



सत्यमेव जयते

Govt. of India  
Ministry of Finance  
O/o Pr. Chief Controller of Accounts  
Central Board of Indirect Taxes and Customs  
Expenditure Coordination Section  
A.G.C.R. Building, I. P. Estate  
New Delhi-110002

Pr.CCA/CBIC/Expdr-Coord/CPGRAM Offline/2023-24 / 299

Dated:- 30/01/2024

**CIRCULAR**

**Sub : Improving the Score and Ranking of CBIC in Grievance Redressal Assessment and Index released by DARPG-reg.**

Please find enclosed herewith email dated 23.01.2024 on the above subject.

All Zonal Heads are requested to take immediate action for settlement of pending Grievances on CPGRAM Portal without waiting for the time limit of 30 days with their respective PAOs, as to achieve Zero pendency as on 31.01.2024.

This issues with the approval of the Competent Authority.

Encl : As above

Yours faithfully,

(Subhash Chander)

**Sr.Accounts Officer(CDN)**

To:

1. Dy.CA, O/o CA(WZ), CBIC, Mumbai
2. Dy.CA, O/o DCA(EZ),CBIC, Kolkata
3. Dy. CA, O/o DCA(SZ), CBIC,Chennai
4. All PAO of North Zone

Copy to :

5. Sr. PS to Pr. CCA,CBIC
6. Sr. PS to Pr. CCA,CBIC
7. PS to CCA, CBIC
8. Sr. AO(Admn), CBIC
9. Sr. AO(ITD)-requested to upload on the ARPIT portal.



Email

SHRI SANJEEV SHRIVASTAVA

**Improving the Score and Ranking of CBIC in Grievance Redressal Assessment and Index released by DARPG - reg.**

**From :** cpgramscbic@gmail.com

Tue, Jan 23, 2024 06:09 PM

**Subject :** Improving the Score and Ranking of CBIC in Grievance Redressal Assessment and Index released by DARPG - reg.

2 attachments

**To :** CCU Customs Bengaluru Zone <ccu-cusblr@nic.in>, ccchennaizone@gmail.com, CCU Customs Delhi Zone <ccu-cusdel@nic.in>, Chief Commissioner Customs, Ahmedabad <ccoahm-guj@nic.in>, CCU Customs Kolkata Zone <ccu-cuskoa@nic.in>, CCU Customs Mumbai Zone I <ccu-cusmum1@nic.in>, CCU Customs Mumbai Zone II <ccu-cusmum2@nic.in>, ccugstpk@gmail.com, vig cc cusprevtrichy <vig.cc.cusprevtrichy@gmail.com>, CCU Customs Prev. Delhi Zone <cccpdz-cbec@nic.in>, CCU Customs Mumbai Zone III <cczone3@mumbaicustoms3.gov.in>, CCU Customs Preventive Patna Zone <ccu-cuspatna@nic.in>, Sandeep Prakash <sandeep.moca@nic.in>, CCU CGST Ahmedabad Zone <ccu-cexamd@nic.in>, ccbbsr@rediffmail.com, PCCO Central Taxes Bengaluru Zone <ccbz-excise@nic.in>, CCU CGST Bhopal Zone <ccu-cexbpl@nic.in>, CCU CGST Chandigarh Zone <ccu-cexchd@nic.in>, Pr CCO CHENNAI GST ZONE <ccu-cexchn@nic.in>, CC Office, Cochin <cccocochin@nic.in>, CCU CGST Delhi Zone <ccu-cexdel@nic.in>, CCO Hyderabad GST Zone <ccu-cexhyd@nic.in>, Pramod Kumar Singh <pks.gautam@gov.in>, CCU CGST Kolkata Zone <ccu-cexkoa@nic.in>, CCU CGST Lucknow Zone <ccu-cexlko@nic.in>, CCU CGST Mumbai Zone <ccu-cexmum1@nic.in>, CCU CGST Meerut Zone <ccu-cexmeerut@nic.in>, ccexnag@gmail.com, CCU CGST Pune Zone <ccu-cexpune@nic.in>, CCU CGST Ranchi Zone <ccu-cexranchi@nic.in>, CCU CGST Guwahati <cco-cgstguwahati@nic.in>, chiefcomgujarat@rediffmail.com, Establishment Section, CCO Vizag Zone <estt.ccovz-cbec@gov.in>, cdrcestat123@gmail.com, GST-INVESTIGATION WING (CBIC) <gstinv-cbic@gov.in>, VMJAIN <vmjain@nic.in>, Vimal Srivastava <vimal.srivastava@nic.in>, GST Policy Wing <gst-cbec@nic.in>, Sh. Yashwant Mahawar <commr.legal-

07/PCCA  
24/1/24  
38/DCA(PM)  
24/01/24

SS  
24/1  
DCA(PM)  
Please see the points  
4 on pages 3 & execute  
same - lot of on file  
24/1  
24/1/24

AAD(CDN)  
04/01  
S.M.K 21/CDN  
24/1/24



cbec@nic.in>, CX7 <cbec-paccx7@nic.in>, Commissioner Valavan <commras-cbec@nic.in>, Office of The Commissioner Investigation Customs <inv-customs@gov.in>, DG Vigilance CBIC <dg.vig-cbec@nic.in>, DGARM DELHI <dgarm-cbec@gov.in>, DG Audit <DG.AUDIT-CBEC@gov.in>, dgcei admnnd <dgcei.admnnd@gmail.com>, DGRI Hqrs <drihqrs@nic.in>, dgep dor <dgep.dor@gmail.com>, DGHRD HRM I <dghrdhrm1.cbic@gov.in>, DGPM New Delhi <dgpm-cbic@gov.in>, jdnacin@gmail.com, DG Anti Profiteering <dgap.cbic@gov.in>, dggstnewdelhi@gmail.com, dg sys <dg.sys@icegate.gov.in>, DG VAL <directorate.valuation@dov.gov.in>, dgvig@icegate.gov.in, Directorate of International Customs <diccbec.dor@gov.in>, Shri Saurabh Kumar <dsad2-cbec@nic.in>, Rajendra Jatav <rajendra.jatav@gov.in>, K C Patra <kc.patra@nic.in>, Directorate of Legal Affairs <dla-rev@nic.in>, Directorate of Logistics <dol-cbec@nic.in>, DGTS CBIC <dgts-cbic@gov.in>, Ms. M. Himabindu <jsadm-cbec@nic.in>, JS CBIC <jscus@nic.in>, KAPIL CHAUDHARY <jsdbk-rev@nic.in>, Jitendra Kumar <js.review-cbec@nic.in>, LIMATULA YADEN <js-tru01@gov.in>, Pramod Kumar <pramodkumar.dor@nic.in>, SHRI SANJEEV SHRIVASTAVA <prcca-cbic@gov.in>

Madam/Sir,

This is to bring to your kind information that CBIC got 18<sup>th</sup> all India rank in December-2023, as per DARPG's monthly report on grievance redressal **(copy enclosed)**.

2. Since CPGRAMS redressal is being monitored by Hon'ble Revenue Secretary, with a view to improve the performance of CBIC, the scoring method was called for from DARPG to understand the GRAI. After analyzing the scoring method it has been learnt that CBIC has a huge scope to improve SCORE under GRAI significantly if we focus on Efficiency and **Organisational Commitment** dimensions of GRAI. The same is discussed below:-

a) **Efficiency:** Efficiency has been given maximum weightage of all the dimensions in the GRAI, i.e. 0.45 and CBIC's score in this dimension generally ranges between 0.25 and 0.28. Hence there is significant scope of improvement.

(i) As per the scoring method of GRAI, the score of Indicator 1 of efficiency (% of grievances resolved within timeline) and 2 of efficiency (% of appeals redressed respectively) are calculated by taking the ratio of % of disposal of grievances and appeals to the % of total receipts (Brought forward + Fresh receipts) of the concerned month.



(ii) Therefore, all the grievances and appeals received on the CPGRAMS portal needs to be redressed within 7 days of receipts to keep pendency as minimum as possible at the end of the month.

a) **Organizational Commitment:**

(i) Under this dimension, the score of Indicator 10 is calculated by taking the ratio of no. of GROs mapped (active GROs) to the grievances received in the concerned month. Therefore, it is imperative that no. of GROs on the CPGRAMS portal should be kept at minimum level by deactivating those non useful accounts that are no longer required.

(ii) Secondly, the score of indicator 11 is calculated by taking the ratio of no. of GROs that have logged in at least 6 times in the concerned month to the total no of active GROs mapped on the CPGRAMS portal. Therefore, if all the active GROs do login daily CBIC will achieve 100% score in this indicator.

b) **Appeals:-** We get appeals in more than 25% of cases which shows that the dissatisfaction level is high and therefore the resolution of grievances shall be focusing on quality of reply.

c) **Feedback:-** The last important point is that the quality of feedback is poor in more than 50 % cases disposed off and this needs attention at the level of Nodal Officers.

3. Therefore, in view of above it is requested that earnest efforts should be made by all Nodal Grievance Redressal Officers (GROs) to ensure that **the GROs remain active on the CPGRAMS portal** by logging in daily even if they are not getting any grievances and dispose of all the grievances preferably within **7 working days** and return back those grievances that are not pertaining to them same day.

4. (i) A **Special drive** will also be observed from **23.01.2024 to 31.01.2024** to clear all the grievances and appeals that are pending on the CPGRAMS portal without waiting for the time limit of 30 days, so as to achieve **zero pendency as on 31.01.2024**. Needless to say, the quality of redressal of grievances should be maintained, by providing reasoned responses and send a report about all non-active GRO's.

Regards,

CPGRAMS Cell, DGTS

---

 **Central Board of Indirect Taxes and Customs.pdf**  
958 KB

 **Adobe Scan Jan 23, 2024.pdf**  
898 KB

---





करदाता सेवा महानिदेशालय  
Directorate General of Taxpayer Services  
केंद्रीय अप्रत्यक्ष कर एवं सीमा शुल्क बोर्ड  
Central Board of Indirect Taxes & Customs  
केंद्रीय राजस्व भवन, आई. पी. एस्टेट,  
Central Revenues Building, I.P. Estate,  
नई दिल्ली-110 109



F. No. DGTS/MISC/89/2021-O/o ADG-II-DGTS-HQ-DELHI

Date: 23 Jan, 2024

To,

All the Principal Chief Commissioners/Chief Commissioners of CGST/Customs,

All the Principal Director Generals/Director Generals,

The Joint Secretary, Customs/TRU-1/TRU-2/Administration,

The Commissioner Coordination, GST Policy Wing.

**Subject: Improving the Score and Ranking of CBIC in Grievance Redressal Assessment and Index released by DARPG - reg.**

Madam/Sir,

This is to bring to your kind information that CBIC got 18<sup>th</sup> all India rank in December-2023, as per DARPG's monthly report on grievance redressal (copy enclosed).

2. Since CPGRAMS redressal is being monitored by Hon'ble Revenue Secretary, with a view to improve the performance of CBIC, the scoring method was called for from DARPG to understand the GRAI. After analyzing the scoring method it has been learnt that CBIC has a huge scope to improve SCORE under GRAI significantly if we focus on Efficiency and **Organisational Commitment** dimensions of GRAI. The same is discussed below:-

- a) **Efficiency:** Efficiency has been given maximum weightage of all the dimensions in the GRAI, i.e. 0.45 and CBIC's score in this dimension generally ranges between 0.25 and 0.28. Hence there is significant scope of improvement.



- (i) As per the scoring method of GRAI, the score of Indicator 1 of efficiency (% of grievances resolved within timeline) and 2 of efficiency (% of appeals redressed respectively) are calculated by taking the ratio of % of disposal of grievances and appeals to the % of total receipts (Brought forward + Fresh receipts) of the concerned month.
- (ii) Therefore, all the grievances and appeals received on the CPGRAMS portal needs to be redressed within 7 days of receipts to keep pendency as minimum as possible at the end of the month.

**a) Organizational Commitment:**

- (i) Under this dimension, the score of Indicator 10 is calculated by taking the ratio of no. of GROs mapped (active GROs) to the grievances received in the concerned month. Therefore, it is imperative that no. of GROs on the CPGRAMS portal should be kept at minimum level by deactivating those non useful accounts that are no longer required.
- (ii) Secondly, the score of indicator 11 is calculated by taking the ratio of no. of GROs that have logged in at least 6 times in the concerned month to the total no of active GROs mapped on the CPGRAMS portal. Therefore, if all the active GROs do login daily CBIC will achieve 100% score in this indicator.

**b) Appeals:-** We get appeals in more than 25% of cases which shows that the dissatisfaction level is high and therefore the resolution of grievances shall be focusing on quality of reply.

**c) Feedback:-** The last important point is that the quality of feedback is poor in more than 50 % cases disposed off and this needs attention at the level of Nodal Officers.


3. Therefore, in view of above it is requested that earnest efforts should be made by all Nodal Grievance Redressal Officers (GROs) to ensure that **the GROs remain active on the CPGRAMS portal** by logging in daily even if they are not getting any grievances and dispose of all the grievances preferably within **7 working days** and return back those grievances that are not pertaining to them same day.



4. (i) A Special drive will also be observed from 23.01.2024 to 31.01.2024 to clear all the grievances and appeals that are pending on the CPGRAMS portal without waiting for the time limit of 30 days, so as to achieve zero pendency as on 31.01.2024. Needless to say, the quality of redressal of grievances should be maintained, by providing reasoned responses and send a report about all non-active GRO's.

These issues with the approval of Pr. Director General, DGTS.

Encl: As above.

Yours sincerely,  
  
(Lalan Kumar)  
Pr. ADG, DGTS  
23.01.2024.



## GRAI Score Calculation for Central Board of Indirect Taxes and Customs

### 1 Summary of Scores

Ministry / Department	Dimension Score				GRAI Score	GRAI Rank
	Efficiency	Feedback	Domain	Organisational Commitment		
Central Board of Indirect Taxes and Customs	0.288	0.148	0.129	0.055	0.619	18

### 2 Methodology for Calculating the Score

The key output is to design and develop a comprehensive index which can identify Ministry/Department-wise strong and weak areas regarding the grievance redressal mechanism adopted by them based on a root-cause analysis.

GRAI has been formulated based on the following four (4) dimensions and 11 indicators with the corresponding weightages:

#	Dimensions	Weights	#	Indicators	Orientation of Indicator*	Weights
1	Efficiency	0.45	1	% of Grievances Resolved within Timeline (within 30 days)	Positive	0.45
			2	% of Appeals Redressed	Positive	0.15
			3	% of Resolution of Grievances under Corruption Category	Positive	0.15
			4	Average Resolution Time	Negative	0.10
			5	% Pendency with GROs (beyond 30 days)	Negative	0.15
2	Feedback	0.30	6	% of Appeals Filed	Negative	0.50
			7	% of Resolution with "Satisfied" Remarks	Positive	0.50
3	Domain	0.15	8	% of Resolution of Complaints Labelled as "Urgent"	Positive	0.60
			9	Adequacy of Categorisation of Grievance by M/D	Negative	0.40
4	Organisational Commitment	0.10	10	Ratio of GROs vis-à-vis Grievances Received	Negative	0.30
			11	% of Active Grievance Redressal Officers (GROs)	Positive	0.70

Note: \* - Positive = for which Higher Value is better; Negative = for which Lower Value is better

#### 2.1 Step I: Compilation of Necessary Data/Information

The data used in preparing the GRAI has been taken from 1st December 2023 to 31st December 2023. NIC has made the data available for index computation.



## 2.2 Step II: Normalisation of Indicator Values

Statistically, there is no parity in comparing variables which are expressed in different units. Therefore, it is required to convert the variables with mixed scales into dimensionless entities / unit neutral, so that they can be compared and used for ranking purposes. This way of conversion is known as normalisation<sup>1</sup>. It helps in measuring and comparing composite indicators with ease. It also makes the aggregation of indicators meaningful. For the purpose of ranking the Ministries and Department as part of GRAI, the Dimensional Index Methodology is applied.

The following two equations are used to normalise the indicator values:

Dimensional Score for 'Positive Indicators':

$$\text{Score} = (\text{Indicator Value} - \text{Minimum Value}) \div (\text{Maximum Value} - \text{Minimum Value})$$

Dimensional Score for 'Negative Indicators':

$$\text{Score} = (\text{Maximum Value} - \text{Indicator Value}) \div (\text{Maximum Value} - \text{Minimum Value})$$

Where:

Positive Indicator = for which Higher Value is better

## 2.3 Step III: Assigning Weightages

**Weightage to Dimensions:** Considering the existing system implemented by the DARPG, Govt. of India, certain dimensions hold greater significance in meeting citizens' expectations. These dimensions, such as efficiency (*inter alia* assessed through timely grievance resolution) and the quality of resolution (*inter alia* evaluated through feedback mechanisms), have been assigned higher weightages.

**Weightages for Indicators:** Assigning weights to the four dimensions and corresponding indicators is paramount to maintain the guiding principles. In addition, there are certain indicators which are very crucial within the dimensions for achieving the overall objectives of grievance redressal mechanism, i.e., CPGRAMS. Therefore, such indicators within the dimensions are assigned higher weightages whereas input and process-based indicators are assigned comparatively lower weightage. Assigning higher weightages to outcome/output-based indicators which are aligned with the overarching objective of CPGRAMS provide emphasis to performance and achievements of Ministries and Departments regarding their grievance redressal mechanism.

## 2.4 Step IV: Computation of Scores and Ranking

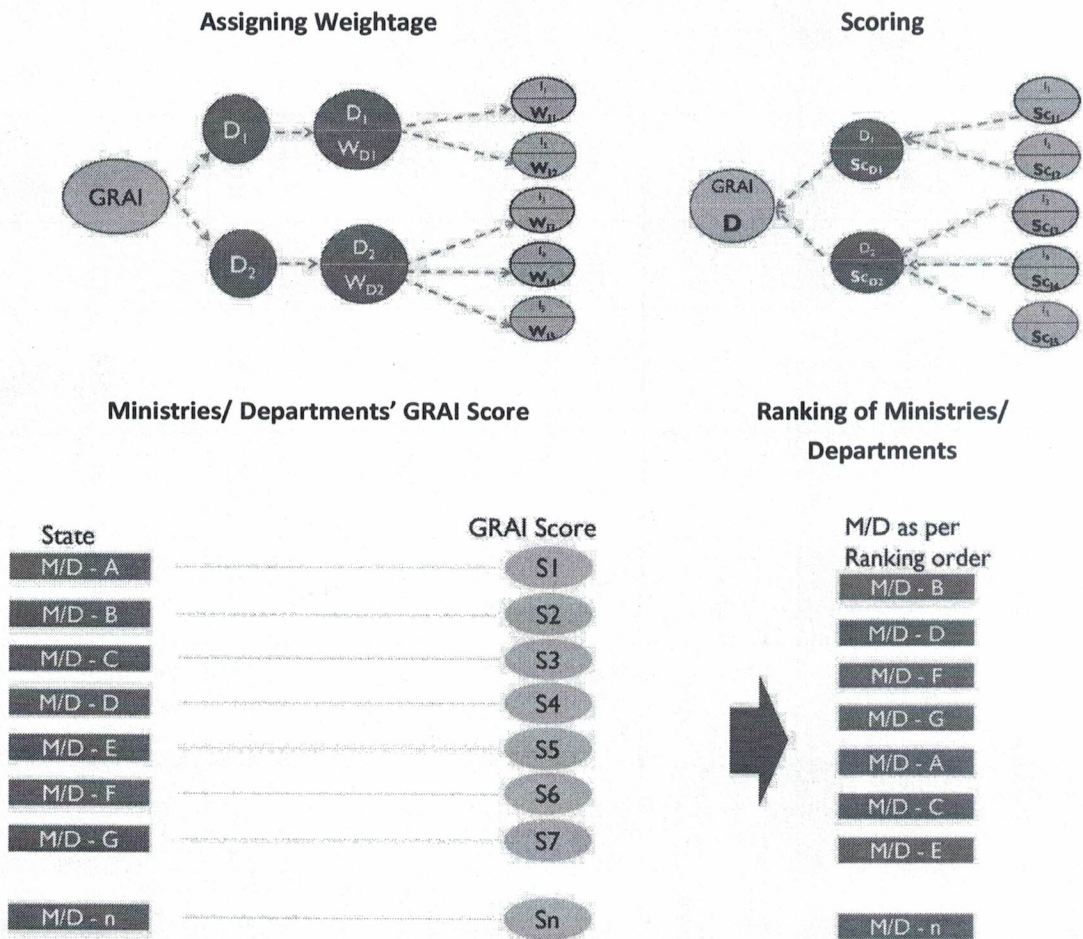
After completing data normalisation process, the normalised value of each indicator needs to be multiplied with weightage assigned to indicator in order to obtain the final indicator score. These final individual indicator scores are aggregated to obtain a value for the dimension. These aggregated values after multiplication with dimension weight becomes the score for the dimension. Once dimension-wise scores are aggregated, it becomes Ministry/Department's GRAI score to be used for ranking purpose. Although the strength of the present index lies in its comprehensive publishing of stacking the Ministries and Department as per the ranks, a more pragmatic approach is to consider dimension-

<sup>1</sup><https://www.coursera.org/lecture/data-genes-medicine/data-normalization-jGN7k>



specific ranking of the Ministries and Department. By adopting this approach, there would be four rankings which are generated dimension-wise, thereby recognising the dimension-based strength and weakness of Ministries and Departments.

**Scoring and Ranking Process of GRAI**



By following the above-mentioned methodology, rank all the Ministries and Departments without any categorisation are calculated to assess the standing of each Ministry and Department in comparison to other Ministry and Department.

The Ministries/Departments have been categorised into two groups, based on the number of grievances received during the period in consideration, to enable a fair comparison; 1<sup>st</sup> Group (Group A) contains Ministries/Departments receiving higher number of grievances (i.e.,  $\geq 500$ ) while 2<sup>nd</sup> Group (Group B) contains the ones receiving comparatively lesser number of grievances (i.e.,  $< 500$ ).



3 Calculation of GRAI Score for Central Board of Indirect Taxes and Customs

Dimensions	#	Indicators	Indicator Orientation	Data Points	Data for 01 Dec to 31 Dec 2023	Formula for Calculating Indicator Value	Indicator Value	Maximum Indicator Value among all M/Ds	Minimum Indicator Value among all M/Ds	Normalized Value	Indicator or Score after Weightage	Dimension Score After Weightage	GRAI Score
Efficiency	1	% of Grievances Resolved within Timeline (within 30 days)	Positive	(a) No. of Grievances b/f	566	$(c) / (a) + (b) \times 100$	50.47	100.00	12.20	0.436	0.196		
				(b) No. of Grievances Received	1350								
				(c) No. of Grievances Resolved within Timeline	967								
	2	% of Appeals Redressed	Positive	(a) No. of Appeals b/f	169	$(c) / (a) + (b) \times 100$	67.95	100.00	0.00	0.679	0.102		
(b) No. of Appeals Filed				299									
(c) Total Appeal Redressed				318									
3	% of Resolution of Grievances under Corruption Category	Positive	(a) No. of Grievances Registered under Corruption Category b/f	9	$(c) / (a) + (b) \times 100$	76.00	100.00	0.00	0.760	0.114	0.288	0.619	
			(b) No. of Grievances Registered under Corruption Category	16									
			(c) No. of Grievance Resolved under Corruption Category	19									
4	Average Resolution Time	Negative	Average Resolution Time	16	-	16.00	71.00	1.00	0.786	0.079			
			(a) Total No. of GROs mapped (excluding inactivated) to CPGRAMS	950									
5	% Pendency with GROs (beyond 30 days)	Negative	(b) Total No. of GROs with Pendency more than 100 days (cumulatively as on date)	0	$(b) / (a) \times 100$	0.00	16.67	0.00	1.000	0.150			



Grievance Redressal Assessment and Index Dec 2023

Dimensions	#	Indicators	Indicator Orientation	Data Points		Data for 01 Dec to 31 Dec 2023	Formula for Calculating Indicator Value	Indicator Value	Maximum Indicator Value among all M/Ds	Minimum Indicator Value among all M/Ds	Norm alized Value	Indicator Score after Weightage	Dimension Score After Weightage	GRAI Score
				(a) No. of Grievances Received	(b) Total No. of Grievances mapped (excluding Inactivated) to CPGRAMS									
Org Commitment	1	Ratio of GROs vis-à-vis Grievances Received	Negative	(a) 1350	(b) 950	950	$(a) / (b) \times 100$	1.42	192.50	0.32	0.394	0.298	0.055	
	2	% of Active Grievance Redressal Officers (GROs)	Positive	(a) 312	(b) Total No. of GROs mapped (excluding Inactivated) to CPGRAMS	950	$(a) / (b) \times 100$	32.84	86.49	2.91	0.358	0.251		