

REPORT NO

111



PARLIAMENT OF INDIA  
**RAJYA SABHA**

DEPARTMENT-RELATED PARLIAMENTARY STANDING COMMITTEE  
ON PERSONNEL, PUBLIC GRIEVANCES, LAW AND JUSTICE

**ONE HUNDRED ELEVENTH REPORT**

ON

**STRENGTHENING OF GRIEVANCE REDRESSAL MECHANISM OF  
GOVERNMENT OF INDIA**

*(Presented to the Rajya Sabha on 10<sup>th</sup> December, 2021)*

*(Laid on the Table of Lok Sabha on 10<sup>th</sup> December, 2021)*



**Rajya Sabha Secretariat, New Delhi**  
**December, 2021 / Agrahayana, 1943 (Saka)**

***Website : <http://rajya sabha.nic.in>***  
***E-mail : [rs-cpers@sansad.nic.in](mailto:rs-cpers@sansad.nic.in)***



**PARLIAMENT OF INDIA**  
**RAJYA SABHA**

**DEPARTMENT-RELATED PARLIAMENTARY STANDING COMMITTEE**  
**ON PERSONNEL, PUBLIC GRIEVANCES, LAW AND JUSTICE**

**ONE HUNDRED ELEVENTH REPORT**

ON

**STRENGTHENING OF GRIEVANCE REDRESSAL MECHANISM OF**  
**GOVERNMENT OF INDIA**

*(Presented to the Rajya Sabha on 10<sup>th</sup> December, 2021)*

*(Laid on the Table of Lok Sabha on 10<sup>th</sup> December, 2021)*



**Rajya Sabha Secretariat, New Delhi**

**December, 2021 / Agrahayana, 1943 (Saka)**

# CONTENTS

	PAGES
1. COMPOSITION OF THE COMMITTEE	(i)
2. INTRODUCTION	(ii) - (iii)
3. ACRONYMS	(iv)
4. REPORT	1 - 14
CHAPTER 1	
INTRODUCTION	1-3
CHAPTER 2	
GRIEVANCE REDRESSAL MECHANISM (CPGRAMS)-OBSERVATIONS AND RECOMMENDATIONS OF THE COMMITTEE	4-14
*5. RECOMMENDATIONS/OBSERVATIONS AT A GLANCE	
*6. RELEVANT MINUTES OF THE MEETINGS OF THE COMMITTEE	

\*To be appended at later stage.

## COMPOSITION OF THE COMMITTEE

### DEPARTMENT RELATED PARLIAMENTARY STANDING COMMITTEE ON PERSONNEL, PUBLIC GRIEVANCES, LAW AND JUSTICE

1. Shri Sushil Kumar Modi — *Chairman*

#### RAJYA SABHA

2. Shri Deepender Singh Hooda
3. Shri Mahesh Jethmalani
4. Dr. Sasmit Patra
5. Shri Sukhendu Sekhar Ray
6. Shri K. R. Suresh Reddy
7. Shri Shiv Pratap Shukla
8. Shri Vivek K. Tankha
9. Shri P. Wilson
10. Shri Kanakamedala Ravindra Kumar

#### LOK SABHA

11. Shri Kalyan Banerjee
12. Shri Pradan Baruah
13. Shri Venkatesh Netha Borlakunta
14. Shri Pradeep Kumar Chaudhary
15. Shri Vinod Chavda
16. Shrimati Veena Devi
17. Shri Jasbir Singh Gill
18. Shri Choudhury Mohan Jatua
19. Dr. Ramesh Pokhriyal 'Nishank'
20. Shri Kanumuru Raghurama Krishna Raju
21. Shri Jyotirmay Singh Mahato
22. Shri Malook Nagar
23. Shri Suresh Pujari
24. Shri A. Raja
25. Shri Omprakash Bhupalsinh *alias* Pawan Rajenimbalkar
26. Shri Upendra Singh Rawat
27. Shrimati Sandhya Ray
28. Shri Kuldeep Rai Sharma
29. Shri Mahendra Singh Solanky
30. Shri B. Manickam Tagore
31. *Vacant*

#### SECRETARIAT

1. Shri Pradeep Chaturvedi, Joint Secretary
2. Shri Vinay Shankar Singh, Director
3. Shri Amit Kumar, Deputy Secretary
4. Shri Goutam Kumar, Deputy Secretary
5. Shri Mohammad Amin Ansari, Deputy Director
6. Ms. I.V. Rajya Laxmi, Assistant Committee Officer

## INTRODUCTION

I, Chairman of the Department-related Parliamentary Standing Committee on Personnel, Public Grievances, Law and Justice, having been authorized by the Committee on its behalf, do hereby present the One Hundred Eleventh Report on the Subject 'Strengthening of Grievance Redressal Mechanism of Government of India'.

2. The Committee identified the subject to examine the grievance redressal machinery of the Government of India and to identify the shortcomings therein and to suggest measures so as to facilitate effective and efficient redressal of public grievances. The subject was inter-alia notified in Parliamentary Bulletin Part-II No.60314, dated 10<sup>th</sup> December, 2020.

3. The Committee held intensive deliberations with the Secretary, Department of Administrative Reforms and Public Grievances on 9<sup>th</sup> December, 2020 and 18<sup>th</sup> January, 2021. During the meetings, the Committee discussed the structure of grievance redressal machinery in India, the present system of grievance redressal, loopholes in its working and measures contemplated by the Department to improve the system further.

4. While considering the Subject, the Committee mainly relied upon the following documents/information:-

(i) Background notes, power point presentations of Department of Administrative Reforms and Public Grievances;

(ii) Replies furnished by Department of Administrative Reforms and Public Grievances to the questionnaires furnished by the Secretariat;

(iii) Website of the Department of Administrative Reforms and Public Grievances.

(ii)

(iv) News articles, editorials and material from the internet.

5. The Committee wishes to place on record its gratitude to the Secretary, Department of Administrative Reforms and Public Grievances for furnishing necessary information/ documents and rendering valuable assistance to the Committee in its deliberations.

6. For the facility of reference and convenience, the observations and recommendations of the Committee have been printed in bold letters in the body of the Report.

7. The Committee considered and adopted the Report in its meeting held on the 8<sup>th</sup> December, 2021.

**New Delhi**  
8<sup>th</sup> December, 2021

**SUSHIL KUMAR MODI**  
*Chairman,*  
*Department-related Parliamentary Standing*  
*Committee on Personnel Public Grievances*  
*Law and Justice*

## ACRONYMS

AR&PG	Administrative Reforms and Public Grievances
ATR	Action Taken Report
BSNL	Bharat Sanchar Nigam Limited
CPGRAMS	Centralised Public Grievance Redress and Monitoring System
DARPG	Department of Administrative Reforms and Public Grievances
DPG	Directorate of Public Grievances (DPG)
HOD	Head of Department
JK-IGRAMS	Jammu and Kashmir Integrated Grievance Redress and Monitoring System
J&K	Jammu and Kashmir
MOS PP	Ministry of Statistics and Programme Implementation
OM	Office Memorandum
PG	Public Grievance
PMO	Prime Minister's Office
RTI	Right to Information
SMS	Short Message Service`

## Chapter 1

### INTRODUCTION

1.1 The Department related Parliamentary Standing Committee on Personnel, Public Grievances, Law and Justice has taken up the subject ‘Strengthening of Grievance Redressal Mechanism of Government of India’ for detailed examination. The Committee believes that an efficient and effective grievance redressal mechanism ensures accountability and increases citizen satisfaction, both of which are key elements of good governance.

1.2 The Committee is conscious of the fact that lack of an effective mechanism for the redressal of grievances is one of the weaknesses of national governance today. Hence, the Committee has embarked on a journey to identify the major hindrances affecting the redressal process and to suggest suitable reforms.

1.3 The Committee held intensive deliberations with the Secretary, Department of Administrative Reforms and Public Grievances on 9<sup>th</sup> December, 2020 and 18<sup>th</sup> January, 2021. During the meetings, the Committee discussed the structure of grievance redressal mechanism in the country, the present system of grievance redressal, loopholes in its working and measures contemplated by the Department to improve the system further.

#### **Grievance Redressal Mechanism of the Government of India at the Apex Level**

1.4 The grievances of public are received at various points in the Government of India. There are primarily two designated nodal agencies in the Central Government handling these grievances. These agencies are:-

- (i) Department of Administrative Reforms and Public Grievances, Ministry of Personnel, Public Grievances and Pensions;

(ii) Directorate of Public Grievances, Cabinet Secretariat.

### **Department of Administrative Reforms & Public Grievances**

1.5 Department of Administrative Reforms & Public Grievances is the nodal agency in respect of policy initiatives on public grievances redress mechanism and citizen centric initiatives. The role of Department of Administrative Reforms and Public Grievances consists primarily to undertake such citizen-centric initiatives in the fields of administration reforms and public grievances in the Government so as to enable the Government machinery to deliver quality public services to the citizen in a hassle-free manner and eliminate the causes of grievance.

### **Directorate of Public Grievances (DPG)**

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

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

concerned Ministry/Department which are required to be implemented within a period of one month.

**Public Grievance Redress Mechanism in Central Government/ Ministries/ Departments/ Organisations:**

1.8 The Public Grievance Redress Mechanism functions in Government of India on a decentralized basis. The Central Government Ministries/Departments, their attached and subordinate offices and the autonomous bodies dealing with substantive functions as per Allocations of Business Rules, 1961 have their respective grievance redress machinery. An officer of the level of Joint Secretary is required to be designated as Director of Grievances of the Ministry/Department/Organisation. The Directors of Grievances are empowered to call for files/reports and take decisions or review decisions already taken, in consultation with Secretary/HOD even in those areas which do not fall within his/her domain/charge.

1.9 The functioning of Public Grievance Redress Machineries in various Ministries/Departments/Organisations is regularly reviewed by a Standing Committee of Secretaries under the Chairmanship of Cabinet Secretary with Additional Secretary Department of Administrative Reforms and Public Grievances as member-secretary.

## Chapter 2

### **Grievance Redressal Mechanism (CPGRAMS)-Observations and Recommendations of the Committee**

2.1 The Allocation of Business Rules, 1961, allocates to Department of Administrative Reforms and Public Grievances, inter alia, the responsibility for Policy, Coordination and Monitoring of issues relating to (a) Redress of Public Grievances in general and (b) Grievances pertaining to Central Government Agencies, in particular. In accordance with the federal principle of governance, the grievances relating to States are forwarded to concerned State Government for appropriate action. Towards this end, DARPG has established the Centralised Public Grievance Redress and Monitoring System (CPGRAMS).

2.2 CPGRAMS is an online portal available to public 24x7 to lodge their grievances against the authorities. Public grievance mechanism of Prime Minister's Office (PMO), the President's Secretariat, the Directorate of Public Grievances (Cabinet Secretariat), Department of Administrative Reforms & Public Grievances (DARPG) and that of Department of Pensioners' portal, have been duly integrated through CPGRAMS, enabling grievances lodged to any of these entities to be transferred to the Central Ministries/ Departments and State Governments online through CPGRAMS. All grievance officers have role based login access to CPGRAMS. The CPGRAMS interlinks 87 Central Ministries/ Departments and 37 States/ UTs. There are about 65,000 sub-ordinate offices created and linked in CPGRAMS.

2.3 CPGRAMS also facilitates tracking grievances through a system generated unique registration number. The system enables Ministries/ Departments to take appropriate action and upload the Action Taken Report (ATR) on the system which can be viewed by the citizens online with the help of the unique registration number. The grievances received manually are also digitized and uploaded on the system.

2.4 Public grievances usually come in two forms (i) Through the CPGRAMS; and (ii) through post. The grievances received by post are digitized and sent both through the System as well as by post to the Ministry/ Department/ State Government concerned. However, there are certain issues which do not fall within the scope for grievance redressal such as sub-judice cases or any matter concerning judgment given by any court; personal and family disputes; RTI matters; anything that impacts upon territorial integrity of the country or friendly relations with other countries; and suggestions. These kinds of representation are filed without taking any action on them.

2.5 There are certain guidelines issued by the central Government for redressal of grievances, which are as under:-

- (i) A grievance received is disposed within a period of two months and in case of delay, an interim reply with reasons for delay should be furnished.
- (ii) A well reasoned speaking reply should be furnished while closing a grievance and relevant documents to be uploaded.
- (iii) Each Ministry/ Department should have a Director of Public Grievances who can be approached in case the grievances are not redressed or the complainant is not satisfied.

**2.6 The Committee is of the considered opinion that the grievance redressal mechanism of an organisation is an instrument to measure its efficiency and effectiveness as it provides important feedback on the working of that organisation. However, it is also important to understand that governance is an area where the citizen too has a specific role to play at every given point. The Committee notes that, in their eagerness to comply with established instructions, grievances are increasingly being disposed of by some departments or organisations simply with the suggestion to approach another agency, sometimes a subordinate office. In**

some cases, the grievance is being re-sent to the agency against which the complaint is made and in some others, the online grievances are being disposed with the advice to take the grievance to the portal of the agency or some complaint committee. The Committee notes that DARPG has instructed the Ministries/Departments to give valid reasons for closure. However, in many cases this is not being done. The Committee impresses upon the Ministries/Departments to strictly comply with the instructions issued by Department of Administrative Reforms and Public Grievances from time to time in respect of grievance redressal.

2.7 Details of percentage of disposal of grievances received through CPGRAMS is as under:

Receipt and disposal of grievances received on CPGRAMS as on 30-11-2019:

<b>Year</b>	<b>Receipts</b>	<b>Disposal</b>	<b>Percentage of disposal</b>
2016	1483165	1229428	82.89%
2017	1866121	1772668	94.99%
2018	1577500	1498519	94.99%
2019	1735438	1495898	86.19%

2.8 From the above, it is clear that the rate of disposal has kept pace with number of grievances received. DARPG is holding Review meetings regularly with various Ministries/ Departments/ Organisations for monitoring the pendency / disposal of public grievances. High rate of disposal has been achieved as steps have been taken to put in place a strong grievance redressal mechanism. Also, an Analysis to help identification of the problem areas in which modifications of policies and procedures could be undertaken with a view to making the delivery of services easier and more expeditious was done.

This called for review of existing policies/procedures to bring about systemic changes to reduce the cause of public grievances as far as possible.

2.9 With this objective a Grievance Analysis Study was conducted through Quality Council of India (in 2015 -2017) for identifying grievance prone areas, undertake root cause analysis and recommend systemic reforms in respect of top 40 grievance receiving Ministries/Departments/ Organizations. Reports of the Study were duly circulated to the concerned Ministries/ Departments/Organizations with recommendations for reforms. Some of the notable reforms introduced as a result of the study are: automatic refunds on cancellation of Railway Tickets, Single Window Pension through disbursing Banks, intensive mechanized cleaning of coaches, e-verification of Income Tax Returns, expeditious Income Tax Returns upto Rs.50,000/-, etc

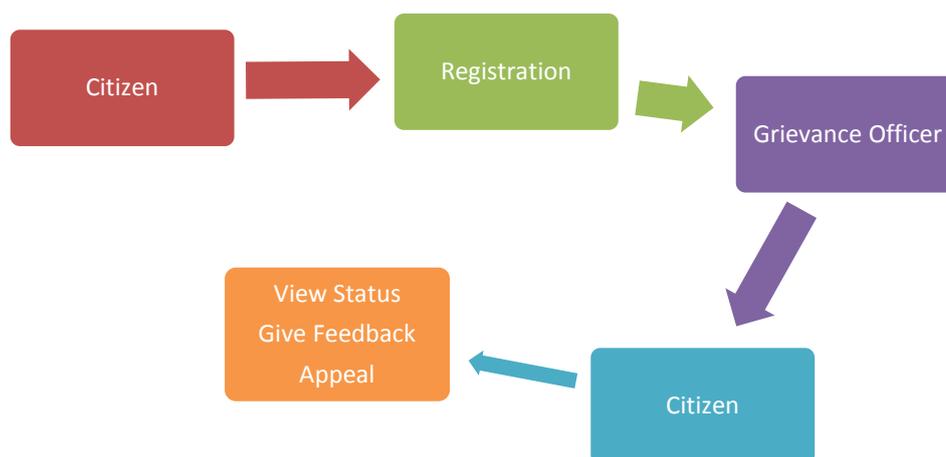
#### **Evolution of CPGRAMS:**

2.10 CPGRAMS is being evaluated continuously and reforms have been undertaken by the Government from time to time. So far, CPGRAMS has implemented 6 versions; each new version is an up-gradation of the previous version. A new version of CPGRAMS Reforms, version 7.0, has been launched and implemented by DARPG on a pilot basis in the Department of Posts on 25<sup>th</sup> September, 2019, followed by the launch and implementation of the new version in Departments of Telecommunications and Financial Services (Banking & Insurance Division) on 05<sup>th</sup> November, 2019, whereby petitioners can click on an icon to lodge a grievance.

2.11 CPGRAMS 7.0 includes a guided registration process for the citizen through drop-down menu/ questionnaire and enables automatic forwarding of the grievance to the concerned field office/ sub-ordinate office where it would be resolved. These Reforms will result in reduction in redress time of a public grievance. For example, in Department of Posts, the Reforms enabled Mapping to 1.5 lakh Post Offices to whom the grievances are now auto forwarded with no manual intervention. This has resulted faster redressal of the complaint

**2.12 The Committee appreciates the Department for sparing no efforts in strengthening the grievance redressal system. The Committee opines that having a grievance redressal platform is one thing, demonstrating the right intentions is another thing. Thus, the Committee recommends that the following goals should also be on radar of the Department while developing the next version of CPGRAMS, namely, Opening channels for effective communication, Promoting productive relationship, Mitigating and preventing adverse impact on stakeholder caused by department's operations, and more importantly Making stakeholders part of the process.**

**Workflow in CPGRAMS:-**



**2.13 Workflow in CPGRAMS starts with One Time Registration with mobile or email authentication. These Grievances can be tracked through unique registration number. People can select the concerned Ministry / Department/ State and file the grievance. A unique Registration number is generated and conveyed to the applicant through SMS/ email. Grievance directly goes to the concerned nodal/grievance officer. Intimation on email and SMS is made as soon as grievance is disposed. Feedback facility is also available on CPGRAMS on disposal quality. An Appeal mechanism has also been provided if complainant is not satisfied with the resolution.**

### **Integration with the State Government Portals:**

2.14 CPGRAMS integration with state portal has also been taken up by DARPG. As on date 12 States/UTs portals namely, J&K, Jharkhand, Karnataka, Kerala, Punjab, Rajasthan, Uttar Pradesh, Uttrakhand, Meghalaya, Goa, Himachal Pradesh, Madhya Pradesh have been Integrated with CPGRAMS portal. The integration of remaining State portals, is under process. CPGRAMS also intended to integrate districts by mapping district level offices and grievance officers in CPGRAMS. J&K is the first State to achieve this integration. JK-IGRAMS integrates the grievances from the Centralized Public Grievance Redress and Monitoring System (CPGRAMS) at the top with the last mile district level offices at the bottom. 260 Departments / Offices and 1724 District level Offices have been linked in the grievance redressal system of the UT.

**2.15 The Committee has observed that many grievances received on CPGRAMS are related to State governments. Some grievances received on CPGRAMS revealed that in several of these cases, the petitioner was asked to approach the State government and the grievance was disposed rather than forwarded. There was no redressal. The Committee recommends that CPGRAMS should play the role of facilitator for the public without impinging on the nature of federalism. The performance of States on the portal can be left to them but the facilitation responsibility of the Centre cannot be shed when a public grievance is registered, and there is a jurisdictional conflict involved.**

2.16 The Committee is pleased to note that DARPG is gradually making way for One Nation –One Grievance Redressal Portal. However, the Committee recommends the Department to ensure that certain features are incorporated while integrating CPGRAMS with State Portals, namely, identifying right stakeholders for redressal, Facility of auto forwarding

delayed or specific kind of grievances to right team/ person and creating a dashboard for monitoring grievance statistics on regular basis including features for logging and presenting root cause analysis and trend analysis.

### Performance of CPGRAMS:

2.17 Major areas of grievances as recorded in CPGRAMS are employee related grievances, harassment/ atrocities/ corruption, civic amenities, labour issues etc. The top ten Ministries/Departments which have received largest number of grievances during the last five years are as under:

<b>Consolidated for last last 5 Years (01.01.2016 to 31.12.2020)</b>			
<b>Ministry/ Department</b>	<b>Received</b>	<b>Disposed</b>	<b>Percentage Of Disposals</b>
Department of Financial Services (Banking Division)	579845	574926	99.15
Department of Telecommunications	354189	356208	100.57
Ministry of Railways (Railway Board)	263282	269144	102.23
Department of Posts	220560	218860	99.23
Ministry of Labour and Employment	198430	197995	99.78
Central Board of Direct Taxes (Income Tax)	186457	185520	99.50
Ministry of Home Affairs	151785	155631	102.53
Department of Personnel and Training	139714	139391	99.77
Department of Health & Family Welfare	114715	115734	100.89
Department of Agriculture, Cooperation and Farmers Welfare	107192	85862	80.10

2.18 To follow up the action taken on the grievances, review meetings are held periodically with all Ministries / Departments for expeditious disposal of grievances received in CPGRAMS. To evaluate quality of disposal a feedback mechanism is available in CPGRAMS. The citizen gets intimation on email/ SMS as soon as his grievance is disposed. The citizen has the option of feedback regarding the redressal of the grievance. DAPRPG also engaged BSNL to measure citizen satisfaction on the grievances disposed during 30/3/2020 to 30/5/2020 under COVID-19 category in CPGRAMS. 68% of the citizens who gave their feedback said their grievance was resolved of which 90% were satisfied with the redressal. Further to evaluate quality of disposal a feedback mechanism is available in CPGRAMS. The citizen gets intimation on email/ SMS as soon as his grievance is disposed. The citizen has the option of feedback regarding the redressal of the grievance. So far, 7,72,355 feed backs have been received in the CPGRAMS.

**2.19 The Committee recommends the Department that feedback and suggestions on the performance of grievance redressal system should be taken from the public in order to improve the effectiveness, efficiency and credibility of grievance redress mechanism and grievance prevention possibilities. Best suggestions should be rewarded and their implementation and value addition should be highlighted for improving the credibility of the system.**

2.20 DARPG has issued the OM dated 6th January, 1997 to all Ministries and Departments for setting up social audit panel or other such machinery for examining areas of public interface and recommending essential changes in procedures to make them people friendly. However, over the period after introduction of citizen charters and CPGRAMS, the objective is being addressed through continuous evaluation/updation of citizen charters and by analysing grievances received in CPGRAMS for systemic reforms.

**2.21 The Committee recommends the Department to strengthen public interface mechanisms for redress like lok adalats and jan sunvais, wherever feasible, taking it to the doorstep of the people needing redress. This can be decided in the light of complaints as well as the very field of policy, as and when it is location specific.**

**2.22 The Committee notes that CPGRAMS has not been uniformly operationalized in all organizations. Besides, wide variations are apparent across the Ministries/ Departments and other organizations in respect of the extent of commitment, framework and processes instituted and the capacity to handle grievances. Some organizations have not taken any initiative in this regard. Efficiency and effectiveness of the administrative processes and polices are directly dependant on the state of public grievances in any organisation. Timely ventilation and redressal of grievances are necessary for any citizen friendly administration. Therefore, the Committee recommends that there should be an overall review/evaluation of the procedure of handling grievances of the Ministries/ Departments/ Organisations in the Government of India.**

**Proactive measures taken by DARPG for handling of COVID-19 related Public Grievances received in CPGRAMS.**

**2.23` DARPG has created a separate category 'COVID -19' for capturing/lodging of public grievances by citizens in CPGRAMS on 01.04.2020. The Stipulated time for redressal of COVID-19 grievances was brought down from 60 days for normal grievances to 3 days for COVID-19 related public grievances. Instructions were issued to all the Ministries/departments as well as States and UTs accordingly. COVID-19 PG cases were classified into 11 categories and every Grievance has been monitored Department-wise/ State/ District-wise on the portal. Auto-generated email reminders were being sent for all cases pending beyond 3 days on COVID-19 public grievances. The MOS PP launched the National Dashboard**

for 'COVID -19' for exclusive monitoring of COVID-19 public grievances on March 30, 2020 itself. Work without break to break VIRUS chain in mission mode, collaborative concerted actions and resolved to rise to the occasion to meet the challenges & Intensive Review Meetings were held with nodal Officers of States/Central Ministries. Press Statements/Infographics and Tweets were issued. Daily Reports were sent to Empowered Group 10 / 5 Category wise disposal and pendency, DARPG coordinated with other Empowered Groups, and District Collectors in cases of Food and Migrant labor.

2.24 DARPG has, in collaboration with BSNL, operationalized a Feed Back Call Center on disposed COVID-19 related public grievances received in CPGRAMS. The Feedback Call Centres sought feedback from individual citizens on citizen satisfaction on 1.28 lac COVID-19 Public Grievances that were filed on CPGRAMS for the period 30/3/2020 to 30/5/2020. Feedback call-centres operated in Hindi, English, Gujarati, Marathi, Punjabi, Kannada, Konkani, Malayalam, Tamil, Telugu, Oriya, Bengali, Assamese and Rajasthani. The Number of Calls made for feedback by the feedback call center were 89,240. The feedback given were by 43,825 citizens. 68% of the citizens who gave their feedback said that their grievances were resolved. While 90% of these citizens were satisfied with the redressal, 4% were dis-satisfied and 6% did not comment

**2.25 The Committee recommends the Department to create a Dashboard on the website pertaining to grievance redressal comprising performance indicators such as average complaints per day, disposal rate, average disposal time, Excellent/ Satisfactory Feedback, Complaint shared from different channels.**

**2.26 The Committee recommends DARPG to impress upon Ministries /Departments to undertake a regular review of grievances, which are raised in print and electronic media and include the analysis in the quarterly**

**report submitted to the DARPG. It should also ensure that the review undertaken by them and the action taken on the suggestions are put on its website.**