



**Ravi Gupta, IPS**  
Executive Vice-Chairman &  
Director General

## CGG Welcomes Shri Ravi Gupta, IPS as Executive Vice-Chairman & Director General

Government of Telangana appointed Shri Ravi Gupta, IPS as the Executive Vice-Chairman & Director General of the Centre for Good Governance (CGG).



CGG welcomed Shri Gupta on 29 September 2025 who brings unmatched vision, leadership, and technical expertise to CGG. He has served in diverse roles across law & order, anti-extremist operations, vigilance, anti-corruption, intelligence, and IT-enabled governance, and has led key initiatives like the CCTNS/ Enterprise eCOPS Project in Telangana. His service has been recognized with the Indian Police Medal (IPM), President's Police Medal (PPM), and Ati-Utkrisht Seva Padak. His leadership is expected to bolster organizational systems, foster innovation, and expand CGG's role across e-Governance solutions as well as consulting and advisory through the Knowledge & Research Division. ■

“ Warm greetings and best wishes for a very Happy New Year 2026.

It gives me immense pleasure to present inaugural edition of the quarterly newsletter, “The CGG Gazette”. This newsletter reflects our journey of strengthening governance systems through innovation, technology and knowledge driven solutions.

The CGG has completed 25 years of dedicated service in promoting good governance and transforming public administration. From its early mandate of supporting key sectors and regions in governance reform, CGG has evolved into a nationally recognized institution with expertise spanning policy formulation, programme implementation, monitoring and evaluation, capacity building, e-Governance services, business process re-engineering, and embedding emerging technologies for delivering measurable governance outcomes and sustainable public sector reforms.

Over the years, CGG has expanded its footprint well beyond Telangana, working with governments across Andhra Pradesh, Karnataka, Tamil Nadu, Madhya Pradesh, Chhattisgarh, Jharkhand, Gujarat, Maharashtra, Jammu & Kashmir, Odisha, and the entire North-Eastern region, besides supporting several ministries and departments of the Government of India through Government Advisory and IT-enabled solutions. Our focus remains on enhancing service delivery, empowering institutions, and enabling efficient, people-centric public administration to ensure that governance outcomes effectively reach all sections of the society. ”

## Strengthening Rural Governance through Inter State Learning



The Centre for Good Governance (CGG), Hyderabad, in collaboration with the State Institute of Rural Development & Panchayat Raj (SIRD&PR), Odisha, conducted a four-day Programme titled “Promotion of Effective Rural Governance Using Best Practices Model” under the Revamped Rashtriya Gram Swaraj Abhiyan (RGSA).

*A total of 39 participants representing 25 Gram Panchayats majorly from five districts of Odisha—Ganjam, Jagatsinghpur, Jajpur, Jharsuguda, and Kalahandi participated in this programme and exposure visits.*

The programme has significantly enhanced participants' understanding of effective rural governance, sustainability, and community-driven development. The programme reinforces the value of inter-state knowledge exchange and sets the foundation for contextual adaptation of best practices in Odisha. ■



Shri Ravi Gupta EVC&DG, CGG with the Participants

## Editor's Note

Dear CGG fraternity,

It is with profound pleasure, humility and anticipation that we celebrate the launch of "The CGG Gazette" with this inaugural issue. It is indeed a great pleasure to be part of the newsletter team of Centre for Good Governance.

As I assume this new role as editor for the newsletter, I am so thankful to EVC & DG for placing confidence in me and request staff to support the wonderful work at CGG through your time, encouragement and contributions. I am incredibly excited about the great things to come with innovation in public services delivery. I hope you will enjoy the news and updates that highlight achievement and successes of our colleagues.

This newsletter series aims to offer a curated snapshot of assignments being implemented by CGG with a goal to connect government departments and employees in bringing latest updates, valuable insights and exciting stories on governance. In this inaugural edition, we provide highlights of ongoing projects at CGG.

We hope you will find this endeavor an informative one. Thank you.

**As we Step into 2026, I am delighted in Wishing you a Happy New Year**

**- Devi Prasad J, Editor**

## CGG's collaboration with DARPG, Govt. of India continues

### GRAI for Ministries & Departments and States and UTs

CGG support to the Department of Administrative Reforms and Public Grievances (DARPG), Government of India continues in conceptualizing and operationalizing the Grievance Redressal Assessment and Index (GRAI), a landmark initiative aimed at strengthening citizen-centric governance in India. Anchored in the Centralized Public Grievance Redress and Monitoring System (CPGRAMS) ecosystem, GRAI provides a structured and evidence-based framework to assess grievance redressal performance across government.



DARPG and CGG have ensured that the Index moves beyond procedural compliance to focus on institutionalization of grievance redressal processes, quality and timelines of disposal, feedback mechanisms and systemic improvements. In addition to the annual assessment, CGG also supports monthly performance ranking of 90 Central Ministries and Departments. ■

## Impact Assessment of 73rd and 74th Amendments on women's participation and leadership

The Centre for Good Governance (CGG) is currently working on the evaluation of the impact of the 73rd and 74th Constitutional Amendments on women's participation and leadership in governance for National Commission for Women (NCW). These landmark constitutional reforms, which institutionalised Panchayati Raj Institutions and Urban Local Bodies, have played a pivotal role in enhancing women's representation in local governance through mandatory reservations. The present study seeks to assess how far these constitutional provisions have translated into substantive empowerment, inclusive decision-making, and improved governance outcomes for women.

As part of this national-level assessment, CGG is carrying out the study across eight selected states, representing diverse socio-economic, cultural, and administrative contexts. The multi-state approach enables a comparative analysis of implementation practices, institutional capacities, and state-specific innovations, while also identifying systemic challenges and regional variations in women's participation in governance structures.

A key component of the study involves conducting state-level consultations with a wide range of stakeholders. These consultations bring together representatives from state governments, elected women representatives from Panchayati Raj Institutions and Urban Local Bodies, officials from line departments, civil society organisations, domain experts, and academic institutions. The consultations serve as an important platform to capture ground-level experiences, policy perspectives, and lived realities of women leaders engaged in governance processes.

Through these deliberative engagements, CGG aims to document best practices, assess institutional and socio-political barriers, and generate evidence-based insights on the effectiveness of constitutional mandates in strengthening women's role in governance. The findings of the study will contribute to informed policy recommendations and strategic interventions to further advance gender-responsive governance and democratic decentralisation in the country. ■



**CGG team discussion with Ms. Deepa, Addl. Commissioner, Local Self Government, Tamilnadu**





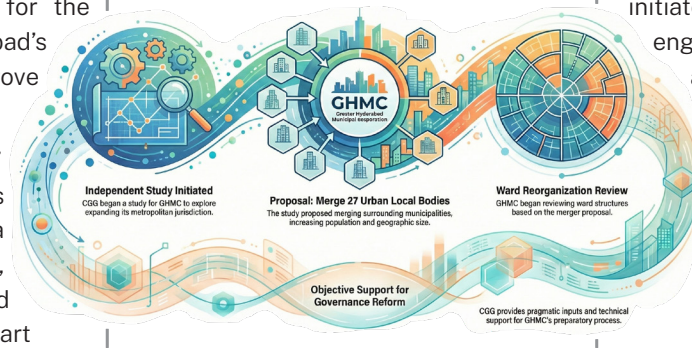
## CGG supports GHMC's Next Phase of Governance

CGG has undertaken an independent study for the Greater Hyderabad Municipal Corporation (GHMC) for the proposed expansion of Hyderabad's metropolitan jurisdiction to improve urban governance.

The study proposed merger of 27 surrounding Urban Local Bodies (ULB) into GHMC assessing a significant increase in population, geographic spread, and governance responsibilities. As part

of the assignment, CGG examined the rationale and need for undertaking ward

reorganization in the context of the proposed merger. Based on this, GHMC initiated a review of ward structure and engaged CGG to provide objective and pragmatic inputs to support its preparatory processes. This engagement reflects CGG's continued collaboration with ULBs in supporting governance reforms through independent research and technical support.



## Induction of PMU staff of SERP

The Centre for Good Governance (CGG) has established a Project Management Unit (PMU) for the effective implementation of the Indira Mahila Shakti (IMS) initiatives of the Society for Elimination of Rural Poverty (SERP). The PMU has been constituted to provide strategic, technical, and operational support to the programme, with a focus on strengthening institutional mechanisms, ensuring timely execution, and achieving high-quality outcomes aligned with the objectives of IMS.

As part of the institutional onboarding process, the newly constituted PMU team underwent a comprehensive induction programme in October 2025. The induction was designed to familiarize team

members with the vision, goals, and operational framework of the Indira Mahila Shakti project, as well as the implementation modalities adopted by SERP. The programme also oriented the team to CGG's governance consulting approach, project management protocols, and performance monitoring mechanisms.

The week from 9-17th October, 2025 covered key thematic areas including programme design and rollout strategies, coordination with state and district-level stakeholders at Warangal, financial and administrative processes, monitoring and evaluation frameworks, and reporting structures. Emphasis was placed on building a shared understanding of roles and responsibilities, fostering

team cohesion, and aligning individual functions with the broader mission of empowering women-led enterprises and strengthening livelihoods.

Through this structured induction, CGG aims to ensure that the PMU operates as a cohesive, agile, and results-oriented unit capable of supporting SERP in the successful implementation of the Indira Mahila Shakti project across the state. ■



## CGG Forays into CSR Evaluation of Various Public Sector Undertakings

Centre for Good Governance (CGG) has been actively supporting Public Sector Undertakings (PSUs) such as The Singareni Collieries Company Limited (SCCL), Power Finance Corporation (PFC), and Singareni Thermal Power Plant (STPP) in conducting independent impact assessments of their Corporate Social Responsibility (CSR) initiatives, in compliance with the provisions of the Companies Act, 2013.

These impact assessments provided an independent evaluation of the effectiveness, outcomes and sustainability of CSR interventions, along with their alignment to the United Nations Sustainable Development Goals (SDGs). The assessments covered a broad spectrum of development sectors such as health, education, infrastructure, sports, etc.

The CSR impact assessments enabled the PSUs to clearly assess the relevance and effectiveness of their initiatives in alignment with local needs, national priorities, and the SDGs. The

studies strengthened evidence-based reporting through direct and indirect beneficiary surveys and stakeholder interactions, and provided clear, actionable recommendations to improve programme design, implementation, and overall impact.

The study generated valuable insights that enabled organizations to review and strengthen activities across key focus areas, refine CSR policies, and improve coordination with government and development partners. It also supported a strategic shift from expenditure-driven CSR to outcome-oriented initiatives that deliver measurable and sustainable social and economic impact. ■



## CGG collaborates with NITI Aayog in two key sectors – ICDS and Public Sector Enterprises

The Centre for Good Governance (CGG) is collaborating with NITI Aayog in shaping pan-India policy in Child Development & Women empowerment and identifying policy level interventions in strengthening state public sector enterprises.

The assignment on “Reimagining the Integrated Child Development Services (ICDS)” is to strengthen service delivery, improving convergence across sectors

and enhancing beneficiary experience. The study is envisaged as a forward-looking exercise to manifest the existing scheme into the revamped version of ICDS 2.0, thereby contemplating the needs of the next 25 years while accounting for rapid urbanization, changing family structures and evolving lifestyles.

The assignment on “Reforming State Public Sector Enterprises (SPSEs)

in India”, aims at improving their governance, operational efficiency and financial sustainability with policy recommendations. These projects underscore CGG’s growing engagement with national-level policy institution and contribute to advancing data-driven outcome-oriented governance, institutional reform and policy implementation support in priority sectors. ■

## CGG designed Telangana State Election Commission with “Te-Poll”

CGG played a key role in Telangana’s digital election transformation through the design and continuous support of the “Te-Poll” Web and Mobile Applications for the Telangana State Election Commission (TGSEC). Te-Poll serves as a mission-critical platform for end-to-end election management, strengthening transparency, operational efficiency, and citizen trust through a scalable and resilient digital governance framework. Its scalable and resilient architecture has positioned Te-Poll as a key backbone for technology-driven electoral governance in the State.

During the recent Gram Panchayat Elections conducted in December



2025, CGG delivered comprehensive digital enablement across Telangana successfully handled 1.2 TB of electoral data, generated rolls for nearly 1.7 crore rural voters, supported elections across 12,702 Gram Panchayats, and recorded over 23 lakh citizen downloads. Citizen-centric features such as GIS-based “Know Your Polling Station,” one-click voter services, and geo-tagged grievance redressal strengthened accessibility, transparency, and real-time monitoring setting a new benchmark for digital election management in Telangana. ■

## Launch of Telangana State Police Complaints Authority (SPCA) Web Portal

Centre for Good Governance has designed and developed a website for State Police Complaints Authority (SPCA), which was launched by the Hon’ble Chief Minister, Sri A. Revanth Reddy, on 16th October 2025, in the presence of Hon’ble Minister Sri Komatireddy Venkat Reddy, Chief Secretary Sri K. Rama Krishna Rao, Executive Vice-Chairman

& Director General, CGG, Sri Ravi Gupta, Sri Shivadhar Reddy, DGP and SPCA Chairman, Hon’ble Justice (Retd.) Siva Shankar Rao, along with members of the SPCA and other eminent dignitaries.

Through the newly launched SPCA Web Portal, citizens can now file complaints online regarding allegations of serious misconduct by police personnel, custodial

deaths or custodial rape, illegal detention or harassment, violation of human rights etc.

The portal enables online complaint submission, redressal, monitoring, and review, ensuring transparency, accessibility, and timely resolution of grievances. ■

Hon’ble CM Sri A. Revanth Reddy, Launching SPCA Web Portal





## CGG support to citizen centric governance in Prajavani



Hon'ble Dy. CM appreciating CGG Team

The Prajavani initiated with the visionary leadership of the Hon'ble Chief Minister was launched in 2023 to capture and process grievances submitted by citizens directly to the Hon'ble Chief Minister. The platform introduced a unified online portal enabling seamless receipt, tracking, and monitoring of petitions by State Nodal Officers, Special Chief Secretaries, Principal Secretaries, Heads of Departments, and District Collectors, thereby strengthening transparency, responsiveness, and accountability across the administrative ecosystem. By facilitating direct interaction and

fostering collaboration between the government and its citizens, the initiative embodies the spirit of a responsive and people-centric administration.

The impact of Prajavani has been substantial—over 1,07,829 petitions have been received so far, with 64,923 grievances successfully resolved, reflecting a strong resolution rate and meaningful service delivery. Building on the progress achieved, it was announced during the program that the project will soon be extended to all districts of Telangana.

On the 2nd Anniversary of Prajavani held on 19 December 2025, the Government of Telangana lauded the role of CGG in enabling grievance redressal reforms. The occasion also witnessed the felicitation of Sri Ravi Gupta, IPS, Executive Vice-Chairman & Director General, CGG by Sri Bhatti Vikramarka

Mallu, Dy CM of Telangana and Sri Jupally Krishna Rao, Minister for Excise and Tourism, Telangana. The CGG Prajavani Team headed by Mrs. Maadhavi Sriram was appreciated for their pivotal role in building, sustaining, and strengthening this transformative governance platform. Prajavani continues to redefine grievance redressal in Telangana transforming public service delivery through technology, innovation, and citizen focus.



## MDP on Rural Governance for SIRD & PR Tamil Nadu



Sri Venkat Chengavalli and Sri Ravi Gupta at Inaugural of MDP

A Management Development Programme I(MDP) on "Leadership Development for Rural Governance" was organised by the Centre for Good Governance (CGG) for the officials of State Institute of Rural Development & Panchayat Raj (SIRD&PR), Tamil Nadu.

The 5-day residential programme was conducted with the objective of strengthening leadership, managerial, and behavioural competencies of officials engaged in rural governance. The program was inaugurated by Sri Ravi Gupta, IPS, Executive Vice Chairman & Director General, CGG.

Sri Venkat Changavalli, CEO, IIBI and celebrated Leadership Icon and Advisor to Fortune 100 Companies, Governments and Non-Profit Organizations delivered keynote address on leadership. The programme

adopted an integrated learning approach combining classroom sessions, experiential learning, group work, and outbound training. Distinguished faculty from premier institutions and seasoned practitioners facilitated sessions covering leadership, emotional intelligence, governance reforms, rural technologies, stress management, and team dynamics. A dedicated outbound training day-out near Keesara provided hands-on leadership and team-building experiences through activities such as zip lining, rappelling, problem-solving games, and reflective exercises. ■



Sri Venkat Chengavalli and Sri Ravi Gupta with participants of MDP



## CGG enabled Online Recruitment Processing for TGPSC

CGG enabled a fully digital, end-to-end recruitment ecosystem for TGPSC, ensuring transparent and efficient execution of multiple large-scale notifications. The platform successfully supported Group I, II and III recruitments, covering processes such as OMR processing, marks recounting, certificate verification, web options and final selections entirely online. In total, over 2,700 candidates were selected (Group

I-562, Group II -776 and Group III -1,373), demonstrating CGG's capability to deliver recruitment at scale with reliability and fairness.

On the occasion of the declaration of Group II results on 28 September 2025, the milestone signified the successful culmination of a transparent, merit based and well structured recruitment process making it an important step

towards strengthening public service delivery in Telangana. This success was made possible through a unified recruitment platform integrating real-time dashboards, MIS, and a stage-wise notification planner. Strong security frameworks and performance readiness ensured uninterrupted operations during peak loads, strengthening confidence in the recruitment process. ■

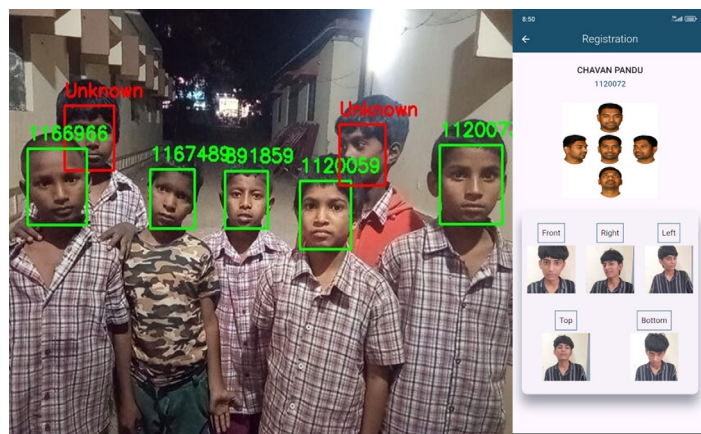


CGG Team with Sri Burra Venkatesham, IAS, Chairman TGPSC at Group-II Results Declaration

## Face Recognition App for Attendance

CGG has developed and implemented a Face Recognition Based Attendance System to enable fully automated and contactless attendance tracking. The solution supports both group attendance capture and individual attendance, improving accuracy, transparency, and operational efficiency by significantly reducing manual effort.

The application has been successfully deployed at CGG for automated attendance monitoring. In addition, pilot implementations have been completed in departments such as SCDD Hostels and Tribal Welfare Hostels, demonstrating strong field readiness and providing a scalable foundation for wider rollout across other departments and institutions.



*The October–December 2025 quarter has been particularly dynamic and impactful, reaffirming CGG's role as a key enabler and backbone of targeted governance reforms and programmes. The quarter emphasized technology- and innovation-enabled grievance redressal solutions to ensure faster, transparent, and citizen-centric service delivery; evidence- and data-based analysis of grievance trends across ministries and states to enable informed policy formulation and course correction; and a strong focus on last-mile, inclusive, grassroots-level interventions to ensure that governance outcomes effectively reach all sections of the society.*



## Training of TSDs

CGG has completed training for 22 Trainee Software Developers (TSDs) in Java and Python with Generative AI. The 22 TSDs, who joined CGG on 15th July 2025, are final-year completed students from IITs and IIITs, selected through campus recruitment drives conducted by CGG, and were appointed as Trainee Software Developers.

The training programme was successfully completed on 18th November 2025, after which all the trainees were allotted to various projects based on their performance, to enable them to contribute effectively and deliver their best work.

The Executive Vice-Chairman & Director General, Sri Ravi Gupta, IPS, participated in the TSDs Training Completion Programme and encouraged the trainees on the successful completion of their training.



Sri Ravi Gupta and Smt. Kalpana, AD with TSDs on Completion of Training

## AI-Powered Office Productivity Training at MCR HRD Institute



Sri Ravi Gupta and Smt. K. Nikhila, IAS, Addl. DG, MCRHRD at Inauguration of AI Powered Office Productivity Training

Sri Ravi Gupta, IPS (Retd.), Executive Vice-Chairman & Director General, Centre for Good Governance (CGG), inaugurated a 5-day "Master Trainer Development Program: AI-Powered Office Productivity". The program is organized by Dr. MCR HRD Institute of Telangana and aims to equip trainers and officials with the latest AI-driven skills to boost office productivity.

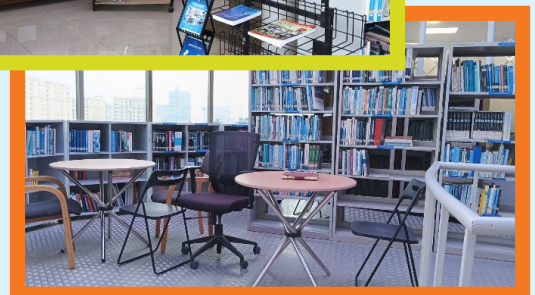
Participants were trained on AI foundations & prompting, cybersecurity, podcasting and creative AI Tools and responsible AI use and change enablement. ■

## Library Facilities at CGG

CGG library offers a vast array of e-resources, including e-papers, e-books, and e-magazines. CGG proud to have memberships with prestigious institutions like ISB and the British Council Library, as well as DELNET.

The CGG e-resources cover a wide range of topics, including statistical data, economic outlook updates, CMIE, STAT : medical updates, JSTOR, and Packt e-books. It has a well-equipped library infrastructure, featuring a reading room and a conference hall.

Additionally, there is a branch located at CGG Jubilee Hills in the MCR HRDI campus, which specializes in social sciences books. Both libraries offer huge collection of magazines and papers, as well as access to e-magazines and e-papers. ■



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Jubilee Hills Campus



Gachibowli Campus

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