International Innovation Awards 2018

SAMADHAN
.....the Redressal

The Bihar Right to Public Grievance Redressal Act

A CITIZEN CENTRIC GRIEVANCE REDRESSAL SYSTEM

Dr. Pratima, I.A.S.
Secretary to the Government of Bihar, India
INTRODUCTION
Bihar ranks 3rd in India in terms of Population and ranks 13th in terms of area.

Bihar has the lowest total literacy rate and male literacy rates.

- Population: APPROX. 120 MILLION
- URBAN:RURAL = 12:88
- DENSITY/KM² : 1,100
- TELEDENSITY: 61%
- LITERACY (2011): 62%

- 38 DISTRICTS
- 101 SUBDIVISIONS
- 44 DEPARTMENTS

BIHAR: THE CONTEXT
Administrative, not a Legal Right for Grievance Redressal

Not legally enforceable

Fixed timelimit only for ‘disposal’; not for ‘redressal’

In most cases, complaint to be resolved by the same Public Authority against whom the complaint was made

No independent decision making authority

Citizen not always in loop of the action being taken or informed

No penalty for non redressal
WHAT A CITIZEN WANTS?

- Redressal as a right
- Register complaint anywhere
- Prompt Government Acknowledgement
- Principle of natural Justice: “Voice Heard”
- Clear reasons provided
- Action within a reasonable time period
- Transparent system which keeps her/him informed
MINDSET CHANGE....

Government centric approach ➔ Citizen centric approach

Bihar is the first State in India (probably the world) to give a legal right for public grievance redressal to the citizens

- **DISPOSAL OF CASES** ➔ **REDRESSAL OF COMPLAINTS**
Journey so far...

- 2015: BRPGA implementation started
- 2016: BRPGA passed in legislature
- 2017: 168,000 grievances registered and 144,000 redressed
- 2018: 400,000 grievances registered and 358,000 redressed
OVERVIEW OF OUR SYSTEM

- This system covers the entire State
- 44 Departments, 478+ schemes/programmes/services
- 161 dedicated officers appointed for this purpose
- More than 1000 IT skilled support staff
- 140 grievance receiving centres
- More than 400,000 grievances registered in 2 years
- More than 2.8 million transactions leading to more than 350,000 redressals
WHAT IS BRPGR SYSTEM?

What BRPGR is all about?

It is a system of redressal of the grievances of the common people, through a process of hearing by the Public Grievance Redressal Officer, in the presence of the concerned public authority within a maximum period of 60 days.

What does the Act provide?

Legal right of...

- Hearing
- Redressal
- Information about the decision

Aiming at smooth and time bound redressal of citizens’ grievances
**STAKEHOLDERS**

- **Public grievance redressal officer** (independent quasi-judicial officer vested with powers under CPC, who conducts hearing on matters relating to all Departments and passes order based on facts & evidences)

- **Support staff** (IT enabled staff present in PGRO office)

- **Public Authority** (Officer from Department relating to the complaint registered and the one responsible for redressal)

- **Complainant** (Citizen who has filed a complaint)
PROCESS
In common GR systems complaints refer to **denial of any relief / benefit sought**

But, in BRPGRA apart from above, complaint can also be filed to seek any **relief / benefit** relating to any **scheme / programme / service** being executed by the **State Government**

The Act covers the **entire State** and all **44 Departments** (478 schemes, programmes and services of the **government**)

**leading to**

**ONE STOP SOLUTION**
WHO CAN FILE A COMPLAINT?

Anyone!! Any individual or group of citizens

WHO REDRESSES?

- Sub-Division Public Grievance Redressal Officer (101)
- District Public Grievance Redressal Officer (38)
- Departmental Public Grievance Redressal Officer (22)
The Multi-modal form of registration has ensured that everyone has access to filing their grievances.

- Multi-modal accessibility
- Information cum facilitation counters
- No pre-qualification required
- No one is turned away
- All complaints digitized
- On spot acknowledgement

Registration

Contact Information:

- On-line Portal: info-lokshikayat-bih@gov.in
- E-mail: e-maIl
- POST

Registration - Multi-modal accessibility

Information cum facilitation counters

No pre-qualification required

No one is turned away

All complaints digitized

On spot acknowledgement
NOTICE ISSUED TO PUBLIC AUTHORITY

- Notice issued to PA enclosing complaint and supporting documents
- Notice sent via email and sms communicating date & time of hearing
- PA asked to come prepared with the redressal in first hearing itself
- SMS also sent to the complainant about the hearing date & time
- PA’s presence in hearing mandatory
- Any other officer/party can be summoned as required

Public Authority Receiving e-Mail notice

Public Authority receiving SMS notice
Complainant given ample opportunity to state her/his complaint

Complainant and PA, face to face interaction – power parity

All facts presented to PGRO and recorded

PA to report on action taken

PGRO’s priority is redressal

Complainant’s presence not mandatory, order passed based on merit of the case

Power parity leading to citizen empowerment
REASONED ORDER

Reasoned order passed taking into account facts & evidences; communicated to all concerned parties.

Order contains complete history of the complaint, facts presented and decision.

Order also has information on appellate authority.

In case of dissatisfaction, provision for appeal.

Mandatory for PA to comply with the PGRO’s order.

Satisfied complainants.
UNIQUENESS
WHY IS THIS ACT UNIQUE?

- First State in the country to give a legal right for PGR
- Covers entire State, all 44 Departments (478 services) – One stop Solution
- Free of cost and no pre-qualification required
- No need of legal professional’s support to present one’s case
- Information cum facilitation counters
- No Wrong Door
- Independent Quasi-judicial Officer
- Power parity
- Penalty for non-compliance
- Appeals and Revision
- Feedback & Satisfaction recorded
- End to End Digitization and Effective Monitoring
ACHIEVEMENTS
PERFORMANCE INDICATORS

- 4,00,000 Grievances Registered till date
- 89% of Grievances successfully redressed
- Feedback from complainants inbuilt in the software: 90% complainants satisfied with system

TOP 10 GRIEVANCES...how the system touches the common people

- Land related: 26%
- Police related: 12%
- Rural housing: 16%
- Energy: 11%
- Social welfare: 9%
- Food & Consumer Protection: 7%
- Education: 7%
- Disaster related: 4%
- Urban development issues: 3%
- Bank related: 2%
SUCCESS STORIES PANNING ACROSS THE DEPARTMENTS
The removal of encroachment lead to irrigation facilities being restored in approx. 100 acres of agricultural land. And this happened within 60 days through the Public Grievance Redressal Office.
My land revenue receipt was not being issued since 1980 (36 years). On the first hearing (10.12.2016) itself, I got the pending receipt. This Act is amazing and miraculous, work pending for 36 years was completed in few days.
Even after installation of poles for village electrification, electricity supply was not done. Under BRPGRA within 30 days my problem was resolved. Today more than 150 BPL HHs in this village have access to electricity.
I was getting incorrect electricity bill from more than 2 years. Despite regular requests for correction nothing changed. I paid the bill amount 2-3 times as well.

But, when I filed the complaint at PGR Office, my complaint was resolved in less than 2 months.
Was not getting the due land acquisition compensation amount for more than 2 years, even after providing all the supporting documents. Under BRPGRA I gave only one document and within 30 days my problem was resolved (received more than Rs. 2 crores (~US $ 280,000/-))
FOUNDATION FOR SUCCESSFUL IMPLEMENTATION
Based on feedback from citizens, knowledge & experience gathered from previous grievance redressal mechanism, the Chief Minister decided to introduce radical changes in the public grievance redressal system.
DEDICATED & CITIZEN FRIENDLY INFRASTRUCTURE

- PGRO Office (140)
- Separate Counters for women, senior citizens and differently abled
- Facilitation counters
- Display of information
- Waiting area
- Public amenities
HUMAN RESOURCES AND CAPABILITY BUILDING

• 162 PGROs selected from State Administrative Cadre after intensive selection process
• More than 1000 IT skilled support staff

• Intensive capacity building & training of BPGR staff prior to launch
• Sensitization of Public Authorities

• Knowledge-sharing and instructions issued continuously
• Regular review cum training workshops held for PGROs and IT staff
USE OF ICT

• **End to End digitization - from receipt till redressal**
• **Document repository – no need to physically obtain records from subordinate offices**
• **Paperless system - digital signature**
• **Cloud storage for data security**

**MIS & Data analytics to identify:**

- Geographic concentration
- Departmental concentration
- Focus areas for administrative reforms
EFFECTIVE MONITORING TO ENSURE ACCOUNTABILITY
ROBUST MONITORING

- Dashboards at various levels
- Dedicated Monitoring & review cell at HQ level
- Regular review meetings at District/Department level
- All documents available online

What do we monitor:
- Presence of Public Authorities in hearings
- Timelines met or not
- Quality of orders
- Complainant’s feedback
- Actual redressals
ROBUST MONITORING - TOP MOST LEVEL

- Honourable Chief Minister’s visit to PGRO offices during his yatras
- Honourable Chief Minister reviews the State level status of implementation
- Regular review meetings at Chief Secretary, GoB level
- MD reviewing periodically the implementation status of the Act
- AMD reviewing weekly the implementation status of the Act
ENSURING ACCOUNTABILITY - PENAL PROVISIONS

USD 10,000 (RS. 752 thousand) IMPOSED ON A TOTAL OF 254 PUBLIC AUTHORITIES

Disciplinary action initiated against 64 Public Authorities

Departmental proceeding initiated against 1 PGRO
DISSEMINATION
DISSEMINATION

Newsletters

Success Stories

Book on BRPGRA
A REVOLUTIONARY APPROACH TO PUBLIC GRIEVANCE REDRESSAL - THE CASE OF BIHAR

Muralidharan Balasubramaniam on LinkedIn

9 likes · 2 comments · 31 views

Like · Comment · Share

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Muralidharan Balasubramaniam
Proprietor, FEINBROTH Consulting

View full profile

658 Followers

Manage

Private to you
Your followers
Your drafts

Empowering Citizens: Bihar Right to Public Grievance Redressal Act

Bihar Right to Public Grievance Redressal Act
Empowering citizens

Movements towards the aim of good governance, the Bihar Government launched Bihar Right to Public Grievance Redressal Act, 2013. The law gives a right to citizens for an opportunity of hearing of their grievances, review and calls for communication on the decision taken. After the institution in 2013, it has a strong foundation of laws, dedicated independent Grievance Redressal Officers, Rights of citizens, and redressal mechanisms. The act also promotes the principle of public utility, fairness, and transparency in governance.

The law has been implemented in the state of Bihar, providing citizens with the right to seek redressal of their grievances. The act aims to empower citizens by ensuring that their grievances are heard and addressed promptly. The law has been formulated to provide a comprehensive framework for the redressal of grievances, ensuring that citizens have access to a fair and transparent mechanism for resolving their complaints.

The Bihar Right to Public Grievance Redressal Act, 2013, is a significant step towards good governance in the state. The act provides a framework for the redressal of grievances and empowers citizens by ensuring that their complaints are heard and addressed promptly. The act has been implemented with the support of the government, and it has been found to be effective in resolving citizens' grievances.

Why is the Act Unique?

Legal Right: Every citizen of India is entitled to seek redressal of their grievances through the Bihar Right to Public Grievance Redressal Act, 2013.

Complaints at the Doorstep: The act provides a simple and accessible mechanism for the redressal of grievances.

Independent Grievance Redressal Officers: Dedicated officers have been appointed at various levels to ensure that grievances are heard and addressed promptly.

By the Wrongdoing: The act provides a mechanism for the redressal of grievances caused by the wrongdoing of government officials or public authorities.

The act has been implemented in the state of Bihar, providing citizens with the right to seek redressal of their grievances. The act aims to empower citizens by ensuring that their grievances are heard and addressed promptly. The act has been found to be effective in resolving citizens' grievances.
AWARENESS BUILDING

- Video vans
- Discussion on Benefits of this Act in **lok chaupals** with the common public
- Print media
- Hoardings
- BRPGRA stall at 52nd Skoch summit
AWARENESS – SOCIAL MEDIA

Social media

Radio

Voice message

Audio-Video: Radio, TV, Cinema halls, News etc.
KALAM INNOVATION IN GOVERNANCE AWARD 2018

REWARDS - RECOGNITION
REWARDS - RECOGNITION

SKOCH 52ND SUMMIT ON GOVERNANCE
REWARDS - RECOGNITION

REGIONAL CONFERENCE ON
“GOOD GOVERNANCE”
Focus on Aspirational Districts
ICT Enabled Education/Agriculture/Citizen Centric Services

10 -11 SEPTEMBER, 2018
BHOPAL, MADHYA PRADESH

M.P. STATE AGENCY FOR PUBLIC SERVICE
GOVERNMENT OF MADHYA PRADESH
PUBLIC GRIEVANCE 
REDRESSAL: 
FROM A SYSTEMS 
APPROACH TO A 
LEGAL RIGHT

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CASE STUDY

THE BIHAR RIGHT TO PUBLIC GRIEVANCE REDRESSAL ACT 2015
EFFECTIVE MONITORING FOR 
ACTUAL REDRESSAL

INVITED SPEAKERS – 
MD & AMD

RESEARCH PAPER
लाभकों को लोक शिकायत निवारण केन्द्र से मिला न्याय
संवाद सहयोगी, जमू किमी : प्रधानमंत्री आवास योजना में लाभकों को लोक शिकायत निवारण कार्यालय का सहारा लेना पड़ रहा है। आज दिन लोक शिकायत निवारण केन्द्र में आवास के नाम पर सहयोगी द्वारा अभीचर बसूनी की शिकायत के दर्ज हो रही है। बरहट प्रशंसा के माध्यम से गौरवनी अनिता दास के लिए लाभकों को लोक शिकायत निवारण केन्द्र से न्याय मिलना है।

गलत तरीके से दखल का आरोप, कर्मचारी शूरु।
एक सप्ताह में हो कार्ज का उत्तर भी गया।

दस वर्ष बाद कार्टी गयी जमीन का लगान रसीद।
खगाड़िया इतिहास टांगावादाता चौधर अंबार के रंगीडवर के रघुनंदन वांव को दस वर्ष के बाद उनकी जमीन शिकायत निवारण कार्यालय में उन्होंने इसके लिए अपील की। आवेदक रघुनंदन वांव के सुनवाई के दौरान पीजीआरआस संजीव चोपरी द्वारा के बाद अलीक रघुनंदन वांव ने कहा कि वे दस वर्ष से परेशान हैं। लेकिन लोक शिकायत निवारण कार्यालय के सहभागी कहा कि यह सुनवाई के बाद उनकी जमीन की शिकायत की रही तो वहा कहा कि यह सदस्य का
COLLABORATION WITH ACADEMIA

MoU signed with 3 Academic Institutions

Purpose.....

- Independent assessment
- Dissemination of best practices
- Creating champions
- Students taking up assignments as part of their course curriculum
- Research scholars and Faculty taking up longitudinal studies
- Integrating sessions from practitioners in relevant courses
LEADERS SPEAK
In the arena of Governance and Administrative Reforms, this is a huge leap. I am telling you that if you implement this Act properly and in its true spirit, I can assure you that this law will be adopted by the entire Nation. This is a strong step in ensuring development with justice. It will benefit the common and poor persons and build trust in Government.
“This step taken by the State Government towards citizen centric governance is very effective”
EVALUATION
Cost for BRPGRA implementation:

- One time cost: Rs. 11.58 crore (Rs. 115 million)
- Annual cost: Rs. 38 crore (Rs. 381 million)

In the State’s context:

- It is 0.02% of the Total expenditure of the State (2018-19)
- Covering all 44 Departments (478 schemes / programmes / services) at all administrative levels
- For citizens, can be as low as no cost. Telephonic, web-based, mobile registration; no need for physical presence; download the PGRO’s Order.

However, the satisfaction and empowerment felt by the citizens during the redressal of the grievance cannot be quantified: its invaluable
INDEPENDENT ASSESSMENT
INDEPENDENT ASSESSMENTS: UK AID FUNDED GROW BIHAR GOVERNANCE TEAM

ASSESSMENT

• Citizen empowerment and power parity achieved through the quasi-judicial mechanism

• Efficiency: excellent

• Efficacy: is also excellent

• 1 year taken to lay the foundation has produced positive results

• Monitoring for redressal: the spirit of the law, over and above its letter
### COMMON SYSTEMS
- only a window for accepting citizen grievances
- once collected, were directed to respective departments / officials for redressal
- no way to ensure that there was timely disposal of those grievances
- in fact, very little pressure on the official to ensure timely and satisfactory redressal.

### BRPGRA
- a pioneering initiative in India and the world at large
- creates an independent platform and a right for the citizens to legally and legitimately, demand redressal from the said official / department against which they have grievance(s)
- represents a major initiative that is seen to make governance directly and specifically responsive to the both grievances of citizens and creating enabling conditions that improve the quality of life generally
# CITIZEN FEEDBACK

The biggest perceived difference is the psychological impact of the “hearing process”.

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## EVALUATION

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<td>6</td>
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FINDINGS

- Irrespective to the nature of cases and frequency of hearing the usual behavior of the staff members at information and facilitation centre is helpful towards the complainants.

- BPGR system has the merit to value the time of the complainant.

- More than 90% respondents/complainants are satisfied with the unbiased and unprejudiced behavioral approach of authority during hearing.

FINDINGS

- Complainants convinced about order compliance by concerned departments, indicating the influence of orders on the various departments is very high.

- Significantly high proportion of complainant showed their towering level of satisfaction with the judgment. They agreed to reuse the system again redressing their future grievances, if any.

- Data shows the confidence of the complainants is very high in BPGRS and they involve themselves with responsibility to spread the information about this act to other members of the society.
REPLICABILITY & SUSTAINABILITY
REPLICABILITY

BRPGRA, its implementation and monitoring systems are easily replicable provided there is political will and a determination to adapt the law to local circumstances

Many States of the country have shown keen interest in replication

SUSTAINABILITY

There is a very high probability of sustainability as the new policy is based on a law. While amendments are possible it is normally not usual to repeal a legislation
OUTCOMES AND WAY FORWARD
OUTCOMES: WHAT HAVE WE ACHIEVED

- Empowered citizens
- Real redressal
- Power parity
- Increased faith in the system

DEVELOPMENT WITH JUSTICE
• Data analytics to identify the root cause for the grievances and intervention to bring about systemic reforms so as to reduce the number of grievances in the long run

• Advocacy at National and International forums for further dissemination and replication
TO SEE IS TO BELIEVE...

• Interested in this innovative initiative?

• Bihar Prashasanik Sudhar Mission Society cordially invites you to explore this initiative first hand.
THANK YOU

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GANDHIJI’S TALISMAN

“I will give you a talisman. Whenever you are in doubt or when the self becomes too much with you, apply the following test:

Recall the face of the poorest and the weakest man whom you may have seen and ask yourself if the step you contemplate is going to be of any use to him. Will he gain anything by it? Will it restore him to control over his own life and destiny? In other words, will it lead to Swaraj for the hungry and spiritually starving millions?

Then you will find your doubts and your self melting away.”

M.K. Gandhi
Samadhan....

The Resolution