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
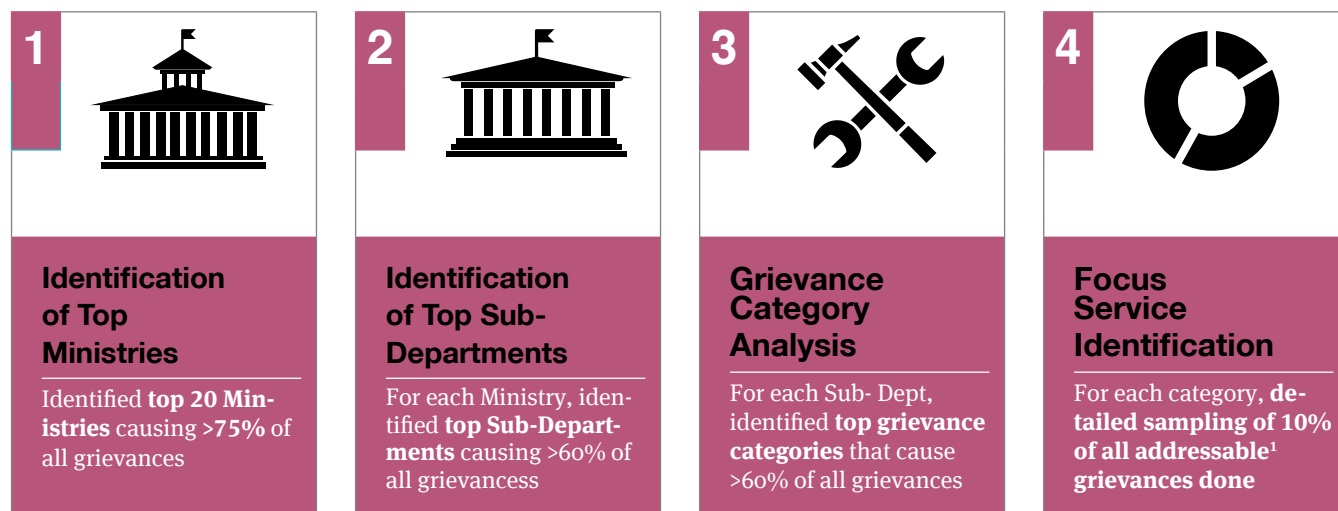
Approach

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

1	2	3	4
Identification of Top Ministries	**Identification of Top Sub-Departments**	**Grievance Category Analysis**	**Focus Service Identification**
Identified **top 20 Ministries** causing >75% of all grievances	For each Ministry, identified **top Sub-Departments** causing >60% of all grievancess	For each Sub- Dept, identified **top grievance categories** that cause >60% of all grievances	For each category, **detailed sampling of 10% of all addressable[1] grievances done**

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/Minsitry 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 Department of Justice (rank 17).

List of top Ministries/Departments based on combination of quality parameters							
		No. of Grievances recieved # of grievances		No. of Grievances pending (> 12M)		No. of Grievances pending (6M - 12M)	
Overall Rank	Ministry	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 Department of Justice is one of the three Departments under the Ministry of Ministry of Law and Justice, the other two being - the Department of Legal Affairs and the Legislative Department. The Ministry of Law and Justice is the is the highest organ of the Government of India. The Ministry deals with the management of the legal affairs, legislative activities and administration of justice in the country. The vision of the Department of Justice is to facilitate the administration of Justice in a manner that ensures its easy access and timely delivery to all.

The functions that The Department of Justice performs are - Administrative functions in relation to appointment of judges at various courts in India, and the maintenance and revision of the rules and conditions of service of judges and other related entities.

The services provided by the department of justice is of utmost importance to maintain peace and harmony in the country. Hence, it is important that these grievances be treated with criticality to ensure that there's quick justice delivered.

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.

However, in case of the Department of Justice there is no clear definition of the sub-Departments or the corresponding officers to which the grievances are forwarded to is not very clearly defined. As a result, there is no clear division of sub-departments and the categories are not very clearly defined either.

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 sub-departments.

For the Department of Justice, the top recurring addressable issues across the sub-departments have been summarized below in the table.

The top most issue for the Ministry are the delay in execution of cases in courts which accounts for 47% of all addressable grievances, followed by alleged corruption in cases, which accounts for 15% of all grievances. The specific details of these two type of grievance issues and the other grievances issues have been detailed out in the table below.

Top 3 services identified to focus on for root cause analysis

Top Grievance Causing Services (QCI defined)	Impact %[1]	Details
1 Delay in execution of cases in courts	47%	• **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%	• **Alleged corruption in executing judgement of cases by judges** • **Bribes asked for processing of cases (filing case, getting dates for hearing**
3 Unfair judgement by courts	10%	• **Judgement of courts not done fairly, with out presence of both parties**

1 Impact is defined as a fraction of all addressable grievances - those that can be solved through

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 grievance causing services is chosen for further deep-dive and root cause analysis, which is - delay in judgement of cases.

While data-backed analysis and identification of top grievances has been conducted, the reforms have not been a focus of this exercise given the nature of the issues identified. The findings will be transferred to the Department.