

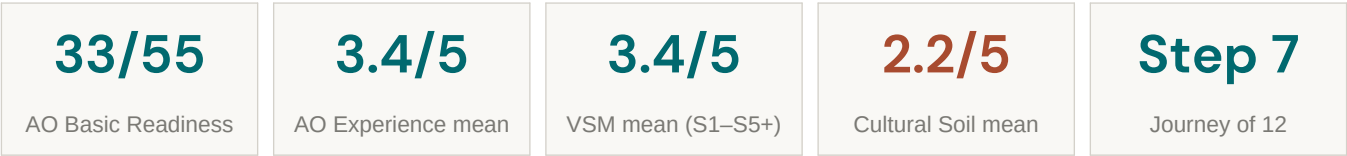
Master Assessment — e-Jagriti

Version 2 · Generic transformation lens · AO Readiness · VSM · Cultural Soil

Executive summary

v2 drops the agile-specific layer of v1 (Manifesto, DOI, Scrum-Master P/M/O) and assesses the e-Jagriti transformation through three generic transformation lenses: **AO Readiness** (basic plus experience), **Viable System Model** (Stafford Beer's S1–S5 + recursion + variety engineering), and **Cultural Soil** (the substrate that determines whether a transformation roots or wilts). Each score is tagged **E** (directly evidenced in the artefacts) or **I** (inferred). In the charts, solid bars denote E, hatched bars denote I. The synthesis is the position on the 12-step AO Journey.

Headline reading. e-Jagriti is a textbook process re-engineering success at the operational and organisational levels: AO Basic Readiness 33/55, AO Experience radar mean 3.4/5, VSM mean 3.4/5 with a strong S1–S3 spine, and a coherent recursive structure (District $\subset$ State $\subset$ National Commission). The weakness is structural and located in the same place across all three lenses: **the people and learning substrate**. Cultural Soil scores 2.2/5 with the lowest score (1/5) on psychological safety. VSM S4 (Intelligence / future-sensing) scores 2/5. AO PX scores 2/5. These are not three separate problems — they are the same opacity seen from three angles. Journey position: **Step 7 (Learn)**. Advancing to Steps 8–12 requires evidence that the soil exists, not just that the platform works.



Legend. ■ solid = E (Evidence-based, traceable to a quoted artefact). ■ hatched = I (Inferred, defensible read of the same artefacts; would convert to E with insider evidence). Score tags appear next to every bar.

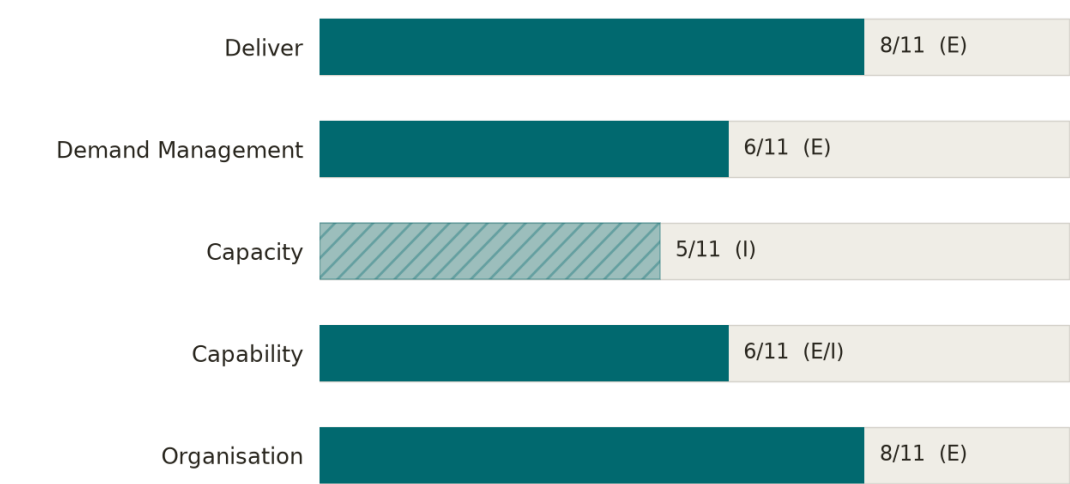
Method & evidence base

Scoring uses only three artefacts: the PIB-derived evidence pack covering metrics through Q4 FY 2025–26; the NIC Consumer Complaint Filing help document (13 steps, March 2025); and the NIC Fee Submission help document (12 steps, March 2025). ^{1 2 3} No insider data (org charts, employee surveys, retros, sprint cadence, AI architecture) was available. The honest range of this assessment is therefore: **strong on the customer-facing surface, conservative on the operator-facing and adaptive layers**. Where insider data would change the score, this is flagged explicitly per dimension.

Lens 1 · AO Readiness

1.1 Basic AO Readiness — 33 / 55

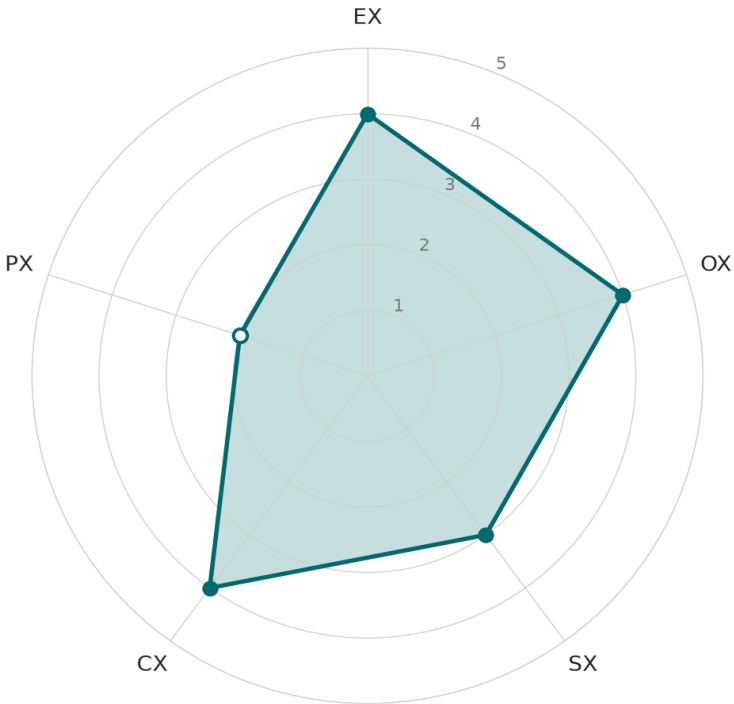
Five foundational dimensions of agile-organisation delivery, 0–11 each.



Dimension	Score	Evid.	Rationale
Deliver	8/11	E	13-step paperless filing flow + 12-step multi-gateway payment flow + hybrid VC at NCDRC and 35 State Commissions. Continuous delivery posture for a public service.
Demand Management	6/11	E	Throughput visible: 38,944 filings disposed at 88.84% in Q4 FY25–26. Backlog visibility, WIP control, and prioritisation logic not exposed in artefacts.
Capacity	5/11	I	Consolidation frees capacity, but ~13% unresolved help-desk tickets and 751→61 NRI filing-to-disposal gap signal downstream constraint.
Capability	6/11	E/I	NIC delivery capability evident from help-doc quality and platform stability. 'AI-enabled' is stated but the scope, models, and human-in-the-loop design are undisclosed.
Organisation	8/11	E	One platform across NCDRC + 35 State Commissions = value-stream-aligned organisational design across previously siloed forums.

1.2 Experience Dimensions — EX · OX · SX · CX · PX

Five lenses on how the organisation feels, 1–5. Solid markers = E; ring markers = I.

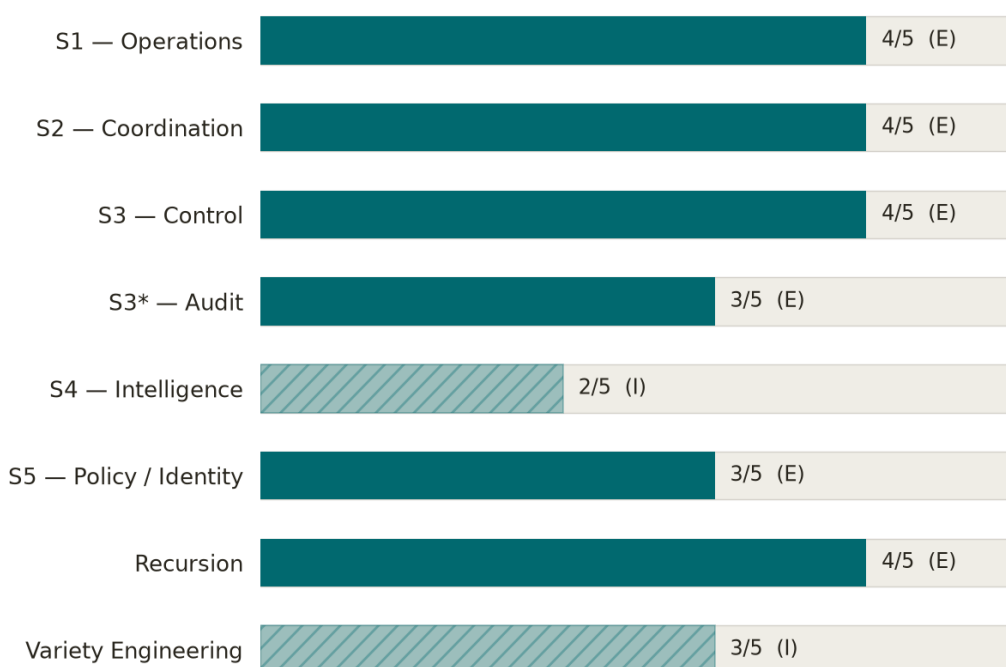


Lens	Score	Evid.	Rationale
EX	4/5	E	DoCA mandate; cabinet-level recognition; National e-Governance Silver Award 2026.
OX	4/5	E	4→1 system consolidation; standardised intake / hearing / payment across all forums.
SX	3/5	E	Bharatkosh + Razorpay + PayGov integration; hybrid-VC; ecosystem is mostly inward-facing.
CX	4/5	E	Paperless filing, NRI access, vulnerable-flag prioritisation, OTP-secured payment, downloadable receipt.
PX	2/5	I	Zero artefacts on staff enablement, case-officer UX, change management, or frontline experience.

Read. The radar is EX/OX/CX-led — typical of a mature digital-government redesign. PX is the open flank. The pattern carries through into VSM and Soil.

Lens 2 · Viable System Model (Stafford Beer)

VSM asks whether an organisation has the five subsystems and the recursive structure required to remain viable in its environment. The five systems are **S1 (Operations)**, **S2 (Coordination, anti-oscillation)**, **S3 (Control / inside-and-now)**, **S4 (Intelligence / outside-and-future)**, **S5 (Policy / identity)**, with **S3* (Audit)** sampling S1 directly. **Recursion** means each S1 unit is itself a viable system. **Variety engineering** is the discipline of matching the regulator's variety to the system's environment.



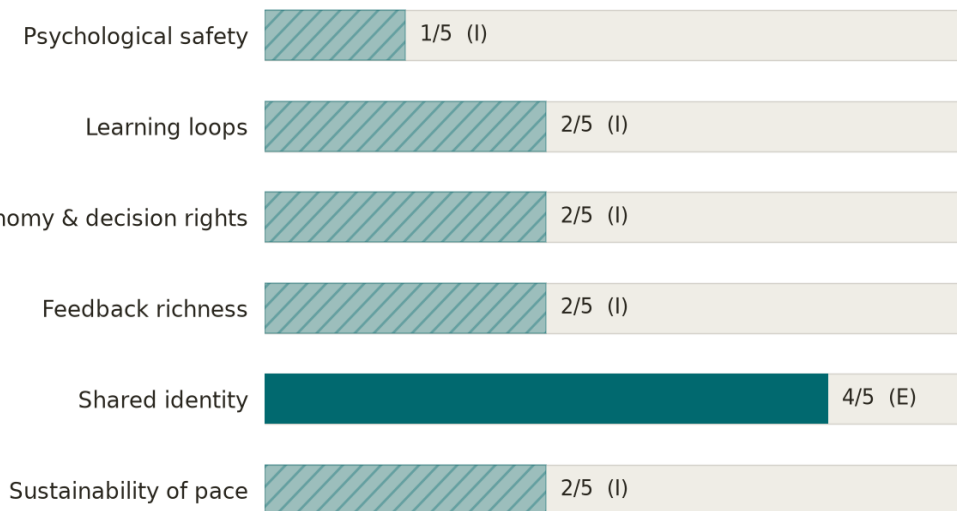
System / property	Score	Evid.	Rationale
S1 — Operations	4/5	E	Multiple operational units (NCDRC + 35 State Commissions + District Commissions) running the same primary activity: receive complaint, adjudicate, disburse decision. Standardised through a single platform.
S2 — Coordination	4/5	E	Anti-oscillation built into UI: declaration checkbox, lock-after-submit confirmation, single document set (Index, Synopsis, Memo, Affidavit, Vakalatnama), forum-tiered fee slabs, OTP at payment. Prevents collisions between units.
S3 — Control	4/5	E	Quarterly performance reporting (Q4 FY25-26 = 38,944/34,600/88.84%), help-desk ledger (4,821 of 5,537), audit trail via reference number + transaction ID + receipt. Resource management visible at HQ level.
S3* — Audit	3/5	E	Receipt PDFs include transaction ID, case number, status; help-desk tickets are counted. Independent audit posture not evidenced.
S4 — Intelligence	2/5	I	Outside-and-future scanning not visible in artefacts. AI is mentioned as platform attribute, not as an environmental-scanning capability. NRI cohort signal exists but no public response.
S5 — Policy / Identity	3/5	E	Identity is explicit: 'consumer justice', 'paperless', 'access for NRIs and vulnerable complainants'. Policy ground anchored in Consumer Protection Act 2019.

System / property	Score	Evid.	Rationale
Recursion	4/5	E	Three recursion levels visible: District Commission $\subset$ State Commission $\subset$ National Commission. Each is itself a viable system; the platform recursively serves all three.
Variety Engineering	3/5	I	Requisite variety partly addressed via category/sub-category taxonomy, vulnerable-complainant flags, NRI flag, forum-tier fee schedule. But amplifiers/attenuators on the management side ($S3 \leftrightarrow S1$) are not evidenced.

Read. e-Jagriti has a **strong operational spine (S1–S3) and clean recursion**. The deficit is **S4 (Intelligence)**: there is no public evidence of an outside-and-future-sensing capability. Without S4, the platform optimises the current case-load but cannot detect the structural shifts that will reshape consumer justice in the next cycle (new product categories, cross-border digital harms, AI-mediated transactions). Variety engineering on the management side is partially evidenced — taxonomy and vulnerable-flags act as attenuators on incoming variety, but amplifiers from S3 down to S1 are not visible.

Lens 3 · Cultural Soil

A transformation that is structurally correct can still wilt if the soil is poor. The six soil dimensions below test whether the human substrate carries the change: psychological safety, learning loops, autonomy, feedback richness, shared identity, and sustainability of pace. Each is 1–5.

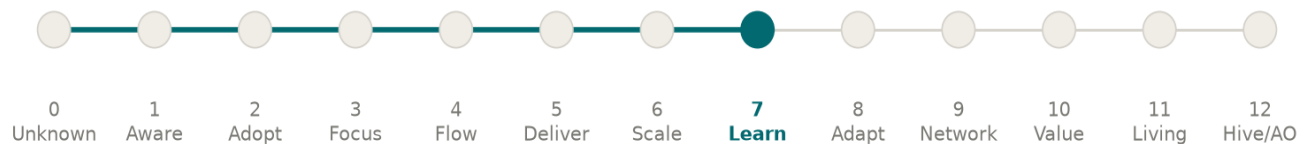


Soil dimension	Score	Evid.	Rationale
Psychological safety	1/5	I	No artefact addresses how registrars, case officers, or judges experience the platform or whether they can raise issues without penalty.
Learning loops	2/5	I	Help-desk produces a ticket ledger but no public evidence of root-cause analysis, retros, or improvement backlog feeding back to development.
Autonomy & decision rights	2/5	I	Commissions remain the adjudicative authority (good), but operational autonomy of district-level officers vs platform owners is unstated.
Feedback richness	2/5	I	Citizen feedback channel = help-desk only. No multi-channel feedback (surveys, advocate boards, vulnerable-cohort listening) evidenced.
Shared identity	4/5	E	'e-Jagriti' as a name carries meaning (jagriti = awakening). National-award framing reinforces a strong shared identity.
Sustainability of pace	2/5	I	Throughput is sustained Q-on-Q, but staff wellbeing, on-call posture, and operating-team workload are not evidenced.

Read. Soil mean 2.2/5. One pillar is strong: **shared identity** (the name e-Jagriti itself carries meaning; the national-award framing reinforces it). Everything else is invisible from outside. This is not the same as 'low' — it is **unobserved**. But for the purposes of the assessment the rule is consistent: **no artefact = no score above 2**. The single most impactful next move on this lens would be a People-layer assessment with the registrars, case officers, and help-desk agents who actually run the platform.

Synthesis · Where Are You on the Journey?

Triangulating the three lenses, e-Jagriti sits at **Step 7 (Learn)** of the 12-step AO Journey. The platform is live, measured, and improving Q-on-Q; the help-desk is a (rudimentary) feedback loop; the structure is recursive and coherent. Steps 8–12 — Adapt, Network, Value-stream, Living, Hive/AO — require evidence that does not yet exist publicly: visible retros, cross-commission learning, autonomous unit redesign, soil-level practices, networked teams.



Why Step 7 (and not 6 or 8)

- **Past Step 6 because:** the platform genuinely scales across NCDRC + 35 State Commissions and supports NRI access — that is scale, not pilot.
- **At Step 7 because:** the help-desk → ticket-resolution loop and the quarterly performance reporting cadence are minimal-but-real learning mechanisms.
- **Not Step 8 because:** Adaptation requires evidence of *changes made because of what was learned*. None of the three artefacts shows a closed loop from operational signal back to platform or process change.

The convergent finding

The three lenses agree. The same gap shows up in all three:

Lens	Where the gap appears	Score
AO Readiness	PX (People Experience)	2/5
VSM	S4 (Intelligence / outside-and-future)	2/5
Cultural Soil	Psychological safety + learning loops	1–2/5

Read as one diagnostic, this says: **the operating layer is strong, the adaptive layer is invisible**. Process re-engineering re-engineered the process. It did not (yet) build the conditions under which the process can keep re-engineering itself. That is the move from Step 7 to Step 8.

Recommendations — six moves on the AO trajectory

#	Move	Lens it lifts	From → To
1	Publish an AI transparency note: scope, data, human-in-the-loop, governance.	AO Capability, VSM S4, Soil/feedback	Capability 6 → 8, S4 2 → 3
2	Stand up a People-layer assessment with registrars, case officers, help-desk agents.	AO PX, all Soil dimensions	PX 2 → 4, Soil mean 2.2 → 3.2
3	Close the help-desk → improvement-backlog → release loop with public cadence.	VSM S4, Soil/learning, Journey	S4 2 → 4, Step 7 → Step 8 (Adapt)

#	Move	Lens it lifts	From → To
4	Diagnose the NRI 751 → 61 disposal gap and publish a quarterly NRI cohort dashboard.	AO Capacity, VSM S3* audit, CX	Capacity 5 → 7, CX 4 → 5
5	Build a cross-commission learning network (NCDRC ↔ State ↔ District).	VSM recursion, Soil/feedback, Journey	Step 8 → Step 9 (Network)
6	Independent resilience review of the consolidated stack (RPO/RTO, failover, audit).	AO Organisation, VSM S3*	Organisation 8 → 10, S3* 3 → 5

Sources

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3. NIC — e-Jagriti Fee Submission help document (March 2025, 12 steps) — https://e-jagriti.gov.in/static/media/Payment_Flow.c102b9be21387e321633.pdf
4. AO Assessment instrument (master diagnostic) — <https://masterdiagnostic.vercel.app>
5. Stafford Beer — Brain of the Firm / The Heart of Enterprise (Viable System Model) — https://en.wikipedia.org/wiki/Viable_system_model