

Strategy Document



Enabling Responsive Governance - through Grievances Monitoring.

CMO Public Grievances Project

Table of Contents

Executive Summary.....	2
Overview.....	3
Introduction.....	4

Section 1

Mission.....	5
Objective.....	5
Core Values.....	6
Project Timeline.....	6

Section 2

Strategic Blueprint.....	7
Pre-Deployment & Post-Deployment Scenario.....	10

Section 3

Business Benefit.....	12
Project Sustainability.....	13
Challenges & Future Perspective.....	13

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 ...

CMO Public Grievances Project

Good Governance

Grievance Redressal

We redress..... We ensure responsive, transparent & accountable governance.

Monitoring of Programme Implementation

We monitor, we suggest..... We ensure good governance aiming sustainable development.

Enabling Good Governance through Public Grievances Monitoring.....We mean it.

We acknowledge grievances through all possible modes as the watchdog of the government

We dispose Grievances proactively in time & to people's satisfaction

We take feedback from complainants and constantly improve our system

We analyse grievances to identify problem areas leading to grievances

Enabling Good Governance...

We formulate Corrective measures to address the ills/gaps in the system -, ranging from service delivery prescriptions to process re-engineering and outreach camps

We share analytics at policy level highlighting systemic issues and implementation level gaps

We monitor implementation of corrective measures ; Government initiatives and people's feedback

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:

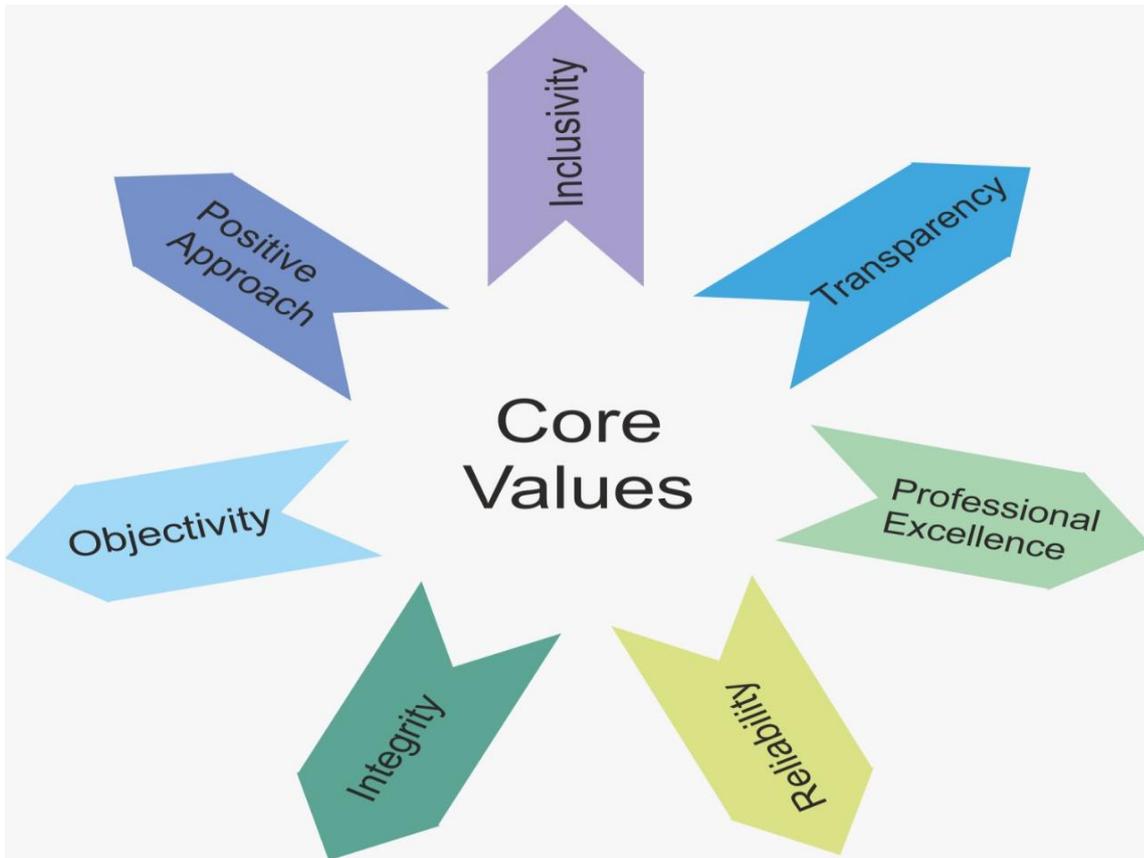
Mission:

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;



Project Timeline:



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.