

Main Application form

Nomination form for National Awards for e-Governance 2009-10

Name of the Organization	Department of Administrative Reforms and Public Grievances (DARPG) & National Informatics Centre (PersInfotech Division)
Name of the Department	Department of Administrative Reforms & Public Grievances & Department of Information Technology, GoI.
Name of the Project	Centralized Public Grievance Redress And Monitoring System (CPGRAMS). URL : http://pgportal.gov.in
Awards Applying for	1. Outstanding performance in Citizen-Centric Service Delivery 2. Excellence in Governance Process Re-engineering
Objectives of the project	To enable the citizens to lodge and monitor the status of grievances online; redress and monitoring of Grievances in time bound manner by the Govt Organizations. To establish an efficient connectivity between citizens, Public Grievance Officers, and DARPG (Nodal Agency) to forward the grievances to the concerned officers/field level organizations for speedy redress of grievances and file replies/reports for review and disposal by concerned Ministries/Departments under intimation to citizens through the CPGRAMS a citizen-oriented redress..
Date of Launch	June 2007
Coverage(Geographical)	Nationwide Covers all Central Government Ministries/ Departments/ PSUs in the country. Proposed to cover state governments in the next phase.

Beneficiary of the Project	<p>Public: Registration and monitoring of the Grievances by the Public made easy. Effective redress due to easy and regular monitoring by the higher authorities.</p> <p>Government (Ministries/Departments/Organizations/Nodal Agency) : Transparent redress process mechanism, efficient service delivery through multi-level participation, good quality redress and effective monitoring, besides efficient management of grievances.</p> <p>Public Grievance Officers : Ease of work in the grievance redress process thus reducing the delay and hence improving the efficiency.</p>
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Situation before initiative:

In the earlier scenario, there were essentially two methods of receipt and forwarding of grievances adopted. The aggrieved used to send in their grievances either logging onto DARPG's grievance portal or through conventional mail (i.e. by post). The grievance applications thus received by DARPG are scrutinized and categorized and used to be sent to the respective Ministry/Department through conventional mail requesting them to initiate the required redress action.

Another method adopted was to install a server with Database and Application individually in each ministry/department. Whoever has opted for this option, they are provided with this application. Once this setup is in place, the transfer of grievances from DARPG to these ministries/departments used to be accomplished through electronic mode. In order to ensure reliability, the grievances were also sent through conventional methods.

In both these methods, all grievances were received by DARPG at one point and were assessed and sent to respective ministries/departments through conventional mails and in electronic mode wherever dedicated servers and applications were in place. In case of manual forwarding of grievances, generation of forwarding letters, attaching physically the grievance applications with the letters and dispatching the letters through the dispatch section proved to be undoubtedly a laborious task.

The involvement of manual activity and usage of conventional mail were observed to have contributed significantly towards the delay and possibility of loss of grievances.

The vital step involved in the grievance redress mechanism is to take necessary action on the grievance and to make available the action taken report (status) to the aggrieved as well as the nodal agency (DARPG). This would enable DARPG to review and close the cases. In many of the cases, the reply sent by the concerned ministry/department is not received by DARPG and hence the cases were not able to be closed by DARPG. Above all, the aggrieved did not have any mechanism to know the status unless the case is reviewed and closed by DARPG.

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All the three stakeholders, viz., the aggrieved, the nodal agency and the redressing ministry/department had certain missing links. Also, the nodal agency (DARPG) was burdened with all the grievances.

Strategy adopted:

The networking of the stakeholders by having a centralized and an integrated common database and a unified interface was the need to bridge the gaps. It was essential to make the aggrieved aware of the redress process that is underway.

The method of forwarding cases automatically to the concerned ministries/departments and if the aggrieved is not satisfied with the action taken, then enabling him/her to lodge a grievance with DARPG which would automatically be escalated to the nodal agency level was incorporated. This was a major change from the earlier scenario for reducing the burden of the nodal agency (DARPG). This has helped the nodal agency to concentrate on the monitoring of redress action and to identify and carefully review the cases pertaining to grievance-prone areas, which is the mandate of DARPG in addition to forming policy guidelines.

All the grievances received on paper through post by the nodal agency are digitized and made to travel as an electronic attachment to the concerned upon the registration of the grievance. This methodology not only enabled the concerned to view the documents attached online but also reduced the postage cost and eliminated the possible loss in the transit.

The ministries/departments would create their subordinates (lower level/field-level organizations) so that the grievances are forwarded online. The depth (i.e. the lowest level down below to which a grievance may need to be forwarded) can be decided by the concerned ministry/department and could be configured accordingly. Thus the grievance can reach field level through a paperless mode.

The replies to the grievances from field offices are also sent online. This can be reviewed and the comments can be added at every higher level, if need be.

The critical problem of non-receipt of grievance by the concerned officer or non-receipt of reply from the concerned ministry/department by the nodal agency or the non-availability of status of the grievance to the aggrieved is made to vanish due to the implementation of this paperless transmission through CPGRAMS.

Results achieved/Value Delivered to beneficiary of the project

- ✓ **CPGRAMS** is effectively used in the major Ministries/Departments such as Ministry of Railways, Department of Telecom and Employees' Provident Fund Organization which have huge user bases and prone to grievances due to multiple services provided by them.
- ✓ It has improved the speed of the redress process drastically.
- ✓ Multi-level forwarding and monitoring has improved the efficiency.
- ✓ Public Grievance Officers are able to monitor the redress action.
- ✓ **CPGRAMS** has improved the information flow between the Nodal Agency (DARPG) and the Ministries/Departments as reflected by the growing volume of replies being received by DARPG from the Ministries/Departments..
- ✓ Ease-of-use is the buzz word that has made the system to penetrate both horizontally and vertically in various Ministries/ Departments/ Organizations of GoI.
- ✓ **CPGRAMS** may be considered to have increased the confidence of the citizens on the Redress Mechanism as seen from the increase in the volume of grievances received in the last one year.
- ✓ **CPGRAMS** has helped the nodal agency (DARPG) and the ministries/departments to provide proper redress of grievances received by them.

The results thus achieved can be summarized as follows:

- ✓ *e-movement and efficient redress of grievances.*
- ✓ *multi-level participation in the redress process.*
- ✓ *transparent redress process mechanism leading to improved confidence in the aggrieved citizen.*
- ✓ *Grievance Management made easy and efficient.*

Replication capability: The software can be used as it is by any state government with minimum customization.

Other distinctive features/accomplishments of the project:

The following may be considered as some of the other distinctive features/accomplishments of the project CPGRAMS.

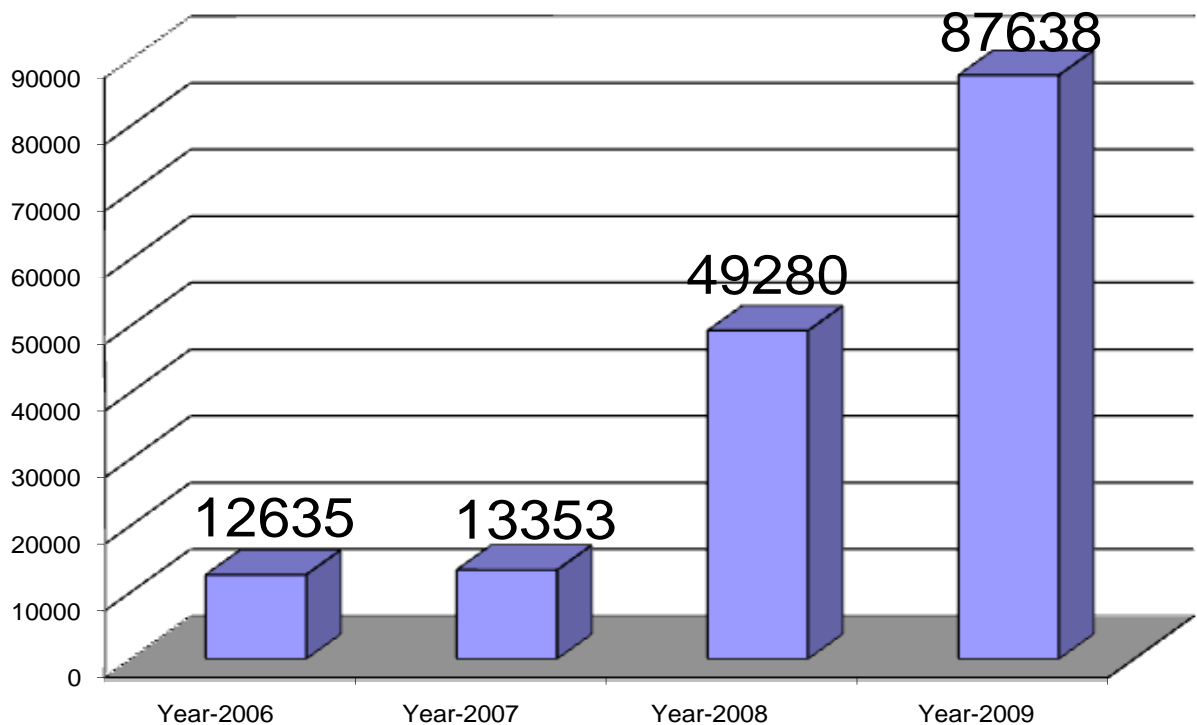
- ✓ Attachment of e-copy of the grievance received is made available for easy transmission to all concerned.
- ✓ Email alerts are provided to the aggrieved.
- ✓ Powerful Operational Desk with drill-down features is made available.
- ✓ Feature to give directions to down (lower)-level offices is available.
- ✓ Facility to monitor the grievances received from VIPs/through VIP references.

CPGRAMS

- ✓ Feature to amend the electronic replies received before sending it to higher level is available.
- ✓ Powerful search facility based on various parameters is provided which is being used extensively.
- ✓ Efficient usage monitoring tool is made available to the nodal agency (DARPG).

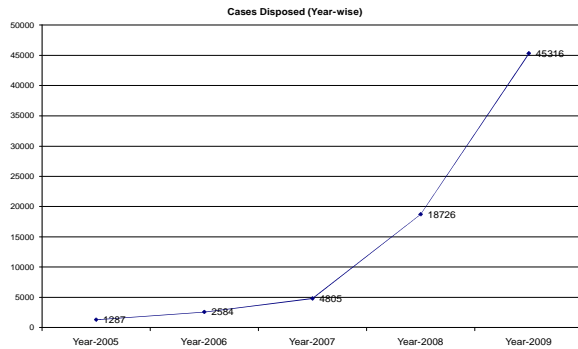
Graphs showing the growth of CPGRAMS and its implications

Receipt of Grievance Applications

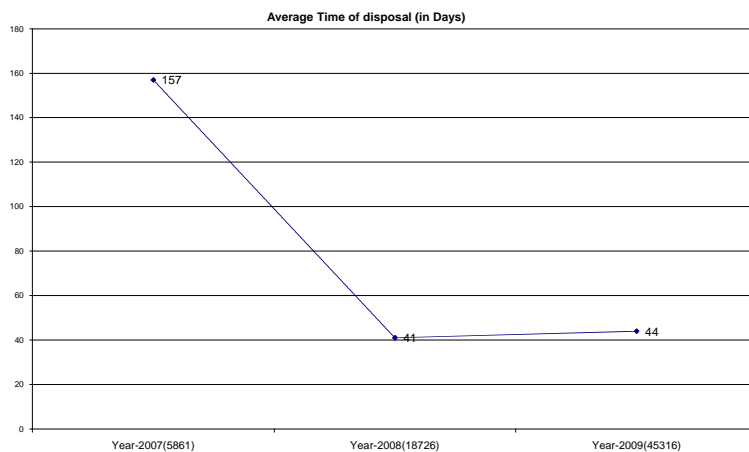


The graph showing the tremendous growth of receipt of grievances indicates the ease-of-use and the confidence of the aggrieved citizens on the system.

CPGRAMS

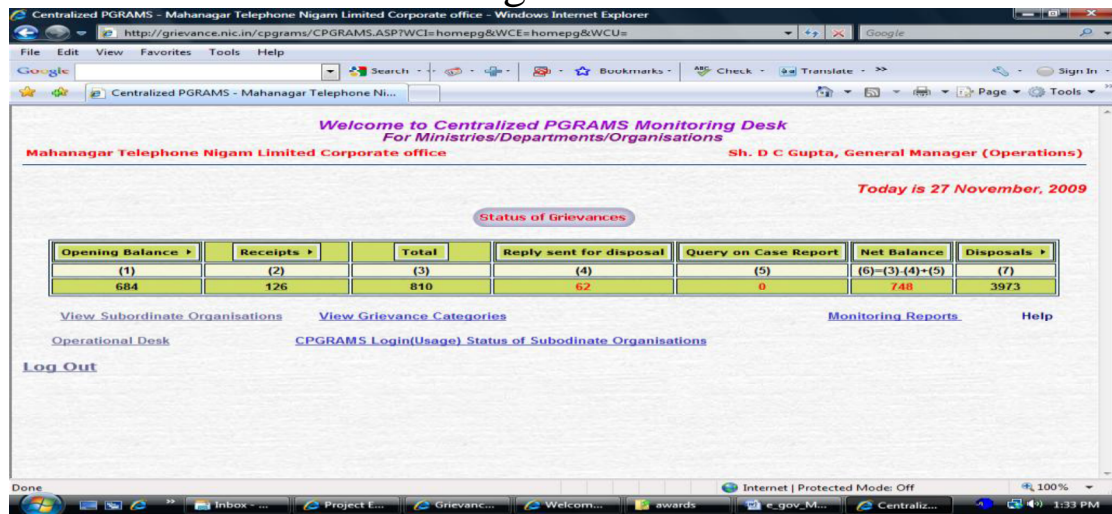


The graph above shows exponential growth in disposal of cases from 2584 in the year 2006 to 45316 in the year 2009 (till November). This is an indicator showing the ease-of-use to the nodal officers and the CPGRAMS has helped put in place a proper disposal and reporting mechanism.



This graph shows nearly four-fold decrease (from 157 days to 44 days) in the average disposal time after implementation of CPGRAMS. The number of cases disposed has increased from 18726 in 2008 to 45316 in 2009(till November). This clearly proves the objective of quicker disposal by inducting CPGRAMS is achieved.

Screen Shots of Monitoring Desk



Details of Owner of the nominated project

Owner of the project: Domain & Execution: DARPG
 Software and ICT Support: National Informatics Centre
 (PersInfotech Division)

Designation : Director(PG), DARPG & Sr. TD, NIC

Contact Address : Director(PG), DARPG, 5th Floor, Sardar Patel Bhawan,
 Sansad Marg, New Delhi-110 001, Ph.: 2374 5472
 Email: mm.govil@nic.in

Sr. Technical Director(NIC), Room No. 11-A, North Block,
 New Delhi-110 001. Ph.: 2309 2776
 Email: sowpari@nic.in

Details of the team for the nominated project:-

1. Shri Manish Mohan, Director (PG) for overall strategic planning and implementation of the system.
2. Sh. P. Alfred Kirubakaran, Technical Director, NIC for Project Management and Technology Facilitation (alfred@nic.in Ph.: 23367682)
3. Sh. Badri Prasad, Deputy Director (PG) for implementation, monitoring, system awareness, feedback/interaction with NIC for improvement in the software training & support to the user organizations.
4. Sh. K. Madhavan, Principal Systems Analyst, NIC & Sh. Sanjeev Saxena, Senior Systems Analyst, NIC for System Study, Design and Development
5. Sh P.S.Chauhan, Under Secretary (PG) & Smt Shyama Kutty US (PG), DARPG for user interaction and monitoring, strategy planning.
6. Sh. Jai Prakash Gupta, Sr. Systems Analyst, NIC & Sh. Vinod Bansal, Data Processing Officer, NIC for capacity building, technical implementation, training & support.

DARPG/NIC

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Declaration of the Owner of the nominated project

I/we hereby declare that the particulars furnished above are correct and true to the best of my/our knowledge. I/We hereby gone through the information on the Award Scheme published in the website of the Department of Administrative Reforms and Public Grievances (<http://darpn.nic.in>) and the terms and conditions. I/We hereby abide by the decision of the jury for declaration of the award.

Signature

Place: New Delhi

Date : 27/11/2009

Seal of the organization

DARPG/NIC

Award Specific Form

Excellence in Government Process Re-Engineering

1. Coverage - Geographical

This is an internet based application and hence it covers the aggrieved (citizen) of the entire country or abroad, who would like to lodge the grievance with any of the Ministry/department/organization which needs to redress his/her grievance. It brings all the entities closer through web even though they are geographically apart.

2. Scope of Services/Activities Covered

The system enables the citizens to lodge/monitor the grievances online. The aggrieved, wherever they are, need to have only the internet connectivity to lodge the grievances. On the other hand the PG Officers of various Ministries/Departments/Organizations may logon to their account and check their desk for further action. They may create their subordinate offices and the subordinates in turn their subordinates. This helps the officers concerned to forward till the end point where the actual redress action needs to be carried out.

E-mail alert service to the PG Officers, e-ATR service for the subordinate offices to reply back is the key to success of this system.

3. Citizen Centricity:

The major stake holders of this system are the Nodal Agency (DARPG), Public Grievance Officers of various Ministries/Departments and the aggrieved (citizens). The evolution of the system has taken place in consultation with the stake holders to ascertain and meet their requirements and their suggestions have been incorporated to reflect their aspirations. The interface providing the online status of grievances lodged can be considered to have increased the citizen's confidence on the system. Appropriate triggers are also provided in the system to the benefit of the aggrieved citizen/complainant. In fact, Citizen Centricity may be considered to be at the core of the Centralized Public Grievance Redress And Monitoring System (CPGRAMS) as the application is entirely citizen centric. Any aggrieved citizen may logon to <http://pgportal.gov.in> and click on 'Lodge your grievance here' to get access to the grievance registration form.

4. User Convenience:

It is a web based system. It requires a Personal Computer (PC) with internet connectivity. Every user is provided with user authentication details. Once the user logs in, the grievance redress and monitoring are a few clicks away. The interface is user-friendly. The citizens can ferry the information required by them with respect to their grievance. The ability to see the multi-level process flow is an added advantage for the citizen to monitor the movement and status of his/her grievance. The application can be accessed by the users at their convenience from any internet enabled computer at any time.

5. Efficiency Enhancement

- ✓ Disposal of grievances has increased many folds without any increase in the existing manpower, i.e. without any corresponding increase in the related manpower.
- ✓ Average time taken to dispose a case has been brought down from 157 days of the year before implementation to 44 days during this year after implementation of CPGRAMS. This corresponds to nearly a four-fold increase in the productivity gain.
- ✓ Transparency of the redress process has improved the comfort and confidence level of the citizen.
- ✓ Major ministries like Railways, Telecom & Labour (EPFO) are using the system effectively.
- ✓ The open ended facility for creation of n-subordinate offices or lower levels has enabled the organizations to forward the grievances to the desired lower level. Departments like Department of Telecom have created fifth level subordinates (Secondary Switching Area - SSA of BSNL).
- ✓ Any organization can communicate with its down-level (i.e. lower-level office/functionary) easily. The conventional transmission delay is eliminated as all electronic transmissions are near instantaneous. Loss of grievance in the transit that existed in the conventional postal system is avoided.
- ✓ E-mail alerts to the Public Grievance Officers as well the citizens enable the users to know the arrival of the new grievance or the change in the status.
- ✓ Online reminder(s) lodged by the citizens and the clarification(s) demanded by the PGO are online which reduce the response time, i.e., the time lag in the associated responses.

6. Cost Effectiveness

- ✓ As the project is designed and developed by NIC and hosted at NIC-HQ no expenditure on capital expenditure and on development & maintenance costs are incurred by DARPG and other ministries/ departments.
- ✓ The system is on a centralized server, the cost of maintenance like that of a decentralized environment does not arise.
- ✓ The system is designed in such a way that it can penetrate to any level without any additional expenditure.
- ✓ The manpower to dispatch the grievances to various Ministries/Departments has been reduced drastically.
- ✓ The expenditure on postage in sending the grievances through conventional mail has been drastically reduced.
- ✓ The receipt of grievances and the disposal rate has grown four fold, while the average disposal time has reduced to one-fourth. All this has been achieved without having any additional expenditure on manpower.
- ✓ The citizen need not spend on postage charges to lodge a grievance.

CPGRAMS

- ✓ Since the system is web-enabled, it does not require any additional implementation charges.

7. Capacity building & Organizational Sustainability

- ✓ Training to the officers and officials of the nodal agency (DARPG) has been imparted.
- ✓ All ministries/departments have been provided the required awareness-cum-operational training on the system.
- ✓ One NIC Officer of Ministries/Departments has also been given training on the system so that immediate support can be provided in each of the ministries/departments.
- ✓ Support desk of two officers is in place to provide assistance through mail/telephone.
- ✓ The system is deployed on a Central server at NIC-HQ which increases the reliability, accessibility and sustainability.
- ✓ No additional manpower is deployed in DARPG despite a four-fold increase in volume of grievances received.
- ✓ Unburdens the nodal agency DARPG as well as other organizations from the tedious workload that existed earlier.
- ✓ The system is available 24X7.
- ✓ Management/monitoring are made easy so that top level functionaries may utilize the time saved on more pressing matters and policy-related issues.
- ✓ A brochure has been brought out to create awareness among Government functionaries.

8. Accountability

- ✓ Complete activity log is captured so that the accountability can be fixed.
- ✓ Delay or inefficient redress process can be monitored by the higher official and hence accountability to accomplish the task quickly can be enforced.
- ✓ Efficiency of each of the sub-ordinate organizations can be evaluated by the higher authority.

9. Innovation

The following may be considered as some of the innovative features of CPGRAMS.

- ✓ Facility for forwarding of a grievance to multiple organizations in a single go.
- ✓ The Application is used to redress the grievance received through (i.e. forwarded by) the nodal agency (DARPG) or received directly from the citizens. It also helps the Public Grievance Officer (PGO) to lodge the grievance received by him/her by post and to take action through this unified interface.
- ✓ Grievances received from multiple sources are posted on to an integrated Database.

CPGRAMS

- ✓ E-Mail alerts to PGOs to take action and to the citizen on status of the grievance or the clarifications sought from him or the reminders sent to him.

10.Appropriate Delegation

- ✓ Customization and improvements required from time to time are carried out by NIC officers specifically assigned for these tasks.
- ✓ Two Officers are earmarked for application maintenance and Database administration
- ✓ Tasks of resetting of password, forwarding the queries which need to be attended by development team and coordination of training have been delegated to the support team. The support team consists of two officers exclusively deputed to provide technical assistance to the ministries/departments/organizations and the nodal agency whenever any technical problem is faced by them while using CPGRAMS.
- ✓ Officers of DARPG have been delegated to assess and forward the grievances pertaining to their domain.
- ✓ Officers have been trained to use the application based on their respective roles.

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Award Specific Form

Outstanding performance in Citizen-Centric Service Delivery

1. Coverage-Geographical

This is an internet based application and hence it covers the aggrieved (citizen) of the entire country or abroad, who would like to lodge the grievance with any of the Ministry/department/organization which needs to redress his/her grievance. It brings all the entities closer through web even though they are geographically apart.

2. Scope of Services/Activities Covered

The system enables the citizens to lodge/monitor the grievances online. The aggrieved, wherever they are, need to have only the internet connectivity to lodge the grievances. On the other hand the PG Officers of various Ministries/Departments/Organizations may logon to their account and check their desk for further action. They may create their subordinate offices and the subordinates in turn their subordinates. This helps the officers concerned to forward till the end point where the actual redress action needs to be done.

E-mail alert service to the PG Officers, e-ATR service for the subordinate offices to reply back is the key to the success of the system.

3. Stakeholder Consultation:

The major stake holders of this system are the Nodal Agency (DARPG), Public Grievance Officers of various Ministries/Departments and the aggrieved (citizens). The evolution of the system has taken place in consultation with the stake holders to ascertain and meet their requirements and their suggestions have been incorporated to reflect their aspirations. The interface providing the online status of grievances lodged can be considered to have increased the citizen's confidence on the system. Appropriate triggers are also provided in the system to the benefit of the aggrieved citizen/complainant.

4. Citizen Centricity & Relevance:

. Citizen Centricity is the core of the Centralized Public Grievance Redress And Monitoring System (CPGRAMS) as the application is entirely citizen centric. Any aggrieved citizen may logon to <http://pgportal.gov.in> and click on 'Lodge your grievance here' to get access to the grievance registration form.

The evolution of the system has taken place to cater the need of the Public Grievance Officers to receive, assess and redress the grievances well in time. The public grievance officers are provided with appropriate triggers to take action in time. Also, online-paperless transmission of grievances has become the most relevant application for the aggrieved (citizen) to know/track the grievance that has been lodged by him/her.

5. User Convenience:

It is a web based system. It requires a Personal Computer (PC) with internet connectivity. Every user is provided with user authentication details. Once the user logs in, the grievance redress and monitoring are a few clicks away. The interface is user-friendly. The citizens can ferry the information required by them with respect to their grievance. The ability to see the multi-level process flow is an added advantage for the citizen to monitor the movement and status of his/her grievance. The application can be accessed by the users at their convenience from any internet enabled computer at any time.

6. Cost to the User:

- ✓ As the project is designed and developed by NIC and hosted at NIC-HQ no expenditure on capital expenditure and on development & maintenance costs are incurred by DARPG and other ministries/ departments.
- ✓ The system is on a centralized server, the cost of maintenance like that of a decentralized environment does not arise.
- ✓ The system is designed in such a way that it can penetrate to any level without any additional expenditure.
- ✓ The manpower to dispatch the grievances to various Ministries/Departments has been reduced drastically.
- ✓ The expenditure on postage in sending the grievances through conventional mail has been drastically reduced.
- ✓ The receipt of grievances and the disposal rate has grown four fold, while the average disposal time has reduced to one-fourth. All this has been achieved without having any additional expenditure on manpower.
- ✓ The citizen need not spend on postage charges to lodge a grievance.
- ✓ Since the system is web-enabled, it does not require any additional implementation charges.

7. Citizen Charter

As per the citizen charter, it is essential to provide the service to the citizen as per the commitment of any Ministry/Department/Organization. Redress of grievance plays a vital role. It may also be noted that any organization that delivers the service efficiently would have less grievances. In other words, fewer grievances declare the organization more efficient.

- ✓ Transparency of the redress process has improved the comfort and confidence level of the citizen.
- ✓ The officers/offices involved in the grievance redress chain is transparent to the aggrieved.

8. Adherence to SLA

The system has been designed and developed to adhere to the requirements of the stake holders. The feasibility of any fresh requirement from the stake holders is studied carefully and incorporated well within the time frame.

- ✓ The requirements of the citizen that has been provided in the form a feedback is incorporated
- ✓ The suggestions that are received from the user departments are incorporated
- ✓ The requirements placed by DARPG for the growth of the system are incorporated.

9. Problem Resolution & Query handling

- ✓ Training to the officers and officials of the nodal agency (DARPG) has been imparted.
- ✓ All ministries/departments have been provided the required awareness-cum-operational training on the system.
- ✓ One NIC Officer of Ministries/Departments has also been given training on the system so that immediate support can be provided in each of the ministries/departments.
- ✓ Support desk of two officers is in place to provide assistance through mail/telephone.
- ✓ The system is deployed on a Central server at NIC-HQ which increases the reliability, accessibility and sustainability.
- ✓ No additional manpower is deployed in DARPG despite a four-fold increase in volume of grievances received.
- ✓ Unburdens the nodal agency DARPG as well as other organizations from the tedious workload that existed earlier.
- ✓ The system is available 24X7.
- ✓ Management/monitoring are made easy so that top level functionaries may utilize the time saved on more pressing matters and policy-related issues.
- ✓ A brochure has been brought out to create awareness among Government functionaries.

10. Privacy & Security Policy

Database Level Security: Roles and permissions have been defined at database level to access the database.

Application Level Security: Role based access has been given to each application user. The authentication of users is done using MD5 techniques. All the precautions have been taken to avoid the SQL injection. A log is maintained to track any mischievous activity.

Web Server Level Security: As it is internet based solution, there is always a threat from the outside intrusions. All the security measures have been taken into

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consideration. Required care like firewall, capping unnecessary ports etc. have been incorporated. For internal intrusions, logging of each activity is being done in the database.

11. Innovation

The following may be considered as some of the innovative features of CPGRAMS.

- ✓ Facility for forwarding of a grievance to multiple organizations in a single go.
- ✓ The Application is used to redress the grievance received through (i.e. forwarded by) the nodal agency (DARPG) or received directly from the citizens. It also helps the Public Grievance Officer (PGO) to lodge the grievance received by him/her by post and to take action through this unified interface.
- ✓ Grievances received from multiple sources are posted on to an integrated Database.
- ✓ E-Mail alerts to PGOs to take action and to the citizen on status of the grievance or the clarifications sought from him or the reminders sent to him.

12. E-Inclusion

- ✓ Delay or inefficient redress process can be monitored by the higher official and hence accountability to accomplish the task quickly can be enforced.
- ✓ Efficiency of each of the sub-ordinate organizations can be evaluated by the higher authority.
- ✓ Redress status can be monitored by the citizen online.

13. Sustainability

- ✓ Training to the officers and officials of the nodal agency (DARPG) has been imparted.
- ✓ All ministries/departments have been provided the required awareness-cum-operational training on the system.
- ✓ One NIC Officer of Ministries/Departments **has** also been given training on the system so that immediate support can be provided in each of the ministries/departments.
- ✓ Support desk of two officers is in place to provide assistance through mail/telephone.
- ✓ The system is deployed on a Central server at NIC-HQ which increases the reliability, accessibility and sustainability.
- ✓ No additional manpower is deployed in DARPG despite a four-fold increase in volume of grievances received.
- ✓ Unburdens the nodal agency DARPG as well as other organizations from the tedious workload that existed earlier.
- ✓ The system is available 24X7.

DARPG/NIC

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- ✓ Management/monitoring are made easy so that top level functionaries may utilize the time saved on more pressing matters and policy-related issues.
- ✓ A brochure has been brought out to create awareness among Government functionaries.

14. Number Of Users And Services

- ✓ CPGRAMS is one of the most successful applications in the area of Public Grievance Redress Monitoring. It has growing grievance applications to the tune of 90,000. This system has around 7 lakh transactional activities logged in the system.
- ✓ The numbers of visitors are almost same as the no. of transactions
