

THE SOLVER NETWORK

A Policy Vision for Collaborative Public Problem-Solving

How governments, civil society, elected representatives, and private innovators can work together so that every citizen's voice is not only heard — but acted upon.

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Prepared by

T Krishnakumar
eGov Foundation

For senior government officials, elected representatives, civil society leaders, philanthropic organisations, and public-interest innovators

Abstract

This white paper outlines a comprehensive vision for a federated, technology-enabled public complaint management ecosystem aimed at enhancing government responsiveness, community and market participation, transparency, and accountability. It advocates for a Solver Network approach — a decentralised yet integrated model where central and state departments, ministries, independent agencies, elected representatives, and civil society organisations can operate independently or connect through a well-orchestrated network to collaborate and resolve citizen issues.

The model ensures flexible complaint resolution paths, including internal department handling, third-party contractor engagement, and inter-department collaboration. Through this, government can improve service delivery, build public trust, and optimise citizen-centric governance. The Solver Network is not a new platform — it is the connective tissue between existing and future systems, built on open standards and a shared mission.

Executive Summary

Every year, millions of citizens across India struggle to resolve simple problems — a broken streetlight, an unfulfilled scholarship, a service that never arrived. The difficulty is rarely a shortage of goodwill. It is fragmentation: dozens of complaint systems that do not talk to each other, no way for a citizen to know which door to knock on, and no mechanism for the people trying to help — whether a government official, an NGO, an elected representative, or a local innovator — to coordinate.

The Core Idea

A citizen with a problem should never have to know which government department, NGO, or service provider can help them. The Solver Network ensures that when a problem is raised anywhere, it finds its way to the right solver — automatically, transparently, and accountably. Every citizen's voice is not only heard — but acted upon.

The Solver Network is built on three convictions. First, no single entity can solve the full spectrum of public problems — solutions require collaboration across government, civil society, elected representatives, and private innovators. Second, citizens should not bear the cost of navigating complex systems — the network absorbs that complexity on their behalf. Third, solvers learn faster when they can see what works and share that knowledge across the ecosystem.

The network operates through three interconnected roles: Orchestrators who govern the infrastructure and set participation rules; Innovators who create tools, best practices, and scalable solutions; and Solvers who come together at the local level to resolve problems using those innovations. A distributed Registry and Routing infrastructure — operating at both national and state levels — connects all participants, ensuring that every complaint finds its way to the right solver through the right path. Orchestration is not solely a central function: state and regional nodes are orchestrators in their own right, operating under distinct constraints and priorities. As these nodes mature, the national level increasingly plays a refined policy and stewardship role — nurturing a family of thriving, locally-owned ecosystems.

This paper sets out the vision, the principles, the architecture, the roles of different participants, and a path toward piloting and institutionalising the Solver Network at state and national level. It is an invitation to co-design — not a technical specification.

1. Introduction: The Need to Rejuvenate Public Trust

Across India, public complaint management mechanisms remain underutilised, inconsistent, and often unresponsive. Fragmented processes and lack of coordination among national and subnational government departments and contracted entities have created bottlenecks that reduce citizen trust in governance. With rising public expectations and inherent complexity in public service delivery, there is an urgent need to design a complaints management structure that is federated, accountable, and technologically robust.

The Solver Networks described in this paper are a loosely coupled set of systems and players who can come together to solve issues and — crucially — find lasting solutions to recurring problems. Rather than treating each complaint as an isolated transaction, the Solver Network treats it as a data point in a larger pattern, enabling systemic reform rather than just reactive complaint management.

The Problem We Are Solving

India has invested significantly in public complaint management systems — CPGRAMS at the national level, state portals, departmental helplines, and a growing number of civic tech tools. Yet citizen satisfaction with public service delivery remains low. Not because these systems are poorly designed in isolation, but because they are invisible to each other. What is missing is not more systems — it is the connective tissue between them.

The hidden cost of fragmentation

Fragmentation imposes costs on every participant in the system:

For Citizens	For Government	For Civil Society & Innovators
Don't know which system to use	Duplicate complaints across portals	Cannot see where gaps exist
Must re-explain the problem each time	No shared learning from resolutions	Struggle to reach citizens who need help
No visibility into resolution progress	Accountability diffused across departments	Good work remains invisible and unrewarded
High-effort, low-trust experience	Resources wasted. Coordination overhead high and costly	Solutions cannot scale without data

2. Vision and Objectives

Vision

To build a responsive and transparent complaints management ecosystem that empowers citizens, promotes accountability, and enhances service delivery through decentralisation, open collaboration, and digital governance — ensuring that every citizen's voice is not only heard, but acted upon.

Key Objectives

- Deliver timely, traceable complaint resolutions with clear ownership at every stage.
- Empower states, departments, community organisations, and elected representatives with autonomy — within a shared framework.
- Integrate third-party actors — contractors, civic tech providers, NGOs — for service efficiency and last-mile reach.
- Promote cross-departmental and cross-sectoral collaboration, reducing duplication and improving resolution quality.
- Establish a transparent, federated, and data-driven orchestration system that turns individual complaints into systemic intelligence.
- Enable elected representatives — MPs, MLAs, and local body members — to track grievances within their jurisdictions, work with departments, and promote participatory governance.

The last objective deserves emphasis. The Solver Network can be configured to give elected representatives visibility into grievances arising within their jurisdictions through customised dashboards and geographic filters. This not only increases accountability but enhances citizen trust in elected leadership and promotes participatory governance — turning representatives into active participants in problem resolution rather than passive observers.

3. The Solver Network: Three Roles, One Ecosystem

The Solver Network is not a department, a platform, or a single system. It is an open ecosystem defined by three interconnected roles — and the shared infrastructure that connects them. Understanding these roles is the key to understanding why the network can succeed where previous approaches have not.

Figure 1: The Three Core Roles of the Solver Network

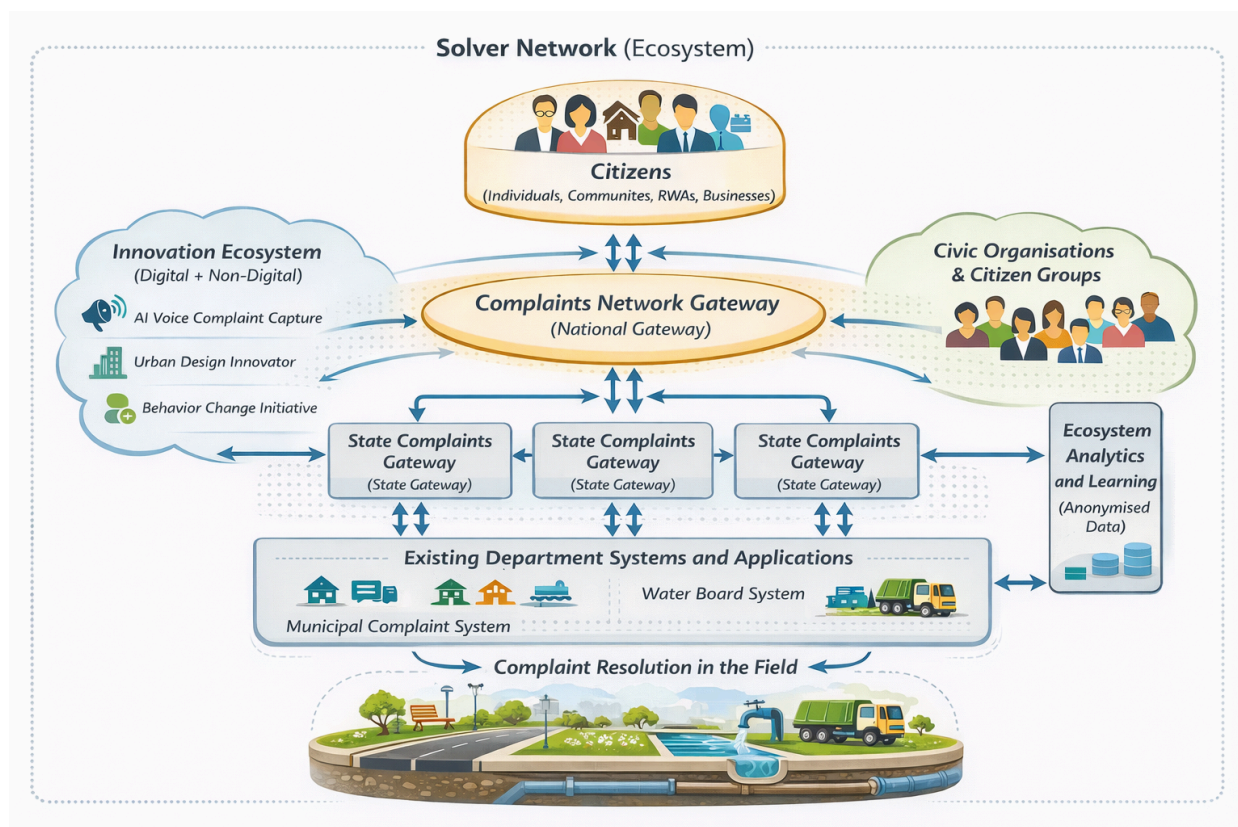


Figure 1: Orchestrators, Innovators, and Solvers — the three actor groups that define the Solver Network ecosystem

The Orchestrators

Orchestrators are the stewards of the network's infrastructure. They represent stakeholders from across sections of society — government, civil society, regulatory bodies, and multi-stakeholder councils — who manage the shared rules, participation guidelines, and oversight mechanisms that allow the network to function.

Orchestrators do not resolve individual complaints — they create and maintain the conditions under which resolution becomes possible at scale. They set the onboarding criteria for new solvers, define the protocols for information exchange, manage the

national and state-level registries, and ensure that the ecosystem adapts to evolving public needs. The orchestrating authority governs the ecosystem through well-defined rules of engagement, ensuring interoperability, accountability, and secure data flow throughout the network.

Critically, orchestration is multi-stakeholder. No single government ministry or private entity holds the keys. The orchestration layer is governed through a council that includes central government, state nominees, civil society representatives, citizen advisors, and technical experts.

The Innovators

Innovators are the engine of continuous improvement within the Solver Network. They create solutions, develop best practices, and build tools that help solvers resolve problems more effectively — at lower cost, with greater accuracy, and with better citizen experience.

Innovators can be civic tech startups building AI-powered triage tools, research institutions developing evidence-based resolution frameworks, social enterprises designing last-mile service delivery models, or private companies offering foundational services like translation, geo-tagging, or digital verification. There can be commercial considerations in such offerings — the network creates a legitimate, structured marketplace for public-interest innovation.

The network's open architecture means that an innovation that works in one district can be discovered and adopted by a solver in another state. Shared learning is built into the infrastructure, not left to chance.

The Solvers

Solvers are the last-mile group who come together locally to actually resolve citizens' problems. They are the frontline of the network — the people and organisations who receive a complaint, investigate it, and close it with evidence of resolution.

Solvers are a dynamic ecosystem of stakeholders and their associated digital systems, collaborating in a hub-and-spoke model to resolve grievances efficiently. They include government departments, state agencies, district officers, gram panchayats, community organisations, NGOs, and legally onboarded third-party contractors and service providers. All form the 'spokes' around an orchestrated 'hub'.

The Solver Network is not static — it is designed to evolve, allowing new stakeholders to join and chart their own pathways toward collaborative problem-solving. A solver who joins the network immediately benefits from the shared registry, the routing infrastructure, and the pool of innovations that other solvers have proven in the field.

4. The Enabling Architecture: How the Network Works

The Solver Network operates through a federated architecture that mirrors India's constitutional structure — national, state, and local — while opening participation to civil society, private innovators, and elected representatives at every level. The architecture is designed around a central principle: maximum autonomy for participants, maximum simplicity for citizens.

Figure 2: The Solver Network – Federated Architecture and Actor Map

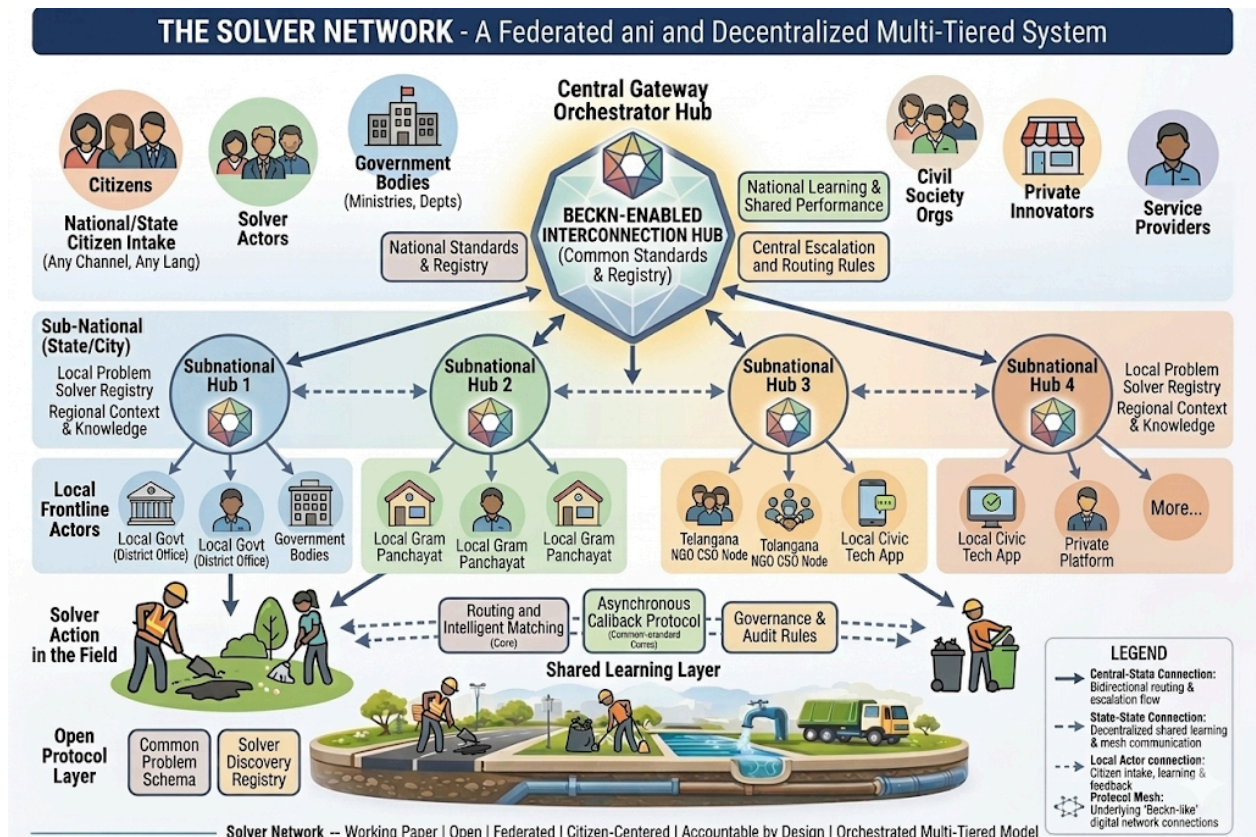


Figure 2: The five-layer Solver Network: citizen touchpoints, local solver nodes, state hubs with peer learning, the national hub, and the multi-stakeholder governance council — connected by a shared learning loop

The Registry and Routing System

At the heart of the architecture is a coherent Registry and Routing System — operating at both national and sub-national levels, each equipped with strong discovery and routing capability. This is not a database of complaints; it is a directory of capabilities. It maintains a real-time record of which solvers are active, what problem categories

they handle, which jurisdictions they cover, and what their resolution track record looks like.

When a citizen raises a problem — through any channel — the Registry and Routing System ensures that communication flows between the citizen and the right solver organisation, seamlessly, throughout the lifecycle of resolution. The citizen does not need to know which department handles their problem, which state body has jurisdiction, or which NGO specialises in their issue. The network handles this automatically.

A Three-Tier Hub Structure

The network operates through three tiers, each with distinct responsibilities and the autonomy to manage its own solver ecosystem. Importantly, orchestration is not confined to the national level — state and regional hubs are orchestrators in their own right, operating under their own constraints and priorities. As state nodes mature, the national hub increasingly shifts toward a policy stewardship role: setting standards, enabling interoperability, and nurturing the conditions for multiple regional ecosystems to thrive independently.

Tier	Role	Illustrative Participants
National Hub	Sets shared standards and protocols. Manages the national solver registry. Handles cross-state routing and escalation. Publishes network-wide learning and policy intelligence.	Ministry of Personnel / DARPG, DPI bodies, national civil society networks, multi-stakeholder governance council
State Hubs	Orchestrates solvers within the state. Manages state-level routing and compliance with shared standards. Curates the local solver registry. Enables peer learning between states.	State IT/e-governance departments, State Grievance Officers, state-level CSO networks, State Digital Missions
Local Nodes	Frontline points of citizen intake and solver participation. Handle resolution, escalation, and evidence collection. Connect to Innovator tools via the network.	District offices, Gram Panchayats, Common Service Centres, NGOs, civic apps, private service platforms, contractor networks

What the Architecture Enables

- Discoverability: Citizens and frontline workers find the right solver for any problem without specialist knowledge.

- Flexible routing: Problems can be resolved internally by a government officer, assigned to an empanelled contractor, or forwarded to another department — based on the nature of the complaint.
- Shared innovation: Solvers can access AI translation, geo-information services, auto-routing, OCR, dashboarding, and other tools contributed by Innovators to the network.
- Elected representative visibility: MPs, MLAs, and local body members access jurisdiction-filtered dashboards to track unresolved issues and collaborate with officers on resolution.
- Accountability by design: Every complaint has a clear owner, a visible SLA, and an audit trail. Escalation is intelligent and proactive — the system raises alerts before a promised timeline is at risk of being missed, enabling early intervention rather than reactive escalation after a breach has occurred.
- Systemic learning: Resolution data flows back into the network so all participants can learn from patterns, not just individual cases.

5. Who Participates: The Stakeholder Ecosystem

The Solver Network's strength comes from the diversity of its participants. No single stakeholder type can solve the full spectrum of public problems. The network creates the conditions for complementary strengths to combine — and for each participant to benefit from joining — with the citizen always at the centre of the network's purpose.

Stakeholder	Role in the Network	What They Gain
Citizens & Businesses	Problem raisers and resolution verifiers. Provide feedback that closes the learning loop.	Simple, single-entry access to the full ecosystem. No need to navigate systems. Ability to track, escalate, and reopen complaints.
Central Ministries	National-level solvers and policy setters. Manage cross-state issues and systemic reform.	Reduced duplicate complaints. Better attribution data. Policy intelligence from aggregated patterns.
State Governments & Departments	State-level orchestrators and direct solvers. Operate their own nodes or use central capabilities as a service.	Reduced coordination overhead. Peer learning from other states. Ready-made integration with civil society and innovators.
Elected Representatives	Jurisdiction-level monitors and advocates. Connect citizens to the right solver. Drive accountability.	Real-time visibility into constituent grievances. Ability to fast-track unresolved issues. Stronger public trust and participatory governance.
Civil Society Organisations	Specialist solvers and citizen advocates. Bridge the gap between formal systems and underserved communities.	Formal recognition and discoverability within the system. Shared learning data. Reduced administrative burden.
Third-Party Contractors	Execution partners for physical and digital tasks. Handle field-level resolution with evidence submission.	Structured, transparent empanelment. Scorecards and performance recognition. Integration with financial systems for payment tracking.
Innovators & Civic Tech	Tool and solution providers. Build on the network's open infrastructure.	Access to real-world problem data. Structured collaboration with government and civil society. Commercial opportunity with public mandate.
Oversight & Audit Bodies	Accountability actors. Verify resolution quality and system integrity.	Access to audit logs, leaderboards, and SLA data. Ability to flag systemic failures for policy action.

6. How a Complaint Moves Through the Network

The Solver Network is designed around a multi-path resolution model. Rather than forcing every complaint through a single bureaucratic channel, the network allows officers and coordinators to choose the most appropriate resolution path – with full traceability at every step.

Step 1: Complaint Lodging

A citizen files a complaint through any participating channel – an online portal, a mobile app, an NGO helpline, a Common Service Centre, a voice call, or in person at a local office. The system classifies and routes it to the appropriate node automatically or with officer guidance, depending on how that node has been configured.

Step 2: Officer Review and Path Selection

The receiving officer reviews the complaint and selects the most appropriate resolution path:

Path A – Internal Resolution

The officer handles the complaint directly, through their own team or field staff. Resolution is updated with evidence – geo-tagged photos, citizen signatures, timestamped records – and the complaint is closed with a verifiable record of action.

Path B – Contractor Engagement

The complaint is assigned to an empanelled contractor who executes the required physical or digital task. The contractor uploads proof of completion. The officer and citizen both verify the resolution. Where required, this path can trigger a work order and integrate with financial systems for fund allocation and payment tracking.

Path C – Inter-Department Forwarding

The complaint is routed to another department or agency better placed to resolve it. The Solver Network's registry ensures this routing is accurate and that the new owner receives full context. The originating officer retains visibility and can escalate if the forwarded complaint stalls.

Steps 3–7: Resolution, Verification, and Closure

Regardless of which path is taken, the network enforces a consistent closing process:

- Resolution with evidence: All resolutions require timestamped, geo-tagged evidence where applicable — making closure verifiable, not just declarable.
- Citizen verification: The citizen is notified and invited to confirm resolution. They can provide a satisfaction rating, raise a dispute, or reopen the complaint if they are not satisfied.
- Monitoring and escalation: The central system tracks SLAs and automatically escalates overdue cases to supervisors or elected representatives, with full audit logs generated.
- Elected representative engagement: MPs, MLAs, and Panchayat members can engage with local officers on unresolved issues in their jurisdiction and help fast-track complex cases.
- Learning loop: Anonymised resolution data and citizen feedback flow back into the network, improving routing accuracy, surfacing systemic patterns, and building the shared knowledge base.

7. Design Principles

The Solver Network is designed around six principles that can distinguish it from previous attempts at complaint management system integration:

Open by Default

The network's rules, standards, and protocols are published openly. Any organisation — government or otherwise — can read them, build to them, and join. No single entity owns the network. Participation is earned through adherence to shared standards, not granted by any gatekeeper.

Citizen-Centred Navigation

The citizen's experience should be simple regardless of how complex the underlying system is. A complaint raised once should never need to be repeated. The network absorbs complexity — routing, escalation, translation, follow-up — so the citizen does not have to.

Subsidiarity

Problems should be resolved at the most local level possible, escalating upward only when local resolution fails or is inappropriate. A municipal issue should not need to travel to a national portal to be resolved. But when escalation is needed, the network makes it automatic and traceable.

Accountability by Design

Every complaint has a clear owner, a visible timeline, and an evidence-backed closure process. Accountability is not bolted on as an afterthought — it is built into the architecture. Resolution data and citizen feedback become the basis for continuous improvement.

Federated, Not Centralised

State governments, district authorities, and participating organisations retain full control of their own systems and data. The Solver Network provides the common language and directory that lets these independent systems interoperate — without requiring any participant to surrender autonomy or data sovereignty.

Learning as Infrastructure

Resolution data, patterns, and outcomes are treated as shared public goods. Anonymised insights flow across the network so that all solvers — government, civic, private — can learn from each other's successes and failures. A solution that works in one district can be discovered and adopted in another.

8. The Role of Artificial Intelligence and Innovation

The Solver Network's open architecture allows Innovators to contribute tools and services that any solver can access — without requiring every department to build its own technology capability. Artificial intelligence is one of the most significant areas where this shared innovation model can deliver outsized impact.

AI capabilities within the network

AI Capability	How It Helps the Network
AI-powered Chatbots	Provide citizens with round-the-clock support, status updates, and guidance on complaint submission across languages and literacy levels.
Smart Triage and Classification	Auto-categorise grievances by department, urgency, geography, and type — reducing manual routing effort and improving accuracy.
Predictive Analytics	Use historical data to predict backlog trends, delay hotspots, and department performance bottlenecks — enabling proactive intervention.
Sentiment Analysis	Analyse complaint text and citizen feedback using NLP to detect satisfaction levels and flag cases with escalation potential before they are formally raised.
Fraud and Pattern Detection	Identify suspicious patterns in complaint lodging or contractor payments using anomaly detection — protecting both citizens and public funds.
Performance Optimisation	Recommend routing changes or resource reallocation based on past resolution trends and real-time analytics.
AI Translation and OCR	Enable multilingual complaint submission and processing, and extract structured information from scanned documents or photographs.

By integrating AI responsibly — with human oversight, audit trails, and citizen rights to appeal — the Solver Network becomes more proactive, citizen-friendly, and data-informed, elevating governance from reactive to predictive. Crucially, these capabilities are shared across the network: a small district office benefits from the same AI tools as a national ministry, without bearing the cost of building them independently.

9. Performance Management and Accountability

For the Solver Network to sustain public trust, performance must be measured transparently and consistently — and good performance must be recognised and rewarded. The network embeds a performance management layer that operates at individual, departmental, and inter-governmental levels.

Performance indicators

- Complaint management timelines as KPIs for government officers and departments, embedded in annual performance plans.
- Citizen satisfaction scores and resolution quality ratings, linked to closure verification.
- Automated officer and contractor scorecards, updated in real time based on resolution data.
- Inter-departmental and inter-state leaderboards, published openly to create healthy accountability and peer learning.
- Incentives for high-performing teams and contractors — recognition, preferential empanelment, and where appropriate, financial rewards.

Elected representative accountability

The network provides elected representatives with real-time dashboards filtered by their jurisdiction. This creates a new kind of accountability: representatives can see unresolved problems in their constituencies, engage with local officers to drive resolution, and demonstrate to constituents that their voice has been heard. The network turns elected representatives from passive conduits into active problem-solvers — and gives citizens a new way to hold their representatives accountable.

Citizen empowerment

- Citizens can track resolution status in real time through any participating channel.
- Citizens are invited to verify resolution and provide satisfaction ratings before a complaint is formally closed.
- Citizens can reopen complaints they believe have been inadequately resolved or where quality issues emerge after closure.
- Citizens can escalate directly to supervisors or elected representatives if frontline resolution fails.

10. The Technical Foundation (For the Interested Reader)

This section offers a brief overview of the technical architecture for readers who wish to understand how the network operates. It is not required reading — the network's design can be evaluated on its policy merits without it.

An open protocol, not a platform

The Solver Network is built on an open protocol — a set of shared rules for how participating systems describe problems, advertise capabilities, exchange information, and report outcomes. This is analogous to how UPI works: the protocol allows any bank or fintech to interoperate, without any single entity controlling the network. The Solver Network applies this model to public problem resolution.

The protocol draws on Beckn — an open specification developed in India and already proven in mobility, logistics, and healthcare. Applied to complaint management, it means that any system that speaks the protocol can participate, regardless of who built it or on what technology. Existing systems like CPGRAMS do not need to be replaced — they need to be connected.

Key technical components

Component	What It Does
Solver Registry	A published directory of all participating solvers, their jurisdictions, problem categories, capacity, and track record. The network's discovery layer.
Problem Schema	A common format for describing any public problem — type, location, urgency, affected party — allowing it to be understood and routed by any system in the network.
Routing Gateway	Matches incoming problems to the right solver(s) based on the registry. Handles escalation and re-routing automatically when SLAs are breached.
Callback Protocol	Allows asynchronous updates — solvers report progress back without requiring synchronous connection, enabling integration with legacy systems.
Innovation Marketplace	A catalogued library of AI tools, field verification services, translation APIs, and best practices that any registered solver can access and deploy.
Learning Layer	Aggregates anonymised resolution data to surface patterns, performance trends, and systemic issues for policymakers and researchers.

Technology stack principles

- Modular, API-driven architecture — departments can integrate at their own pace, using the central system's capabilities as a service if they do not have their own platform.
- Real-time dashboards and SLA tracking — visible to officers, supervisors, and elected representatives at every tier.
- Document verification and digital signatures — for evidence-backed resolution and financial authorisation.
- Geo-tagged and timestamped submissions — for both complaints and resolutions, ensuring verifiability in the field.
- Role-based access and automated workflows — ensuring that each participant sees only what they need, with appropriate controls.
- Integration with e-governance financial systems — enabling contractor payment workflows and budget tracking within the resolution process.

11. Integration and Future Pathways

The Solver Network is designed to connect with — not replace — existing government digital infrastructure. Its open protocol means that integration is a matter of connection, not rebuilding. Over time, the network can expand to become the connective layer across the full spectrum of public service delivery.

Integration Area	How It Connects to the Solver Network
Financial Management Systems	Contractor payment workflows, budget approvals for field resolution, and audit trails for public funds are embedded within the resolution lifecycle.
HR and Performance Management	Resolution KPIs feed directly into officer performance records. High performers are recognised; systemic underperformance triggers coaching and support.
Contracts Management	Contractor empanelment, task assignment, proof verification, and payment are managed through the network — creating a transparent, auditable procurement record.
Service Delivery Systems	Existing delivery platforms (ration, pensions, scholarships, utilities) connect as solver nodes, enabling complaints to trigger direct service actions rather than just administrative responses.
Jurisdiction and Representative Dashboards	Elected representatives at all levels access real-time, jurisdiction-filtered views of complaints, resolution rates, and systemic issues — enabling evidence-based advocacy and oversight.

12. Governance: Stewarding the Network

The Solver Network's openness is only as strong as the governance that maintains it. A clear governance model is essential to ensure the network remains neutral, accountable, and genuinely open to all types of solvers — and that it does not replicate the centralisation it is designed to overcome.

A multi-stakeholder governance council

The network should be stewarded by a body that reflects its multi-sector nature. We propose a National Solver Network Council with representation from:

- Central government — Ministry of Personnel / DARPG and relevant line ministries
- State government nominees — rotational, to reflect federal balance
- Civil society and community organisation representatives
- Elected representative nominees — from parliamentary and state assembly levels
- Technical and standards experts — independent, with transparent appointment
- A citizen advisory panel — to ensure the network remains accountable to those it serves

Key governance responsibilities

- Maintaining the open protocol and ensuring it evolves through transparent, consultative processes.
- Operating the national solver registry and setting the criteria — and minimum standards — for participation.
- Publishing network performance data openly — resolution rates, citizen satisfaction, escalation patterns, and systemic issues.
- Adjudicating disputes between solvers, or between solvers and citizens.
- Ensuring the network does not exclude marginalised communities, remote geographies, or low-digital-literacy populations.

On State Autonomy

State hubs are not subordinate to the national hub — they are federated partners. A state may choose its own solver mix, its own escalation rules, and its own performance standards, provided these meet the minimum interoperability requirements of the national protocol. The network gains strength from this diversity — a state that finds a better approach to contractor verification, for example, contributes that learning to the whole ecosystem.

13. Policy and Governance Recommendations

The Solver Network does not require new legislation to begin. A pilot can be launched under existing executive authority. But for the network to achieve its full potential — especially in ensuring that mandated public service providers participate and that citizens have enforceable rights — a legislative framework will eventually be needed. We recommend the following policy actions:

Immediate actions (within 12 months)

- Mandate departmental complaint management KPIs in annual performance plans, with results published on the network's open dashboard.
- Institutionalise complaint resolution funds within departmental budgets — ensuring that resolution actions that require expenditure can be executed without additional approvals.
- Establish standardised contractor engagement frameworks — including empanelment criteria, evidence standards, and payment timelines — usable by any department in the network.
- Commission a multi-stakeholder design group including 2–3 states, national civil society networks, and civic tech partners to develop the open protocol and solver registry specification.

Medium-term actions (12–36 months)

- Set up an inter-ministerial complaint management governance council to coordinate cross-departmental resolution and systemic reform.
- Launch the Solver Network pilot in 2–3 states, connecting existing complaint management systems to the shared protocol.
- Onboard an initial cohort of civil society and private innovator solvers with transparent criteria and support for smaller organisations.
- Publish pilot findings openly — including failures — to inform national scale design.

Long-term actions (36–60 months)

- Establish the National Solver Network Council as a statutory or quasi-statutory body with multi-stakeholder representation.
- Pursue legislative recognition — potentially through a Right to Complaint Management framework — that mandates participation for public service providers and creates enforceable citizen rights.
- Integrate the Solver Network protocol into the design requirements for all new government digital services.

- Expand the Innovation Marketplace to include AI tools, field verification services, and best practices accessible to all registered solvers.

14. Learning from the World

Several international examples offer relevant lessons for the Solver Network — both of what works and what to avoid.

Country / System	What They Did	Lesson for the Solver Network
Estonia — X-Road	Built a shared data exchange layer that allows all government and private systems to interoperate. Citizens can see every access to their data.	Interoperability infrastructure works, and transparency about data access builds trust. Start with the protocol, not the platform.
Brazil — Pix	Open payments protocol that allowed all banks and fintechs to offer instant payments through shared rails. Became the dominant system within two years.	Open protocols create faster adoption than mandated platforms. Network effects reward early participation.
India — ONDC	Applied Beckn-like open network principles to e-commerce, allowing small sellers to access the market without depending on any single platform.	The open network model is proven in India. The Solver Network adapts this to public services and complaint management.
UK — GOV.UK	Consolidated hundreds of government websites into a single, user-research-driven portal. Departments retained ownership of content but shared the citizen-facing layer.	Citizen-facing simplicity can coexist with backend decentralisation. Shared front-ends reduce navigation burden without surrendering autonomy.
India — UPI	Unified Payment Interface created shared rails for digital payments. Any bank, fintech, or app could interoperate. Network effects made it ubiquitous within five years.	India has already proven it can build and scale open network infrastructure. The Solver Network is the next layer in that stack — applied to public services.

The common thread across these examples is that open, federated infrastructure — governed well and designed with end-users in mind — consistently outperforms both centralised government platforms and fragmented status quo systems. India's track record with UPI, Aadhaar, and ONDC demonstrates that this model can work at national scale.

15. An Invitation to Shape the Network

The Solver Network is a proposal — a starting point for a conversation that needs to involve government at all levels, elected representatives, civil society, the private sector, and ultimately citizens themselves. No single author or organisation can design this network alone, and none should try.

For senior government officials

We ask you to consider the Solver Network not as another IT project, but as governance reform. The question it addresses — how do we ensure that every citizen can reach the state, and the state can reach every citizen — is fundamental to the social contract. We invite you to commission a cross-departmental working group, nominate states willing to participate in a design pilot, and begin designing the legislative framework that will eventually make participation the default.

For elected representatives

The Solver Network gives you a new tool for constituent service — real-time visibility into the problems your citizens are facing and a direct channel to engage with officers on resolution. We invite you to advocate for the Solver Network model in legislative committees, bring citizen voices into the design process, and use the network's dashboards to hold departments accountable on behalf of your constituents.

For civil society leaders

Civil society is not a beneficiary of the Solver Network — it is a co-creator. The organisations closest to citizens understand the problems the network must solve better than any government department or technology company. We invite you to bring citizen voices into the design process, pilot the solver model within your existing networks, and hold the network — and its government and private sector partners — accountable to the principle that this exists to serve citizens, not institutions.

For philanthropies and impact investors

The Solver Network requires investment in shared infrastructure — the kind of investment that benefits everyone but that no single actor has an incentive to make alone. We invite you to fund the multi-stakeholder design process and the initial protocol development, support civil society organisations to participate in and contribute to the network, and invest in the civic tech ecosystem that will build solver applications on the network's open infrastructure.

For innovators and entrepreneurs

The Solver Network's open infrastructure is an invitation to build. Every problem category the network manages is an opportunity for a well-designed application, a data-driven insight, or a new service model. We invite you to engage with the protocol design process, pilot solver applications in the problem categories you know best, and demonstrate that public-interest technology can be both impactful and sustainable.

The Solver Network is not a product to be launched.

It is a commons to be built — together.

Every citizen's voice not only heard — but acted upon.

References and Further Reading

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