AHMEDABAD MUNICIPAL CORPORATION
e-GOVERNANCE DEPARTMENT

NATIONAL eGOVERNANCE AWARDS 2014-15

Comprehensive Complaint
Redressal System

Category 2

NAME OF CATEGORY- 'OUTSTANDING PERFORMANCE IN CITIZEN CENTRIC SERVICE DELIVERY'

1. Coverage – Geographical and Demographic

(i)   Comprehensiveness of reach of delivery centres

CCRS delivery centre is established at each of ward office, zonal office and through centralised call centre with 30 simultaneous digital phone lines with 155303 short code operative on that for registering the complaints. All the services are available online and through SMS and IVR services.

(ii) Number of delivery centres

At Wards office 64 delivery centres, 6 centres at zonal office level and 30 phone line call centre operative from 7 AM to 10 PM

(iii) Geographical

(a)National level – Number of State covered N/A

(b) State/UT level- Number of District covered N/A

(c) District level- Number of Blocks covered Please give specific details:- N/A

(iv) Demographic spread (percentage of population covered)

The comprehensive complaint redressal system CCRS provides a platform where citizens from all the strata of the society can connect with the organisation and voice their complaints about the service delivery to the system. It was observed that the lower strata prefers registering complaints in-person while the middle and upper section uses technology to connect.

2. Situation Before the Initiative (Bottlenecks, Challenges, constraints etc with specific details as to what triggered the Organization to conceptualize this project):

When compared with the service industry, the biggest challenge faced by the citizens from any government organization, is the lack of efficient and timely service delivery. Moreover there is no easy method for reporting such inferior service quality to the organization. The corporate entities tackle these service delivery issues through a robust citizen interface through various communications media where the customers can register their complaints about lack service delivery. Government organizations, however, relies heavily on its distributed offices to handle complaints under their jurisdiction. The biggest challenge in this approach is that the complainant is forced to register their complaint in to a specific office under whose jurisdiction he reside. Additionally this distributed registration approach creates complaint tracking problem for the administration. With this problem in sight, Ahemdabad Municipal Corporation has devised Comprehensive Complaint Redressal System (CCRS).

- Due to distributed approach, complainants were forced to know the jurisdictions of wards and departments in order to register their complaints.

- It was perceived that only those complaints get resolved which are lodged with the senior officers or political leaders. Due to this, officers and leaders are constantly approached by citizens for grievance Redressal.

- Due to distributed and non tabulated record keeping, Real time Data Collection related to type of complaints, wards/offices, reporting hierarchy etc. were not possible.

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- Complaint tracking was possible for selected few cases that also through manual method.

- Detailed analysis of root causes of similar complaints was not possible.

- Need for consistent and efficient manpower in deployment team in order to ensure effective execution and implementation of the process.

3. Scope of Service/ Activities Covered (Extent of e-enablement in terms of number of services, extent to which steps in each service have been ICT-enabled #)

3.1 Extent of e-enablement in terms of number of services

The CCRS project covers 200 type of complaints for 24 departments of Ahmedabad Municipal Corporation.

3.2 extent to which steps in each service have been ICT-enabled

CCRS has completely automated the complaint registration process. Once a complaint is registered with the system via any of the five medium, it is automatically assigned to a concerned area officer dealing with the reported problem. The system sends an SMS to officer notifying him on the complaint for taking required actions. To identify the concerned ward/area officer responsible to fixing the problem, AMC has listed more than 38000 residential societies and localities of the city in the system. This list is further bifurcated as per the jurisdiction of the administrative wards and each of the administrative ward he officer in charge for resolving any of the 200 predefined complaints is also mentioned in the system.

Now any citizen, without knowing the local ward boundaries, can register the complaint by just describing the society / locality name. This has empowered people to talk with the organization in the language that they use in their daily practice. No one would be returned for not knowing the ward name in which they reside. It has also helped in launching the call center based complaint registration so that Any operator without the knowledge of ward or department structure can register the complaint over the phone based on the type of problem and locality/society and the complaint will get transferred to the concerned officer automatically. There is also provision to add new societies and localities in to the wards thus keeping the list of ever growing city areas up to date with the system.

4. Stakeholder Consultation (Give details about type of stakeholders consulted, number of stakeholders consulted, stages at which stakeholder input was sought, any user satisfaction study done etc. #)

4.1 Type of stakeholders consulted

AMC renders its various service with 45 different departments. while designing the CCRS project all the 45 departments were asked to prepare the possible types of complaints related to their services and out of the 45 departments, 24 departments were covered under this project with 200 predefined complaint types.

4.2 Number of stakeholders consulted

24 departmental HODs were consulted

4.3 Stages at which stakeholder input was sought

At the designing phase the stakeholders are consulted.

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4.4 Details of user satisfaction study done

Online feedback mechanism is provided for citizens feedback about this service.

5. Strategy Adopted

(i) The details of base line study done,

At the begging of the project a detailed study of existing complaint management system was studied by a high level committee headed by Deputy Commissioners. The committee gave its recommendations to the municipal commissioner and based on that the new system was designed to avoid the bottlenecks.

(ii) Problems identified,

- AMC, like any other govt organisation, relied heavily on distributed offices approach for handling the complaints because of which the complainants were forced to know the jurisdictions of wards and departments in order to register their complaints

- Due to distributed and non tabulated record keeping, Real time Data Collection related to type of complaints, wards/offices, reporting hierarchy etc. were not possible.

- It was perceived that only those complaints get resolved which are lodged with the senior officers or political leaders. Enforcing the timely resolution of complaints were not possible

- Only Manual Complaint tracking was possible that also in limited cases.

- Detailed analysis of root causes of similar complaints was not possible.

(iii) Roll out/implementation model,

Pilot project was rolled out on april 2013 and after stabilising the system went live in June 2013.

(iii) Communication and dissemination strategy and approach used.

The AMC staff and officers were trained on the system much ahead of the roll our period. Then the elected representatives of the city were given training on the same and were also encouraged to use the facility during the testing phase. Their inputs and suggestion were incorporated in the system to make it more user friendly. The elected representatives were also encouraged to provide the 155303 to all the citizens approaching them with complaints. AMC also took up the

6. Technology Platform used

(i) Description, ASP .net platform over MS SQL database for managing the complaint tracking.

(ii) Interoperability : Completely web based solution

(iii) Security concerns : Fire wall installed Forty Gate

(iv) Any issue with the technology used : N/A

(v) Service level Agreements (SLAs) (Give details about presence of SLA, whether documented,whether referred etc. #) N/A

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7. Citizen centricity and relevance (Give details about impact on effort and time invested by user, Feedback Mechanism, Audit trails, Interactive Platform for service delivery, need gap fulfillment etc. #)

7.1 Details about impact on effort and time invested by user

The system is used by various service related departments of AMC to track the citizen grievances. The system provides them with not only details about open complaints but also an analytical view of history of type and location of frequent complaints.

7.2 Feedback Mechanism

Users can provide their feed back on the website. Many positive feedbacks were received using the service.

7.3 Audit trails

Each and every transactional update is recorded in the system. The system tracks changes made in the status of each of the complaints by specific user and at specific location.

7.4 Interactive Platform for service delivery

The CCRS has provided a platform where citizens from all the strata of the society can connect with the organization and voice their complaints about the service delivery to the system. With daily complaint loads of 1200 to 1500 this platform also helps in getting the crowd sourced data from across the city status of the service delivery matrix. Complaint registration and resolution pattern describe the social scenario in various wards of the city, it also helps in understanding the priorities of the locality.

7.5 Need gap fulfilment

N/A

8. User convenience (Give specific details about the followings #)

(i)   Service delivery channels (Web, email, SMS etc.)
CCRS is a web based complaint management platform that has been developed to make the citizen complaint handing seamless throughout the city. Under this project a 30 seat call center is setup at Head office and all the ward offices have been provided with a complaint supervisor who enters citizens complaints directly in to the system. All these supervisors are connected to the central server that houses the automated complaint handling system. With the help of this set up a citizen can register their complaint via any of the following media:

1. Through phone
2. Through E-Mail
3. In person at ward/zone office
4. Online
5. IVR

(ii) Completeness of information provided to the users,

The System is very user friendly and anyone with least knowledge about the functioning of AMC can interact with it. Due to predefined 200 types of complaints and 38000 localities pre fed in the system no details are required from the citizen apart from society and type of problem for registering the complaint.

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(iii) Accessibility (Time Window),

The project is implemented across Ahmedabad city, covering 6 zones which are distributed across 64 wards addressing the complaints of targeted population size of more than 6.0 million. This system has 200 types of predefined complaint categories pertaining to 20+ departments. Each of the complaint categories has its SLAs and concerned employee defined in the system.

Keeping in mind the various strata's of the society, the system offers best ways to register the complaint suiting their needs. The poor and the slum dwellers prefer registering their complaints by visiting the AMC offices. The middle and upper sections of the society mostly uses the call center and online facilities for the same.

iv) Distance required to travel to Access Points

The system can be accessed from anywhere using the phone or computer for registering the complaint. Any user can also approach any of the 64 ward offices or 6 zonal offices of Ahmedabad Municipal Corporation.

(v) Facility for online/offline download and online submission of forms,

Complaints can be registered online.

(vi) status tracking

The Complaint status can be checked online.

9. Efficiency Enhancement (Give specific details about the following #)

(i) Volume of transactions processed

In first year more than 1,50,000 citizens have used this system to register 4,30,000 complaints in CCRS

(ii) Coping with transaction volume growth

The through put of this system is much faster resulting in efficient management of service request.

(iii) Time taken to process transactions,

Most of the complaint registered in the CCRS has a turn around time of 24 hours and the employees efficiency has also increased over time.

(iv) Accuracy of output,

85% of the registered complaints are solved with in the prescribed time limit for particular complaints type.

(v) Number of delays in service delivery

Few complaints which required bigger fix and special budgetary allocation were delayed beyond the prescribed time limit.

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10. Cost to User (Give details about impact on Service charge paid, travel cost, indirect cost incurred by the user etc. #)

There are no charges applied on the user for using this service for registering complaints. however this service has empowered the citizen to register the complaint from their house and get an acknowledgement through SMS .

11. Citizen Charter (Give details about present of citizen charter describing standard/ information on services and its adherence for service delivery etc.)

This system enforces the citizen charter as each of the predefined complaint type has time limit defined. if the complaint is not closed in that period by the designated employee then system escalates the complaint to the one level up officer. If the complaint is not resolved with in 2.5 times the prescribed time then it is sent for the attention of the H.O.D of that department.

12. Problem Resolution and Query Handling (Give details about availability of help desk, query resolution mechanism, single window resolution, interactive interface etc. #)

Any query or issue related to the functionality or usability of the system is handled by dedicated team within the eGovernance department of AMC.

13. Privacy & Security Policy (Give details about security technique deployed, use of digital signatures, encryption etc. #)

As the system requires for the contact details of the citizens, at most importance is given for privacy of these details. While status of any complaint can be accessed from the public domain, OTP security layer is kept to avoid unwanted intrusion in the citizen data.

14. Innovation (Give details on extent to which the service is unique compared to other similar services, impact on number of steps required, identification and removal of bottlenecks/irrelevant steps etc.#)

The unique aspect in the CCRS is Automated Complaint Allocation process:

Once a complaint is registered with the system via any of the five medium, it is automatically assigned to a concerned area officer dealing with the reported problem. The system sends an SMS to officer notifying him on the complaint for taking required actions. To identify the concerned ward/ area officer responsible to fixing the problem, AMC has listed more than 30000 residential societies and localities of the city in the system. This list is further bifurcated as per the jurisdiction of the administrative wards and each of the administrative ward he officer in charge for resolving any of the 200 predefined complaints is also mentioned in the system.

Now any citizen, without knowing the local ward boundaries, can register the complaint by just describing the society / locality name. This has empowered people to talk with the organization in the language that they use in their daily practice. No one would be returned for not knowing the ward name in which they reside. It has also helped in launching the call center based complaint registration so that Any operator without the knowledge of ward or department structure can register the complaint over the phone based on the type of problem and locality/society and the complaint will get transferred to the concerned officer automatically. There is also provision to add new societies and localities in to the wards thus keeping the list of ever growing city areas up to date with the system.

Once the complaint is registered, the concerned officer prints the Field Call report and is expected to resolve the complaint within a specified period. When a complaint is resolved, the officer marks the complaint closed in the system and The citizen receives an SMS confirming resolution of the complaint. If the citizen is not satisfied; he/she can request to re-open the complaint, which then escalates to the higher authority.

If the complaint is not resolved and closed within the specified period, the same gets escalated to higher authorities. On repeated failure to resolve it gets escalated to the Dy. Commissioner of the concerned department and zone. The citizen is informed about the every stage of the complaint through this system.

Its unique ability to pin point various type of problems in the localities, AMC is creating Big Data about the service quality indicators which would help in decision making for future budgetary planning.

The CCRS has provided a platform where citizens from all the strata of the society can connect with the organization and voice their complaints about the service delivery to the system. With daily complaint loads of 1200 to 1500 this platform also helps in getting the crowd sourced data from across the city status of the service delivery matrix. Complaint registration and resolution pattern describe the social scenario in various wards of the city, it also helps in understanding the priorities of the locality.

15. e-Inclusion (Give details about impact on number of trips required, availability of local language interface, online submission of forms, accessibility for disabled people, length and breadth of services made available online etc.)

The comprehensive complaint redressal system CCRS provides a platform where citizens from all the strata of the society can connect with the organisation and voice their complaints about the service delivery to the system. It was observed that the lower strata prefers registering complaints in-person while the middle and upper section uses technology to connect.

16. Sustainability (Give details about sustainability w.r.t. technology (technology use, user privacy, security of information shared-Digital Signature/Encryption etc. #), Organization (hiring trained staff, training etc. #), financial (Scope for revenue generation etc. #)

AMC has opted for widely used .net platform for development and MS SQL for database which is very stable and cheaper to maintain. AMC has outsourced the operations for providing manpower to handle the system. The system is made so simple that any operator with basic knowledge computer handling can work on this system.

17. Number of users and services (Give details about frequency of services used in last 6 months, number of visitors, number of unique visitors, number of users etc. #)

Since the beginning more than 1,50,000 users have utilised from this system to register the complaints related to AMC services. Users have registered more than 4,30,000 complaints.

18. Result Achieved/ Value Delivered to the beneficiary of the project-(share the results, matrices, key learning"s, feedback and stakeholders statements that show a positive difference is being made etc):

(i) To organization

This project provided unique opportunity of understanding and solving the complaint handling problem in Govt organisation.

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It also helped in documented the key problems in each of the area and pin point source of problems.

Crowd sourcing of status of various service delivery in the city was made possible with this system thus giving real time feedback.

Data generated from this project helped in monitoring the employee performance Chronic problems are identified and solved with budgetary works.

Removal of subjectivity in registering the complaints has positive outcome on citizens perception. Big Data analytics is made possible

(ii) To citizen

Citizen can register a complaint through 5 different methods.

SMS are sent as acknowledgement at different stages of complaint handling and at the time of complaint closure.

Citizen can reopen the complaint if work is not carried out properly Reopened and Non attended complaint are escalated to senior officers for monitoring.

Complaint handling become more transparent. Jurisdictional limits became irrelevant for complaint registration.

Any one can register a complaint just by quoting the name of society and landmark nearby.

155303 has become a popular number for civic complaints.

(iii) Other stakeholders

19. Extent to which the Objective of the Project is fulfilled-(benefit to the target audience i.e.G2G, G2C, G2B, G2E or any other, size and category of population/ stakeholder benefited etc):

The project's main objectives included empowerment of the citizens and to remove the subjectivity in the processes for handling the citizen complaints which further facilitate add-on services to citizens in booking and tracking their complaints through online system.Another objective of the project was to develop a single platform through which all the complaints pertaining to AMC services are handled and monitored. The system would also help in analyzing the root causes of frequent and similar complaints and eliminating the chronic problems of the citizens through budgetary allocation. the system has achieved all the desired objectives.

20. Adaptability Analysis

(i) Measures to ensure adaptability and scalability

CCRS has been popularised at various public events and occasions.

(ii) Measures to ensure replicability

The system can be replicated with any urban local body just by changing the society database and type of complaints.

(iii) Restrictions, if any, in replication and or scalability

N/A

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(iv) Risk Analysis

N/A

21. Comparative Analysis of earlier Vs new system with respect to the BPR, Change Management, Outcome/benefit, change in legal system, rules and regulations

Pre-deployment scenario

- Only mode of complaint available was Walk-In during working hours of AMC.

- Complaints were registered and allocated manually

- Delay in allocation of complaints due to non availability of concerned staff or wrong allocation due to human error

- No proper track / Mechanism and SLA management of registered complaints which affected service quality

- Lack of transparency due to non available real time complaint status and MIS reports which delayed the decision making process and effective planning

- Complaint registration was jurisdiction based which lacked the flexibility for citizen that resulted in to harassment and often dis satisfaction

Post deployment scenario

- More complaint registration modes are available to citizens - Web portal, SMS, IVR, Call Centre & Missed Call with 24x7 registration support

- Automatic complaint allocation ensures 100% allocation. No complaint remains unallocated. Totally 3.60 Lacs complaints are registered through this system since inauguration.

- Exact location (Area + Street + Apartment etc.) based complaint registration instead of area-wise registration facility

- Automatic escalation process for tickets exceeding SLA hours

- Reduced compliant response time due to increased efficiency in the system. The average Turnaround time for complaints reduced from 90 Hrs to 48 Hrs in 8 Months.

- Citizen now can re-open complaint if it is not resolved satisfactorily

- SMS alerts enabling complaint status transparency at various stages of complaint registration and to various designations

- Real time MIS reports for quick decision making and transparency

- Employee transfer functionality and area transfer to other zones/wards

- Application available for use to not only AMC officials but to other higher authorities like Mayor, counsellors etc.

22. Other distinctive features/ accomplishments of the project:

This is first of its kind enterprise level ticket management system used for Municipal Complaint tracking.