AWARDS SCHEME FOR EXEMPLARY IMPLEMENTATION OF e-GOVERNANCE INITIATIVES

III.   NAME OF CATEGORY- 'INNOVATIVE USE OF TECHNOLOGY IN e-GOVERNANCE'

1.   **Coverage – Geographical and Demographic** :-

(i) Comprehensiveness of reach of delivery centres,

> Web based solution seamlessly integrated with Mobile to have an SMS interface for efficiency and effectiveness.

(ii) Number of delivery centres

> Web based solution

(iii) Geographical

(a)National level – Number of State covered

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

> One

(c) District level- Number of Blocks covered

Please give specific details:-

> Chandigarh UT is a 144 sq kms urban city with a population of around 10.5 lakhs where infrastructure is proper and majority population is highly literate thus providing a very quality life. The citizens are very demanding. The Grievance Solution for MC Chandigarh is an effort in that direction so as to give the citizens a convenient way to lodge a complaint and MC gets a solution for monitoring.

(iv)Demographic spread (percentage of population covered)

> Throughout the city.

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

> No proper mechanism existed for registering a grievance and getting it resolved. As a result of this, monitoring was equally ineffective. Assigning grievances to the concerned department/official was not proper and delays were encountered in resolving even a small little grievance. It was always difficult to get a consolidated status. All this resulted in the conceptualization of Online Grievance Monitoring System with an integrated SMS facility to bring in efficiency.

3. Scope of Services/ Activities Covered (Relevance of choice of application for client/ agency, Extent of e-enablement in terms of number of services, Extent to which step in each service have been ICT- enabled #)

> Online Grievance Monitoring System is the only mechanism provided by Municipal Corporation, Chandigarh to the citizens for lodging their grievances pertaining to any of the MC Services. Any grievance received in a mode other than the online mode like through mail/letter/in person/telephone, is also made a part of this system by entering it at the complaint window. Data entry operators have been engaged for this work who work on holidays as well. For MC officials the same system is used, in addition to SMS based module, for monitoring and disposing off the complaints. Also, the Grievances lodged are straightaway conveyed to the person concerned through an SMS with the category of the Grievance and the area. Once resolved, the status is also updated by that person through an SMS from the field itself. All this does not require any manual intervention as it is mapped when the area is assigned. This results in a lot of time saving and convenience to the users. Through various reports and SMS alerts, the Grievances are monitored by the senior officials so that efficiency can be ensured in handling of grievances.

4. Strategy Adopted

(i) The details of base line study done,

> A decentralized system existed earlier where handling of complaints was not in an organized way. Neither the residents were satisfied with the handling nor the senior officials had a consolidated status made available to them. Even the persons who had to attend to the complaints received the complaints after many days. ICT was not used in the whole process, which saw the number of complaints rising with every passing day.

(ii) Problems identified,

> Different departments had their separate complaint cells which were different for different locations. Different source of complaints like mail, letter, telephone, in person etc had altogether different process of handling. Person who was to attend to the complaint was not provided instantly. Informing the status to complainant was never done and there was no facility for the complainant to track the complaint.

> Monitoring by Senior Officials was impossible because of no provision of consolidation.

(iii) Roll out/implementation model,

> A centralized web based model was conceived with SMS facility for making the whole process simple and fast. An OTP based login with Mobile number made the complainant authentic. Then through a simple 1 page form, complaint related details are accepted in which focus was on to have drop-down fields selected in place of getting textual data entered so as to avoid any ambiguity. Immediately on submission, an SMS with Complaint Number Is sent to his mobile and another to the person who is to redress that complaint – there is a mapping done on the basis of department, area and the official so that for any area the respective official gets an alert. After attending to the complaint, the official can immediately update the status from the site itself through an SMS. Senior officials can always monitor the status and unattended complaint status is escalated to them. There is no manual intervention in the complete process.

(iv) Communication and dissemination strategy and approach used.):

> In the workflow, communication is through system generated messages and even updating the status is equally convenient with a message. Since, it was observed in the original system that manual intervention was causing delays, hence stress was laid on not having any manual intervention.

5. **Technology Platform used-**

   (i) Description,

   > The application is developed in ASP.Net ver 2010 running on Windows 2008 servers and IIS 7.0 as web server and MS SQL Server 2012 as backend. SMS gateway of NIC was used for SMS services.

   (ii) Interoperability

   > Application is accessible through the website of MC Chandigarh http://mcchandigarh.gov.in and is accessible from any browser. Can also be accessed from a mobile device.

   (iii) Security concerns

> OTP based authentication helps in preventing fake users and the application is hosted in Network Data Centre behind firewall. During development phase full care of the possible vulnerabilities was taken into account.

(iv) Any issue with the technology used

> No

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

> No SLA were signed as the user of the system is MC Chandigarh and NIC UT Chandigarh only provided them a solution based on their requirements.

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6. **Demonstrate innovative use of ICT for development** (Give details about use of new and emerging technology, innovative usage of ICT for process change to improve quality of the life/ organizational effectiveness, relevance of technology to provide the service #)

> For a resident to lodge a grievance, OTP based mobile authentication is done as subsequently all steps in the grievance redressal process are SMS based. While accepting a grievance entry, care has been taken to get specific information only, that too through drop-down lists, as textual entry can create ambiguity. There is no other option made available for lodging grievances, as a result there is a single-point where all grievances are consolidated.
>
> Innovation in user interaction is that a lodged grievance is directly marked to concerned official who is concerned with resolving it. This is done immediately on lodging it by a resident. Alerts sent to senior officers in case of delays in resolving grievances for them to initiate corrective actions. Robust reporting system to take care of various queries - area-wise , employee wise and complaint category-wise. After attending the call, the official can update the status through SMS from site itself.

7. **Citizen Centricity** (Give specific details on the following#)
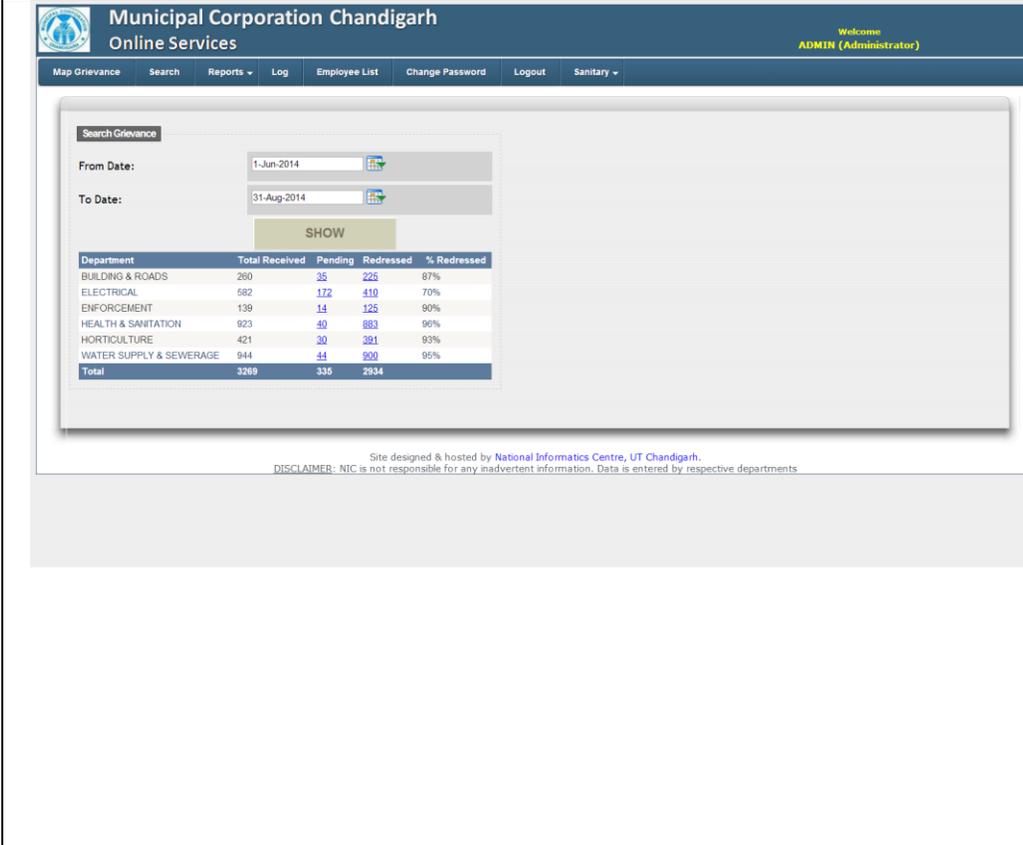   (i) Impact on effort, time and cost incurred by user,

Online Grievance Monitoring System is the only mechanism provided by Municipal Corporation, Chandigarh to the citizens for lodging their grievances pertaining to any of the MC Services. Any grievance received in a mode other than the online mode like through mail/letter/in person/telephone, is also made a part of this system by entering it at the complaint window. Data entry operators have been engaged for this work who work on holidays as well. For MC officials the same system is used, in additional to SMS based module, for monitoring and disposing off the complaints. Also, the Grievances lodged are straightaway sent to the person concerned with the category of the Grievance and the area. Once resolved, the status is also updated by that person through an SMS from the field itself. All this does not require any manual intervention as it is mapped when the area is assigned. This results in a lot of time saving and convenience to the users. Through various reports and SMS
alerts, the Grievances are monitored by the senior officials so that efficiency can be ensured in handling of grievances.

There has been tremendous increase in the efficiency ever since the system was put in place in December 2012. There was no proper mechanism to register complaints and monitoring the status of registered complaints. Every source of complaint had a different mechanism of handling it and marking it was also very improper. Senior officers had a harrowing time getting the status consolidated at one place. With a centralised mechanism in place, all complaints are consolidated at one place and monitored in a very effective and efficient manner. Forwarding the complaints to the concerned person through SMS saves a lot of time as he can attend to the complaints while being in field itself rather than
coming to MC office and getting next set of complaints to resolve. The efficiency in complaint handling has gone to more than 90%.

In the last 3 months 1958 messages were received, 12793 messages were sent and 3269 grievances were received out of which 2934 were redressed thus an efficiency of 96%.

(ii) Feedback/grievance redressal mechanism,

Feedback is received through the Parent website of MC Chandigarh which is http://mcchandigarh.gov.in

(iii) Audit Trails,

Complete transactional history and logs are maintained.

(iv) Interactive platform for service delivery,

Web based application and SMS integration gives an interactive platform for service delivery.

(v) Stakeholder consultation

There was complete participation from the MC Chandigarh side with active guidance from the senior officials. Apart from that, citizen expectations were taken into account and other models were studied to develop this system.

8.   **Adaptability and Scalability** (Give details about Local language support, ability to leverage shared Government infrastructure, Standardization of technology used (hardware, software, application etc. #)

> Complete solution is in English language. Existing government infrastructure like state data centre, SWAN, SMS gateway, etc were used in developing and implementing the solution and no additional financial cost was incurred.

9.   Adaptability Analysis

   (i) Measures to ensure adaptability and scalability

> A web based system which can be easily implemented because of limited dependencies and technological hurdles and best suited for any organization handling Grievances to bring in efficiency and user satisfaction.

   (ii) Measures to ensure replicability

> Can easily be replicated.

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

> No restrictions/dependency. Just with little localization, it is ready for implementation.

   (iv)   Risk Analysis

> Risks in terms of uptime, SMS facility etc have been adequately addressed in the system itself.

10.   **New Models of Service Delivery** (Give details about type of partnership model use, Links to/Supported by Public/Private Organization Links provided to relevant websites etc. #)

> MC Chandigarh is solely running the system for which enough training was imparted by NIC, who developed the system.

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

   (i)   Volume of transactions processed

> In the last 3 months in the usage of this application 1958 messages were received, 12793 messages were sent and 3269 grievances were received out of which 2934 were redressed thus an efficiency of 96%.

   (ii) Coping with transaction volume growth

ICT infrastructure is adequately upgraded from time to time to take care of the growth. Also, emerging technologies are also taken into account and integrated.

(iii) Time taken to process transactions,

A complete process of lodging a grievance by a citizen and further marking it to the concerned official is accomplished in less than a minute. It covers getting registered through mobile based OTP and then entering the complete details.

(iv) Accuracy of output,

Foolproof.

(v) Number of delays in service delivery

There is no delay from the system's perspective, as redundancy is maintained in terms of infrastructure because of critical nature of application. However, 3-4 % delays are observed in delivery of service which are due to departmental internal issues.

12. **User convenience** (Give specific details about the followings #)
   (i) Service delivery channels (Web, email, SMS etc.)

   For lodging it is Web based but tracking and status updation can be done through either web or SMS.

   (ii) Completeness of information provided to the users,

   Complete status is provided from time to time – at the time of lodging with the details of person to whom it has been assigned. Once attended, the status is again conveyed through SMS and is also available on the webite.

   (iii) Accessibility (Time Window),

   24*7

   (iv) Distance required to travel to Access Points

   Only system with internet connection is required to access the application. Not required to travel anywhere to avail the service.

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

   Is completely online.

   (vi) status tracking

Online as well as through SMS.

13. **Sustainability** (Give details about sustainability w.r.t. technology (technology used, user privacy, security of information shared – Digital Encryption etc. #), Organization (hiring trained staff, training etc. #), financial (Scope for revenue generation etc. #)

In its 2 1/ 2 years of operation, the system has sustained because eof the service that it offers. All care has been taken in its development to ensure safety, security and availability.

14. 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

   Has a robust Grievances Monitoring System in place which is centralized and available in 24*7 mode. Reports on various parameters are easily accessible. Escalation of unattended grievances helps in stringent monitoring. Involvement of officials in the system has made them responsive.

   (ii)   To citizen

   Empowered the citizens and helped them in getting services related to basic facilities being offered by MC Chandigarh.

   (iii) Other stakeholders

   Has benefitted all those who are concerned with providing quality services and instant disposal of grievances.

15.   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 purpose with which the system was conceptualized and developed has been achieved as for both G2C and G2E audience, this is the only option available which has been accepted well as the rising figures tell.

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

> As compared to the earlier system, this system has streamlined the process of handling grievances in MC Chandigarh and also with the use of innovative technology, made it effective and efficient. Citizens have derived its benefit and appreciate the convenience it has caused.

17.   Other distinctive features/ accomplishments of the project:

> 1.
>
> 2.
>
> 3.

This is just an indicative list of indicators. Applicant can add on more information based on suitability of the project nominated.