credited to ex-servicemen • Family Pension and Disability allowance not sanctioned • Non-receipt/discontinuance of pension after retirement |

12.2 Monitoring of Systemic Reforms

12.2.1. Identification of Systemic Reforms

Team conducted detailed discussions with the implementation body in Department of Ex Servicemen and Welfare to understand the reforms and processes. The questions revolved around new policies and operational improvements that have been implemented and led to grievance resolution at the root cause level.

Table 42: Systemic Reforms Implemented

| S.No. | Grievance Issues | Systemic Reforms | Category (Digitization/ Process / Policy) | Year of initiation |
|-------|--|--|--|-----------------------|
| 1. | Pension Related Issues Delay in Payments Incorrect pension amount credited to Ex-servicemen Family Pension and Disability allowance not sanctioned Non-receipt/discontinuance of pension after retirement | Defence Pension Info Mobile Application A platform to provide pension disbursement related information to all Defence Pensioners i.e. pensioners drawing pension from Bank as well as from Defence Pension Disbursement Office (DPDO). | Digitization | 2017 |

12.2.2 Formulation of Monitoring Metrics

Based on identified reforms, monitoring metrics were formulated to ensure time bound and quality implementation.

Table 43: Monitoring Metrics

| S.No. | Systemic Reforms | Monitoring Metrics | Status (as on 31.03.2017) | Status (as on 31.06.2017) |
|-------|--|--------------------|---------------------------------|---------------------------------|
| 1. | Defence Pension Info Mobile Application | No. of users | 26,536 | 32,747 |
| | | No. of downloads | 4,872 | 6,211 |

12.3 Monitoring of Grievance Issues

After identification of grievance issues and systemic reforms, a need was felt to evaluate identified grievance issues. The Department received 4,499 grievances on PG portal from 1.08.2016 to 31.03.2017 and the team analyzed 10% random sample, results of which are as under

Table 44: Evaluation of Grievance Issues

| S.No. | Grievance Issue | Percentage Impact (1.05.2015 to 31.08.2015) | Percentage Impact (1.08.2016 to 31.03.2017) |
|-------|-------------------------------|--|--|
| 1 | Pension Related Issues | 90% | 54% |

In addition to the above grievance issue, grievances related to OROP (25%), Ex Servicemen Contributory Health Scheme (7%), Compassionate Employment (2%), were found in the new analysis of grievances received by the Department.





Department of Defence




12.1 Introduction

Every country needs a strong Defence system to protect its borders and people from external threats. The Ministry of Defence is the nodal Ministry at the Central level that is responsible for ensuring that right set of policies are formulated and followed to strengthen the armed forces and protect borders of the Country. The Ministry comprises of multiple Departments which includes: (1) Department of Defence, (2) Department of Defence Production, (3) Department of Defence Research, and (4) Department of Ex-Servicemen Welfare.

The Department of Defence deals with the Integral Defence Staff (IDS), three Services, and various Inter-Service Organizations. It is also responsible for the Defence Budget, Service matters, Defence policy, Defence co-operation with foreign countries and co-ordination of all Defence related activities. A Department as important as this, which is responsible for the protection of the citizen and the country, needs to ensure that the grievances are understood and solved in a systemic manner. In the detailed grievance analysis study for Department of Defence, issues related to employment and corruption/non-action on complaints by officials

accounted for 38% each followed by infrastructure issues which accounted for 10%. The specific details of these grievance issues have been detailed out in the table below:

Table 45: List of identified Grievance Issue

| S.No. | Grievance Issues | Percentage Impact (1.05.2015 to 31.08.15) | Details |
|-------|--|--|--|
| 1 |  Employee related issues | 38% | <ul style="list-style-type: none"> Issues relating to procedure and transparency of recruitment process Delay/Incorrect salary disbursement Issues relating to pension such as delay, non-receipt, incorrect amount, etc. |
| 2 |  Corruption/ Inaction by Defence officials | 38% | <ul style="list-style-type: none"> Allegation of misuse of power by Defence officials Inaction against internal complaints Instances of bad behavior/ harassment by Defence officials |
| 3 |  Infrastructure Issues* | 10% | <ul style="list-style-type: none"> Defence infrastructure such as schools, hospitals, roads, etc. not maintained properly |

**Based on discussions with the Department, issue regarding infrastructure was de-prioritized as Defence schools are duly maintained while maintenance of roads lies outside the purview of Defence.*

13.2 Monitoring of Systemic Reforms

13.2.1. Identification of Systemic Reforms

Team conducted detailed discussions with the implementation body in Department of Defence to understand the reforms and processes. The questions revolved around new policies and operational improvements that have been implemented and led to grievance resolution at the root cause level.

Table 46: Systemic Reforms Implemented

| S.No. | Grievance Issues | Systemic Reforms | Category (Digitization/ Process / Policy) | Year of initiation |
|-------|---|---|--|-----------------------|
| 1. | Issues relating to procedure and transparency of recruitment process | Online registration and tracking of application Online applications for recruitment exam for Personnel Below Officer Rank (PBOR) in all three divisions (Army, Air Force and Navy). | Digitization | 2016 |
| | | Online Examination Online recruitment examination for Personnel Below Officer Rank (PBOR) in Navy. | Digitization | 2017 |

13.3 Monitoring of Grievance Issues

After identification of grievance issues and systemic reforms, a need was felt to evaluate identified grievance issues. The Department received 7,226 grievances on PG portal from 1.08.2016 to 31.03.2017 and the team analyzed 10% random sample, results of which are as under

Table 47: Evaluation of Grievance Issues

| S.No. | Grievance Issue | Percentage Impact (1.05.2015 to 31.08.2015) | Percentage Impact (1.08.2016 to 31.03.2017) |
|-------|--|---|---|
| 1 | Employee related issues | 38% | 53% |
| 2 | Corruption/ Inaction by Defence Officials | 38% | 20% |
| 3 | Infrastructure Issues | 10% | 0% |

In addition to the above grievance issues, suggestions related to policy, border safety, Indian Army accounting for 20% were found in the new analysis of grievances received by the Department.





Department of Personnel and Training




14.1 Introduction

Department of Personnel & Training is a watchdog of the Government ensuring that certain accepted standards laid down by it, are followed by all Ministries/Departments in the recruitment, regulation of service conditions, posting transfers and deputation of personnel as well as other related processes. It controls the cadres of the Indian Administrative Service (IAS) and the Central Secretariat Service (CSS). It is also responsible for the appointment of Chairman, Managing Director, full-time functional Director/Member of the Board of Management of various public-sector undertakings/enterprises, corporations, banks and financial institutions. It also deals with the assignment of Indian experts to various developing countries. The Lal Bahadur Shastri National Academy of Administration and the Institute of Secretariat Training and Management are two major training institutions directly under the administrative control of the Department.

In a Department like this which involves large number of Government employees, grievances are inevitable reality of the system. In the detailed grievance analysis study for Department

of Personnel & Training, issues related to Combined Graduate Level exam accounted for 38%, followed by issues related to SSC exam and Reservation system which accounted for 19% and 12% respectively. The specific details of these grievance issues have been detailed out in the table below:

Table 48: List of identified Grievance Issues

| S.No. | Grievance Issues | Percentage Impact (1.05.2015 to 31.08.15) | Details |
|-------|---|--|---|
| 1 |  Combined Graduate Level exams related issues | 34% | <ul style="list-style-type: none"> • Delay in release of results, joining details • Alleged lack of transparency in CGL • Delay in doc. verification process |
| 2 |  Staff Selection Commission exam related issues | 19% | <ul style="list-style-type: none"> • Alleged lack of transparency in SSC exams • Delay in allotment to depts. (joining details) |
| 3 |  Reservation system ineffectiveness | 10% | <ul style="list-style-type: none"> • Reservation system not followed in certain recruitment processes • Delay in procurement of caste certificates |

14.2. Monitoring of Systemic Reforms

14.2.1. Identification of Systemic Reforms

Team conducted detailed discussions with the implementation body in Department of Personnel and Training to understand the reforms and processes. The questions revolved around new policies and operational improvements that have been implemented and led to grievance resolution at the root cause level.

Table 49: Systemic Reforms Implemented

| S.No. | Grievance Issues | Systemic Reforms | Category (Digitization/ Process /Policy) | Year of initiation |
|-------|--|--|--|-----------------------|
| 1 | Combined Graduate Level exams related issues Delay in release of results, joining details Alleged lack of transparency in CGL Delay in doc. verification process | Combined Graduate Transformation from optical mark reading (OMR) to computer based examination | Digitization | 2016 |

| S.No. | Grievance Issues | Systemic Reforms | Category (Digitization/ Process /Policy) | Year of initiation |
|-------|--|---|--|-----------------------|
| 2 | Staff Selection Commission exam related issues Alleged lack of transparency in SSC exams Delay in allotment to depts. (joining details) | Computer based SSC Combined Higher Secondary Level and Junior Engineer examination Computer based SSC Combined Higher Secondary Level and Junior Engineer examination | Digitization | 2016 |
| | | SMS notifications Notifying qualified candidates about procedures, exam schedule etc. through SMS | Process Improvement | 2017 |

14.3 Monitoring of Grievance Issues

After identification of grievance issues and systemic reforms, a need was felt to evaluate identified grievance issues. The Department received 22,176 grievances on PG portal from 1.08.2016 to 31.03.2017 and the team analyzed 10% random sample, results of which are as under

Table 50: Evaluation of Grievance Issues

| S.No. | Grievance Issue | Percentage Impact (1.05.2015 to 31.08.2015) | Percentage Impact (1.08.2016 to 31.03.2017) |
|-------|---|--|--|
| 1 | Combined Graduate Level exams related issues | 53% | 47% |
| 2 | Staff Selection Commission exam related issues | | |
| 3 | Reservation system ineffectiveness | 12% | 3% |

In addition to the above grievance issues, suggestions related to elimination of reservation from the system (22%), issues related to change in guidelines (15%), delay in salary (7%) and corruption (5%) were found in the new analysis of grievances.








Department of Justice

15.1 Introduction

Ministry of Law and Justice comprises of 3 Departments – (a) Department of Legal Affairs, (b) Legislative Department and (c) Department of Justice. The Ministry of Law and Justice deals with the judiciary system of the country. The vision of the Department of Justice is to facilitate the administration of Justice in a manner that ensures its easy access by all. Few key functions performed by this Department are administrative function in relation to appointment of judges at various courts in India, maintenance & revision of rules and conditions of service of judges and other related entities. The services provided by the Department are of utmost importance to maintain peace and harmony in the country. Hence, it is important that the grievances received by the Department are redressed in time bound manner.

In the detailed 10% sampling of grievances received by the Department of Justice, 47% of sampled grievances related to delays in execution of cases in courts, followed by corruption in courts and unfair judgements which accounted for 15% and 7% respectively. The specific details of these type of grievance issues have been detailed out in the table below:

Table 51: List of identified Grievance Issues

| S.No. | Grievance Issues | Percentage Impact (1.05.2015 to 31.08.15) | Details |
|-------|--|--|--|
| 1 |  Delay in execution of cases in courts | 47% | <ul style="list-style-type: none"> Delay in processing of cases by the respective courts Delay in proceedings of the courts, leading to large pending cases Final judgement, execution of court orders is delayed Disposal of writ petitions delayed |
| 2 |  Alleged corruption in courts | 15% | <ul style="list-style-type: none"> Alleged corruption in executing judgement of cases by judges Bribes asked for processing of cases (filing cases, getting dates for hearing) |
| 3 |  Unfair judgement by courts | 10% | <ul style="list-style-type: none"> Judgement of courts not done fairly, without presence of both parties |

15.2. Monitoring of Systemic Reforms**15.2.1. Identification of Systemic Reforms**

Team conducted detailed discussions with the implementation body in Department of Justice to understand the reforms and processes. The questions revolved around new policies and operational improvements that have been implemented and led to grievance resolution at the root cause level.

Table 52: Systemic Reforms Implemented

| S.No. | Grievance Issues | Systemic Reforms | Category (Digitization/ Process / Policy) | Year of initiation |
|-------|---|--|--|-----------------------|
| 1 | Delay in execution of cases in courts Delay in processing of cases by the respective courts Delay in proceedings of the courts, leading to large pending cases | Nyaya Mitra Identification and reduction of 10-year old pending cases by assisting litigants in speedy disposal of their cases through Nyaya Mitras. | Process Improvement | 2017 |
| | | Pro-Bono Legal Aid Service Pro bono legal service to poor marginalized. | Process Improvement | 2017 |

In addition to the above reforms, Department of Justice initiated 'Tele-Law Service' in 2015 to facilitate easy access to legal advice and referral through expert panel of lawyers by the citizens.

| S.No. | Grievance Issues | Systemic Reforms | Category (Digitization/ Process / Policy) | Year of initiation |
|-------|---|--|---|--------------------|
| | Final judgement, execution of court orders is delayed Disposal of writ petitions delayed | E-Courts Mission Mode Project Universal computerization of district and subordinate courts along with upgradation of ICT infrastructure of the Supreme Court and the High Courts | Digitization | 2017 |

15.2.2 Formulation of Monitoring Metrics

Based on identified reforms, monitoring metrics were formulated to ensure time bound and quality implementation.

Table 53: Monitoring Metrics

| S.No. | Systemic Reforms | Monitoring Metrics | Status (as on 30.06.2017) |
|-------|--------------------------------------|--|--|
| 1 | Nyaya Mitra | Percentage of 10-year old pending cases No. of districts covered | 9.25% 227 |
| 2 | E-Courts Mission Mode Project | No. of district courts computerized vis-à-vis total no. of courts No. of judicial officers equipped with laptops No. of cases uploaded on Case Information System No. of judicial service centres established at computerized district courts No. of courts where VC facility in operational Total no. of cases listed on the national e-Courts portal No. of pending cases listed on the portal Orders/Judgements released | 584/16934 14,309 2.41 Crore 3,256 488 6.64 Crore 2.42 Crore 2.9 Crore |

| S.No. | Systemic Reforms | Monitoring Metrics | Status (as on 30.06.2017) |
|-------|-----------------------------------|---|--|
| 3 | Pro-Bono Legal Aid Service | No. of States covered No. of Panchayats covered No. of lawyers engaged in Tele-law service No. of women para-legal volunteers engaged in Common Service Centres No. of cities where training conducted No. of cities where training of master trainers completed | 11 1800 25-30 ~1000 2 1 |

15.3 Monitoring of Grievance Issues

After identification of grievance issues and systemic reforms, a need was felt to evaluate identified grievance issues. The Department received 791 grievances on PG portal from 1.08.2016 to 31.03.2017 and the team analyzed 10% random sample, results of which are as under

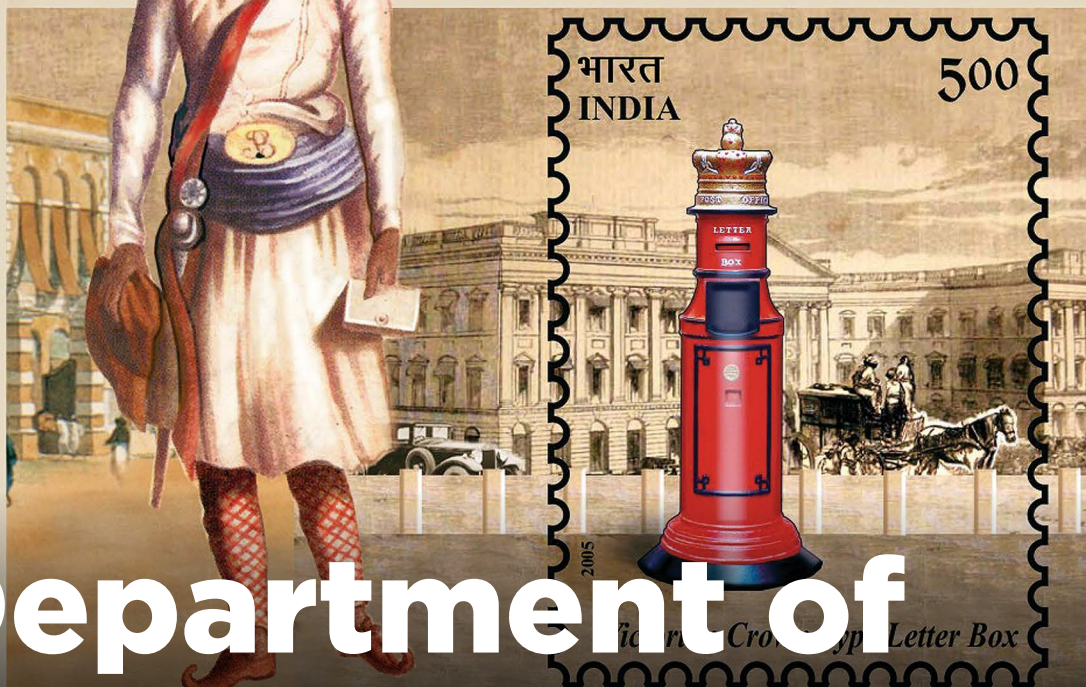
Table 54: Evaluation of Grievance Issues

| S.No. | Grievance Issue | Percentage Impact (1.05.2015 to 31.08.2015) | Percentage Impact (1.08.2016 to 31.03.2017) |
|-------|--|--|--|
| 1 | Delay in execution of cases in courts | 47% | 37% |
| 2 | Alleged corruption in courts | 15% | 13% |
| 3 | Unfair judgement by courts | 10% | 4% |

In addition to the above grievance issues, 'Non-Procedural selection of Judges' accounting for 46% was found in the new analysis of grievances.



पत्र पेटी LETTER BOX








Department of Posts

16.1 Introduction

Department of Posts is a Government operated postal system of India, and is the most widely distributed postal system in the world. The Department is a part of the Ministry of Communications and Information Technology of the Government of India. The Department of Posts is responsible for governing personnel, operations, technology, postal life insurance, human resource development and planning.

India is divided into 22 postal circles, and each circle is divided into multiple regions, each headed by a Chief Postmaster General. Regions are further divided into divisions and subdivisions, each headed by a Postal Official. In additions to the 22 circles, there exists a base circle which caters to the needs of the Armed Forces of India. The expansive network of post offices in rural and remote regions has been leveraged by Indian Post to offer financial and small savings banking services to citizens. The Department of Posts provides an essential service hence, its optimal functioning is of utmost importance. In the detailed 10% sampling of grievances received by the Department, 35% of sampled grievances related to sub-optimal postal service, followed by issues with administration, financial schemes and recruitment which accounted for 20%, 16% and 13% respectively. The specific details of these type of grievance issues have been detailed out in the table below:

Table 55: List of identified Grievance Issues

| S.No. | Grievance Issues | Percentage Impact (1.05.2015 to 31.08.15) | Details |
|-------|---|--|---|
| 1 |  Sub - optimal postal service | 35% | <ul style="list-style-type: none"> International parcels not delivered Delay in parcel delivery, tracking flawed Parcel contents missing, tampered with |
| 2 |  Administrative issues | 20% | <ul style="list-style-type: none"> Customers harassed in related to service matters Frontline staff not friendly to the customers at the postal office |
| 3 |  Financial scheme issues | 16% | <ul style="list-style-type: none"> National Savings Certificate not being issued, MIS maturity amount not paid, records show otherwise Gaps in awareness regarding Sukanya Samriddhi Yojana |
| 4 |  Recruitment and employment issues* | 13% | <ul style="list-style-type: none"> Understaffed post offices, more employees required to meet demands PA/SA Candidates not received their joining details. |
| 5 |  Others | 3% | <ul style="list-style-type: none"> Post office employees unaware of schemes on the website Unsatisfactory services delivery at post office |

16.2. Monitoring of Systemic Reforms**16.2.1. Identification of Systemic Reforms**

Team conducted detailed discussions with the implementation body in Department of Posts to understand the reforms and processes. The questions revolved around new policies and operational improvements that have been implemented and led to grievance resolution at the root cause level.

Table 56: Systemic Reforms Implemented

| S.No. | Grievance Issues | Systemic Reforms | Category (Digitization/ Process /Policy) | Year of initiation |
|-------|-------------------------------------|--|--|-----------------------|
| 1 | Sub - optimal postal service | Parcel Tracking System System integration to provide | Process Improvement | 2016 |

| S.No. | Grievance Issues | Systemic Reforms | Category (Digitization/ Process / Policy) | Year of initiation |
|-------|---|---|--|-----------------------|
| | International parcels not delivered | System integration to provide tracking ID once parcel is transferred to the International System | | |
| | Delay in parcel delivery, tracking flawed | Nodal Mechanized Delivery System Improved delivery performance of parcels by optimizing and consolidating resources in Nodal Delivery Centres. | Process Improvement | 2016 |
| | Parcel contents missing, tampered with | | | |
| 2 | Financial scheme issues National Savings Certificate (NSC) not being issued, MIS maturity amount not paid, records show otherwise | Expansion of Core Banking Solution Procedure for Certificates [NSC/ Kisan Vikas Patra (KVP)] have been changed, now passbooks are issued instead of certificates through an application | Process Improvement | 2016 |
| 3 | Administrative issues Customers harassed in case of issues with service Frontline staff not friendly to the customers at the postal office | Soft skills and sensitization training sessions Employees sensitized through appropriate modules in Standard Training Packages (STP's) for induction, mid-career and refresher training | Process Improvement | Continuous process |
| | | Call Centre Improving ease of lodging and tracking of complaints by introducing toll free helpline number-1924 | Process Improvement | 2016 |
| | | Tapping on Social Media Extending outreach for quick redressal of citizen complaints | Digitization | 2017 |

In addition to the above reforms, Rural systems - Project Management Committee, Department of Posts initiated 'Rural ICT Project' in 2016 to enable internet banking and inter account transferability. SIM based hand held devices were introduced which are capable of doing online postal, banking and insurance transactions and remittance of money across the country. Also, in order to provide digital payment options to the customers of India Post, the Department has asked State Bank of India to provide the 'SBI buddy e-wallet' and 'Point of Sale (POS) terminals' which can be used to make card-based payments, to book domestic and foreign speed post, Registered Letters/Parcels, Money Orders & buying stamps and any other transactions being done by Post Offices. 100 Post offices have been installed with e-wallets and POS machines till June, 2017.

16.2.2 Formulation of Monitoring Metrics

Based on identified reforms, monitoring metrics were formulated to ensure time bound and quality implementation.

Table 57: Monitoring Metrics

| S.No. | Systemic Reforms | Monitoring Metrics | Status (as on 31.03.2017) | Status (as on 31.06.2017) |
|-------|--|---|---------------------------------|---------------------------------|
| 1 | Nodal mechanized delivery system | No. of Nodal Delivery Centres rolled out in 6 cities | 153 | 237 |
| 2 | Expansion of Core Banking Solution | No. of offices covered | 23,256 | 23,314 |
| 3 | Soft skills and sensitization training sessions | No. of employees trained in 2016-17 | 83,707 | 1,01,428 |
| 4 | Call Centre | No. of complaints settled on call centre No. of queries answered | 15,805 65,188 | 23,504 97,028 |
| 5 | Tapping on Social Media | No. of complaints settled on Twitter | 25,917 | 37,961 |
| 6 | Rural ICT project | No. of branch post offices covered No. of postal circles where RICT is rolled out Number of handheld devices rolled out | 21,118 10 17,737 | 28,048 16 17,737 |

16.3 Monitoring of Grievance Issues

After identification of grievance issues and systemic reforms, a need was felt to evaluate identified grievance issues. The Department received 32,339 grievances on PG portal from 1.08.2016 to 31.03.2017 and the team analyzed 10% random sample, results of which are as under

Table 58: Evaluation of Grievance Issues

| S.No. | Grievance Issue | Percentage Impact (1.05.2015 to 31.08.2015) | Percentage Impact (1.08.2016 to 31.03.2017) |
|-------|--|--|--|
| 1 | Sub - optimal postal service | 35% | 53% |
| 2 | Administrative issues | 20% | 2% |
| 3 | Financial scheme issues | 16% | 7% |
| 4 | Recruitment and employment issues | 13% | 1% |
| 5 | Others | 3% | 3% |

In addition to the above grievance issues, non-receipt of money on shipment of article (15%), delay in pensions (7%) and non-receipt of money order/post letter (7%), were found in the new analysis of grievance.



Department of Labour and Employment






17.1 Introduction

Ministry of Labour & Employment is one of the oldest and important Ministries of the Government. Key responsibility of the Ministry is to protect and safeguard the interests of workers in general and of those who constitute deprived and disadvantaged sections of the society, in particular. It is responsible for creating healthy work environment for ensuring higher productivity and also to develop & coordinate vocational skill training.

Government's attention is also focused on promotion of welfare and providing social security to the labour force both in the organized and unorganized sectors, in tandem with the process of liberalization. These objectives are sought to be achieved through enactment and implementation of various labour laws, which regulate the terms & conditions of service and employment of workers. The laws and policies are instituted and enforced by this Department, and its enforcement affects the day-to-day activities and welfare of the population at large, it is important that the grievances are looked into with utmost importance. In the detailed grievance analysis study for Ministry of Labour and Employment, grievances related to slow

processing in EPFO, negligence by private sector, EPFO website not updated/working were observed. The specific details of these type of grievance issues have been detailed out in the table below:

Table 59: List of identified Grievance Issues

| S.No. | Grievance Issues (1.05.2015 to 31.08.15) | Details |
|-------|---|---|
| 1 |  Slow, unclear processing in EPFO | <ul style="list-style-type: none"> PF settlement taking longer than expected; no response given on status PF withdrawal applications not being tracked, despite all documents being given |
| 2 |  Private Sector Negligence - PF related | <ul style="list-style-type: none"> Companies not paying PF amount when employees exit Complaints raised with PF departments not being taken up |
| 3 |  Private Sector Negligence - Labor Laws | <ul style="list-style-type: none"> Labour inspectors sometimes ineffective. Companies not abiding by HR policies Benefits not being given, unlawful termination |
| 4 |  Pension Related Issues* | <ul style="list-style-type: none"> Minimum pension amount should be raised Cap of 75% for PF withdrawal is too high |
| 5 |  EPF Site is not updated/not working | <ul style="list-style-type: none"> Entries in EPF website not updated in multiple cases EPF site crashes during office-hours, not available when demand exists |

17.2. Monitoring of Systemic Reforms

17.2.1. Identification of Systemic Reforms

Team conducted detailed discussions with the implementation body in Ministry of Labour and Employment and EPFO to understand the reforms and processes. The questions revolved around new policies and operational improvements that have been implemented and led to grievance resolution at the root cause level.

Table 60: Systemic Reforms Implemented

| S.No. | Grievance Issues | Systemic Reforms | Category (Digitization/ Process / Policy) | Year of initiation |
|-------|---|--|--|-----------------------|
| 1 | Slow, unclear processing in EPFO PF settlement taking longer than expected; no response given on status | UAN and Aadhaar integration Linking of Aadhaar, bank accounts and Universal Account Numbers for easy transfer and settlement of PF balances. | Process Improvement | 2016 |

| S.No. | Grievance Issues | Systemic Reforms | Category (Digitization/ Process /Policy) | Year of initiation |
|-------|---|---|--|-----------------------|
| | PF withdrawal applications not being tracked, despite all documents being given | Integration of PF accounts All regional PF accounts are brought in to a central PF account in order to expedite claim transfer and settlement process. | Process Improvement | 2016 |
| 2 | Private Sector Negligence – PF related Companies not paying PF amount when employees exit Complaints raised with PF departments not being taken up | Simplification of PF withdrawal procedures Cumbersome withdrawal process that requires employer's verification and attestation is replaced with simplified process where employee can directly approach EPFO for PF withdrawal. As a result, time taken to complete withdrawal procedures reduced from 30 days to 15 days. | Process Improvement | 2016 |

17.2.2 Formulation of Monitoring Metrics

Based on identified reforms, monitoring metrics were formulated to ensure time bound and quality implementation.

Table 61: Monitoring Metrics

| S.No. | Systemic Reforms | Monitoring Metrics | Status (as on 31.03.2017) | Status (as on 31.06.2017) |
|-------|------------------------------------|---|---|---|
| 1 | UAN and Aadhaar integration | No. of UANs activated by members vis-à-vis total no. of UANs Verified Aadhaar out of Total No. of bank accounts linked No. of PAN seeded | 3.27 Crore 0.37 Crore 3.43 Crore 1,45,17,866 | 11.81 Crore 2.8 Crore 3.63 Crore 1,45,17,866 |
| 2 | Integration of PF accounts | No. of establishments integrated out of total No. of accounts integrated No. of EPF offices migrated to the Central Server | 9,46,650 189007738 out of 196171908 114 out of 120 | 10,13,757 189007738 out of 196171908 114 out of 120 |

17.3 Monitoring of Grievance Issues

After identification of grievance issues and systemic reforms, a need was felt to evaluate identified grievance issues. The Ministry received 18,041 grievances on PG portal from 1.08.2016 to 31.03.2017 and the team analyzed 10% random sample, results of which are as under:

Table 62: Evaluation of Grievance Issues

| S.No. | Grievance Issue | Percentage Impact (1.08.2016 to 31.03.2017) |
|-------|--|--|
| 1 | Slow, unclear processing in EPFO | 12% |
| 2 | Private Sector Negligence – PF related | 17% |
| 3 | Private Sector Negligence - Labor Laws | 30% |
| 4 | Pension Related Issues | 4% |
| 5 | EPF Site is not updated/not working | 3% |

In addition to the above grievance issues, grievances related to UAN (8%), recruitment (6%), harassment (5), labour trafficking and corruption (4%) were found in the new analysis.





Ministry of Home Affairs

18.1 Introduction

Ministry of Home Affairs is responsible for the maintenance of internal security and domestic policy. The Ministry also assists State Governments by providing guidance, financial support, and manpower to maintain peace and security, whenever required. The Ministry consists of six Departments namely (1) Border Management, (2) Internal Security, (3) Jammu & Kashmir Affairs, (4) Home, (5) Official Language, and (6) States. In addition to the six mutually independent Departments, the Ministry is also further subdivided into twenty Divisions without being partitioned into independent specialized units. Each Division deals with a particular type of issue faced by India that falls under the purview of the Ministry of Home Affairs.

The Ministry of Home Affairs is also the cadre controlling authority of the Indian Police Service (IPS). The police services of the Union Territories are handled by dedicated Divisions of the Ministry. The security and harmony of the country hinges upon the Ministry of Home Affairs, and grievances received by this Ministry are one of the most important and highest in number. In the detailed 10% sampling of grievances received by the Ministry, 37% of sampled grievances were related to quality of Police Services, followed by issues with Women Security and Safety, Operational and Functional issues with Central Armed Police Force and Foreign Nationals' issues which accounted for 17%, 15% and 12% respectively. The specific details of these type of grievance issues have been detailed out in the table below:

Table 63: List of identified Grievance Issues

| S.No. | Grievance Issues | Percentage Impact (1.05.2015 to 31.08.15) | Details |
|-------|---|--|---|
| 1 |  Quality of Police Services | 37% | <ul style="list-style-type: none"> low investigation in critical cases (rape, dowry, etc.) Lack of responsiveness towards lodged complaints No right forum for voicing concerns against police |
| 2 |  Issues with women safety and security | 17% | <ul style="list-style-type: none"> Insufficient initiatives for women safety Inadequate functioning of CCTV at some public areas |
| 3 |  Operational and Functional issues with Central Armed Police Forces* | 15% | <ul style="list-style-type: none"> Delay in appointment of new recruits Long delays in arrears and pension release Other issues like differential pay scale, denial of transfer, lack of quality equipment |
| 4 |  Foreign Nationals' Issues* | 12% | <ul style="list-style-type: none"> Issues with work permit, citizenship applications, FCRA and OCI/PIO card |

*Based on discussions with the Ministry, issues regarding "Operational and Functional issues with Central Armed Police Forces and Foreign Nationals' Issues" were de-prioritized.

18.2. Monitoring of Systemic Reforms

18.2.1. Identification of systemic reforms

Team conducted detailed discussions with the implementation body in Ministry of Home Affairs to understand the reforms and processes. The questions revolved around new policies and operational improvements that have been implemented and led to grievance resolution at the **root cause level**.

Table 64: Systemic Reforms Implemented

| S.No. | Grievance Issues | Systemic Reforms | Category (Digitization/ Process /Policy) |
|-------|---|---|--|
| 1 | Quality of Police Services Slow investigation in critical cases (rape, dowry, etc.) Lack of responsiveness towards lodged complaints | Real time Management Information System Web based software to provide updated status of complaints received, disposed and pending for actions by National Human | Digitization |

| S.No. | Grievance Issues | Systemic Reforms | Category (Digitization/ Process /Policy) |
|-------|---|---|--|
| | No right forum for voicing concerns against police | Rights Commission (NHRC) through a dashboard. | |
| | | Online FIR service Provision to lodge FIR online Integrated Criminal Justice System (ICJS) Dashboard Platform to share data online among Criminal Justice system namely Police, Courts, Prisons Forensics, Prosecution and Juvenile Homes. | Digitization Digitization |
| | | Emergency SOS and helpline number for Senior Citizens Emergency SOS button on mobile and helpline number for the safety of senior citizens. | Digitization |
| 2. | Issues with women safety and security Insufficient initiatives for women safety Inadequate functioning of CCTV at some public areas | Himmat App Bilingual mobile app to help women in distress and to ensure their safety in Delhi. | Digitization |
| 3. | Operational and Functional issues with Central Armed Police Forces (CAPF) Delay in appointment of new recruits Long delays in arrears and pension release Other issues like differential pay scale, denial of transfer, lack of quality equipment | Mobile App Direct access to MHA by Central Armed Police Forces (CAPF) personnel at all levels for speedy resolution of their grievances. | Digitization |
| 4 | Foreign Nationals' Issues Issues with work permit, citizenship applications, FCRA and OCI/PIO card. | Integration of Person of Indian Origin card with Overseas Citizenship of India (OCI) card OCI Card will serve as a multiple entry lifelong visa for entering India with no registration requirement. | Digitization |

| S.No. | Grievance Issues | Systemic Reforms | Category (Digitization/ Process /Policy) |
|-------|------------------|--|--|
| | | Immigration, Visa and Foreigners Registration and Tracking (IVFRT) Provision of a secure and integrated service delivery framework to strengthen security. | Process Improvement |

18.2.2 Formulation of Monitoring Metrics

Based on identified reforms, monitoring metrics were formulated to ensure time bound and quality implementation.

Table 65: Monitoring Metrics

| S.No. | Systemic Reforms | Monitoring Metrics | Status (as on 31.03.2017) | Status (as on 31.06.2017) |
|-------|--|---|---------------------------------|---------------------------------|
| 1 | Himmat App | No. of mobile app registrations | 9799 | 17,939 |
| | | No. of SOS calls received | 2,224 | 5,407 |
| 2 | Emergency SOS and helpline number for Senior Citizens | No. of SOS calls received | 645 | 1,071 |
| | | No. of test calls received | 222 | 281 |
| | | No. of calls received on helpline number (1291) | 2000 | 3,981 |

18.3 Monitoring of Grievance Issues

After identification of grievance issues and systemic reforms, a need was felt to evaluate identified grievance issues. The Ministry received 16,211 grievances on PG portal from 1.08.2016 to 31.03.2017 and the team analyzed 10% random sample, results of which are as under

Table 66: Evaluation of Grievance Issues

| S.No. | Grievance Issue | Percentage Impact (1.05.2015 to 31.08.2015) | Percentage Impact (1.08.2016 to 31.03.2017) |
|-------|---|---|---|
| 1 | Quality of Police Services | 37% | 18% |
| 2 | Issues with women safety and security | 17% | 10% |
| 3 | Operational and Functional issues with Central Armed Police Forces | 15% | 29% |
| 4 | Foreign Nationals' Issues | 12% | 6% |

In addition to the above grievance issues, grievances related to terrorism (15%), recruitment (5%) and Visa process (5%) were found in the new analysis of grievances.







Department of Telecommunication

19.1 Introduction

Telecommunication has been recognized as an important tool for Socio-Economic Development of the Country. In India, the Department of Telecommunication is responsible for formulating policies in respect of telecommunication services and grant of licenses for various telecom services. The delivery of these services lies with the service providers which includes (1) Public players (like Bharat Sanchar Nigam Limited, Mahanagar Telecom Nigam Limited), and (2) Private players (like Bharti Airtel, Vodafone, Reliance Communications and other such players). The services include landline, internet, mobile network and mobile data etc.

TRAI is the regulatory body for the telecommunications sector in India and is also responsible for framing rules for grievance redressal. The performance of the telecommunication services affects large number of people in day-to-day life. In the detailed 10% grievance analysis study for Department of Telecommunication, 40% of sampled grievances related to landline and broadband, followed by poor quality of grievance redressal, issues in respect of mobile services and fault with bills which accounted for 31%, 19% and 5% respectively. The specific details of these type of grievance issues have been detailed out in the table below:

Table 67: List of identified grievance issues

| S.No. | Grievance Issues | Percentage Impact (1.05.2015 to 31.08.15) | Details |
|-------|--|--|---|
| 1 |  Landline and broadband service issues | 40% | <ul style="list-style-type: none"> Repeated breaking of landline service Broadband speeds are not as promised; service is erratic |
| 2 |  Complaints redressal below par (BSNL, MTNL) | 31% | <ul style="list-style-type: none"> Officers not responsive to complaints; multiple complaints being lodged Long waiting time for redressal of complaints regarding service issues |
| 3 |  Issues with mobile services (Pvt. + BSNL, MTNL) | 19% | <ul style="list-style-type: none"> Network on phone is feeble in certain areas; high call drop rates 3G data is hardly available, despite subscribing for 3G service |
| 4 |  Faults with bills (BSNL, MTNL) | 5% | <ul style="list-style-type: none"> Customers being charged wrongly for services that have not been used |

19.2. Monitoring of Systemic Reforms

19.2.1. Identification of systemic reforms

Team conducted detailed discussions with the implementation body in Department of Telecommunication, BSNL and MTNL to understand the reforms and processes. The questions revolved around new policies and operational improvements that have been implemented and led to grievance resolution at the root cause level.

Table 68: Systemic Reforms Implemented

| S.No. | Grievance Issues | Systemic Reforms | Category (Digitization/ Process /Policy) |
|-------|---|---|--|
| 1 | Landline and broadband service issues Repeated breaking of landline service Broadband speeds are not as promised; service is erratic | Preventive Maintenance (MTNL) Regular maintenance of indoor/outdoor network | Process Improvement |
| | | Strengthening of Landline and Broadband Network (BSNL) Introduction of Wi-Fi Hotspot for improved data connectivity. Migration to " New Generation Network ". | Process Improvement |

| S.No. | Grievance Issues | Systemic Reforms | Category (Digitization/ Process / Policy) |
|-------|--|---|--|
| 2 | Complaints redressal below par (BSNL, MTNL) Officers not responsive to complaints; multiple | Proactive monitoring (MTNL) Central Broadband Networks Operations Center has been set up to handle broadband service related complaints. | Process Improvement |
| | complaints being lodged Long waiting time for redressal of complaints regarding service issues | Strengthening of grievance redressal mechanism (BSNL) Ensuring forwarding of Cases to last field unit within 24 hrs. Monitoring of cases pending for more than 30 days by CMD. | Process Improvement |
| | | Feedback mechanism from customer (BSNL) Improving quality of grievance disposal by collecting direct feedback from complainant before closing any grievance. | Process Improvement |
| | | Initiatives for improving customer satisfaction (BSNL) Conducting quarterly consumer education workshop. Interacting with consumers via Twitter. | Process Improvement |
| 3 | Issues with mobile Services (Pvt. + BSNL, MTNL) Network on phone is feeble in certain areas; high call drop rates 3G data is hardly available, despite subscribing for 3G service | Deployment of DSLAMS -Digital Subscriber Line Access Multiplexer (MTNL) DSLAMs deployed near customer's premises to connect multiple customer digital subscriber line interfaces to a high speed digital communication. | Digitization |
| | | Expansion of 3G Network - Installation of 1080 Node Bs in Delhi (MTNL) Installation of Node Bs to provide connection between mobile phones and the wider telephone network. | Process Improvement |
| | | Strengthening of Mobile Network (BSNL) Installation of new towers. Also, BSNL is planning to migrate to new technologies. | Process Improvement |

19.2.2 Formulation of Monitoring Metrics

Based on identified reforms, monitoring metrics were formulated to ensure time bound and quality implementation.

Table 69: Monitoring Metrics

| S.No. | Systemic Reforms | Monitoring Metrics | Status (as on 30.06.2017) |
|-------|--|--|------------------------------|
| 1 | Strengthening of Landline and Broadband Network (BSNL) | Percentage of wire-line fault repaired by next working day Percentage of broadband fault repaired by next working day | 88.09 % 83.90% |
| 2 | Deployment of DSLAMS -Digital Subscriber Line Access Multiplexer (MTNL) | No. of DSLAMS installed/redeployed in Delhi & Mumbai | 150 each |
| 3 | Expansion of 3G Network - Installation of 1080 Node Bs in Delhi (MTNL) | Percentage of installation work completed in Delhi | 55% |

19.3 Monitoring of Grievance Issues

After identification of grievance issues and systemic reforms, a need was felt to evaluate identified grievance issues. The Department received 46,491 grievances on PG portal from 1.08.2016 to 31.03.2017 and the team analyzed 10% random sample, results of which are as under

Table 70: Evaluation of Grievance Issues

| S.No. | Grievance Issue | Percentage Impact (1.05.2015 to 31.08.2015) | Percentage Impact (1.08.2016 to 31.03.2017) |
|-------|--|--|--|
| 1 | Landline and broadband service issues | 40% | 47% |
| 2 | Complaints redressal below par (BSNL, MTNL) | 31% | 2% |
| 3 | Issues with mobile services (Pvt. + BSNL, MTNL) | 19% | 15% |
| 4 | Faults with bills (BSNL, MTNL) | 5% | 15% |

In addition to above grievance issues, grievances related to delay in pensions (8%), portability of mobile number (6%) and recruitment exam (3%) were observed in the new analysis of grievances.







Department of Financial Services – Banking Division

20.1 Introduction

The Department of Financial Services (DFS) covers the functioning of Banks, Financial Institutions, Insurance Companies and the National Pension System. The various functions covered in the Department are (1) Pensions Reforms & Insurance (Life & Non-Life segments of insurance & others), (2) Institutional Finance (Micro, Small and Medium Enterprises (MSME) lending & financing of priority sectors), (3) Financial Inclusion (Mobile Banking, Agricultural Credit & others) and (4) Banking Administration (Appointments of Chief Executives & Directors in Public Sector Banks & others)

DFS also interfaces with various banks in the country. For grievances, DFS evaluates and monitors them (received against banks in the country. As banking is an essential component of the economy, and consumers across the country depend on efficient banking, it is imperative that this sector would be receiving large number of grievances. In the detailed grievance analysis study, 39% of sampled grievances are related to gaps in pension implementation (PSBs), followed by issues related to loan processing and payment, gaps in implementation of new schemes and delays in payment of allowances and arrears which accounted for 20% ,6% and 4% respectively. The specific details of these type of grievance issues have been detailed out in the table below:

Table 71: List of identified grievance issues

| S.No. | Grievance Issues | Percentage Impact (1.05.2015 to 31.08.15) | Details |
|-------|---|--|---|
| 1 |  Pension implementation gap (PSBs) | 39% | <ul style="list-style-type: none"> Pension installments not being paid on time Gap in family pension implementation Delay in transfer of pension accounts |
| 2 |  Loan processing and payment issues (PSBs & Pvt. Banks) | 20% | <ul style="list-style-type: none"> Documents submitted as per regulations, but loan not being processed Money not being disbursed despite loan being approved Loan payment policies not followed Loan collaterals not being returned, despite loan amount being settled |
| 3 |  New schemes implementation (PSBs & Pvt. Banks) | 6% | <ul style="list-style-type: none"> Gap in implementation of new schemes like Atal Pension Yojana, Sukanya Samridhi Yojana |
| 4 |  Payment of allowances, arrears | 4% | <ul style="list-style-type: none"> Arrears, allowances not being paid on time Revised amounts for allowances not being implemented |

Post discussion with the Department, monitoring of reforms and grievance issues were deprioritised due to lack of jurisdictionary power with the Department

Table 72: Evaluation of Grievance Issues

| S.No. | Grievance Issue | Percentage Impact (01.01.2015 to 31.08.2015) | Percentage Impact (01.07.2017 to 31.09.2017) |
|-------|---|---|---|
| 1 | Pension Implementation gap | 39% | 5% |
| 2 | Loan processing and Payment issues | 20% | 11% |
| 3 | New schemes implementation | 6% | 3% |
| 4 | Payment of allowances, arrears | 4% | 4% |

Apart from the issues, issues pertaining to Customer dealing (18%), Debit/ Credit card (6%), Recruitment (15%) and Demonitization (5%) were also found in the new analysis

Online Grievance Dashboard



To monitor public grievances on real time and periodically review progress of systemic reforms, an online dashboard was developed. This dashboard serves the following purposes

I. Grievances

- Real time performance evaluation of grievance redressal of all Ministries/ Department
- Category, Sub-Department and Region wise grievance analysis

II. Reforms

- Key systemic reforms undertaken by top 20 Ministries/Departments
- Quarterly monitoring of the systemic reforms

Following is the feature-wise view

• Performance evaluation of grievance redressal

Grievance redressal performance is computed based on four parameters, weightages of which are mentioned below:

| S.No. | Parameters | Weights |
|-------|--|---------|
| 1 | Percentage of disposal of pending grievances with reference to total grievances received | 35 |
| 2 | Percentage reduction in more than 1-year old pending cases | 20 |
| 3 | Percentage reduction in 6-12 months old pending cases | 10 |
| 4 | Average citizen rating | 35 |

(Source - OM: K-11017-1-2015-PG-C2(Pt) dated 18.11.2015 read with OM dated 10.02.2016 and 10.03.2016)

PERFORMANCE OF MINISTRIES/DEPARTMENTS

Grievance redressal in 87 Ministries/Departments (Quarterly)

Time Period

| | | | |
|-----------------|-----------------|-----------------|-----------------|
| Oct - Dec, 2016 | Jan - Mar, 2017 | Apr - Jun, 2017 | Jul - Sep, 2017 |
|-----------------|-----------------|-----------------|-----------------|

No. of Grievances Recieved

| | | | |
|--------|---------------|-----------------------|-------------|
| All 87 | above 2000 13 | Between 300 & 2000 29 | Upto 300 45 |
|--------|---------------|-----------------------|-------------|

| S. No. | Ministry Name | Total Score (Out of 100) | P1 (Wt: 35) | P2 (Wt: 20) | P3 (Wt: 10) | P4 (Wt: 35) |
|--------|---|--------------------------|-------------|-------------|-------------|-------------|
| 1 | Department of Chemicals and Petrochemicals | 90.67 | 35 | 20 | 10 | 25.67 |
| 2 | Ministry of Statistics and Programme Implementation | 90.67 | 35 | 20 | 10 | 25.67 |
| 3 | Department of Sports | 90.67 | 35 | 20 | 10 | 25.67 |
| 4 | Ministry of Housing and Poverty Alleviation | 90.2 | 35 | 20 | 10 | 25.2 |
| 5 | O/o the Comptroller & Auditor General of India | 89.5 | 35 | 20 | 10 | 24.5 |
| 6 | Department of Land Resources | 89.5 | 35 | 20 | 10 | 24.5 |
| 7 | Department of Youth Affairs | 89.11 | 35 | 20 | 10 | 24.11 |
| 8 | Department of Health Research | 88.8 | 35 | 20 | 10 | 23.8 |
| 9 | Department of Disinvestment(M/o Finance) | 88.33 | 35 | 20 | 10 | 23.33 |
| 10 | Central Board of Direct Taxes (Income Tax) | 87.14 | 35 | 20 | 10 | 22.14 |
| 11 | Department of Heavy Industry | 87.08 | 35 | 20 | 10 | 22.08 |
| 12 | Ministry of New and Renewable Energy | 87.05 | 35 | 20 | 10 | 22.05 |
| 13 | Department of Pharmaceutical | 86.78 | 35 | 20 | 10 | 21.78 |
| 14 | Department of Revenue | 86.27 | 35 | 20 | 10 | 21.27 |
| 15 | Department of Fertilizers | 86 | 35 | 20 | 10 | 21 |
| 16 | Ministry of Petroleum and Natural Gas | 85.5 | 35 | 20 | 10 | 20.5 |
| 17 | Legislative Department | 85.44 | 34.44 | 20 | 10 | 21 |

Department of Administrative Reforms and PG

Score 60.62/100

P1: Percentage of disposal of pending grievances with reference to total number of grievances received.



Score
30.62/35

Calculation Details

- Grievances Received 24
- Grievances Disposed 21
- Percentage Reduction 87.5%

30.62

P2: Percentage reduction in more than 1 year old pending cases.



Score
20/20

Calculation Details

- Pending cases as on start date 0
- Pending cases as on end date 0
- Percentage Reduction 0%

20

P3: Percentage reduction in 6 - 12 months old pending cases.



Score
10/10

Calculation Details

- Pending cases as on start date 3
- Pending cases as on end date 0
- Percentage Reduction 100%

10

P4: Average citizen feedback.



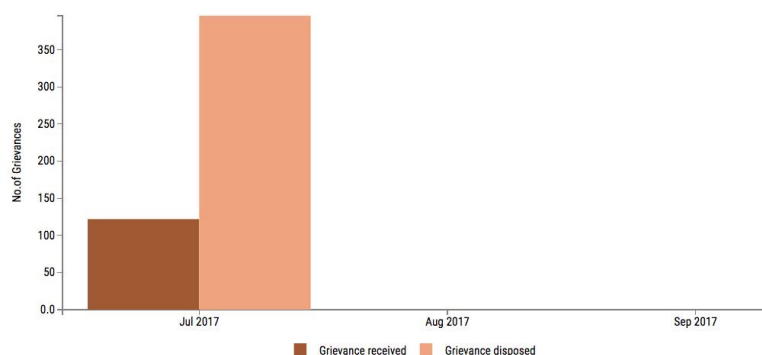
Score
0/35

Calculation Details

- Average citizen ratings

0

Grievances received and disposed by all divisions of the ministry



Select Division

All divisions of the Ministry

DIRECTOR GENERAL OF INCOME TAX (SYSTEM)

Average Citizen Rating: 2.6

Pr. Chief Commissioner of Income Tax Delhi-I

Average Citizen Rating: 3.2

CHIEF COMMISSIONER OF INCOME TAX BANGALORE

Average Citizen Rating: 3.6

CHIEF COMMISSIONER OF INCOME TAX PANCHKULA

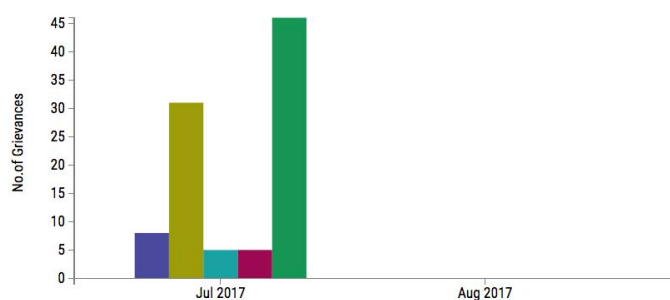
Average Citizen Rating: 4.7

CHIEF COMMISSIONER OF INCOME TAX KOLKATA

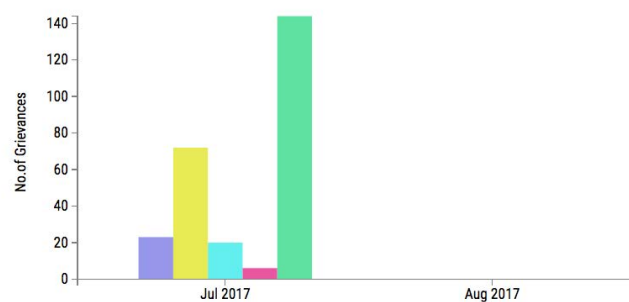
Average Citizen Rating: 2.6

Remaining divisions of the Ministry

Grievances Received



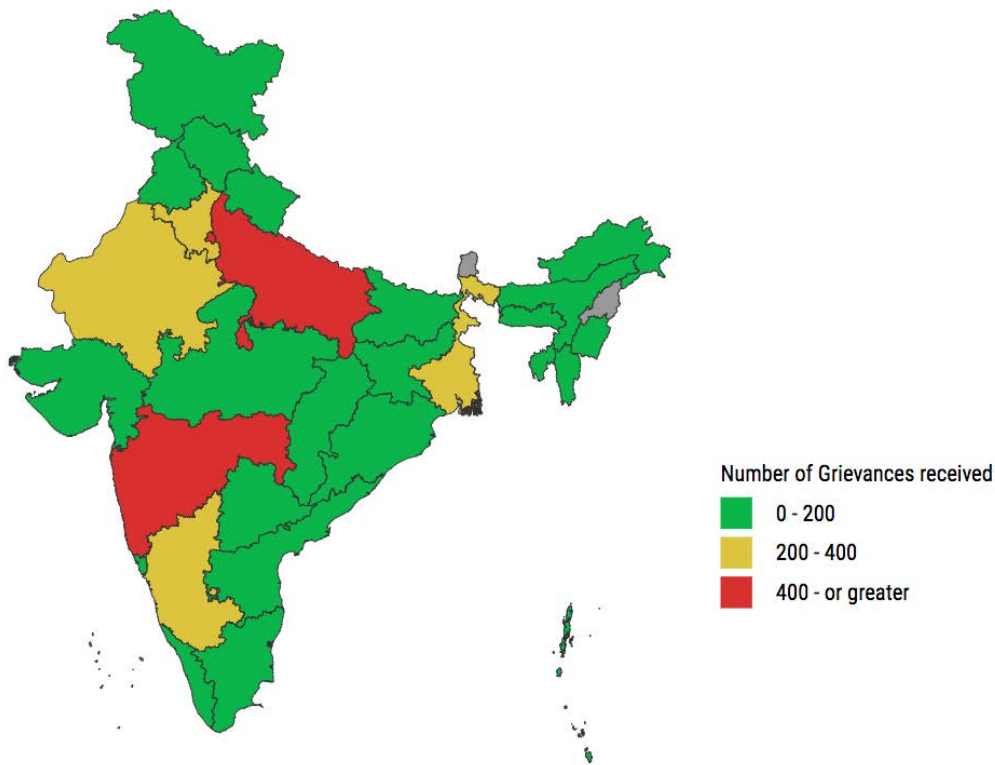
Grievances Disposed



• Region-wise grievances

Geographical distribution of grievances becomes critical for knowing regions of concern. Below sample shows grievance distribution across India for Ministry of Railways:

Region wise Grievance Distribution (Received)



*Grievances disposed are based on grievances received by the region.

| Sr. No. | State | No. of Grievances |
|---------|----------------|-------------------|
| 1 | Delhi | 587 |
| 2 | Maharashtra | 504 |
| 3 | Uttar Pradesh | 502 |
| 4 | Rajasthan | 259 |
| 5 | Karnataka | 240 |
| 6 | West Bengal | 228 |
| 7 | Haryana | 214 |
| 8 | Tamil Nadu | 182 |
| 9 | Gujarat | 168 |
| 10 | Punjab | 130 |
| 11 | Madhya Pradesh | 114 |
| 12 | Bihar | 112 |
| 13 | Telangana | 76 |
| 14 | Jharkhand | 56 |
| 15 | Kerala | 50 |
| 16 | Andhra Pradesh | 42 |
| 17 | Chandigarh | 40 |
| 18 | Uttarakhand | 39 |

| Sr. No. | State | No. of Grievances |
|---------|--------------------------|-------------------|
| 19 | Chattisgarh | 34 |
| 20 | Odisha | 33 |
| 21 | Assam | 30 |
| 22 | Jammu and Kashmir | 21 |
| 23 | Himachal Pradesh | 16 |
| 24 | Goa | 8 |
| 25 | Tripura | 7 |
| 26 | Meghalaya | 5 |
| 27 | Mizoram | 2 |
| 28 | Arunachal Pradesh | 2 |
| 29 | Dadara & Nagar Haveli | 1 |
| 30 | Puducherry | 1 |
| 31 | Andaman & Nicobar Island | 1 |
| 32 | Manipur | 1 |
| 33 | Daman & Diu | 1 |

• Reforms Monitoring

Systemic reforms and their monitoring metrics, catering to grievance issues are highlighted in reforms view of the dashboard. This enables Cabinet Secretariat, DARPG and concerned Ministries/Departments to centrally monitor implementation of these reforms:

Reforms undertaken in 20 highest grievance receiving Ministries/Departments

Reforms undertaken in 20 highest grievance receiving Ministries/Departments

Grievance Issues

(Based on data analysis from 1st April, 2015 to 31st August, 2015)

1. Inefficiency in refund process

2. Calculation mistake in TDS, refunds, adjustments, etc

3. Technical Issues with website & helpline

Reforms taken up

(Status as on June, 2017)

1. Expediting refunds below Rs 5,000/-

Quick refund issuance below Rs 5,000/- before adjustment of outstanding tax demand under section 245

2016



No. of refunds issued below Rs 5,000

0.95 Cr.

[view progress](#)



Amount of refunds disbursed below Rs 5,000

1,839 Cr.

[view progress](#)

2. Faster refunds below Rs. 50,000/-

Expediting refunds below Rs 50,000/-, re-conciliation to follow.

2015



No. of refunds issued below Rs 50,000

1.72 Cr.

[view progress](#)



Amount of refunds disbursed below Rs 50,000

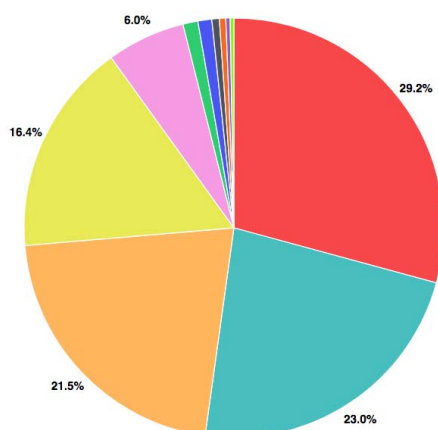
17,316 Cr.

[view progress](#)

• Category-wise grievances

Ministries/Departments categorize grievances based on nature of the issues. Below sample shows percentage of grievances in specific categories allotted by Ministry of Railways:

Category wise Grievance Distribution (Received)



| Sr. No. | Category Name | Number of Grievances |
|---------|-----------------------|----------------------|
| 1 | PAN TAN Matters | 711 |
| 2 | Refund Matters | 559 |
| 3 | Others | 522 |
| 4 | Rectification Matters | 399 |
| 5 | TDS matter | 147 |
| 6 | Tax Policy matters | 28 |
| 7 | Appeal Effect Matters | 26 |
| 8 | Harrassment | 14 |
| 9 | General Complaint | 12 |
| 10 | Pension Matters | 8 |
| 11 | Retirement Dues | 7 |

• Division wise grievances

Grievances are allocated to concerned divisions within a Ministry/Department for effective resolution. Below sample shows grievance distribution among different divisions in Ministry of Railways:

Conclusion

The state of public grievances serves as a barometer to gauge the efficiency and effectiveness of the administrative processes and polices. Redress of grievances play major role in building citizen friendly, responsive administration.

As grievance disposal has generally shown increase from 2015, expectations of people have risen leading to more than 5 times increase in receipt of grievances. The Department of Administrative Reforms and Public Grievances is constantly working towards constructing resilient administrative ecosystem to identify key grievance issues, analyze the root causes and bring about improvements in citizen service delivery through recommendations to concerned Ministries/Departments. Moving towards this path, the Department engaged dedicated team to conduct intensive deliberations with 20 Ministries/Department and drive monitoring of systemic reforms, thereby ensuring timely implementation.

4.67 Lakh
grievances received in
2015 across 20 Ministries/
Departments

100 top
grievances issues
identified

81
reforms recommended

35
reforms implemented
out of recommended

30 additional
reforms implemented by
Ministries/Departments to
target grievance causing
services

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