

ENABLING RESPONSIVE GOVERNANCE THROUGH GRIEVANCE MONITORING CMO'S Grievance Redressal Project





FOREWORD

In the development paradigm, public grievance redressal happens to be one of the major planks across the globe. In conformity with United Nations' Sustainable Development Goals, the provincial government of West Bengal in India having a population of 110 million people launched a comprehensive online ICT enabled Public Grievance Redressal System in June, 2019 under the aegis of the highest provincial authority. It envisages to ensure responsive, accountable and transparent public service delivery bestowing legitimacy and public trust across the province. Within one and half year of its' functioning, the project has handled more than 1 million grievances in online mode, around 14.8 million grievances in special camp mode with 95% resolution.

Using innovative ICT including GPS Mapping, Dynamic Dashboard and Grievance tracker, a robust back end user interface covering 4,505 administrative units of the provincial government has been developed. Besides service level, the portal also offers grievance status updates to ensure transparency and accountability. Respondents' feedbacks are also obtained to assess effectiveness of the redressal mechanism. The system has enabled addressing even the faintest voice making welfare discourse more inclusive, dynamic and vibrant.

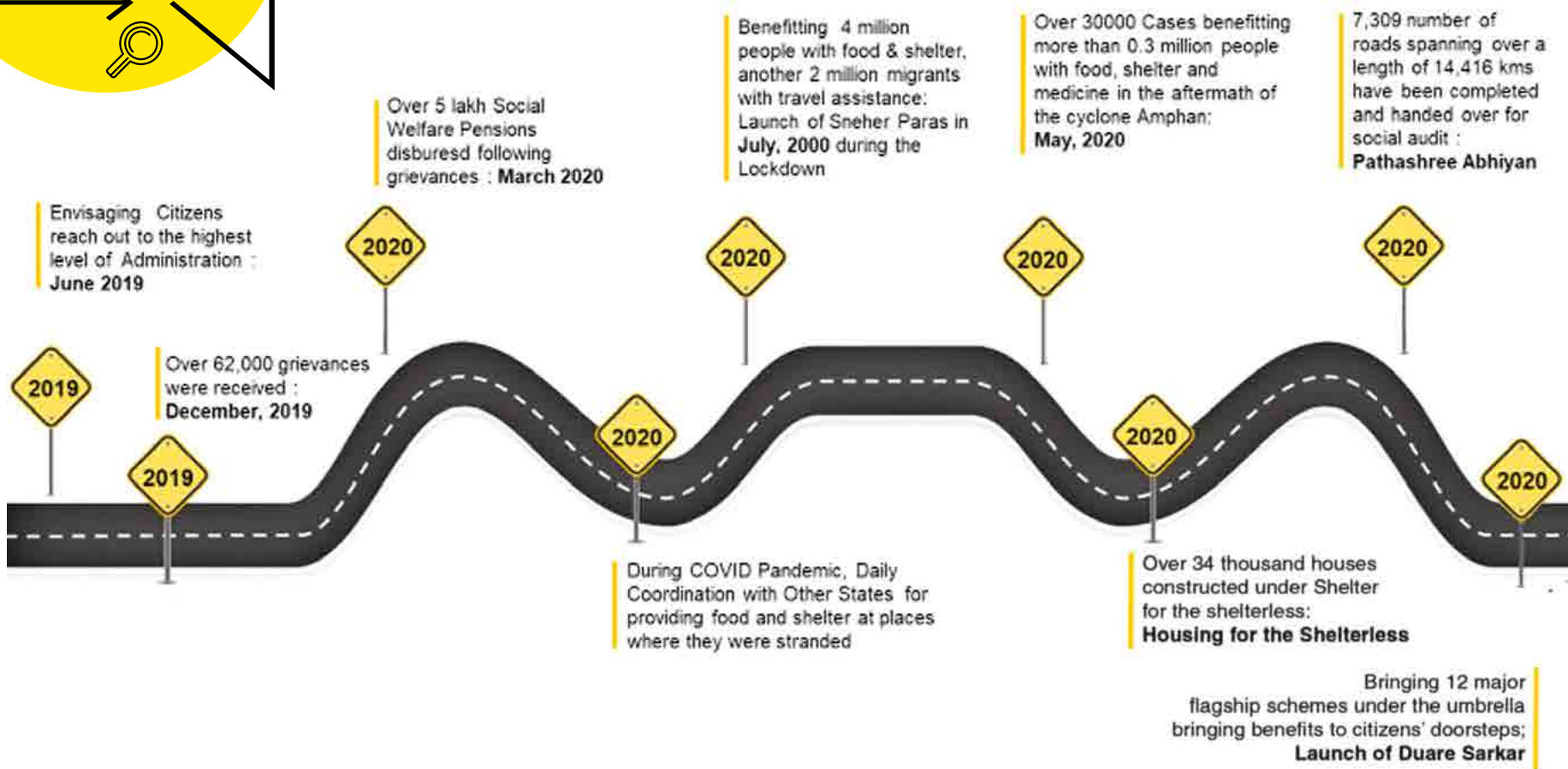
Besides usual redressal of grievances, the project goes beyond - systematically analysing inputs in the form of requests and grievances, more simplistically grievance narratives of the public, pitted against service delivery of the various welfare schemes, causes of grievance incidence and regional variations. The data analytics are not only used for process re-engineering of different flagship schemes of the government with policy prescriptions and implementation level suggestions, they are also shared with the provincial policy makers and implementing authorities for conceiving various micro-schemes and reaching out special assistance to different sections of people, who had been hitherto excluded.

Based on data analytics, the provincial government of West Bengal conceived three big mission mode regional campaigns like the 'Pathshree' (Construction/repairing of roads of 12,000 km road length), 'Duare Sarkar' (Government outreach programme) and 'Paray Samadhan' (micro-local problem resolution), which generated considerable public responses, unparalleled in the welfare history of the province. During the Covid'19 lockdown, the data analytics facilitated the provincial government in conceiving and implementing various micro-schemes like the 'Sneher Paras' (one-time ex-gratia payment to migrant workers stranded during Covid'19 lockdown), 'Karmo Bhumi' (job-assistance in IT/ ITeS sectors), 'Prochesta Prokolpo' (distribution of subsidised food grain and financial assistance to daily wage workers during lockdown), 'Hawker Support Scheme, 2020' (financial assistance to hawkers who have lost livelihood opportunities due to lockdown) and many other micro-level interventions to address specific needs of people. Next few pages highlight the functioning of this e-Governance project and chart important milestones exploring its scalability and replicability elsewhere of development governance.

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TIMELINE



Only a Call Away...

This e-governance project is socially inclusive. It is designed to accept grievance from many sources and modes such as phone call or an e-mail or through social media entries, even a handwritten note delivered in person or through the special kiosks called the Bangla Sahayata Kendras (BSKs) (Common Service Centers) dotted across the State.

...and it reaches to the remotest

Grievance are uniquely identified and SMS alerts are triggered to the applicant giving acknowledgement of grievance

Each grievance is classified among 182 categories for easy identification

The Grievance is forwarded for redressal to the Head of Department (HoD) and its sub-offices

Inbuilt SMS status are triggered to inform the respondents with disposal status just as it reminds HoDs about the pendency

Respondents' feedbacks are obtained through outbound calls to assess effectiveness of redressal mechanism and for its continuous improvement



23 Districts

137 Departments

About 4133 sub-offices

182 Grievance Categories

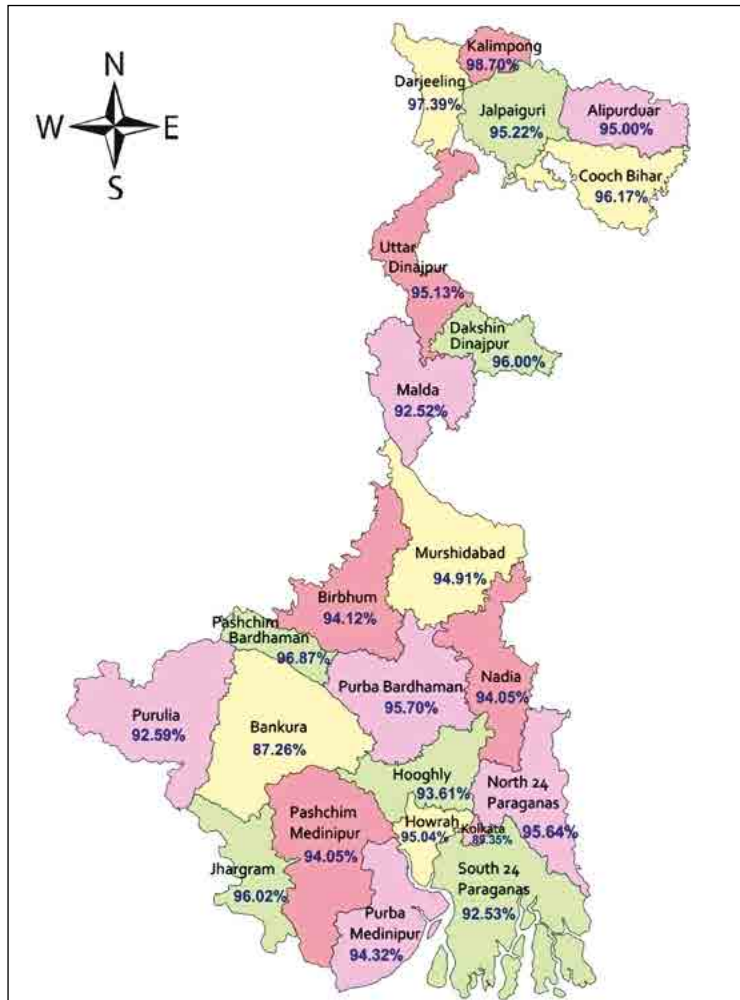
28 Superintendent of Police

7 Municipal Corporations

7 Police Commissionerates

The Grievances are put to various analysis to reflect upon the effectiveness and otherwise of Government policies, welfare schemes and appropriate interventions to reorient towards good governance.

Grievance Profiling...



District wise disposal of Grievances

Grievances give policy makers a pulse to understand how delivery machinery is functioning. By identifying gaps and bottlenecks in the project, it helps in pruning the delivery mechanism while reaching out to citizens on a large scale.

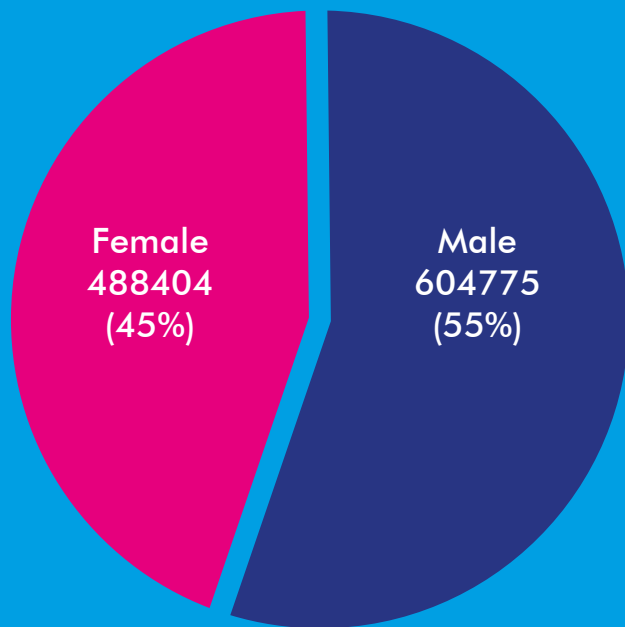
The project has reduced paperwork and promoted a robust environment for governance. It has led to reduction in barriers and ensured seamless integration of stakeholders on a unified platform.

The portal works on the principle of continuous improvement of service delivery mechanism through incisive review, feedback and innovation. The fact that the system is monitored at the highest level of provincial administration gives it a legitimacy and immediacy never experienced before. The organic linkage between citizens & governance has worked toward creation of a sustainable environment and a citizen-centric eco-system that is both scalable & replicable. Since one and half year of its' functioning, the Grievance Redressal Project handled 1.17 million grievances online of which **95% grievances** are already disposed and the rest are under disposal. District wise grievance disposal rate ranges from **87.26%** to **98.7%**. The highest provincial authority regularly supervises, monitors and guides administrative departments for expediting disposal of grievances.

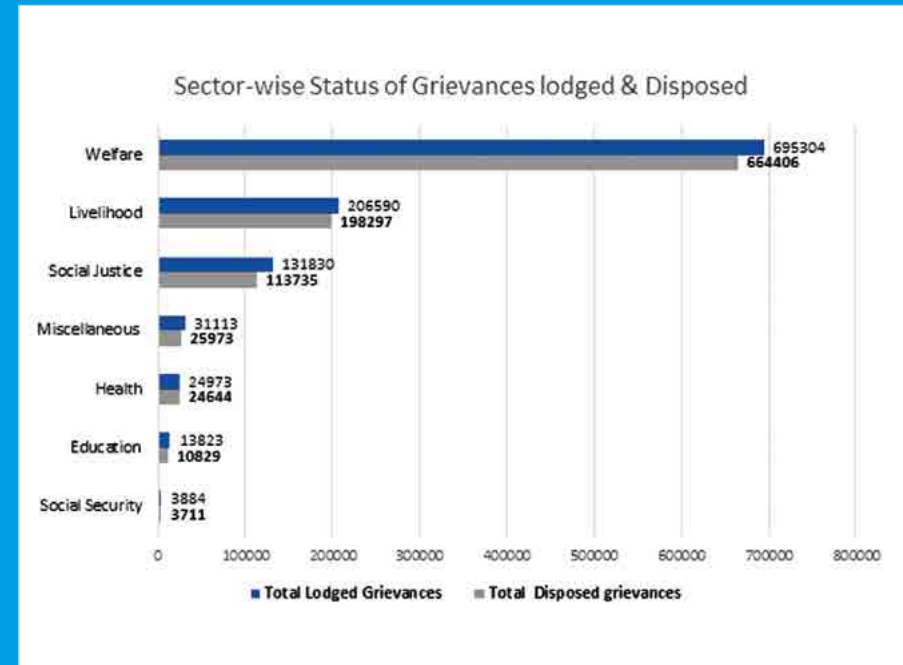
Gender & Sectoral Distribution...

In West Bengal, the sex ratio of female viz a viz male population as per 2011 census is 950:1000. It roughly reflects the composition of people reaching out to the government through the grievances in the portal, justifying gender inclusiveness of the Public Grievance Redressal Project.

Gender Distribution of Complainants



The grievances are spread across different sectors such as the Social Welfare, Livelihood, Health, Education. Among the given sectors, grievance redressal has been the highest in the Health, Livelihood & Welfare sectors.

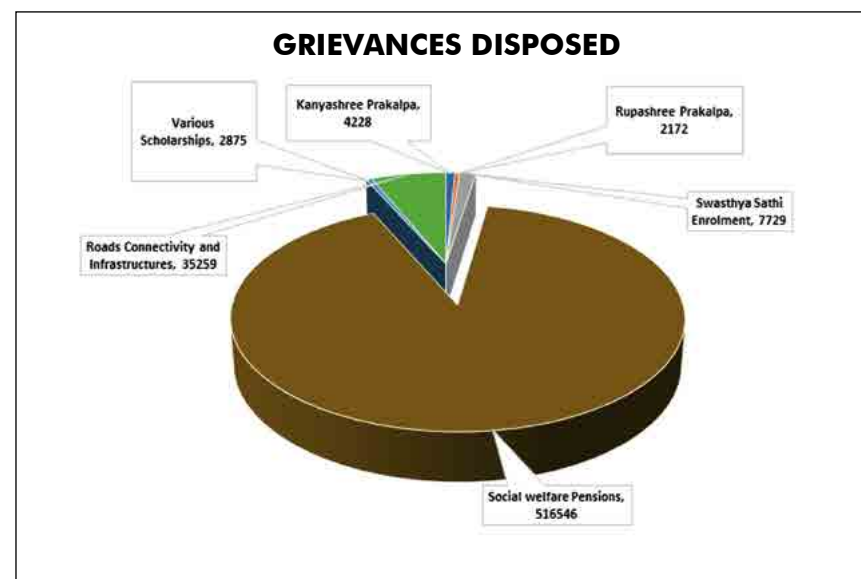
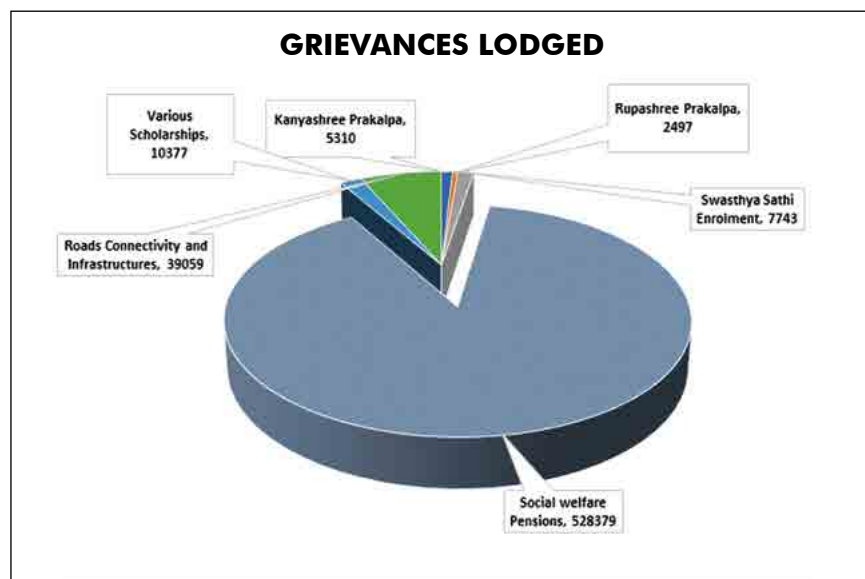


Major life issues...

The provincial government of West Bengal launched many flagship programs for welfare of common people from time to time. Effective monitoring and timely redressal of public grievances enabling public service delivery is important. A profile of grievances lodged and redressed related to important public issues are portrayed below.

Schemes	Grievances lodged
Kanyashree Prakalpa	5310
Rupashree Prakalpa	2497
Swasthya Sathi Enrolment	7743
Social welfare Pensions	528379
Various Scholarships	10377
Roads Connectivity and Infrastructures	39059
TOTAL	593365

Schemes	Grievances Disposed
Kanyashree Prakalpa	4228
Rupashree Prakalpa	2172
Swasthya Sathi Enrolment	7729
Social welfare Pensions	516546
Various Scholarships	2875
Roads Connectivity and Infrastructures	35259
TOTAL	568809



When clock stopped ticking...

In the wake of the COVID-19 pandemic, the Programme Implementation and Grievance Cell, Chief Minister's Office, played a crucial role in helping the government in reaching out to the vulnerable people living in distress. The portal deftly handled distress calls and grievances related to travel assistance, medical emergency, provision of food and shelter and economic hardships faced by millions of homeless migrants.

Offline Grievances Handled During Lockdown Period

Travel assistance to stranded Labourers in Other States/UTs: 14,59,693

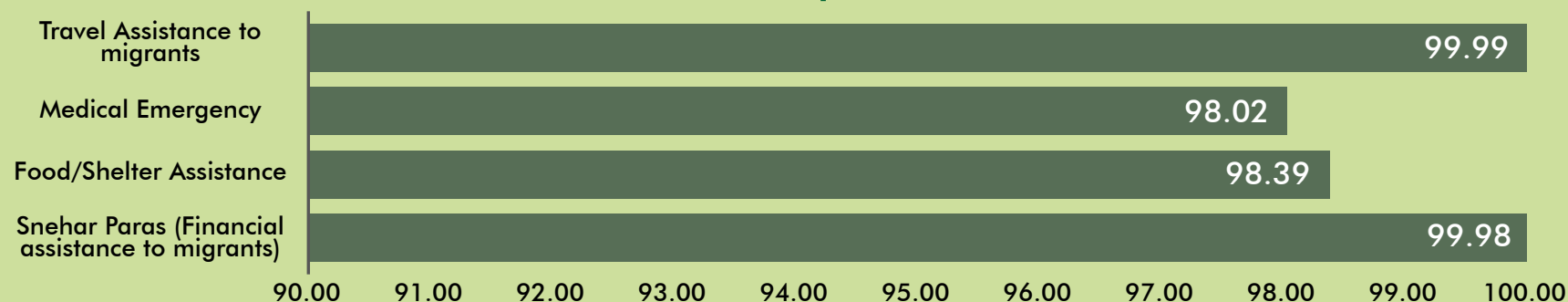
Travel support to migrants from other States stranded in West Bengal: 5,50,386

Coordinated food and shelter issue for people belonging to West Bengal stranded in other States/UTs: 34,72,586

Facilitated food and shelter for people belonging to other States/UTs stranded in West Bengal: 4,76,209

20,077 grievances pertaining to employment prayer were processed off-line for providing employment opportunities under BSKY, Karmatirtha and other government initiatives

Percentile Disposal of Grievances





District wise Covid related Grievance Disposal Rate

HOW ANIMA CONQUERED THE COVID PANDEMIC

Being helpless is like experiencing a sense of being paralyzed. That is what Anima Roy (name changed) experienced when India went into the state of complete lockdown in March 2020. Just like millions of other Indians, Anima and her family were clueless regarding their next plan of action, after receiving the grave news of a nation-wide lockdown.

On 30th March, the CMO Grievance cell received a call from Anima. Almost on the verge of tears, she informed that she was stuck in Vellore with her family. They were almost out of food and the lodging facility was charging almost three times the tariff rate. Therefore, she asked for immediate assistance as they did not have much money left.

Sitting at her Kolkata residence, Anima dreads to remember those difficult days spent at Vellore. They had gone there for her father's operation. However, never in their wildest dreams had they imagined that they would be left with no money to continue with the medical procedure. Over call, she desperately implored the grievance cell for assistance because their train got cancelled and they had no means to come back to Kolkata.

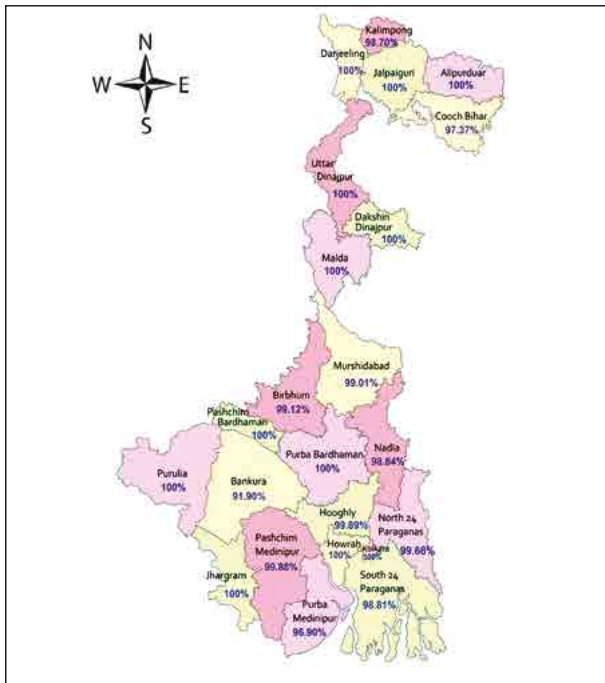
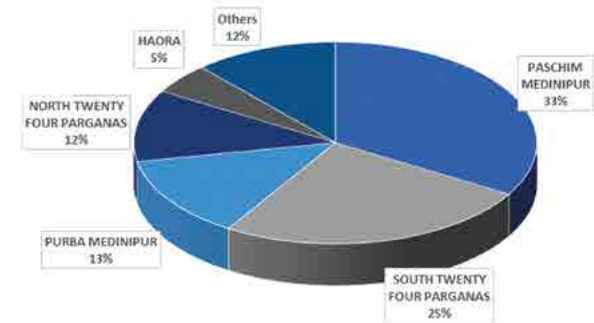
Consequently, the CMO grievance cell played its role in rescuing Anima and her family along with thousand others. They were provided with proper travel assistance even in such calamitous times.

"We called many people for help. We were desperate to come home with my ailing father. However, coming home safely was only possible due to the timely intervention of the CMO Grievance cell."

When Nature expressed her fury...

Amphan, the devastating cyclonic storm, struck West Bengal in May 2020 wreaking havoc, in districts of South Bengal in particular, North 24 Parganas, South 24 Parganas, Howrah, Hooghly, Kolkata, Purba Medinipur, Paschim Medinipur, Nadia and Purba Bardhaman. The Programme Implementation & Grievance Cell worked round the clock to swiftly and efficiently coordinate among district civil and police authorities and State Disaster Management authority and aided in addressing more than 30,000 grievances related to shelter, house-damages, requirement of food and emergency medicines and other exigencies during and after the disaster.

Grievances during Cyclone Amphan



District wise Amphan related Grievance Disposal Rate

The importance of having a roof over one's head

When a storm rips people apart, they get to choose how to put themselves back together again. With this thought in mind, Avijit (named changed) who lives in the rural areas of Purba Medinipur with his family had approached the CMO grievance cell for help. He lived in a house made of mud, brick and straw which he built a few years back with all his savings. He had never imagined that his house would be ravaged by the storm and damage his crop.

On the night of the when Amphan hit, they evacuated and stayed at the local school building with all other villagers. Next morning, when he returned home, he saw that the roof of house was flown away. Avijit works as a daily labour and is sole earning member of the family. It was very difficult for them to repair of their house. He left with no option. He applied for Amphan Relief Fund. Later, they called the CM Grievance cell for further assistance and the CMO Grievance cell, coordinated with local administration for speedy redressal of grievance. The local administration reported that house building grant amounting Rs. 5,000/- was sanctioned and disbursed to Avijit within 12 hours. Avijit was happy.

"I was hopeless when I saw my house in that condition. But I was glad I received aid to fix my shelter".

Towards Progress...



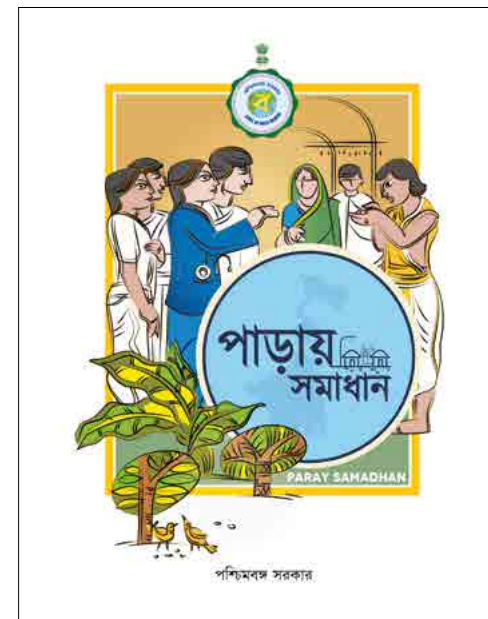
The CMO's Public Grievance Redressal System has already handled more than 1 million grievances in online mode, around 14.8 million grievances in special camp mode with 95% resolution within service level.

1. **4 million** people provided with food and shelter & **2 million** migrants travel assistance during the COVID-19 pandemic;
2. More than **0.3 million** people given food, shelter and medicine in the aftermath of the super cyclonic storm AMPHAN in May 2020;
3. Over **34 thousand houses** constructed for the shelter less;
4. **7,309 roads** of more than **14,416 kms** length completed and handed over for social audit;

Beyond Grievance Redressal

Beyond grievance redressal, the system systematically analyses grievance narratives of the citizens pitted against delivery of various welfare schemes, causes of grievance incidence and regional variations etc. The data analytics are not only used for process re-engineering of different flagship schemes of the government but also come up with policy prescriptions and implementation level suggestions. Such feedbacks are shared with the provincial policy makers and implementing authorities for conceiving various micro-schemes and reaching out special assistance to the people, who hitherto had been excluded.

Based upon shared inputs, the provincial government of West Bengal conceived three big mission mode regional campaigns like the 'Pathshree' (Construction/ repairing of roads of 12,000 km road length), 'Duare Sarkar' (Government outreach programme) and 'Paray Samadhan' (micro-local problem resolution), which generated considerable public responses, unparalleled in the welfare history of the province. During the Covid'19 lockdown period, the data analytics facilitated the provincial government in conceiving and implementing a bouquet of micro-schemes like the 'Sneher Paras' (one-time ex-gratia payment to migrant workers stranded during Covid'19 lockdown), 'Karmo Bhumi' (job-assistance in IT/ ITeS sectors), 'Prochesta Prokolpo' (distribution of subsidised food grain and financial assistance to daily wage workers during lockdown), 'Hawker Support Scheme, 2020' (financial assistance to hawkers who have lost livelihood opportunities due to lockdown) and many other micro-level interventions to address specific needs and promote welfare of people.



Pathashree Abhiyan

The Pathashree Abhiyan was launched on 1st October 2020 in mission mode based upon analysis of 39060 grievances pertaining to road construction and repair. The Pathashree Abhiyan Scheme envisages road repair and construction of more than 12000 kms across the State in a mission mode.

In about 4 months, more than 7300 roads over 14,000 Kms road length were constructed/repared even in the remotest parts of the State providing relief to its citizens. When many people were losing their jobs, Pathashree Abhiyaan provided employment to people living in rural parts of the state creating lakhs of mandays for the people.

DISTRICT WISE PATHASHREE REPORT OF COMPLETED ROADS AS ON 11.02.2021

Sl No.	Name of District	No. of Road	length of Road in K.M
1	ALIPURDUAR	186	605.05
2	BANKURA	434	1406.01
3	BIRBHUM	247	829.59
4	COOCH BEHAR	137	454.50
5	DAKSHIN DINAJPUR	280	644.64
6	DARJEELING	97	397.72
7	HOOGHLY	750	845.75
8	HOWRAH	454	639.62
9	JALPAIGURI	124	428.82
10	JHARGRAM	116	477.86
11	KALIMPONG	11	35.83
12	MALDA	254	561.65
13	MURSHIDABAD	101	306.66
14	NADIA	261	322.28
15	NORTH 24 PARGANAS	652	1362.89
16	PASCHIM BARDHAMAN	302	401.37
17	PASCHIM MEDINIPUR	642	1341.13
18	PURBA BARDHAMAN	879	1075.69
19	PURBA MEDINIPUR	346	433.00
20	PURULIA	145	334.31
21	SOUTH 24 PARGANAS	599	945.39
22	UTTAR DINAJPUR	292	566.50
GRAND TOTAL		7309	14416.25

Duare Sarkar

Based upon inputs received through grievances, the State Government launched the Duare Sarkar Campaign on 1st December 2020. Considered to be the world's largest government outreach programme, it aimed at reaching crucial public service benefits to the citizens at their doorsteps by organising camps across the state.

The Duare Sarkar campaign focused on 12 major flagship programmes of the Government. The schemes were identified by the CMO Public Grievances Project which received nearly 5,80,000 service requests related to these identified 12 schemes. 14.8 million service requests have been disposed. This include 8.5 million requests under the **Swasthyasathi Scheme**, 2.2 million for **Caste Certificates**, 2 million **Khadyasathi**, 1.1 million **Krishak Bandhu**, 0.3 million Kanyashree and 1.2 million 100 days' work (NREGS).

32,830 camps were organised across the state under the campaign with highest number of camps being set up in North 24 Parganas (4140) followed by South 24 Parganas (3646) and Murshidabad (2862).

SI No.	Name of Scheme	Sector	Services Delivered	Total
1	Sikhashree	Education	31101	944832
2	Kayashree	Education	365254	
3	Aikyashree	Education	548477	
4	Swasthya sathi	Health	8513006	8513006
5	100 days' work	Livelihood	1212930	2338509
6	Krishak Bandhu	Livelihood	1125579	
7	Caste Certificates	Social justice	2210780	2210780
8	Taposili Bandhu	Social Security	39886	39886
9	Rupashree	Welfare	98876	354405
10	Manobik	Welfare	46239	
11	Khadhya Sathi	Welfare	2013639	
12	Jai Johar	Welfare	7921	

Paray Samadhan

To complement the 'Duare Sarkar' campaign, 'Paray Samadhan' campaign was rolled out on 28th December, for resolving critical community & neighbourhood needs and gaps such as infrastructure augmentation, manpower, supply and services provisioning amongst others. Utilising a fund of nearly 815.6 crores rupees, about 10,180 local issues, comprising of infrastructure, manpower and supply & services, were addressed.

Paray Samadhan adopted an approach wherein the facilitation has been top-down while the microplanning has been bottom- up. Addressing community needs in a holistic manner, it has benefited more than 2 crores of citizens.

Category of Issue	No. of Issues addressed	Status	
		Completed	Ongoing
Infrastructure	8415	1655	6760
Manpower	518	518	Issues addressed
Supply	1247	653	594

Sub-Category of Issues	Issues handled
Roads and Bridges	3066
Drainage	1355
Drinking Water	1947
Education	442
Electricity	1270
Health	639
Irrigation	87
Others	839
Sanitation	535

Government Process Re-Engineering (GPR) of Flagship Schemes....

The inputs received in the form of requests and grievances from the public or grievance narratives, grievance incidences and regional variations are analysed and are used as a tool for process re-engineering of different flagship schemes for better service delivery. Implementation level suggestions are shared with implementing authorities for augmenting change management. Around 6 lakh grievances pertaining to different flagship programmes were analysed to identify the implementation level critical gaps, some of which we will attempt to elucidate by taking a few examples.

Under 'Rupashree' (One-time financial assistance for economically stressed families at the time of their adult daughters' marriages), it was found that 40% grievances were from 4 districts of the province. About 95% of grievance incidence were due to delay in sanctioning the loan amount post successful verification, technical issues during form submission and failure in understanding eligibility criteria.

Similarly, under 'Swasthya Sathi' (Basic health cover for secondary and tertiary care up to Rs. 5 lakh per annum per family) 35% grievances were from 4 districts. Skewed regional distribution of grievances indicated some issues in the local implementing mechanism rather than in the policy. About 90% grievances were related to lack of understanding about the scheme, incorrectly submitted forms, and eligibility criteria.

In Gatidhara (financial support of vehicle cost for employment of registered unemployed youth in transport sector), around 45% of the grievances originated from 4 districts. More than 90% of the grievances were related to non-receipt of service benefits under the scheme post application, understanding the process of application and request for enhancing financial benefits.

Be it Swasthya Sathi, Kanyashree (financial support for unmarried women for further studies), Hawker Support Scheme (assistance to hawkers who have suffered huge loss during the Covid pandemic), Yuvashree (employment assistance), the Public Grievance Cell conducted detailed analysis and provided important insights for process re-engineering and change management to implementing agencies and policy makers. Based on the feedback, the provincial government undertook different changes, in relaxing eligibility criteria, enhancing budgetary allocation as in case of social welfare pensions, organizing corrective outreach campaigns such as 'Duare Sarkar' and 'Paray Samadhan' and others for welfare of the citizens.



DISTRICT PERFORMANCE

ALIPURDUAR

DISTRICT PERFORMANCE:

Area	3136 Sq. Km.
Population	15 Lacs
Sub-division	01
Block	06
Assembly Constituencies	05

Source of Grievances

Category	Online Grievances	Offline Grievances	Total
Lodged	10815	74	10889
Disposed	10317	67	10384

Grievance Disposal: Major Categories

SL NO	Sectors	Total grievances Received	Total Grievances Redressed	Percentage of Disposal
1	Welfare	7138	7026	98%
2	Health	220	216	98%
3	Social Security	18	17	94%
4	Livelihood	1396	1310	94%
5	Others	320	274	86%
6	Social Justice	1685	1415	84%
7	Education	112	87	78%

477 outreach camps were organised in different districts under the Duare Sarkar campaign, 341596 grievances were analysed and acted upon.

Duare Sarkar: Delivery of Service in Camp Mode

SI No.	Sector	Total Services Delivered
1	Education	10450
2	Health	107276
3	Livelihood	116995
4	Social Justice	56524
5	Social Security	790
6	Welfare	49561

Road Infrastructure under Pathashree Scheme :

477 outreach camps were organised in different districts under the Duare Sarkar campaign, 341596 grievances were analysed and acted upon.

No. of Roads	186
Length Covered	605.05 K.M

BANKURA

DISTRICT PERFORMANCE:

Area	6882 sq.km
Population	35.9 Lacs
Sub-division	3
Block	22
Assembly Constituencies	12

Source of Grievances

Category	Online Grievances	Offline Grievances	Total
Lodged	67014	312	67326
Disposed	58716	254	58970

Grievance Disposal: Major Categories

SL NO	Sectors	Total grievances Received	Total Grievances Redressed	Percentage of Disposal
1	Health	1008	962	95%
2	Social Security	165	153	92%
3	Livelihood	6670	6125	92%
4	Welfare	50694	45057	89%
5	Education	583	471	81%
6	Social Justice	6506	5047	78%
7	Others	1692	925	55%

1566 outreach camps were organised in different districts under the Duare Sarkar campaign, 521835 grievances were analysed and acted upon.

Duare Sarkar: Delivery of Service in Camp Mode

SI No.	Sector	Total Services Delivered
1	Education	27578
2	Health	279319
3	Livelihood	51962
4	Social Justice	57011
5	Social Security	2753
6	Welfare	103212

Road Infrastructure under Pathashree Scheme :

Analysis of inputs from grievances related to Road Repair and Construction contributed to building up of road infrastructure under Pathashree Scheme. A total of 1771 grievances was received and acted upon:

No. of Roads	434
Length Covered	1406.01 K.M

BIRBHUM

DISTRICT PERFORMANCE:

Area	4545 Sq. Kms
Population	35 Lacs
Sub-division	3
Block	19
Assembly Constituencies	11

Source of Grievances

Category	Online Grievances	Offline Grievances	Total
Lodged	44636	178	44814
Disposed	42353	156	42509

Grievance Disposal: Major Categories

SL NO	Sectors	Total grievances Received	Total Grievances Redressed	Percentage of Disposal
1	Welfare	197	194	98%
2	Health	762	750	98%
3	Social Security	6549	6303	96%
4	Livelihood	31431	29975	95%
5	Others	4185	3667	87%
6	Social Justice	1241	952	76%
7	Education	444	333	75%

1471 outreach camps were organised in different districts under the Duare Sarkar campaign, 584772 grievances were analysed and acted upon.

Duare Sarkar: Delivery of Service in Camp Mode

SI No.	Sector	Total Services Delivered
1	Education	42332
2	Health	246972
3	Livelihood	112139
4	Social Justice	38484
5	Social Security	3184
6	Welfare	141661

Road Infrastructure under Pathashree Scheme :

Analysis of inputs from grievances related to Road Repair and Construction contributed to building up of road infrastructure under Pathashree Scheme. A total of 1078 grievances was received and acted upon:

No. of Roads	247
Length Covered	829.59 K.M

COOCHBEHAR

DISTRICT PERFORMANCE:

Area	3387 sq.km
Population	28 Lacs
Sub-division	5
Block	12
Assembly Constituencies	9

Source of Grievances

Category	Online Grievances	Offline Grievances	Total
Lodged	29363	106	29469
Disposed	28334	83	28417

Grievance Disposal: Major Categories

SL NO	Sectors	Total grievances Received	Total Grievances Redressed	Percentage of Disposal
1	Health	20446	20089	98%
2	Social Security	281	276	98%
3	Livelihood	5229	5032	96%
4	Welfare	2561	2204	86%
5	Education	87	73	84%
6	Social Justice	561	452	81%
7	Others	304	215	71%

1225 outreach camps were organised in different districts under the Duare Sarkar campaign, 545251 grievances were analysed and acted upon.

Duare Sarkar: Delivery of Service in Camp Mode

SI No.	Sector	Total Services Delivered
1	Education	28430
2	Health	154823
3	Livelihood	146975
4	Social Justice	167684
5	Social Security	1880
6	Welfare	45459

Road Infrastructure under Pathashree Scheme :

Analysis of inputs from grievances related to Road Repair and Construction contributed to building up of road infrastructure under Pathashree Scheme. A total of 835 grievances was received and acted upon:

No. of Roads	137
Length Covered	454.50 K.M

DAKSHIN DINAJPUR

DISTRICT PERFORMANCE:

Area	2162 sq km
Population	16.7 Lacs
Sub-division	2
Block	8
Assembly Constituencies	6

Source of Grievances

Category	Online Grievances	Offline Grievances	Total
Lodged	28446	47	28493
Disposed	27390	38	27428

Grievance Disposal: Major Categories

SL NO	Sectors	Total grievances Received	Total Grievances Redressed	Percentage of Disposal
1	Welfare	289	286	99%
2	Health	21295	20855	98%
3	Social Security	3534	3421	97%
4	Livelihood	59	56	95%
5	Others	2619	2197	84%
6	Social Justice	454	364	80%
7	Education	242	172	71%

718 outreach camps were organised in different districts under the Duare Sarkar campaign, 248576 grievances were analysed and acted upon.

Duare Sarkar: Delivery of Service in Camp Mode

SI No.	Sector	Total Services Delivered
1	Education	23088
2	Health	97014
3	Livelihood	40392
4	Social Justice	70112
5	Social Security	1436
6	Welfare	16534

Road Infrastructure under Pathashree Scheme :

Analysis of inputs from grievances related to Road Repair and Construction contributed to building up of road infrastructure under Pathashree Scheme. A total of 1098 grievances was received and acted upon:

No. of Roads	280
Length Covered	644.64 K.M

DARJEELING

DISTRICT PERFORMANCE:

Area	3149 sq.km
Population	18.5 lacs
Sub-division	4
Block	9
Assembly Constituencies	5

Source of Grievances

Category	Online Grievances	Offline Grievances	Total
Lodged	8262	63	8325
Disposed	8072	49	8121

Grievance Disposal: Major Categories

SL NO	Sectors	Total grievances Received	Total Grievances Redressed	Percentage of Disposal
1	Health	6793	6755	99%
2	Social Security	135	133	99%
3	Livelihood	588	555	94%
4	Welfare	106	90	85%
5	Education	643	533	83%
6	Social Justice	9	7	78%
7	Others	51	35	69%

897 outreach camps were organised in different districts under the Duare Sarkar campaign, 277886 grievances were analysed and acted upon.

Duare Sarkar: Delivery of Service in Camp Mode

SI No.	Sector	Total Services Delivered
1	Education	4963
2	Health	166789
3	Livelihood	27082
4	Social Justice	36979
5	Social Security	218
6	Welfare	41855

Road Infrastructure under Pathashree Scheme :

Analysis of inputs from grievances related to Road Repair and Construction contributed to building up of road infrastructure under Pathashree Scheme. A total of 112 grievances was received and acted upon:

No. of Roads	97
Length Covered	397.72 K.M

HOOGHLY

DISTRICT PERFORMANCE:

Area	3149 sq.km
Population	55 Lacs
Sub-division	4
Block	18
Assembly Constituencies	18

Source of Grievances

Category	Online Grievances	Offline Grievances	Total
Lodged	64610	555	65165
Disposed	61609	506	62115

Grievance Disposal: Major Categories

SL NO	Sectors	Total grievances Received	Total Grievances Redressed	Percentage of Disposal
1	Welfare	2100	2080	99%
2	Health	280	275	98%
3	Social Security	36071	34985	97%
4	Livelihood	12364	11956	97%
5	Others	2404	2183	91%
6	Social Justice	10666	8530	80%
7	Education	1276	989	78%

2005 outreach camps were organised in different districts under the Duare Sarkar campaign, 921324 grievances were analysed and acted upon.

Duare Sarkar: Delivery of Service in Camp Mode

SI No.	Sector	Total Services Delivered
1	Education	44364
2	Health	459349
3	Livelihood	123848
4	Social Justice	123593
5	Social Security	1678
6	Welfare	168492

Road Infrastructure under Pathashree Scheme :

Analysis of inputs from grievances related to Road Repair and Construction contributed to building up of road infrastructure under Pathashree Scheme. A total of 3671 grievances was received and acted upon:

No. of Roads	750
Length Covered	845.75 K.M

HOWRAH

DISTRICT PERFORMANCE:

Area	1467 sq km
Population	48.5 Lacs
Sub-division	2
Block	14
Assembly Constituencies	16

Source of Grievances

Category	Online Grievances	Offline Grievances	Total
Lodged	63670	497	64167
Disposed	60855	465	61320

Grievance Disposal: Major Categories

SL NO	Sectors	Total grievances Received	Total Grievances Redressed	Percentage of Disposal
1	Health	216	214	99%
2	Social Security	1813	1792	99%
3	Livelihood	41479	40439	97%
4	Welfare	10338	9990	97%
5	Education	1804	1664	92%
6	Social Justice	1099	955	87%
7	Others	7415	5929	80%

1275 outreach camps were organised in different districts under the Duare Sarkar campaign, 818264 grievances were analysed and acted upon.

Duare Sarkar: Delivery of Service in Camp Mode

SI No.	Sector	Total Services Delivered
1	Education	45042
2	Health	599656
3	Livelihood	40665
4	Social Justice	45959
5	Social Security	1200
6	Welfare	85742

Road Infrastructure under Pathashree Scheme :

Analysis of inputs from grievances related to Road Repair and Construction contributed to building up of road infrastructure under Pathashree Scheme. A total of 2425 grievances was received and acted upon:

No. of Roads	454
Length Covered	639.62 K.M

JALPAIGURI

DISTRICT PERFORMANCE:

Area	3386.18
Population	38.7 Lacs
Sub-division	2
Block	9
Assembly Constituencies	7

Source of Grievances

Category	Online Grievances	Offline Grievances	Total
Lodged	16599	63	16662
Disposed	15853	59	15912

Grievance Disposal: Major Categories

SL NO	Sectors	Total grievances Received	Total Grievances Redressed	Percentage of Disposal
1	Welfare	191	189	99%
2	Health	11965	11813	99%
3	Social Security	29	28	97%
4	Livelihood	1920	1784	93%
5	Others	384	334	87%
6	Social Justice	146	120	82%
7	Education	2027	1598	79%

947 outreach camps were organised in different districts under the Duare Sarkar campaign, 417475 grievances were analysed and acted upon.

Duare Sarkar: Delivery of Service in Camp Mode

SI No.	Sector	Total Services Delivered
1	Education	14881
2	Health	65762
3	Livelihood	178001
4	Social Justice	103236
5	Social Security	3407
6	Welfare	52188

Road Infrastructure under Pathashree Scheme :

Analysis of inputs from grievances related to Road Repair and Construction contributed to building up of road infrastructure under Pathashree Scheme. A total of 651 grievances was received and acted upon:

No. of Roads	124
Length Covered	428.82 K.M

JHARGRAM

DISTRICT PERFORMANCE:

Area	3,024.38 sq km
Population	11 Lacs
Sub-division	1
Block	8
Assembly Constituencies	4

Source of Grievances

Category	Online Grievances	Offline Grievances	Total
Lodged	14556	204	14760
Disposed	14017	199	14216

Grievance Disposal: Major Categories

SL NO	Sectors	Total grievances Received	Total Grievances Redressed	Percentage of Disposal
1	Health	150	150	100%
2	Social Security	11181	10878	97%
3	Livelihood	23	22	96%
4	Welfare	1315	1242	94%
5	Education	1576	1448	92%
6	Social Justice	120	101	84%
7	Others	392	328	84%

489 outreach camps were organised in different districts under the Duare Sarkar campaign, 189860 grievances were analysed and acted upon.

Duare Sarkar: Delivery of Service in Camp Mode

SI No.	Sector	Total Services Delivered
1	Education	6730
2	Health	99351
3	Livelihood	48307
4	Social Justice	16939
5	Social Security	821
6	Welfare	17712

Road Infrastructure under Pathashree Scheme :

Analysis of inputs from grievances related to Road Repair and Construction contributed to building up of road infrastructure under Pathashree Scheme. A total of 363 grievances was received and acted upon:

No. of Roads	116
Length Covered	477.86 K.M

KALIMPONG

DISTRICT PERFORMANCE:

Area	1075.92
Population	2.5 Lacs
Sub-division	1
Block	4
Assembly Constituencies	1

Source of Grievances

Category	Online Grievances	Offline Grievances	Total
Lodged	458	3	461
Disposed	453	2	455

Grievance Disposal: Major Categories

SL NO	Sectors	Total grievances Received	Total Grievances Redressed	Percentage of Disposal
1	Welfare	1	1	100%
2	Health	2	2	100%
3	Social Security	1	1	100%
4	Livelihood	400	400	100%
5	Others	29	28	97%
6	Social Justice	19	18	95%
7	Education	9	7	78%

245 outreach camps were organised in different districts under the Duare Sarkar campaign, 50011 grievances were analysed and acted upon.

Duare Sarkar: Delivery of Service in Camp Mode

SI No.	Sector	Total Services Delivered
1	Education	906
2	Health	20793
3	Livelihood	12193
4	Social Justice	8374
5	Social Security	18
6	Welfare	7727

Road Infrastructure under Pathashree Scheme :

Analysis of inputs from grievances related to Road Repair and Construction contributed to building up of road infrastructure under Pathashree Scheme. A total of 4 grievances was received and acted upon:

No. of Roads	11
Length Covered	35.83 K.M

KOLKATA

DISTRICT PERFORMANCE:

Area	206.7 km2
Population	149 Lacs
Sub-division	0
Block	0
Assembly Constituencies	11

Source of Grievances

Category	Online Grievances	Offline Grievances	Total
Lodged	10124	1081	11205
Disposed	9109	964	10073

Grievance Disposal: Major Categories

SL NO	Sectors	Total grievances Received	Total Grievances Redressed	Percentage of Disposal
1	Health	1290	1270	98%
2	Social Justice	3681	3359	91%
3	Others	909	828	91%
4	Livelihood	3611	3268	91%
5	Education	287	237	83%
6	Welfare	1363	1004	74%
7	Social Security	60	42	70%

734 outreach camps were organised in different districts under the Duare Sarkar campaign, 663477 grievances were analysed and acted upon.

Duare Sarkar: Delivery of Service in Camp Mode

SI No.	Sector	Total Services Delivered
1	Education	41029
2	Health	570340
3	Livelihood	0
4	Social Justice	6363
5	Social Security	306
6	Welfare	45439

Road Infrastructure under Pathashree Scheme

Analysis of inputs from grievances related to Road Repair and Construction contributed to building up of road infrastructure under Pathashree Scheme. A total of 49 grievances was received and acted upon:

No. of Roads	16
Length Covered	72.83 K.M

MALDA

DISTRICT PERFORMANCE:

Area	3733 Sq. km
Population	39.8 Lacs
Sub-division	2
Block	15
Assembly Constituencies	12

Source of Grievances

Category	Online Grievances	Offline Grievances	Total
Lodged	47450	476	47926
Disposed	44547	417	44964

Grievance Disposal: Major Categories

SL NO	Sectors	Total grievances Received	Total Grievances Redressed	Percentage of Disposal
1	Welfare	677	675	100%
2	Health	13506	13316	99%
3	Social Security	234	224	96%
4	Livelihood	26356	24227	92%
5	Others	1255	1077	86%
6	Social Justice	5358	4417	82%
7	Education	496	366	74%

841 outreach camps were organised in different districts under the Duare Sarkar campaign, 728039 grievances were analysed and acted upon.

Duare Sarkar: Delivery of Service in Camp Mode

SI No.	Sector	Total Services Delivered
1	Education	51182
2	Health	353802
3	Livelihood	43214
4	Social Justice	176757
5	Social Security	2243
6	Welfare	100841

Road Infrastructure under Pathashree Scheme :

Analysis of inputs from grievances related to Road Repair and Construction contributed to building up of road infrastructure under Pathashree Scheme. A total of 1526 grievances was received and acted upon:

No. of Roads	254
Length Covered	561.65 K.M

MURSHIDABAD

DISTRICT PERFORMANCE:

Area	4094 Sq. km
Population	71 Lacs
Sub-division	5
Block	26
Assembly Constituencies	22

Source of Grievances

Category	Online Grievances	Offline Grievances	Total
Lodged	101680	294	101974
Disposed	97080	278	97358

Grievance Disposal: Major Categories

SL NO	Sectors	Total grievances Received	Total Grievances Redressed	Percentage of Disposal
1	Health	1473	1462	99%
2	Social Security	20534	20201	98%
3	Livelihood	505	491	97%
4	Welfare	67829	64687	95%
5	Education	8303	7323	88%
6	Social Justice	2344	1895	81%
7	Others	951	696	73%

2862 outreach camps were organised in different districts under the Duare Sarkar campaign, 1509240 grievances were analysed and acted upon.

Duare Sarkar: Delivery of Service in Camp Mode

SI No.	Sector	Total Services Delivered
1	Education	107845
2	Health	971604
3	Livelihood	225096
4	Social Justice	100363
5	Social Security	1008
6	Welfare	103324

Road Infrastructure under Pathashree Scheme :

Analysis of inputs from grievances related to Road Repair and Construction contributed to building up of road infrastructure under Pathashree Scheme. A total of 2342 grievances was received and acted upon:

No. of Roads	101
Length Covered	306.66 K.M

NADIA

DISTRICT PERFORMANCE:

Area	3927 Sq. km
Population	51.6 Lacs
Sub-division	4
Block	18
Assembly Constituencies	17

Source of Grievances

Category	Online Grievances	Offline Grievances	Total
Lodged	60438	577	61015
Disposed	57088	492	57580

Grievance Disposal: Major Categories

SL NO	Sectors	Total grievances Received	Total Grievances Redressed	Percentage of Disposal
1	Welfare	1157	1128	97%
2	Health	39910	38476	96%
3	Social Security	9831	9328	95%
4	Livelihood	227	208	92%
5	Others	7446	6261	84%
6	Social Justice	1680	1387	83%
7	Education	760	592	78%

2238 outreach camps were organised in different districts under the Duare Sarkar campaign, 896162 grievances were analysed and acted upon.

Duare Sarkar: Delivery of Service in Camp Mode

SI No.	Sector	Total Services Delivered
1	Education	76662
2	Health	405850
3	Livelihood	98749
4	Social Justice	168124
5	Social Security	1288
6	Welfare	145489

Road Infrastructure under Pathashree Scheme :

Analysis of inputs from grievances related to Road Repair and Construction contributed to building up of road infrastructure under Pathashree Scheme. A total of 1526 grievances was received and acted upon:

No. of Roads	261
Length Covered	322.28 K.M

NORTH 24 PARGANAS

DISTRICT PERFORMANCE:

Area	4094 Sq. km
Population	10 Lacs
Sub-division	5
Block	22
Assembly Constituencies	33

Source of Grievances

Category	Online Grievances	Offline Grievances	Total
Lodged	108900	1734	110634
Disposed	104544	1640	106184

Grievance Disposal: Major Categories

SL NO	Sectors	Total grievances Received	Total Grievances Redressed	Percentage of Disposal
1	Health	3980	3970	100%
2	Social Justice	64831	62836	97%
3	Others	19075	18432	97%
4	Livelihood	442	417	94%
5	Education	3835	3599	94%
6	Welfare	15309	13798	90%
7	Social Security	1726	1389	80%

4140 outreach camps were organised in different districts under the Duare Sarkar campaign, 1622066 grievances were analysed and acted upon.

Duare Sarkar: Delivery of Service in Camp Mode

SI No.	Sector	Total Services Delivered
1	Education	88405
2	Health	1063657
3	Livelihood	170114
4	Social Justice	142041
5	Social Security	2568
6	Welfare	155281

Road Infrastructure under Pathashree Scheme :

Analysis of inputs from grievances related to Road Repair and Construction contributed to building up of road infrastructure under Pathashree Scheme. A total of 4176 grievances was received and acted upon:

No. of Roads	652
Length Covered	1362.89 K.M

PASCHIM BARDHAMAN

DISTRICT PERFORMANCE:

Area	1603.17 sq.km
Population	11.6 Lacs
Sub-division	2
Block	8
Assembly Constituencies	9

Source of Grievances

Category	Online Grievances	Offline Grievances	Total
Lodged	26957	176	27133
Disposed	26177	163	26340

Grievance Disposal: Major Categories

SL NO	Sectors	Total grievances Received	Total Grievances Redressed	Percentage of Disposal
1	Welfare	72	72	100%
2	Health	1100	1089	99%
3	Social Security	19419	19097	98%
4	Livelihood	2668	2493	93%
5	Others	2868	2673	93%
6	Social Justice	631	553	88%
7	Education	375	308	82%

614 outreach camps were organised in different districts under the Duare Sarkar campaign, 577205 grievances were analysed and acted upon.

Duare Sarkar: Delivery of Service in Camp Mode

SI No.	Sector	Total Services Delivered
1	Education	8749
2	Health	434549
3	Livelihood	13418
4	Social Justice	59759
5	Social Security	853
6	Welfare	59877

Road Infrastructure under Pathashree Scheme :

Analysis of inputs from grievances related to Road Repair and Construction contributed to building up of road infrastructure under Pathashree Scheme. A total of 672 grievances was received and acted upon:

No. of Roads	302
Length Covered	401.37 K.M

PASCHIM MEDINIPUR

DISTRICT PERFORMANCE:

Area	6,308 Sq. km
Population	59.1 lacs
Sub-division	3
Block	21
Assembly Constituencies	15

Source of Grievances

Category	Online Grievances	Offline Grievances	Total
Lodged	95058	2850	97908
Disposed	90624	1508	92132

Grievance Disposal: Major Categories

SL NO	Sectors	Total grievances Received	Total Grievances Redressed	Percentage of Disposal
1	Health	182	180	99%
2	Social Security	1502	1476	98%
3	Livelihood	59385	57096	96%
4	Welfare	23386	21807	93%
5	Education	9323	8329	89%
6	Social Justice	2829	2221	79%
7	Others	1126	813	72%

1504 outreach camps were organised in different districts under the Duare Sarkar campaign, 792640 grievances were analysed and acted upon.

Duare Sarkar: Delivery of Service in Camp Mode

SI No.	Sector	Total Services Delivered
1	Education	25684
2	Health	356496
3	Livelihood	206940
4	Social Justice	50788
5	Social Security	1452
6	Welfare	151280

Road Infrastructure under Pathashree Scheme :

Analysis of inputs from grievances related to Road Repair and Construction contributed to building up of road infrastructure under Pathashree Scheme. A total of 3115 grievances was received and acted upon:

No. of Roads	642
Length Covered	1341.13 K.M

PURBA BARDHAMAN

DISTRICT PERFORMANCE:

Area	5432.69 Sq.K.M.
Population	48 Lacs
Sub-division	4
Block	23
Assembly Constituencies	16

Source of Grievances

Category	Online Grievances	Offline Grievances	Total
Lodged	79184	600	79784
Disposed	75914	570	76484

Grievance Disposal: Major Categories

SL NO	Sectors	Total grievances Received	Total Grievances Redressed	Percentage of Disposal
1	Welfare	2032	2026	100%
2	Health	268	267	100%
3	Social Security	11928	11560	97%
4	Livelihood	51807	50162	97%
5	Others	10114	9306	92%
6	Social Justice	2333	1971	84%
7	Education	1277	1041	82%

1614 outreach camps were organised in different districts under the Duare Sarkar campaign, 877185 grievances were analysed and acted upon.

Duare Sarkar: Delivery of Service in Camp Mode

SI No.	Sector	Total Services Delivered
1	Education	46533
2	Health	439315
3	Livelihood	128926
4	Social Justice	84145
5	Social Security	2577
6	Welfare	175689

Road Infrastructure under Pathashree Scheme :

Analysis of inputs from grievances related to Road Repair and Construction contributed to building up of road infrastructure under Pathashree Scheme. A total of 3529 grievances was received and acted upon:

No. of Roads	879
Length Covered	1075.69 K.M

PURBA MEDINIPUR

DISTRICT PERFORMANCE:

Area	4295 Sq Km.
Population	51 Lacs
Sub-division	4
Block	25
Assembly Constituencies	16

Source of Grievances

Category	Online Grievances	Offline Grievances	Total
Lodged	71611	761	72372
Disposed	67840	572	68412

Grievance Disposal: Major Categories

SL NO	Sectors	Total grievances Received	Total Grievances Redressed	Percentage of Disposal
1	Health	1108	1078	97%
2	Social Justice	198	192	97%
3	Others	14067	13487	96%
4	Livelihood	45662	43770	96%
5	Education	9164	8006	87%
6	Welfare	689	549	80%
7	Social Security	1480	1175	79%

1358 outreach camps were organised in different districts under the Duare Sarkar campaign, 845178 grievances were analysed and acted upon.

Duare Sarkar: Delivery of Service in Camp Mode

SI No.	Sector	Total Services Delivered
1	Education	43523
2	Health	447864
3	Livelihood	154424
4	Social Justice	62988
5	Social Security	1884
6	Welfare	134495

Road Infrastructure under Pathashree Scheme :

Analysis of inputs from grievances related to Road Repair and Construction contributed to building up of road infrastructure under Pathashree Scheme. A total of 3164 grievances was received and acted upon:

No. of Roads	346
Length Covered	433.00 K.M

PURULIA

DISTRICT PERFORMANCE:

Area	6259 Sq Km.
Population	29 Lacs
Sub-division	3
Block	20
Assembly Constituencies	9

Source of Grievances

Category	Online Grievances	Offline Grievances	Total
Lodged	28008	178	28186
Disposed	26535	116	26651

Grievance Disposal: Major Categories

SL NO	Sectors	Total grievances Received	Total Grievances Redressed	Percentage of Disposal
1	Welfare	391	383	98%
2	Health	21573	20123	93%
3	Social Security	56	52	93%
4	Livelihood	2868	2660	93%
5	Others	2542	2333	92%
6	Social Justice	536	391	73%
7	Education	220	156	71%

1140 outreach camps were organised in different districts under the Duare Sarkar campaign, 530071 grievances were analysed and acted upon.

Duare Sarkar: Delivery of Service in Camp Mode

SI No.	Sector	Total Services Delivered
1	Education	15049
2	Health	235835
3	Livelihood	74913
4	Social Justice	97834
5	Social Security	639
6	Welfare	105801

Road Infrastructure under Pathashree Scheme :

Analysis of inputs from grievances related to Road Repair and Construction contributed to building up of road infrastructure under Pathashree Scheme. A total of 638 grievances was received and acted upon:

No. of Roads	145
Length Covered	334.31 K.M

SOUTH 24 PARGANAS

DISTRICT PERFORMANCE:

Area	9960 Sq Km.
Population	81 Lacs
Sub-division	5
Block	29
Assembly Constituencies	31

Source of Grievances

Category	Online Grievances	Offline Grievances	Total
Lodged	92812	1024	93836
Disposed	86901	891	87792

Grievance Disposal: Major Categories

SL NO	Sectors	Total grievances Received	Total Grievances Redressed	Percentage of Disposal
1	Health	2975	2916	98%
2	Social Security	25827	24831	96%
3	Livelihood	430	402	93%
4	Welfare	45948	42688	93%
5	Education	14196	12311	87%
6	Social Justice	3215	2701	84%
7	Others	1225	988	81%

3646 outreach camps were organised in different districts under the Duare Sarkar campaign, 1630492 grievances were analysed and acted upon.

Duare Sarkar: Delivery of Service in Camp Mode

SI No.	Sector	Total Services Delivered
1	Education	131863
2	Health	748106
3	Livelihood	231781
4	Social Justice	340359
5	Social Security	6305
6	Welfare	172078

Road Infrastructure under Pathashree Scheme :

Analysis of inputs from grievances related to Road Repair and Construction contributed to building up of road infrastructure under Pathashree Scheme. A total of 4575 grievances was received and acted upon:

No. of Roads	599
Length Covered	945.39 K.M

UTTAR DINAJPUR

DISTRICT PERFORMANCE:

Area	3142 Sq Km.
Population	30 Lacs
Sub-division	2
Block	9
Assembly Constituencies	9

Source of Grievances

Category	Online Grievances	Offline Grievances	Total
Lodged	26492	128	26620
Disposed	25293	93	25386

Grievance Disposal: Major Categories

SL NO	Sectors	Total grievances Received	Total Grievances Redressed	Percentage of Disposal
1	Welfare	334	332	99%
2	Health	125	123	98%
3	Social Security	9317	9132	98%
4	Livelihood	12316	11956	97%
5	Others	674	580	86%
6	Social Justice	3557	2971	84%
7	Education	293	226	77%

824 outreach camps were organised in different districts under the Duare Sarkar campaign, 625083 grievances were analysed and acted upon.

Duare Sarkar: Delivery of Service in Camp Mode

SI No.	Sector	Total Services Delivered
1	Education	59544
2	Health	188484
3	Livelihood	92375
4	Social Justice	196364
5	Social Security	1378
6	Welfare	86938

Road Infrastructure under Pathashree Scheme :

Analysis of inputs from grievances related to Road Repair and Construction contributed to building up of road infrastructure under Pathashree Scheme. A total of 1090 grievances was received and acted upon:

No. of Roads	292
Length Covered	566.50 K.M

Success Stories

Facts are stranger than fictions. Below we recapture some success stories from a constellation of numerous bright spots of smiling faces across the State.

Alipurduar: Ratna's fight to become financially independent

Poverty is not being without money, but being without hope. No one could understand it better than Ratna Lohar (name changed), an aged tribal widow from Alipurduar, Kalchini Block.

Ratna was facing immense difficulties on a diurnal basis due to dire poverty and absence of an earning member in her family. Moreover, she was not receiving any kind of pension from the state government. She turned to the BDO for a solution, so that she could get access to a minimum amount of money, which would help her to sustain.

She lodged a complaint regarding unavailability of pension. Soon an enquiry was initiated to resolve her issue. After receiving the enquiry report from the BDO, her application was sanctioned on 22nd November, 2019, i.e., within a month after she lodged her petition.

At present, the beneficiary is receiving a pension of rupees thousand per month which has aided her to buy essential goods, which are necessary for survival.

The CMO Grievance Cell also helped her to register at the DKB to solve her related issues. After suffering for years, Ratna has access to the pension money which helps her to meet her needs. With a contented look on her face she mentioned, "I have benefitted from the Social Welfare Pension scheme with the constant aid and support of the CMO Grievance Portal."

Bankura: Having a roof over one's head is of immense importance

Having a roof over one's head is one of the most basic human needs. Sitting inside her pucca house, Anita (name changed) reminisced the days when she and her family did not have a proper roof above their head. Anita lives with her husband and daughters in the Patrasayer village of Bankura district.

Previously, they lived in a kaccha house which had already undergone damage due to a violent storm. With an uncanny look on her face, she mentioned the day when a tree had fallen on their roof, making the house completely inhabitable. They did not have proper means to fix the house as her husband is the only earning member of the family.

Helpless, she applied for the Bangla Awas Yojana. After repeated complaints to the panchayat and BDO, no conclusive action was taken. In spite of distress, Anita lodged a complaint with the CMO Grievance Cell in September, 2019. They enquired the matter and learned that the complainant did not get the benefit of BAY despite her eligibility. Their initial enquiry also stated that she was on the priority waiting list. Subsequently, the BDO of Patrasayer made necessary arrangement for a speedy resolution. The complainant's issue was finally resolved on December 13, 2019. She received the expected amount of the Yojana in two instalments. Today, she has no words to express her gratitude for the speedy resolution of her grievance.

"I belong from a marginalised background and had never dreamt of staying in a pucca house. However, it was only possible due to the timely intervention of the CMO Grievance Cell."

Cooch Bihar: Overcoming disabilities and conquering the world with one's abilities

People with disabilities have special abilities too. Ensuring their abilities blossom and shine, is our social responsibility. Barun Roy (name changed), a resident of Cooch Behar was facing financial crisis during the nation-wide lockdown.

Due to his physical condition, he was unable to enough earn money and support his family. He had lodged a complaint and requested for access to the Disability Pension on 17th January, 2020. Within the next two months, his situation deteriorated further and by March 2020, he was completely out of money.

After receiving his complaint, the matter was enquired and the beneficiary started receiving the Manobik pension on a regular basis. Moreover, this pension amount helped him majorly during the lockdown when he did not have a steady source of income. "I cannot thank the CMO Public Grievance Cell enough.

It is because of them that I could support my family during the lockdown. Today I am financially stable even after facing multiple hardships.

Hooghly: Helping the people on move to come home

Migration has to be managed in a responsible and sensitive manner. We all have a responsibility towards people on the move. On 28th March, the CMO Grievance cell received a call from Ali (name changed), a resident of Hooghly, who was stuck in Ahmedabad, Gujarat with six other people. He and his friends, had left their families to earn money to provide a better future for their children.

However, during the lockdown, they did not have access to food and were unable to pay rent. Hence, they urgently required aid to come back to their hometown. Recalling those difficult days, he mentioned that they starved for more than four days and stayed outside the station thinking about his families. He also stated how he desperately called the CMO office and pleaded for their assistance.

To mitigate this situation, the CMO grievance cell took an active role in rescuing these migrant workers. They were given necessary travel assistance.

Ali says that he is thankful to the CMO Grievance cell. It was because of them, that he could reach home safely. "I am a poor man and I thought I will never see my family again. I was really scared. I am thankful to the CMO Grievance cell for all their support."

Jhargram: Supporting a family to overcome poverty

What makes old age hard to bear is the failing of one's physical and mental faculties. Jhargram's Shova Mondal (named changed) was in a similar situation due to ill health and old age. She became a burden to her family as her son was the only earning member in the family. He worked as a daily labourer.

As days passed, it was becoming increasingly difficult for her son to pay her medical bills. However, he did not want his mother to stop receiving the treatment and searched for a solution.

Later, she applied for the Old age pension to meet her medical expenses. Meanwhile, the CMO Grievance cell enquired the matter and instructed the BDO to make necessary arrangement for a timely resolution. After, she was provided with the old age pension, which she is receiving on a monthly basis.

During the nation-wide lockdown her son could not work, and it was getting tough for him to sustain the family without any earning. During this difficult time, the pension helped their family a lot.

"I am thankful and satisfied with all help from grievance cell. Today, I can buy medicines and also look after my family."

Case Study Nadia: The significance of Roads in enabling mobility

Transportation, along with its various modes and means, is essential in today's world. It is the glue of our daily lives enabling mobility. Hayadulla Sheikh (named changed), a school teacher from a rural hamlet in Nadia, often noticed the high number of absentees in his school during specific times of the year.

After enquiry, he was informed that the kuccha road near the school was severely damaged and had been that way for several years. The dilapidated condition of the road was affecting the students and the villagers. Moreover, it was the only road leading to the main highway. During the monsoon season, the situation worsened and the condition deteriorated due to water-logging, leading to accidents inevitably. Hayadulla informed the local panchayat but they took a long time to look into the matter. Later, he also informed the block

office. On receiving the complaint from the CMO grievance cell, the BDO conducted an inquiry to check on the condition of the road for which the complaint was made. It was established that the condition of the road was actually poor leading to several accidents. The Pradhan of the Gram Panchayat was directed to prepare the DPR of the road and send it to the BDO office for sanction. Instantly, necessary action was taken to sanction that project and the tender was floated after finalizing all formalities. Consequently, the road was constructed and local people were gratified with such prompt action.

“Today, when I see my students coming to school regularly, it makes me immensely content. It was all due to the timely intervention from the CMO grievance cell.”

Purulia: Providing shelter to the deprived

Shelter is one of the most rudimentary human requirements. Sitting outside her newly constructed pucca house, Jogomaya Devi (name changed) started telling us about her day-to-day struggles. There was a time, when she was living happily with her family in a kaccha house, in a far-off village in Purulia.

However, her life altered completely when a storm damaged the rooftop of her house. They somehow arranged a tarpaulin to cover the roof of their dented house.

Her husband being the only earning member of the family, they did not have enough financial stability to fix their house and also manage daily expenses. Stranded and having no aid, she applied for the Bangla Awas Yojana.

Days passed however they continued living in distress. Jogomaya Devi did not lose hope and lodged a complaint with the CMO Grievance Cell sometime in January, 2020. After registering the case they received a call from the Grievance cell. The team enquired the matter and came to know that the complainant did not get the benefit of BAY in spite of her eligibility. Subsequently, the BDO of Balarampur enquired the matter and made necessary arrangement for a speedy resolution. The complainant's issue was finally resolved on July 7th, 2020.

Later, after receiving the first instalment, she had no words to express her gratitude for the speedy resolution of her grievance.

Uttar Dinajpur: Providing adequate nourishment and nutrition for all mankind

The first essential component of social justice is provision of adequate food for all. Sk. Samim (name changed), of Islampur village, Uttar Dinajpur, understood the importance of daily meals when he faced immense difficulty during the Covid-19 pandemic lockdown. He could not arrange sufficient food to feed his family. His infant children were falling sick as they were not receiving baby food.

Samim could not collect adequate food for his family because he had only two ration cards. Helpless and after starving for almost two days, he knew he had to find out some solution to meet the crisis.

Samim tried to get help through the Grievance Redressal cell in the second week of April, 2020. He prayed for some assistance as he could not bear the suffering anymore. Soon the BDO visited his house. Along with his team, the BDO arranged adequate food coupons and clothes for the family, who were in dearth of proper nutrition. Moreover, baby food also provided for his infant children.

"I could not see my family suffering anymore. I knew I had to go and get help. I am indebted to the CMO grievance cell. My children are also healthy and happy."

Pathashree Abhiyan



Swastha Sathi



Swastha Sathi



Kanyashree



ANNEXURE

Executive Summary

Grievance redressal has been the focus of development administration across the globe over the years. The provincial government of West Bengal in India having a population of 110 million people launched a comprehensive online ICT enabled Public Grievance Redressal System in June, 2019 under the aegis of the highest provincial authority. What's pathbreaking about this project is that its proactive and time bound redressal of grievances is only a means in achieving the bigger goal of transforming the entire system of governance into a more responsive and sustainable one.

It goes much deeper into identifying and analysing the route cause /genesis of such grievances, then identifying corrective measures - ranging from simple measures like strengthening the existing service delivery system at various levels of governance; to process re-engineering to address the systemic issues; to launching more pin pointed schemes to address the emerging requirements; to rolling out massive outreach campaigns to address gaps in service delivery. So, taking cue from the nature and kind of grievances, the entire governance machinery and programmes were re-imagined leading to a more robust and responsive governance system.

The report is divided into various sections to provide the reader with detailed insights and information regarding all the different aspects associated with the Grievance Cell.

How it works ...



Introduction

West Bengal, a provincial government in India having a population of 110 million people launched a comprehensive online web enabled Grievance Redressal Project in June' 2019 to enable a transparent, accountable, responsive environment for public services delivery system under the state sponsored welfare schemes.

Using innovative ICT including GIS Mapping, Dynamic Dashboard, Grievance tracker etc. a robust back end user interface covering administrative units at all levels of the provincial government has been developed under constant vigilance of the highest provincial administrative authority. Besides service level, this project also offers grievances status update to ensure transparency and accountability bestowing legitimacy and public trust. Respondents' feedbacks are also obtained to assess the effectiveness of the redressal mechanism.

What differentiates the project is that the proactive and time bound redressal of grievances is only a means in achieving its bigger goal towards responsive governance. Besides redressal of grievances, the inputs in the form of requests and grievances from the public are constantly analysed and used as a tool for required process re-engineering of different flagship schemes of government with policy prescriptions and implementation level suggestions. So, in-depth analysis of the nature and kind of grievances, the entire governance system and programmes were re-imagined leading to a more robust and responsive grievance.

Section 1

Mission, Objectives & Core Values:

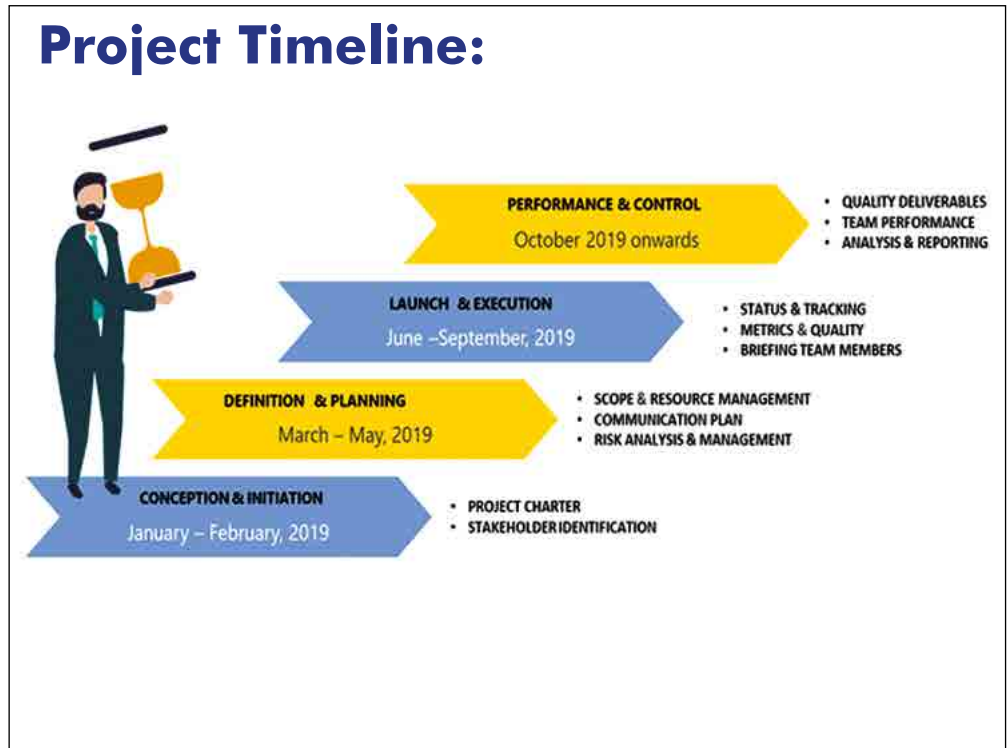
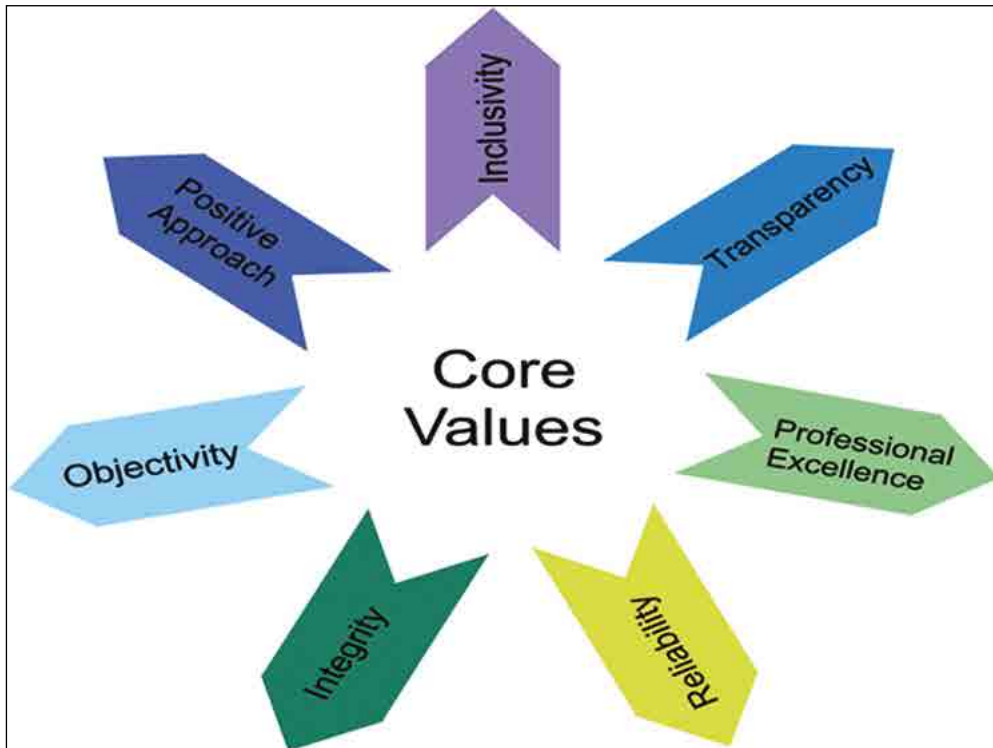
Mission:

Enabling responsive governance through prompt, accountable, efficient and transparent grievance redressal for fostering excellence and innovations against ever-evolving challenges in government service delivery.

Objective:

The Programme Implementation and Grievance Cell envisages:

- To promote effective grievance redressal within defined service level and set quality standards leading to good governance.
- To facilitate government process re-engineering (GPR) and policy prescriptions for service delivery of provincial government for achieving prosperity and sustainability;
- To disseminate scalable governance knowledge and good practices;



Section 2

Strategic Blue Print:

Assumptions:

- The grievance redressal mechanism is an instrument to measure efficiency and effectiveness of the governance and provides insights on its functioning;
- The redressal mechanism also enables departments to take corrective action on the public grievances lodged and upload the subsequent Action Taken Report (ATR) into the system.

Scope:

- Policy formulation, monitoring and coordinating with departments for an effective public grievance resolution.

Deliverables:

- Grievances are required to be redressed in a decentralized manner;
- The action taken reports against each of the grievances has to be addressed within the service level of seven days;
- The Highest Governing Authority of the Provincial Government monitors and reviews grievances and action taken report of various departments on a routine basis through administrative review meetings;
- The public grievance redressal system is integrated with a real-time web application for providing sustainable and holistic e-Governance experience;

Key Performance Indices:

- Percentage/ Number of Receipt of Public Grievances;
- Quality of Action Taken Reports (ATRs);
- Percentage/ Number of conclusively Redressed Grievances
- Compliance of Service level of Receiving Action Taken Report
- Public acceptance of policy prescriptions of Government Flagship Programmes
- Improvement of public service delivery;

Team Structure:

- Team led by Officer on Special Duty & Secretary, Programme Implementation & Grievance Cell, Office of the Hon'ble Chief Minister, WB Government Other members include;
- Joint Secretary, Programme Implementation & Grievance Cell, Office of the Hon'ble Chief Minister, WB Government
- Three Deputy Secretary, Programme Implementation & Grievance Cell, Office of the Hon'ble Chief Minister, WB Government.
- Six Consultants & Junior Consultants
- Twenty Data Entry Operators
- Five System Analyst
- Call center manned by 150 personnel
- 3450 Common Services Centres (CMC) across the state to assist citizens to interact with the system

Partners:

- National Informatics Centre (NIC)
- West Bengal Electronics Industry Development Corporation Limited (WEBEL)
- 53 Departments under the State Government;

Description of Designed Blue Print:

The Public Grievance Portal, designed and developed by the National Informatics Centre (NIC), is a user-friendly website for monitoring and evaluation of the citizen's problems, grievances or pleas to the Chief Minister and the State Government Departments.

- This web application, enables easy grievance lodging from any corner of West Bengal and at any time (24x7), the basis being speedy redressal of grievances.
- The portal has interface compatibility with all the browsers and provides a system generated unique registration number for each of the online grievance submission. This web application has an easy grievance tracking facility by complainant name/mobile no./lodged date etc.
- There is a provision of Automatic Online Data transmission between departments and organizations and to the subordinate offices. For each movement of the grievance redressal process, the system generates a SMS to the respective stakeholders.
- It is designed and developed with a view to achieve a standardized approach towards monitoring of procedures by adopting a comprehensive classification and standardization of grievances and redress actions across the government organisations.
- The Public Grievance Redressal Portal facilitates the monitoring reports and queries as per the requirement of Departments/Organizations for effective monitoring of pending grievances. The portal's dynamic colour coded dashboard facilitates easy monitoring.
- OTP based mechanism for logging into the portal provides convenience and security to users.
- Based on the hierarchical roles, various types of customizable MIS have been incorporated in the web application, for better monitoring of the lodged grievances.

- SMS intimations are sent to the Nodal Officers as and when a grievance is forwarded to the concerned department and a synoptic SMS is sent at the end of the day to the HoDs. After a stipulated time period, the Nodal Officers receive reminder SMSs if the grievances are pending at their end. The Officers are encouraged to upload testimonials of grievances redressed effectively, on this web platform.

Pre-Deployment & Post-Deployment Scenario

The web application facilitates online availability of the grievance redressal mechanism. It includes features of grievance status tracking and sending reminders and clarifications, irrespective of geographical location, and to introduce a standard and uniform approach of grievance redressal in all of the state government departments and their sub-offices.

During the pre-deployment scenario, there was

Firstly, a lack of transparency and limited accountability of the administration.

Secondly, each grievance would require excess time to get resolved, thus delaying the process.

Thirdly, there was a lack of coordination among the multiple stakeholders (citizen, bureaucrats, officer in charge etc.,)

Fourthly, there was no set timeline to redress the grievances thus monitoring was difficult.

Last but not the least, there was no formal system of classification of the grievances and thus the problems of the citizens did not reach the appropriate authority.

After the deployment of the web application, the situation has greatly improved by;

Firstly, due to digitization of the grievance redressal system, we have achieved complete transparency and accountability.

Secondly, the disposal of the grievances has been expedited and an effective coordination with each of the stakeholders have been established.

Thirdly, a service delivery time is fixed for each of the grievances which make it easier to get the cases disposed in an efficient and effective manner.

Section 3

Benefit, Challenges & Future Perspective

The web application has been proved to be successful to redress the citizens grievances, analyse and improve the redressal mechanism through analytical capabilities where the solution components is integrated with this decision support system. Also, the Government is in a position to analyse the available data and come to logical conclusion which helps the Government to plan citizen centric developmental schemes.

The web application has seamlessly integrated a wide array of ICTs - the web, PUSH/PULL SMS, Email and BI significantly reducing the resolution time and has enhanced the government's regulatory capabilities. The features like Data Analytics for Trend Analysis of the project has proved to be an indispensable tool for the Government to render effective services delivery.

The grievance monitoring system has enabled each and every citizen of the province to have their concerns voiced to the highest authority of the provincial government through all possible modes viz. toll free call centers (9531795317), SMS, email, and directly through thousands of Common Service Centers (Bangla Sahayata Kendra) setup for this purpose across the province and significantly highest administrative authority of the province reviews it personally to ensure that such grievances are redressed to the satisfaction of the citizen in a responsive, accountable and transparent manner.

The other advantages of the platform are low cost, low risk, with a huge potential, ability to measure and give the highest return.

Project Sustainability: A robust research and detailed strategy have been prepared prior to programme implementation ensuring an enabling environment and sustainability. This project has reduced cumbersome paperwork and enabled environment for robust governance. This programme has reduced red tapism, time, cost and ensured seamless stakeholder management on a single platform.

Project Challenges and Future Perspective: A major challenge is to ensure that various government authorities dispose grievances within the stipulated service level (i.e. 7 days). Often, a high number of grievances leads to pendency of cases and the department is continuously working to monitor and address the issue. Another challenge was to spread awareness about this initiative to the remotest corners of the province. The public were skeptical about lodging their concerns and grievances at the early stages of implementation. Ensuring synchronization of 139 departments at the provincial level with 23 Civil Districts and 28 Police Districts and 4330 sub offices at Sub District level was also a major challenge

The portal strives to provide detailed analysis and identify systematic problem areas and helps the provincial government with budgetary allocation, formulate micro schemes and address policy loopholes. The portal is also working towards providing a wider citizen interface which at present is being achieved through Bangla Sahayata Kendra. The portal acts as a data source for implementing policy level changes in the future. With a vision to achieve prosperity and sustainable future for all, the project seeks to continue its efforts towards ensuring effective public service delivery.

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