



Ministry of
Home Affairs



Grievance Analysis & Systemic Reforms Recommendation

GRIEVANCE DATA ANALYSIS PROJECT

(Objective & Outcome)

Context

Department of Administrative Reforms & Public Grievances (DAR&PG) administers a public grievance portal - Central Public Grievance Redress and Monitoring System (CPGRAMS). This is a portal where the citizen can register his/her grievances pertaining to any of the 94 Central Government Departments/Ministries.

This portal receives ~3,00,000 complaints annually across the 94 Departments/Ministries and the number of grievances registered has gone up from 1,32,751 between May 2014 to September 2014, to 4,66,406 in the same period, i.e., from May 2015 to September 2015, due the Prime Minister's personal interest.

The grievances received on the portal are rich data points, especially in terms of the type of reforms (administrative and policy) that would create maximum positive impact on the citizens.

Objective

The objective of the diagnostic study undertaken by the Quality Council of India, as per the mandate given by DAR&PG, was two fold:

1. **Grievance Data Analysis** (in bold): Analysis of the grievances being received by the respective Departments/Ministries on CGPRAMS and identification of key issues
2. **Systemic Reforms Recommendation**: Identifying key systemic reforms that can be implemented to resolve these issues to prevent recurrence of these issues

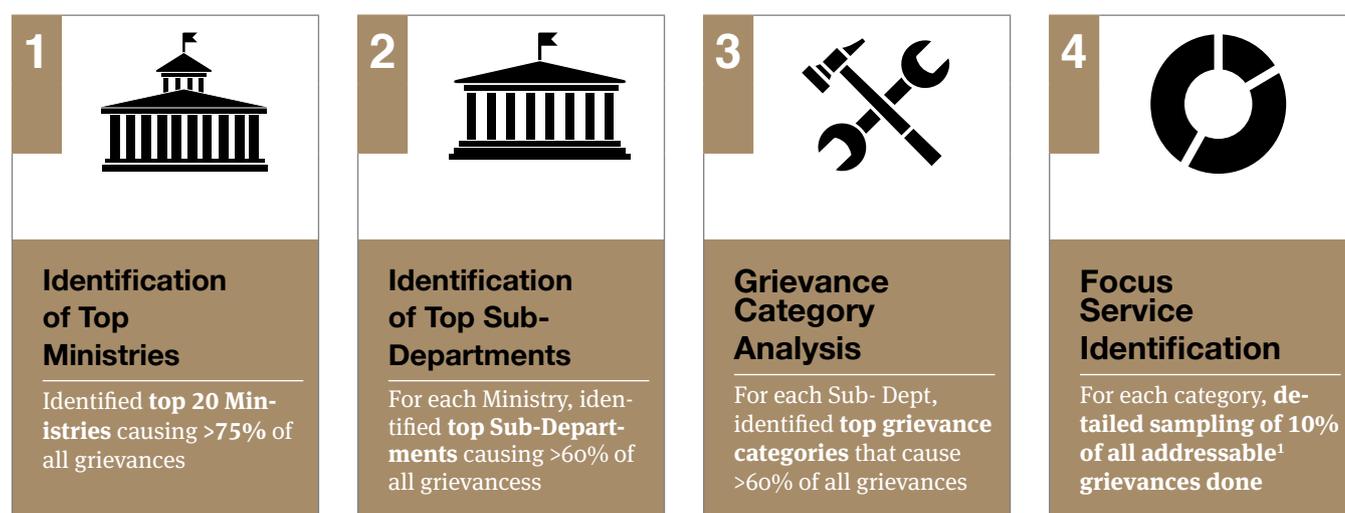
Approach

To ensure that the above objectives are achieved, a 3 point approach has been used, which has been detailed below:

1. Data analysis of the grievances across top 20 (based on number of grievances received) prioritized Ministries with a structured approach which has been detailed in the diagram below.

Data Analysis Process for all Ministries

Focus on identifying services that cause maximum number of grievances



2. Root cause analysis of the above grievances in conjunction with the respective Departments/Ministries, explained in detail on page 7.
3. Systemic and structural changes reform recommendations after discussions with the Department/Ministry based on learnings from global and domestic best practices

Identification of the top 20 Department/Ministries for initial focus of efforts

The first step of the effort, as per the approach mentioned earlier, is the identification of the top 20 Ministries, which has been done based on the number of grievances being received by the particular Department from 01.01.2012 to 19.08.2015. The findings have been summarized in the table below and for the scope of this particular report we will be focussing on the Ministry of Home Affairs (rank 4).

List of top Ministries/Departments based on combination of quality parameters

Overall Rank	Ministry	No. of Grievances recieved # of grievances		No. of Grievances pending (> 12M)		No. of Grievances pending (6M - 12M)	
		Rank	No. of Grievances	Rank	No. of Grievances	Rank	No. of Grievances
1	Department of Telecommunications	1	161,014	13	11	11	126
2	Ministry of Railways (Railway Board)	2	76,776	3	878	2	1,750
3	Department of Financial Services (Banking Division)	3	65,095	16	-	13	43
4	Ministry of Home Affairs	4	41,443	11	47	12	73
5	Central Board Of Direct Taxes (Income Tax)	5	38,825	5	381	9	200
6	Department of Higher Education	6	34,594	2	1422	1	2,143
7	Ministry of External Affairs	7	30,780	16	-	17	-
8	Department of Posts	8	27,552	14	9	15	17
9	Department of Health & Family Welfare	9	27,552	10	52	10	160
10	Ministry of Petroleum and Natural Gas	10	26,836	7	83	8	447
11	Ministry of Labour and Employment	11	25,835	16	-	17	-
12	Department Of Defence	12	25,423	1	1877	6	744
13	Department of School Education and Literacy	13	23,862	8	68	3	1,114
14	Department of Personnel and Training	14	21,681	12	12	16	14
15	Ministry of Road Transport and Highways	15	20,660	6	198	4	984
16	Ministry of Urban Development	16	15,187	4	400	7	459
17	Department of Justice	17	13,879	16	-	17	-
18	Central Board Of Excise and Customs	18	12,698	15	3	14	27
19	Department of Revenue	19	12,616	9	64	5	954
20	Department of Ex Servicemen Welfare	20	12,062	16	-	17	-

SOURCE: DARPG Data (01-01-2012 to 19-08-2015)

Focusing on these 20 ministries/departments will target ~73% of the overall grievances in Central Govt.

DEEP DIVE ANALYSIS

Introduction

The Ministry of Home affairs, or the Home Ministry, in the Government of India is responsible for the maintenance of internal security and domestic policy. The Home Ministry also assists State Governments by providing guidance, financial support, and manpower to maintain peace and security of the States, whenever required.

The Ministry of Home Affairs consists of six Departments - The Departments of (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 arranged into twenty divisions without being partitioned into independent specialised 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 controlling authority of the Indian Police Service (IPS). The police services of the Union Territories are handled by dedicated Divisions of the Home Ministry. The ministerial team of the Ministry is headed by the Union Cabinet Minister of Home Affairs, who is supported by one Minister of State and several civil servants.

The security and harmony of the country hinges upon the Ministry of Home Affairs, and the grievances received by this Ministry are one of the most important and highest in number, and the following report is an comprehensive analysis of the functioning of the Ministry based on the grievances received.

Identification of top Sub-Departments

As per the methodology mentioned above, the first step was to break the grievances down in terms of the sub -departments it was being forwarded to.

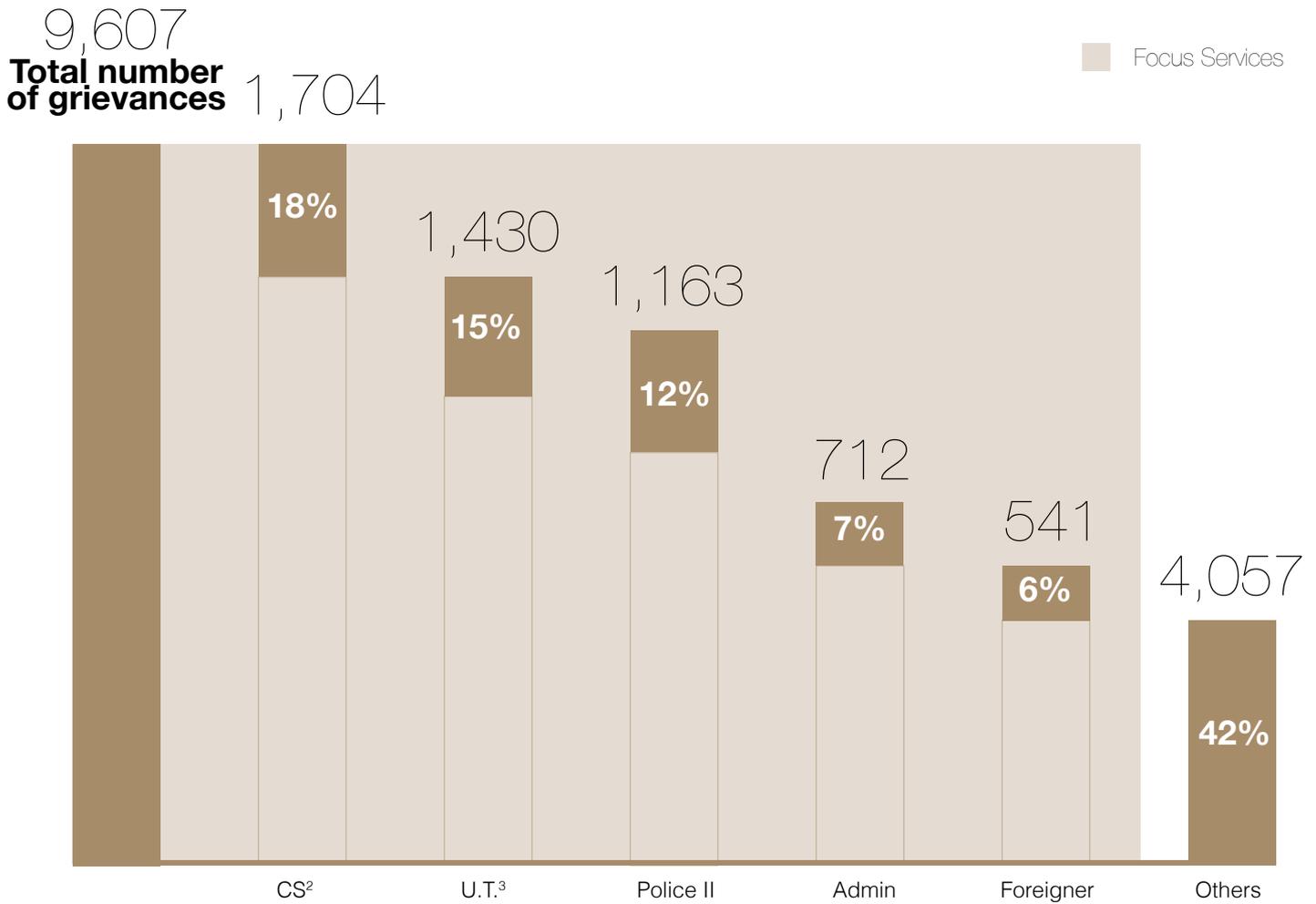
These sub-departments have been defined as per the officer-in-charge who it is forwarded to within the Department/Ministry, as defined by the respective Department/Ministry. For the Ministry of Home Affairs Welfare, the sub-departments receiving maximum number of complaints have been defined by service/responsibility of that Director or Joint Secretary. The highest grievances have been received by the Centre - State dept. (as defined by the Ministry) which re-

ceives 18% of all grievances, and the next highest grievances received by Union Territory department, about 15% of all grievances.

The figure below depicts the sub-departments that receive the maximum number of grievances for this particular department, and a detailed category wise analysis for the sub-departments is shown below. The top 5 departments, account for ~60% of all grievances and have the grievances received by these sub-departments have been analyzed further.

Top 5 Sub-Depts. account for ~60% of all received grievances

Categorized grievances received by Sub-Departments¹



¹ All grievances reported between 01/04/2015 and 31/08/2015 across all touch points

² Centre State

³ Union Territory

SOURCE: DARPG data

Identification of Focus Service

The next step as defined in the process earlier, is to grievance-by-grievance analysis for a sample of the grievances received by the top 5 sub-departments, namely, Centre-State, Union Territory, Police - II, Admin and Foreigner.

For the Ministry of Home Affairs, the top recurring addressable issues across the sub-departments have been summarized below in the table.

The top most issue for the Ministry is the quality of police service which accounts for 37% of all addressable grievances, followed by Issues with women safety and security which account for 17%. The specific details of these two type of grievance issues and the other grievances issues have been detailed out in the table below

Top 4 services identified to focus on for root cause analysis

Focus services for deep dive

Top Grievance Causing Service	Impact % ¹	Details
1 Quality of Police Services	37%	<ul style="list-style-type: none"> • Slow 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 financial issues with CAPF ²	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.

1. Impact is defined as a fraction of all addressable grievances (36% of the total grievances) - those that can be solved through administrative reforms

2. Central Armed Police Forces

Conclusions

For the focus services identified, the ones that are addressable and with maximum impact have been selected for further analysis. For the given department, the top 4 grievance causing services are chosen for further deep-dive and root cause analysis.

For Ministry of Home Affairs, a majority of the issues were State subjects, and hence the jurisdiction for the implementation of the same did not lie with the Central Government.

