Business Process Reengineering (BPR) Report

For

Compliant & Grievance

eNagar 2.0 Portal

Gujarat Urban Development Mission (GUDM)

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1 COMPLIANT & GRIEVANCE

1.1 OVERVIEW

The Complaint and Grievance module in eNagar improves the citizen interaction with urban local bodies, offering a platform to lodge complaints and seek resolutions.

With its features such as multiple submission channels, categorization, document attachments, real-time tracking, and integration with backend systems, the module empowers citizens, promotes accountable governance, and enables efficient problem resolution.

Through eNagar complaint and grievance module, urban local bodies can foster stronger citizen engagement, address concerns promptly, and work towards building vibrant and responsive communities.

Citizens can file complaints regarding the following:

Water Related Problems
- Complaints for Water Connection Leakage
- Complaints for Low Water Pressure
- Complaints for Polluted Water
- Complaints for Water Chlorination
- Complaints for Handpump Repair
- Others

Garbage and Sanitation Related Problems
- Complaints for Clear Garbage
- Complaints for Cleaning of Public & Children Park
- Complaints for Clear Construction Debris on Road
- Complaints Related to Door-To-Door Garbage Collection
- Complaints for Cleaning of Road
- Complaints for Lift Filled Dustbins
- Complaints for Lift Animal Carcasses
- Complaints to Clean Public Toilets
- Others

Drainage Related Problem
- Complaints for Drainage Overflow
- Complaints for Repairing of Open Drainage
- Others

Road Repair and Man-Hole Related Problem
- Complaints for Maintenance and Repairing of Road
- Complaints to Cover Man-Hole
- Others

Stray Animals Related Problems
- Complaints for Touring Roaming Animals
- Others

Figure 1 Proposed Services

The key features of this module are as follows.

1. **Register New Compliant:** Facilitate citizens/applicant to register a complaint for service being provided by respective ULB and allows citizen to upload geo-tagged images related to complaint.

2. **Compliant details:** Once complaint is being registered, it is populated into concern officer's worklist where the details captured are mentioned in below table.

#	Category	Description
1	Sr. No.	Serial number with check- box for user to select.
2	Complaint No.	A hyperlink will be provided on this number. On click, details for complaint will open.
3	Category/Subcategory	Category and sub- category of the complaint
4	Registration Date	Display date with time

#	Category	Description
5	Status	Current complaint status auto populated by system
6	Action	Resolve/ Reject/ Send Back – user to select an option from drop- down list.
7	Select Remarks	User to select remarks for any action taken from drop- down list
8	Resolution Date	System to auto- populate resolution date

Further, it is proposed to add at least below mentioned details in the worklist of Designated Officer (DO), Grievance Officer (GO) and Chief Officer (CO).

#	Category	Type	Description
1.	Compliant Category	Grievance is either New or Repeat or Escalated	System to identify the category either as New compliant, repeat compliant or Repeat with Escalation compliant
2.		Grievance Severity • Individual/locality • Potential issue	Designated officer of the respective department of ULB shall assess and decide the severity of the compliant & grievance.
3.		Grievance Priority • Emergency • Normal	Based on severity identified, Designated officer of the respective department shall identify the priority of the complaint & grievance

3. **Complaint processing:**

   a) ULB: The respective department is facilitated to verify the complaint and take appropriate actions either by resolving the complaint using inhouse team or assigning/forwarding the task to registered vendor. Once the compliant is assigned to respective vendor, there shall be functionality to verify the task and update the status upon its completion. ULB shall escalate the task to higher authority of vendor if the work is not satisfactorily completed by the vendor.

   b) Vendor: ULB shall have empaneled vendors to whom ULB will assign the complaint to get resolved. The system shall have provision for vendors to get register in eNagar with login id and password along with the work order/contract details. Once any vendor is assigned for complaint resolution task, system-based notification shall forward to its login. Vendor login shall also have provision to timely update the work status against the assigned compliant

   c) Vendor Registration: ULB may engaged with an external vendor to perform certain task related to complaint receives from citizen. In this scenario, details like contact person name, company name, work order details, duration of work order etc. shall be captured during the vendor registration.

4. **Search Complaint & Grievance:** Facilitate citizens to search and track the status of the complaint made to ULB as well as update/upload additional details

to ULB. Based on the resolution response from ULB, the citizen can either close or reopen the closed complaint.

5. **Reports & Dashboard:** Shall have a role-based access to reports and dashboards. Reports & Dashboard shall have functionality to provide the overview of complaints & grievance statistics as follows, with applicable search filters including date range, year range, type, vendor and others.

   - Total number of complaints & grievances - received, pending, resolved, rejected, re-opened, escalated

   - Total number of complaints & grievances with priority (high, medium, low)

   - Total number of complaints & grievances with vendor - pending, resolved, rejected, re-opened, escalated

   - ULB based Ranking (based on response time, SLA compliance parameters)

   - Complaints & grievances – State level, RCM zone wise, ULB wise, ULB department wise, ward wise, zone wise, type wise

6. Integration with CM dashboard https://cmdashboard.gujarat.gov.in to send SLA compliance statistics for complaints and grievances module. At present, in eNagar 1.0, the SLA compliance data are being sent to CM dashboard at every 24 hours.

7. **Admin Configuration:** Shall facilitate ULB to configure the following details for respective category of complaints & grievances.

   a) Escalation Matrix

   b) Complaint categories

   c) Type of Complaint

   d) Vendor registration

   e) Define SLA Matrix

   f) Penalty clause for Vendor

As a part of eNagar 2.0, the PMC exercised the BPR activity for the Complaint & Grievance module. While exercising the same, the following were referred/considered by PMC.

- SRS (version 1.2) for Complaint & Grievance module received from GUDM

- A walk-through session on Complaint & Grievance module provided by existing vendor of eNagar 1.0 on UAT environment

- Inputs from stakeholders on operational challenges on Complaint & Grievance module captured during the field visit made by PMC to respective ULB

- Best practices study based on secondary research on Complaint & Grievance module implemented by other States

As an outcome to the above, the operational challenges, process/functional gaps identified to further improve existing processes to achieve the seamless and integrated end-to-end process flows for catering various services to citizen with transparency and faster turnaround time, are summarized in the subsequent section.

1.2 OPERATIONAL CHALLENGES

The following operational challenges have been made based on the stakeholders interviewed during the field visit made by PMC to respective ULB, study of SRS document received from GUDM/existing vendor and PMC's walkthrough of the eNagar 1.0 application that was made available on UAT environment by GUDM/existing vendor.

#	Operational Challenge Category	Operational Challenge Description
1.	Complaint Registration	• No provision to auto capture the location or select the location through map. Citizen needs to type the entire address of the location which makes the form bit lengthy
2.	Mode of Complaint	• Other than eNagar web portal or mobile App, there are no other online provision for citizen to register complaint.
3.	Complaint escalation	• No provision for citizen to escalate the complaint to higher authority in case no resolution of complaint and grievance with defined timeline.
4.	Notifications	• Notification is being sent to citizen upon registration and resolution of the complaint & grievance. However, there are no intermediary status updates like complaint forward to respective department, task assigned to vendor, work in progress etc. are being notified to citizen

1.3 BPR SUMMARY

1.3.1 Processes or sub-processes or functions

Table 1 Compliant & Grievance - List of Processes

#	Sub Process	User	Features	Is BPR proposed? (Yes/No)	Enhanced or New
1.	Register New Compliant	Citizen/ULB	New Compliant	Yes	Enhanced
2.	Search Complaint & Grievance	Citizen/ULB	Search compliant and track status	-	Enhanced
3.	Vendor Registration	ULB/Vendor	Vendor registration		New
4.	Reports & Dashboard	ULB		Yes	New
5.	Admin Configuration	ULB	• Escalation Matrix • Complaint categories & Define SLA • Vendor Management	Yes	New

1.3.2   Overall BPR Pointers

Key BPR summary are listed as below

1. Citizen shall be provided with feature to auto capturing location (Lat-Long) of complaint using location API, rather entering the address details manually by the citizen.

   Alternatively, there shall be an option to capture the location (Lat-Long) from the geo-tagged images that will be uploaded by the citizen.

2. Provision for ULB staff to do Master data configuration including defining complaint category, SLA time for each complaint and grievance category, escalation matrix, third party vendor details associated for performing respective outsourced work.

3. Provision for ULB to define / manage SLA for the respective category of complaint and grievance, that will help the system to auto assign the SLA time to the respective complaint and grievance and send the notification/alert to concern stakeholder to do the needful.

4. Provision for citizen to escalate the complaint to higher authority in hierarchy in case if the complaint is not resolved on time or not satisfied with the work.

5. Role based access to Dashboards for to ULB staff showing the statistics on number of complaint received /pending /rejected/ approaching SLA /SLA breached /reopened / escalated. Chief Officer (L3) will see the escalated complaints, high priority or immediate action required complaints, whereas Operator (L1) will see all complaints and grievance.

1.3.3   Proposed Integration

Table 2 Proposed Integration

#	Integration type	Modules / Application	Description
1.	External	GIS Platform	To view compliant details through GIS platform.
2.	External	Location API	To capture the Lat-long details during complaint registration
3.	External	WhatsApp	To send notification to citizens and ULB staff via their WhatsApp number
4.	External	SMS	To send notification to citizens and ULB staff on their mobile number as implemented in eNagar 1.0.
5.	External	Email (SMTP gateway)	To send notification to citizens and ULB staff via their email address as implemented in eNagar 1.0

1.3.4   Stakeholder Key Roles and Responsibility

Table 3 Stakeholder Key Roles and Responsibility

#	Stakeholder	Role Name	Key Role Activities
1.	Citizen	Citizen	a) Raises compliant request b) Track compliant request
2.	City Civic Centre (CCC) / Jan Seva Kendra	CCC Operator	a) Assist citizens in raising compliant request b) Assist in tracking the request and share the status

#	Stakeholder	Role Name	Key Role Activities
3.	ULB Operator / Grievance Officer (L1)	Initiator	a) Assist citizens in raising compliant request b) Track compliant request
4.	ULB's Concern Department Designated Officer (L2)	Tracker & Verifier	a) Verifies the compliant and act as required b) Update compliant request status in the system and notification to citizen
5.	ULB Chief Officer (L3)	Approver	a) Get update on complaint status through Dashboard b) Special notification in dashboard if receive escalation from citizen/ULB staff c) Take actions on escalated complaints
6.	Vendor User	Vendor	a) Receive work/task to resolve complaint in portal b) Update work status in the portal

2   PROCESS: COMPLIANT & GRIEVANCE

2.1   REGISTER NEW COMPLIANT

Table 4 Compliant & Grievance

Process Objective	Register New Compliant
Process Owner	Citizen or ULB on behalf of Citizen or CCC Operator
Process Input	Compliant details and proofs
Process Output	Compliant registration

2.1.1   As-Is Process

2.1.1.1   Process Flow Chart
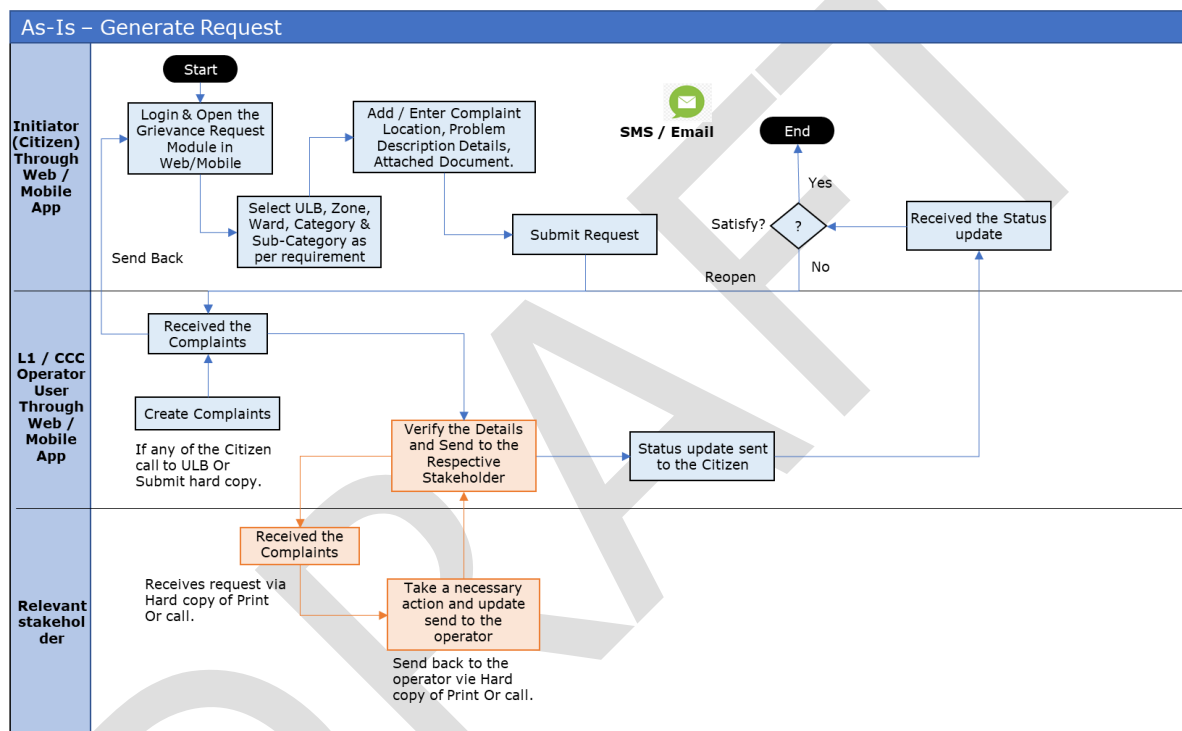
Figure 2 As-Is Process Flow - Register New Compliant

2.1.1.2 Process Flow Description

Table 5 As-Is Process Flow Description - Register New Compliant

Stakeholder	Process Steps	Type (Online/Offline)	Integration	Input/Output
Citizen/ Applicant	Step 1: Login into portal or mobile app OR Shall write letter to ULB as compliant	Online/Offline		
	Step 2: Selects ULB, wards compliant category and sub-category	Online		
	Step 3: Add compliant description and upload images. Submit the request	Online	• SMS • Email	Compliant No
L1/CCC Operator	Step 4: Receives the compliant If received online, shall verify and forward to respective department If receives offline, shall update data into the system, raise request and forward to concern department Notification to Applicant	Online	• SMS • Email	
Respective Department	Step 5: Receives compliant and act as per requirement. Place the status in system Notification to L1	Online		
L1/CCC Operator	Step 6: Update the status and forward to Citizen	Online	• SMS • Email	

Stakeholder	Process Steps	Type (Online/Offline)	Integration	Input/Output
Citizen	Step 7: If satisfies with the action taken by ULB shall close the request If not, shall reopen the complaint		• SMS • Email	

2.1.2 To-Be Process

2.1.2.1 Process Flow Chart
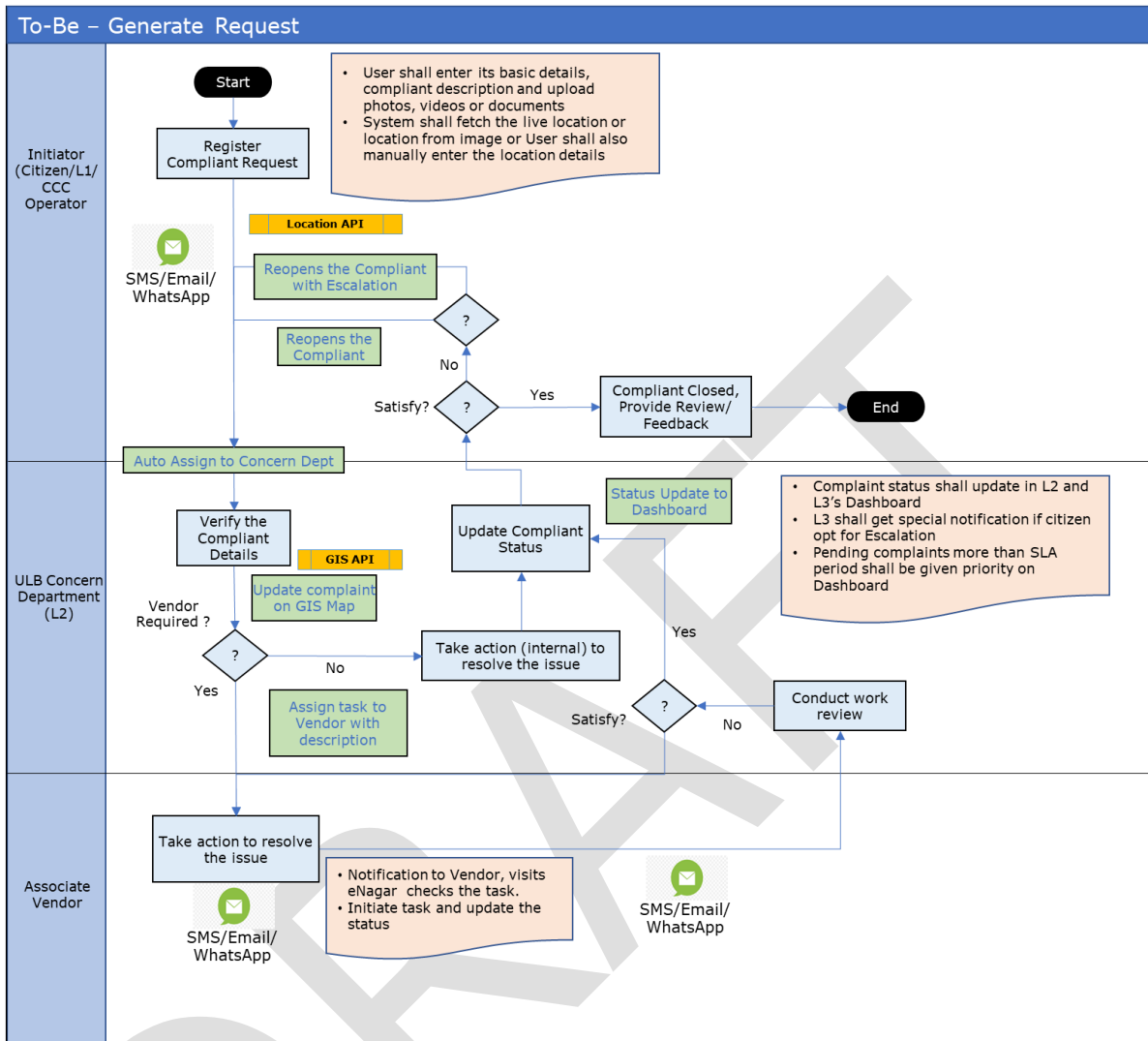
Figure 3 To-Be Process Flow - Register New Compliant

2.1.2.2 Process Flow Description

Table 6 To-Be Process Flow - Register New Compliant

Stakeholder	Process Steps	Type (Online/ Offline)	Integration	Input/Output
Citizen/L1/CCC Operator	Step 1: Initiate Compliant request. Fills personal details, compliant description, upload images, videos, or documents	Online	• Location API • WhatsApp • SMS • Email	
System	Step 2: Shall identify the location and accordingly assigned compliant to relevant department/ULB System shall send the data to GIS platform to map the complaint details based on latitude-longitude of the location.	Online	• WhatsApp • SMS • Email • PM Gati Shakti Portal	System shall define below details • Complaint No • Grievance location • New or repeat
Concern Department	Step 3: Shall verify the details. If required shall resolve using internal team Update status and notification to Applicant If required shall assign the task to Vendor	Online	• WhatsApp • SMS • Email	System shall consider below listed details • Actual Turnaround time • Complaint Severity • Complaint Priority (Emergency or Normal)
Vendor	Step 4: Shall verify the task details and initiate work. Shall update the details in the portal	Online	• WhatsApp • SMS • Email	System shall consider below listed status tags and assign to complaint • New, • Acknowledged, • Assigned, • Resolved,

Stakeholder	Process Steps	Type (Online/ Offline)	Integration	Input/Output
				• Rejected, • Reopened, • On-hold
Concern Department	Step 5: Verify the work completion details If required shall reassign the task to vendor Or shall update the status to applicant	Online/ Offline	• WhatsApp • SMS • Email	
System	Step 6: System shall update the status in all the Dashboards	Online		
Citizen	Step 6: Shall check the status updated by ULB department If satisfy, shall close the complaint If not, shall request to reopen or to reopen with escalation to L3	Online	• WhatsApp • SMS • Email	
System	Step 8: If citizen escalated the request, L3 shall receive notification and status update on Dashboards	Online	• WhatsApp • SMS • Email	

2.2 SEARCH COMPLAINT & GRIEVANCE

2.2.1 As-Is Process

2.2.1.1 Process Flow Chart
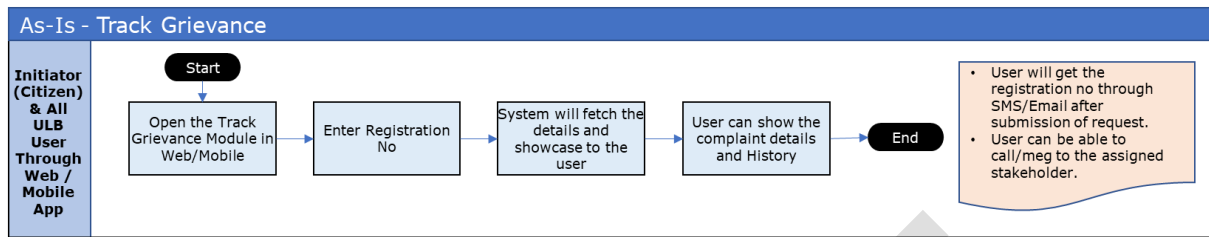
Figure 4 As-Is Process Flow - Search Complaint & Grievance

2.2.2 To-Be Process

2.2.2.1 Process Flow Chart

The To-Be process flow will be as the As-Is process flow.

2.3 VENDOR REGISTRATION

Table 7 Vendor Registration

Process Objective	Vendor Registration
Process Owner	Vendor/ULB Staff
Process Input	Vendor details
Process Output	Generates Vendor Registration

2.3.1   To-Be Process Flow

2.3.1.1 Process Flow Chart
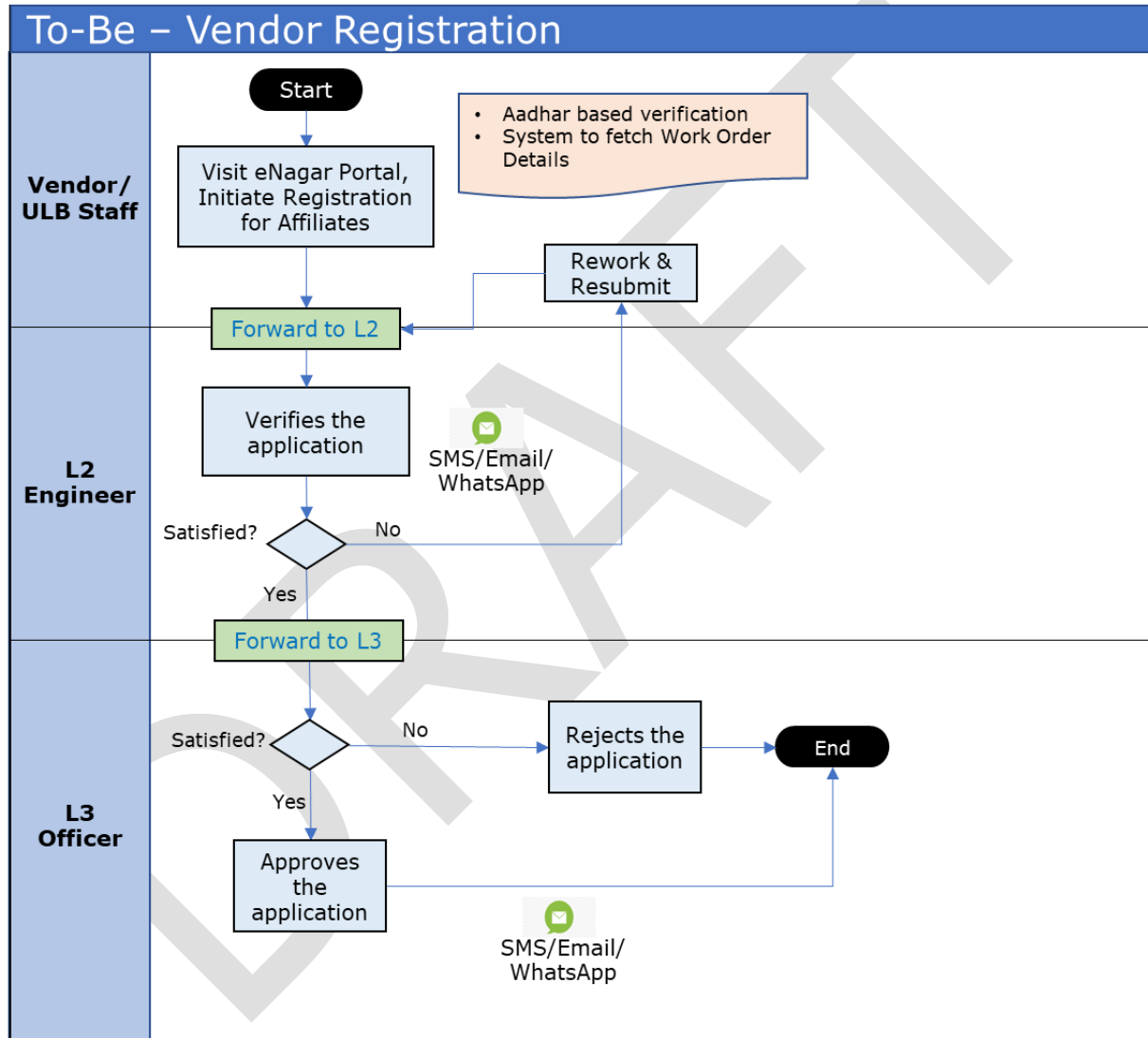
Figure 5 To-Be Process Flow - Vendor Registration

2.3.1.2 Process Flow Description

Table 8 To-Be Process Flow Description - Vendor Registration

Stakeholder	Process Steps	Type (online/ offline)	Integration	Input/Output
Vendor/ULB Officer	Step 1: Visits eNagar and initiate request for Vendor Registration. Aadhar based verification Provides Work Order No	Online	• Aadhar API	-
System	Step 2: System to fetch the details using Aadhar API. System to fetch details from provided Work Order no	Online	-	-
ULB Officer	Step 3: Verifies the application. If seems ok, forward to L3 If not, shall forward to applicant for rework If required shall initiate site visit for further verification and take actions accordingly	Online	• SMS • WhatsApp • Email	-
L3 Officer	Step 4: Verifies the application. If seems ok, shall approve If not, shall reject If required shall initiate site visit for further verification and take actions accordingly	Online	• SMS • WhatsApp • Email	-
System	Step 6: If approved, shall generate Vendor registration	Online	• SMS • WhatsApp • Email	

Note: Upon registration of vendor, the system generated login credentials shall be sent to vendor to login to ULB eNAGAR portal for receiving the notification from ULB for taking action and update the status on the assigned complaints.

2.3.1.3 Field Table

#	Field Name	Mandatory	Field Type	Data Source	Input	Remarks
1	Work Order No	Y	Alpha Numeric	User	User	
2	Company Name	A	Character	System	Auto Populate	
3	Registered Address	A	Character	System	Auto Populate	
4	Owner Name	A	Alpha Numeric	System	Auto Populate	
5	Work Order Start Date	A	Character	System	Auto Populate	
6	Work Order End Date	A	Alpha Numeric	System	Auto Populate	
8	Representative Aadhar details	C	Numeric	User	User	Verify contact person using Aadhar
7	Representative Name	C	Character	User	User	Name of Vendors Authorized person
8	Representative Designation	C	Character	User	User	Designation of Vendors Authorized person
9	Representative Contact	C	Numeric	User	User	Contact details of Vendors Authorized person
10	Representative email ID	Y	Alpha Numeric	User	User	Email ID of Vendors Authorized person
11	Consent	Y	Tick Box	User	System	Applicant to provide consent about the details provided
11	Register	O		User	User	Click to register
12	Reset	O		User	User	Reset all form fields to re-enter the data

2.4 ADMIN CONFIGURATION

ULB shall have functionality to configure few important back-end process as listed below.

2.4.1 Escalation Matrix

If any citizen who have registered complaint in the portal is not satisfied with the resolution provided or the issues is pending since long shall escalate the issue further with higher authorities. Such escalated issues shall be highlighted to higher authorities in different workflow section and shall take appropriate action to get it resolved. Here proposed matrix is mentioned as below.

#	Concern Department Officer	Matrix Level
1	Grievance Officer	Level 1
2	Chief Officer	Level 2
3	GUDM IT team	Level 3

Designated officer shall be responsible for all the coordination required to resolve the complaint. If in case the complaint is not resolved within the SLA, the citizen shall escalate the request to Grievance Officer (Level 1). Next level shall be of Chief Officer (Level 2) and further level of escalation shall include GUDM team (Level 3). ULB Officer with the approval of GUDM/Chief officer shall add another level of escalation is required. This escalation matrix shall be available for citizen portal

2.4.1.1 To-Be Field Table

#	Field Name	Mandatory	Field Type	Data Source	Input	Remarks
1.	Escalation Level	Y	Drop Down	User	User	-
2.	Add, Update or Delete	O	Select	System	User	-
3.	Submit	O	Select	System	User	Application shall forward to GUDM IT team for approval
4.	Reset	O	Select	System	User	-
5.	Close	O	Select	System	User	-

2.4.1.2 Matrix

This proposed matrix shall be available for Citizen in their login and even in the website menu for individual ULB. ULB officer shall have the rights to make changes in this table as and when required with L3 approval.

#	Name/Designation of Officer	Escalation Level	No of Days to Resolve	Contact No
1.	Add Officer Name	Level 1	Add no of days	Auto Populate
2.	Add Officer Name	Level 2	Add no of days	Auto Populate
3.	Add Officer Name	Level 3	Add no of days	Auto Populate
4.	Add Officer Name	Level 4	Add no of days	Auto Populate

2.4.2 Complaint categories & Define SLA

Under this functionality, basic complaint categories shall already be defined in system but along with this ULB shall also have the functionality to add any new complaint category. Such compliant category shall either be specific or generic for ULB. Along with adding the new category ULB shall define SLA for that particular category. The request to add new complaint category shall be approved by GUDM level only. List of existing and proposed complaint category are mentioned in below table.

- List of Existing Categories

#	Complaint Category	Sub-type in category
1.	Water related problems	Complaints for water connection leakage
		Complaints for water chlorination
		Complaints for water low pressure
		Complaint for Polluted water
		Other
2.	Drainage related problems	Complains about drainage overflow
		Complaints for repairing of open drainage
		Other
3.	Garbage and Sanitation related problems	Complaints to clear garbage
		Complaints for cleaning of public or children parks
		Complaints to clear construction debris on the road
		Complaints related to 'Door to Door' garbage collection
		Complaints for cleaning of Roads/public Area
		Cleaning of public toilets
		Complaints to lift filled dustbin
		Complaints to lift animal carcasses
		Other
4.	Streetlights and bulbs, maintenance	Complaints for maintenance/repair of street light bulbs/tube lights
		Other
5.	Road repair and manhole related problems	Complaints for the maintenance/repairing of road
		Complaints to cover manhole
		Other
6.	Stray animals related problems	Complaints for touring roaming animals (Dog/ Pig/ Cow/ Buffalo)
		Other

- Proposed Categories

#	Complaint Categories	Description
1.	Public health and sanitation	It means issues, service requests or suggestions related to public health and sanitation service like removal carcasses, Sweeping and cleaning of Roads, lanes, public drains and epidemic/ pandemic management, primary healthcare, family planning, pest control etc.
2.	Storm water Drains	It means issues, service requests or suggestions related to existing stormwater drainage system across ULBs and regular cleaning, removal slits.
3.	Traffic Signals, CCTV & Surveillance	It means issues, service requests or suggestions related to security and safety by managing and maintaining traffic signals, installing, operations, managing and maintain CCTVs and any other surveillance related infrastructure
4.	Information on Municipal Services	It means issues, service requests or suggestions related to information on municipal services in ULBs, covering receipt of applications and processing.
5.	Removal of dangerous building/ construction	It means issues, service requests or suggestions related to for removal of dangerous building/ construction in ULBs, covering receipt of applications and processing.
6.	Encroachment Removal	It means issues, service requests or suggestions related to encroachment removal in ULBs, covering receipt of applications and processing.
7.	Maintenance of urban forestry, recreation grounds, parks, gardens	It means issues, service requests or suggestions related to maintenance of recreation grounds, parks and gardens covering maintenance of structure, lighting, drainage, water supply and sanitation etc.
8.	Library & Reading rooms	It means issues, service requests or suggestions related to running of library and reading room including systems for issue of books, cataloguing of books and non-book material etc.
9.	Community & Marriage Centres	It means issues, service requests or suggestions related to maintenance of community & marriage Centres covering, maintenance of lighting systems, maintenance of structures, drainage, sanitation etc.
10.	Maintenance of markets	It means issues, service requests or suggestions related to maintenance of ULB owned markets covering, maintenance of lighting systems, maintenance of structures, drainage, sanitation etc.
11.	Maintenance of public toilets	It means issues, service requests or suggestions related to maintenance of public toilets covering, maintenance of lighting systems, maintenance of structures, sanitation etc.
12.	Maintenance of tanks, wells	It means issues, service requests or suggestions related to maintenance of public tanks, wells maintenance etc.
13.	Maintenance of public infrastructure	It means issues, service requests or suggestions related to maintenance of any other public infrastructure not covered above such as creation and maintenance of crematoriums and burial grounds.
14.	Corruption or misbehaviour	It means issues, service requests or suggestions related to corruption and misbehaviour by the municipal officials.

2.4.2.1 To-Be Field Table

#	Field Name	Mandatory	Field Type	Data Source	Input	Remarks
1.	Category	Y	Drop Down	User	User	-
2.	Add SLA	Y	Numeric	User	User	-
3.	Add, Update or Delete	O	Select	System	User	-
4.	Submit	O	Select	System	User	Application shall forward to GUDM IT team for approval
5.	Reset	O	Select	System	User	-
6.	Close	O	Select	System	User	-

2.4.2.1 To-Be Field Table

2.4.3 Vendor Management

ULB shall assign vendors to resolve the complaints, so the system shall have the functionality to manage those empaneled vendors and update the status of work in the system. The system shall include vendor registration either by Vendor itself or by ULB. Next, system shall have functionality for ULB to manage profiles of those registered vendors like Add, Edit, Delete.

2.4.3.1 Field Table

#	Field Name	Mandatory	Field Type	Data Source	Input	Remarks
1	Work Order No	Y	Alpha Numeric	User	User	
2	Company Name	A	Character	System	Auto Populate	
3	Registered Address	A	Character	System	Auto Populate	
4	Owner Name	A	Alpha Numeric	System	Auto Populate	
5	Work Order Start Date	A	Character	System	Auto Populate	
6	Work Order End Date	A	Alpha Numeric	System	Auto Populate	
8	Representative Aadhar details	C	Numeric	User	User	Verify contact person using Aadhar
7	Representative Name	C	Character	User	User	Name of Vendors Authorized person
8	Representative Designation	C	Character	User	User	Designation of Vendors Authorized person
9	Representative Contact	C	Numeric	User	User	Contact details of Vendors Authorized person
10	Representative email ID	Y	Alpha Numeric	User	User	Email ID of Vendors Authorized person
11	Consent	Y	Tick Box	User	System	Applicant to provide consent about the details provided
11	Register	O		User	User	Click to register
12	Reset	O		User	User	Reset all form fields to re-enter the data

3 REPORTS

Complaint & grievance module have six (6) different reports as mentioned in below table where all the required field are being included. The reports include Status and Category wise bifurcation of complaints. Similarly, it also includes a consolidated report of all the registered complaints. Apart from this there are other statistical which provides the count of complaint received month wise and category wise. But as part of BPR an additional selection is being proposed where all the reports shall be viewable with categories listed below. This selection shall be available even after report is being generated

- Day wise
- Week wise
- Month wise
- Year wise
- Vendor wise
- Ward wise

Table 9 Reports

#	Menu	Module	Report Mode	Is BPR proposed? (Yes/No)	Enhanced or New
1.	Report	Consolidated Complaint Report	• ULB wise • Day, Week, Month & Year wise • Vendor wise • Ward wise	Y	Enhanced
2.	Report	Status wise Statistics Report		Y	Enhanced
3.	Report	Category wise Statistics Report		Y	Enhanced
4.	Report	Report based on Compliant Category		Y	Enhanced
5.	Report	Report based on Complaint Status		Y	Enhanced
6.	Report	Category and Status wise Complaint Report		Y	Enhanced

3.1 CONSOLIDATED COMPLAINT REPORT

3.1.1 As-Is Process

3.1.1.1 Selection Criteria

Table 10 As-Is Selection Criteria - Consolidated Complaint Report

#	Field Name	Mandatory (Y/N/C)	Field Type	Data Source	Input	Remarks
1.	Mode of Complaint Registration	C	Multiple values	System	User	Options are- 1. Mobile 2. Portal 3. Back-office
2.	From Date	C	Date	System	User	User to select from the calendar
3.	To Date	C	Date	System	User	User to select from the calendar
4.	Date Selection	C	Radio Button	System	User	System to display data as per user selection, i.e. either daily, weekly or monthly basis

3.1.1.2 Field Table

Table 11 As-Is Field Table - Consolidated Complaint Report

#	Field Name	Field Type	Data Source	Input	Remarks
1.	Serial Number	Alpha Numeric	System	System	
2.	Complaint Number	Alpha Numeric	System	System	
3.	Complaint Category	Alpha Numeric	System	System	
4.	Complaint Sub Category	Alpha Numeric	System	System	
5.	Complainant Name	Alpha Numeric	System	System	
6.	Complainant Mobile No	Alpha Numeric	System	System	
7.	Ward	Alpha Numeric	System	System	
8.	Location	Alpha Numeric	System	System	
9.	Date of Registration	Alpha Numeric	System	System	
10.	Status	Alpha Numeric	System	System	
11.	Remarks	Alpha Numeric	System	System	

3.1.2 To-Be Process

Without any selection criteria report shall be available and once it is generated user shall have options to select Day, Week, Month, Year, Vendor & Ward

3.1.2.1 Field Table

The field table will be same as the field table mentioned in As-Is process section.

3.2 STATUS WISE STATISTICS REPORT

3.2.1 As-Is Process

3.2.1.1   Selection Criteria

Table 12 As-Is Selection Criteria - Status wise Statistics Report

#	Field Name	Mandatory (Y/N/C)	Field Type	Data Source	Input	Remarks
1.	Financial Year	Y	Drop Down	System	User	-

3.2.1.2   Field Table

This report provides information about the feedback provided by the citizen over a grievance, location wise, originator wise. Apart from the details mentioned, this report shall be available ULB wise, Date Range wise, Vendor wise, Location wise, and Complaint Category wise.

Table 13 As-Is Field Table - Status wise Statistics Report

#	Field Name	Field Type	Data Source	Input	Remarks
1.	Complaint Status	Alpha Numeric	System	System	Auto populated
2.	April	Alpha Numeric	System	System	Sum of April month
3.	May	Alpha Numeric	System	System	Sum of May month
4.	June	Alpha Numeric	System	System	Sum of June month
5.	July	Alpha Numeric	System	System	Sum of July month
6.	August	Alpha Numeric	System	System	Sum of August month
7.	September	Alpha Numeric	System	System	Sum of September month
8.	October	Alpha Numeric	System	System	Sum of October month
9.	November	Alpha Numeric	System	System	Sum of November month
10.	December	Alpha Numeric	System	System	Sum of December month
11.	January	Alpha Numeric	System	System	Sum of January month
12.	February	Alpha Numeric	System	System	Sum of February month
13.	March	Alpha Numeric	System	System	Sum of March month
14.	Total	Alpha Numeric	System	System	

3.2.2 To-Be Process

Without any selection criteria report shall be available and once it is generated user shall have options to select Day, Week, Month, Year, Vendor & Ward

3.2.2.1   Field Table

The field table will be same as the field table mentioned in As-Is process section.

3.3 CATEGORY WISE STATISTICS REPORT

3.3.1 As-Is Process

3.3.1.1   Selection Criteria

Table 14 As-Is Selection Criteria - Category wise Statistics Report

#	Field Name	Mandatory (Y/N/C)	Field Type	Data Source	Input	Remarks
1.	Financial Year	Y	Drop Down	System	User	-

3.3.1.2   Field Table

Table 15 As-Is Field Table - Category wise Statistics Report

#	Field Name	Field Type	Data Source	Input	Remarks
1.	Complaint Status	Alpha Numeric	System	System	Auto populated
2.	April	Alpha Numeric	System	System	Sum of April month
3.	May	Alpha Numeric	System	System	Sum of May month
4.	June	Alpha Numeric	System	System	Sum of June month
5.	July	Alpha Numeric	System	System	Sum of July month
6.	August	Alpha Numeric	System	System	Sum of August month
7.	September	Alpha Numeric	System	System	Sum of September month
8.	October	Alpha Numeric	System	System	Sum of October month
9.	November	Alpha Numeric	System	System	Sum of November month
10.	December	Alpha Numeric	System	System	Sum of December month
11.	January	Alpha Numeric	System	System	Sum of January month
12.	February	Alpha Numeric	System	System	Sum of February month
13.	March	Alpha Numeric	System	System	Sum of March month
14.	Total	Alpha Numeric	System	System	

3.3.2 To-Be Process

Without any selection criteria report shall be available and once it is generated user shall have options to select Day, Week, Month, Year, Vendor & Ward

3.3.2.1   Field Table

The field table will be same as the field table mentioned in As-Is process section.

3.4 REPORT BASED ON COMPLAINT CATEGORY

3.4.1 As-Is Process

3.4.1.1 Selection Criteria

Table 16 As-Is Selection Criteria - Report based on Complaint Category

#	Field Name	Mandatory (Y/N/C)	Field Type	Data Source	Input	Remarks
1.	Complaint Category	C	Drop Down	System	User	-
2.	From Date	C	Date	System	User	-
3.	To Date	C	Date	System	User	-

3.4.1.2 Field Table

Table 17 As-Is Field Table - Report based on Complaint Category

#	Field Name	Field Type	Data Source	Input	Remarks
1.	Serial Number	Alpha Numeric	System	System	Auto populated
2.	Complaint Number	Alpha Numeric	System	System	Auto populated
3.	Complainant Name	Alpha Numeric	System	System	Auto populated
4.	Complainant Mobile Number	Alpha Numeric	System	System	Auto populated
5.	Complaint Sub-Category	Alpha Numeric	System	System	Auto populated
6.	Location	Alpha Numeric	System	System	
7.	Ward	Alpha Numeric	System	System	
8.	Date of Registration	Alpha Numeric	System	System	
9.	Status	Alpha Numeric	System	System	
10.	Remarks	Alpha Numeric	System	System	

3.4.2 To-Be Process

Without any selection criteria report shall be available and once it is generated user shall have options to select Day, Week, Month, Year, Vendor & Ward

3.4.2.1 Field Table

The field table will be same as the field table mentioned in As-Is process section.

3.5 REPORT BASED ON COMPLAINT STATUS

3.5.1 As-Is Process

3.5.1.1 Selection Criteria

Table 18 As-Is Selection Criteria - Report based on Complaint Status

#	Field Name	Mandatory (Y/N/C)	Field Type	Data Source	Input	Remarks
1.	Complaint Category	C	Drop Down	System	User	-
2.	From Date	C	Date	System	User	-
3.	To Date	C	Date	System	User	-

3.5.1.2 Field Table

Table 19 As-Is Field Table - Report based on Complaint Status

#	Field Name	Field Type	Data Source	Input	Remarks
1.	Serial Number	Alpha Numeric	System	System	Auto populated
2.	Complaint Category	Alpha Numeric	System	System	Auto populated
3.	Complaint Sub Category	Alpha Numeric	System	System	Auto populated
4.	Complaint Number	Alpha Numeric	System	System	Auto populated
5.	Complainant Name	Alpha Numeric	System	System	Auto populated
6.	Ward	Alpha Numeric	System	System	Auto populated
7.	Location	Alpha Numeric	System	System	Auto populated
8.	Date of Registration	Alpha Numeric	System	System	Auto populated
9.	Status	Alpha Numeric	System	System	Auto populated
10	Remarks	Alpha Numeric	System	System	Auto populated
11	Complainant Mobile Number	Alpha Numeric	System	System	Auto populated

3.5.2 To-Be Process

Without any selection criteria report shall be available and once it is generated user shall have options to select Day, Week, Month, Year, Vendor & Ward.

3.5.2.1 Field Table

The field table will be same as the field table mentioned in As-Is process section.

3.6 CATEGORY AND STATUS WISE COMPLAINT REPORT

3.6.1 As-Is Process

3.6.1.1 Selection Criteria

Table 20 As-Is Selection Criteria - Category and Status wise complaint report

#	Field Name	Mandatory (Y/N/C)	Field Type	Data Source	Input	Remarks
1.	Financial Year	C	Drop Down	System	User	-
2.	Frequency	C	Radio Button	System	User	-
3.	From Date	C	Date	System	User	-
4.	To Date	C	Date	System	User	
5.	Month	C	Check Box	System	User	
6.	Quarter	C	Check Box	System	User	

3.6.1.2 Field Table

Table 21 As-Is Field Table - Category and Status wise complaint report

#	Field Name	Field Type	Data Source	Input	Remarks
1.	Complaint Category	Alpha Numeric	System	System	Auto populated
2.	In Progress	Alpha Numeric	System	System	Auto populated
3.	Resolved	Alpha Numeric	System	System	Auto populated
4.	Rejected	Alpha Numeric	System	System	Auto populated
5.	Closed	Alpha Numeric	System	System	Auto populated
6.	Reopen	Alpha Numeric	System	System	Auto populated
7.	Send Back	Alpha Numeric	System	System	Auto populated
8.	Total Received	Alpha Numeric	System	System	Auto populated

3.6.2 To-Be Process

Without any selection criteria report shall be available and once it is generated user shall have options to select Day, Week, Month, Year, Vendor & Ward

3.6.2.1 Field Table

The field table will be same as the field table mentioned in As-Is process section.

4 BEST PRACTICE

For Compliant and Grievance Module, PMC conducted comprehensive study on the best practices on the guidelines published by Ministry of Housing and Urban Affairs (MoHUA) guidelines and Municipality of Amsterdam.

Although due care has been exercised in collating this information, there could be recent changes/information not available in the portals, that may not be reflected in this study.

4.1 GRIEVANCE GUIDELINES – MoHUA

According to MoHUA, Urban Governance in India is predominantly the constitutional domain of the State Government, who delegates power to Municipal Bodies/Urban Local Bodies (ULBs) through a specific legislation. The ULBs perform these functions, which allow them to interact with the citizens on a day-to-day basis, providing, managing and maintaining the community needs. A ULB manages its administration and budgeting planning process to provide the basic needs to the communities. They promote the social and economic development of the communities. The ULB services provided to citizens include roads, water supply, sewerage, sanitation, street lighting, solid waste management etc. Most of the citizen interaction happens at Municipal level, thus these ULBs need to orient their activities towards the satisfaction of the citizens in their cities. Grievance redressal is hence an important function of an efficient, reliable and transparent municipal body.

4.1.1 Important Features

Important aspects added by MoHUA in their Municipal Grievance Redressal guidelines:

- Grievance system shall have
    - Grievance ID
    - Grievance Details
    - Grievance Location
    - Originator details
        - Individual
        - Group
    - Actual Turnaround Time
    - Grievance Status
- Grievance shall be categories as
    - Grievance is either New or Repeat
    - Grievance Severity
    - Grievance Priority
        - Emergency
        - Normal
    - Grievance Nature
        - Issue
        - Service Fulfillment Request
        - Suggestion
- Grievance Status
    - Pending
    - Resolved, originator satisfied
    - Resolved, originator not satisfied
- Grievance Ratings
- Mode of Grievance

Apart from this, the guidelines also suggest creating a Stakeholders Matrix as mentioned below for every individual ULB who shall be assigned duties or responsibilities according to the position.
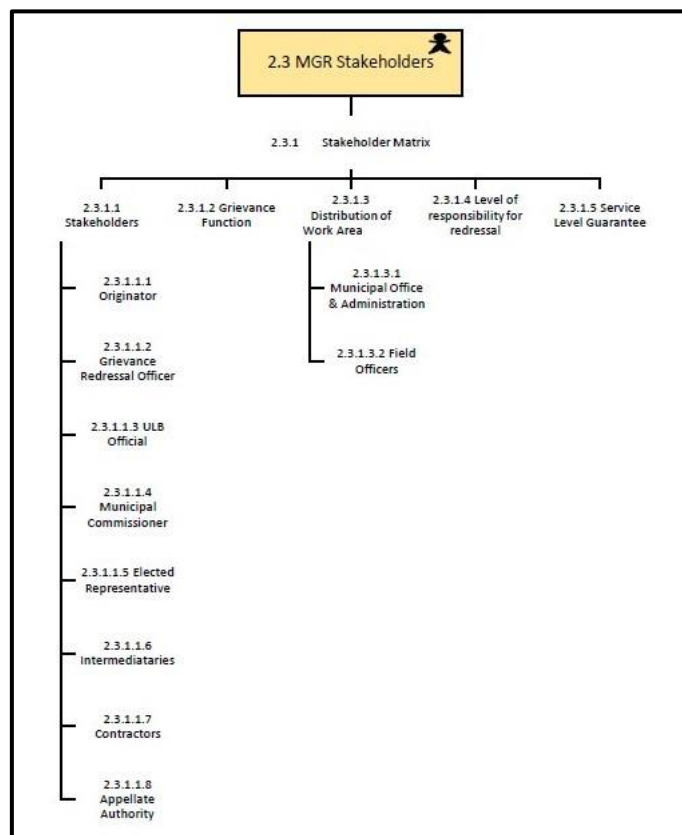

Figure 6 List of Stakeholders

Guidelines also stated about the grievance closure process which says that Grievance closure is the process of recording the final action taken by the responsible ULB official or designated 3rd party. Thereafter status is updated for the originator with appropriate reply from the concerned department. Grievance status is updated as closed on system. Even after the grievance is closed, ULB shall analyze Feedback and Ratings provided by the customer which shall be equally helpful for improving the resolution rate.

4.2 MUNICIPALITY OF AMSTERDAM

Digital Loket Amsterdam (http://www.loket.amsterdam.nl/loket/centraleStad.portal), is the central input product and service information from the municipality of Amsterdam to citizens, entrepreneurs, and employers. It allows citizens to initiate contacts and lodge complaints and notifications to local government in Amsterdam. The site consists of main site and individual sites for the 15 districts of Amsterdam. The site provides an orderly way through theme classification access to municipal information and products. Citizens can search through keyword to get information.

Even having a platform, local government conducted research across the city area and found that 75-80% of the people wanted to have an online grievance system to lodge complaints. Using this research, local government authority launch e-Grievance – Public Space Notification Portal which provided facilities for citizen to lodge compliant on below services.

4.2.1   List of Services

Table 22 List of Services - Municipality of Amsterdam

Categories	Subcategories
Waste	• Underground containers • Not removed or incorrectly listed waste • Recycle Bins • Litter
Roads, Traffic, and street furniture	• Street lighting and traffic • Street furniture • pavement maintenance, street and bike paths • Playgrounds and sports facilities
Public Space and nuisance	• Wrecks • Pest and dog • Graffiti • Impeding objects & others nuisance
Public water and green	• Trees • Floating debris • Mowing and pruning

In Public space notifications system both Information and communication technology (ICT) and Geo ICT as well have been used.
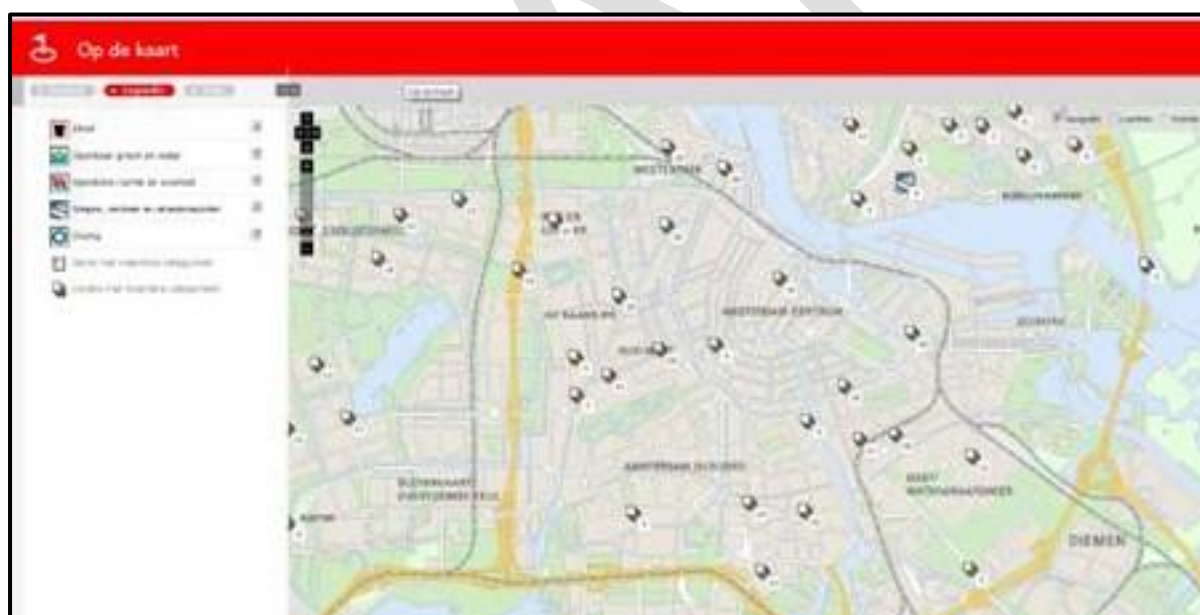

Figure 7 Google Map - e-Grievance Portal

Standard and advanced digital form is available for citizens to report their problems in all districts. With the help of Google map also, citizens can point the location of the problem to help city administrators identify the place easily. The citizens can also upload photos of the incident like photos of uncollected waste in the neighborhood or holes in the street (See Figure below).

4.2.2   Outcome of e-Grievance System Implementation

Authority's target was to resolve 80% of the received complaints within two working days. And as per the table mentioned below, it seems that after implementing the GeoICT platform for lodging complaints in 2009, the target got achieved.

Table 23 Year over Year (YoY) Target Report

Year	Goal %	Achievement %
2007	69	44
2008	80	67
2009	85	84* 1
2010	90	?

With an advance ICT based grievance platform, authority was even capable to identify the ratio of received complaints with reference area and its population density. Such Territorial Analysis helped the authority to cater and deploy team accordingly in advance. Such readiness helps to achieve the resolution of complaints within the SLA period. Below map provide the insight for the same.
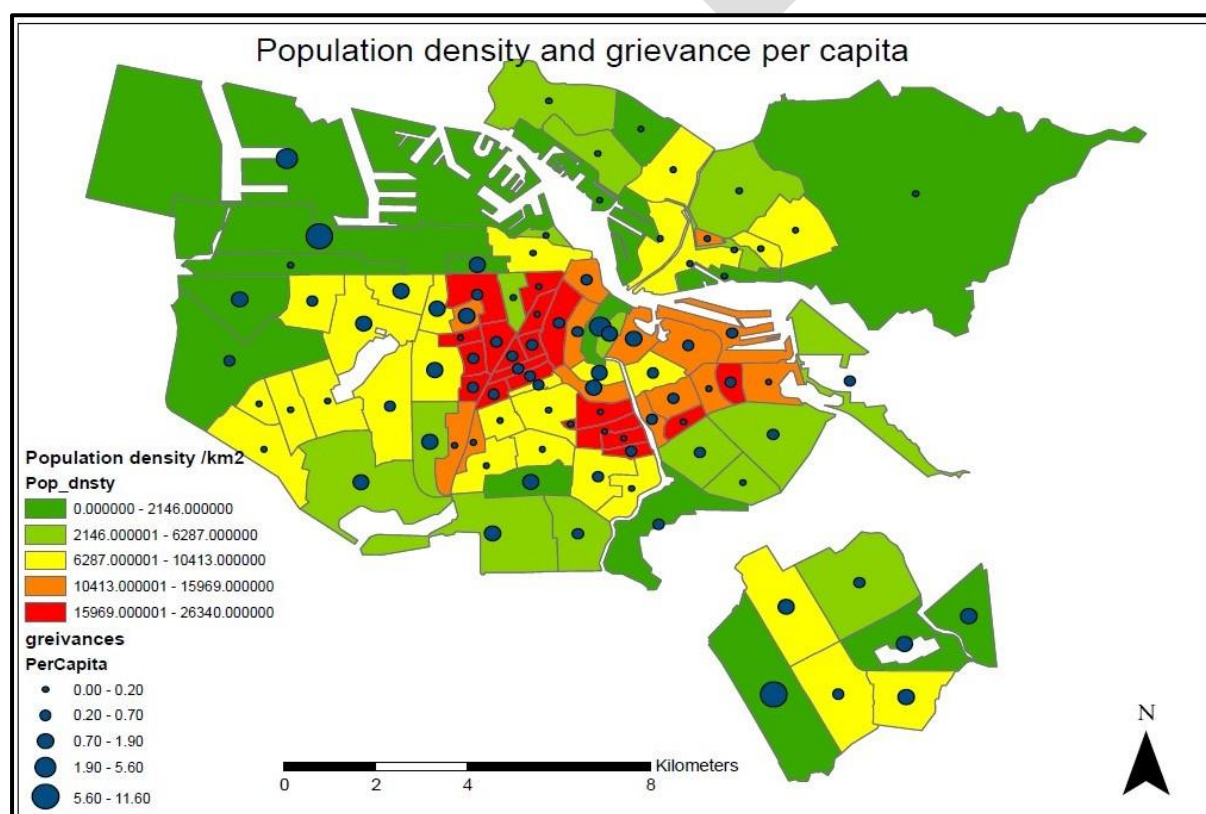

Figure 8 Population Density and Grievance per Capita Report

4.3 RESPONSIVE PUBLIC GRIEVANCE REDRESSAL SYSTEM – SURAT MUNICIPAL CORPORATION

Surat Municipal Corporation (SMC) introduced a complaint management system which is an automated and computerized complaint lodging and monitoring system. The main objective is to improve service delivery, bring efficiency and transparency in the municipal operations. It provides a platform for citizens to lodge complaints related to various city services received from SMC, voice their opinions and provide feedback on various services. The complaint management system was first introduced in a website format. Once there was a significant uptake of the platform by the citizens, more mediums of registering complaints were introduced. The complaint management system now allows citizens to register their grievances through website, mobile application, toll-free number, commissioner's desk and also WhatsApp. Once a complaint is raised, unique complaint number for each complaint is generated and passed onto the concerned department and SMC officer for resolution. The unique complaint number is also shared with the citizens for tracking the resolution status. After a complaint is resolved, compliance is marked directly from the field with location coordinates and photos. This compliance status is visible to citizens, line managers and upper management for optimal
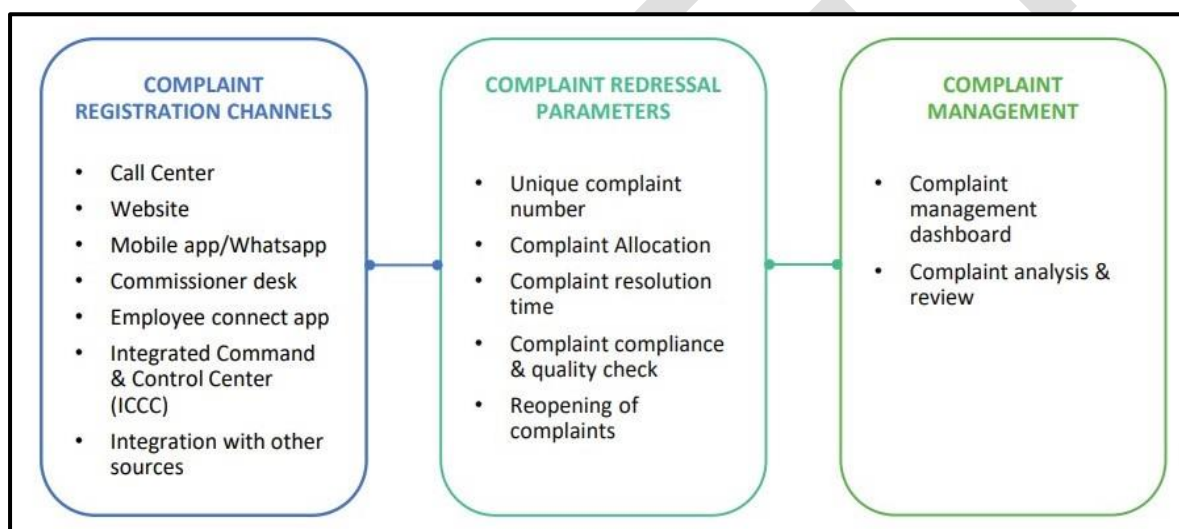

Figure 9 SMC Framework

4.3.1 Complaint Registration Channel:

SMC have developed various registration channels for receiving/lodging complaints as below

- **Call Centers:** Citizens can call on toll-free number 1800 123 8000 which is stationed at Integrated Command and Control Center (ICCC). The operator registers the complaints along with mobile numbers of citizens.
- **Website:** Citizens can register complaints through SMC's website. The website allows the citizens to register complaints in the local language. It has the advantage of easy accessibility.
- **Mobile Application:** Citizens can register complaints on the go through SMC's mobile application. The application is compatible on both Android and iPhone Operating System (IOS) phones. The mobile application allows citizens to register complaints on the go. It is also possible to upload photos on the mobile application as complaint evidence
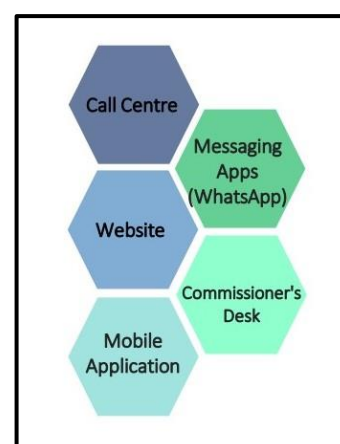

Figure 10 Complaint Channels

- **Messaging Apps (WhatsApp):** Citizens can register complaints by sending a message to 7623838000. The operator registers the complaints along with the mobile number of the citizen. The citizens can supplement their complaint with photographic evidence. It enables registration of complaint through popular communication channel that is widely used by people of all ages and sections of society.
- **Commissioner Desk:** Complaints received at Commissioner Office are registered and recorded in the system.

4.3.2   Compliant Redressal

As soon as the unique complaint number is generated, it is shared with the complainant on the registered mobile number. Name and contact details of the officer who has been assigned the complaint is also shared with the complainant. From here onwards, the complainant is notified about every detail of the complaint status- level of resolution, change in officer resolving the complaint, name and contact details of the new officer, completion status etc.
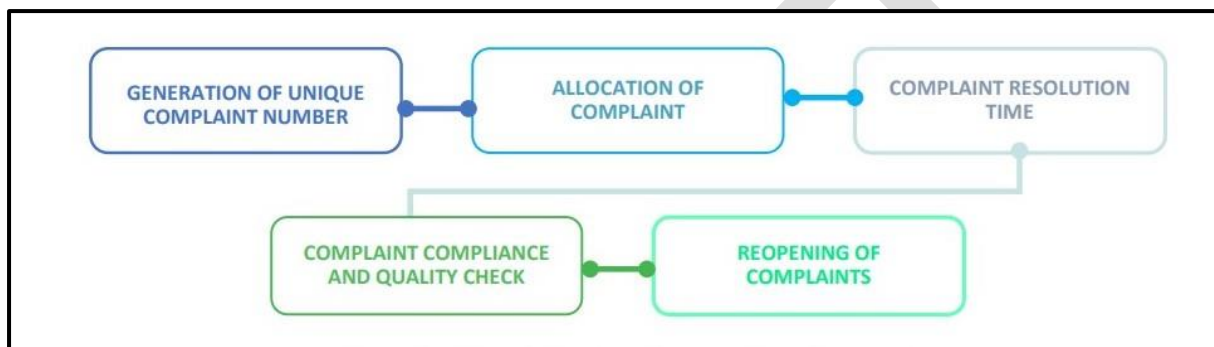

Figure 11 Pillars of the Complaint Redressal Approach
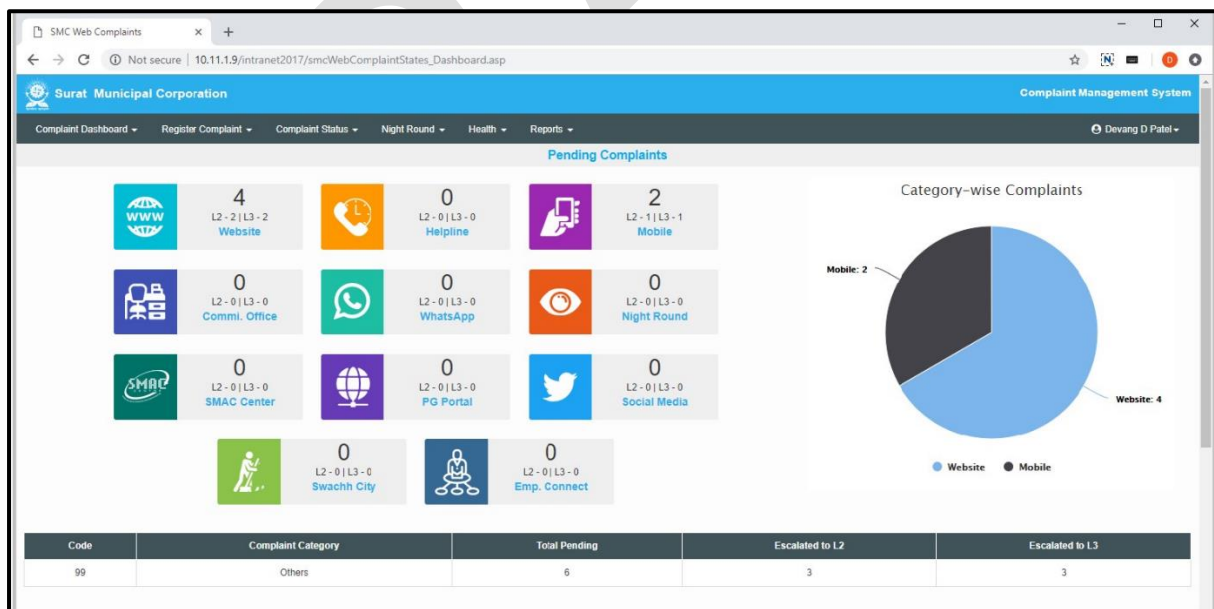
4.3.3   Complaint Dashboard

Figure 12 Dashboard
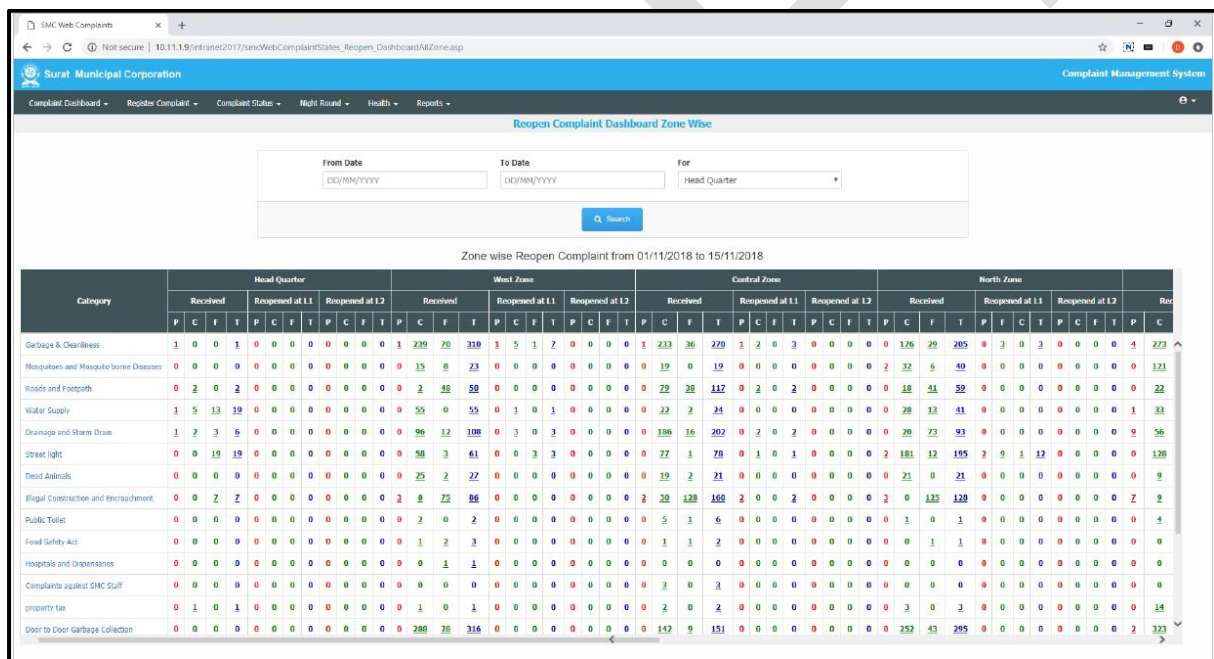
Figure 13 Statistics

Figure 14 Status of Reopened Complaints

4.3.4 Outcome of System Implementation

There are many cities that have deployed technology to improve efficiency of their public grievance redressal systems. What makes Surat's case different is the degree of inclusivity which has been embedded in the system. At every level, the diverse needs and vantage of each stakeholder has been considered to maximize outputs.

- At the point of complaint generation, citizens have the freedom of using different mediums to register a complaint such as tollfree number, WhatsApp etc. Not only does this offer flexibility but also covers all demographic

- From an early stage, it enabled its employees to adapt to emerging technologies and anchor it for improving services to citizens and also effectiveness of their own efforts.

- The journey of data driven governance is only half the battle won if citizens and other stakeholders in the urban ecosystem do not become a part of the journey.

- Surat put citizens' engagement at the forefront by communicating each step of the resolution process with the citizens, considering citizens' feedback and allowing them to reopen or escalate complaints in case of dissatisfaction.

- Open communication with stakeholders at all levels within an urban local body is key in the journey of change management.

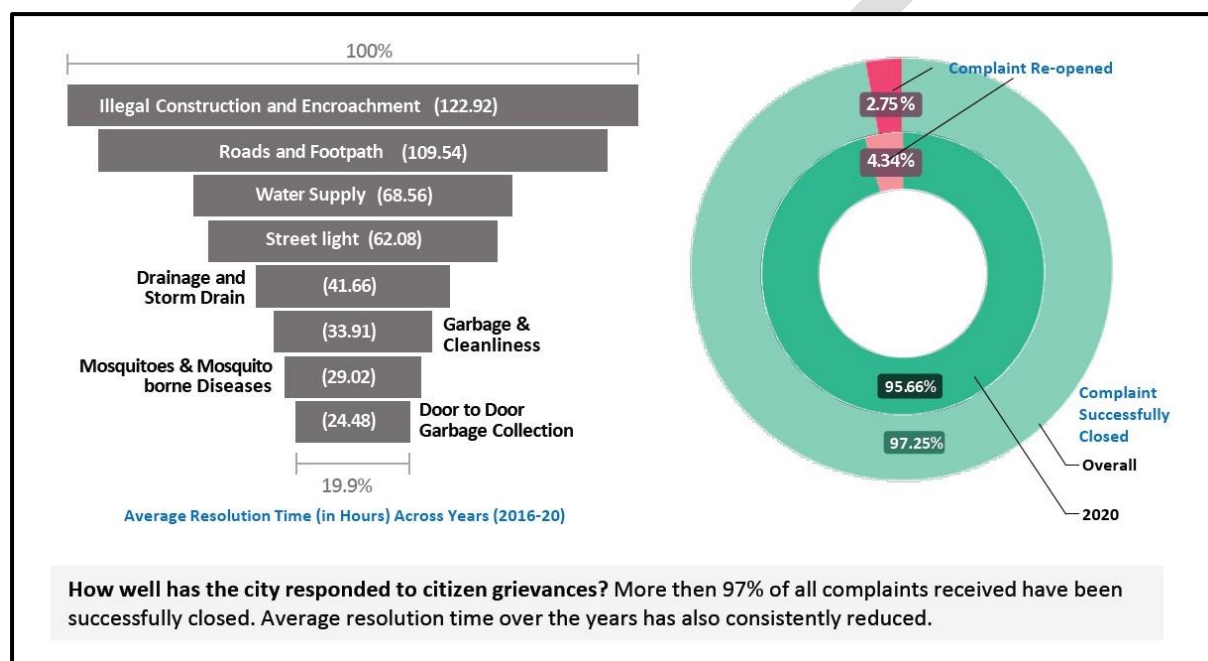The Complaint Resolution Data after system implementation is as below.

Figure 15 Complaint Resolution Statistics

In conclusion, Surat is leading the way in demonstrating how real time data and its analysis can transform the quality of development planning and administration for improving citizens' quality of life.

4.4 SUMMARY OF BEST PRACTICES

Both the case study referred are different in their nature where MoHUA Guidelines provides a basic framework on which the system shall develop, and e-Grievance system of Amsterdam provides the benefits of having a system which shall be used as a part of smart governance and provides effective results.

Below mentioned are the comparison of list of functionalities available in MoHUA Guidelines, Amsterdam Municipality, eNagar 1.0 and proposed in eNagar 2.0.

Table 24 List of Functionalities

Level	Functionality	MoHUA Guidelines	Amsterdam	SMC	eNagar 1.0	eNagar 2.0
Compliant & Grievance Request	Grievance from Citizen	✔	✔	✔	✔	✔
	Grievance from ULB	✔	✔	✔	✔	✔
	Grievance Search	✔	✔	✔	✔	✔
	Grievance Tracking	✔	✔	✔	✘	✔
	Grievance Reports	✔	✔	✔	✘	✔
	Map Based Compliant	✘	✔	✔	✘	✔
Dashboard	Grievance Type Wise	✔	-	✔	✘	✔
	Location Wise	✔	-	✔	✘	✔
	Status Wise	✔	-	✔	✘	✔

4.4.1 Benefits

After adopting features from MoHUA guidelines, the system shall have below benefits/outcome

- Centralized grievance management
- Standardized grievance categories and workflows
- Escalation and resolution timelines
- Citizen feedback and satisfaction tracking
- Training and capacity building

While the benefits/outcomes from e-Grievance system of Amsterdam suggests:

- User-centric design
- Multichannel access
- Transparent and timely communication
- Integration with existing systems
- Data-driven insights

While studying the system implemented by Surat Municipal Corporation, it can be observed that frequency of complaints from citizen has increased. With increase in the complaint flow, administration took well care on other part of the system which also increase the resolution rate. As a result, below mentioned are the key advantages achieved by SMC after implementation.

- Easy Accessibility and Citizen Engagement
- Timely Problem Identification and Response

- Suitable Infrastructure
- Specialized Data
- Evidence Based Action
- Data Integration

Overall, the best practices highlighted the importance of user-centric design, accessibility, transparent communication, data-driven insights, centralized management, standardization, defined timelines, feedback mechanisms, and staff training for an effective and efficient grievance redressal system.

4.5 REFERENCES

a) **Municipal Grievance Redressal Guidelines – MoHUA**
https://niua.in/sites/all/files/MGR%20Knowledge%20Standard_Final%20Draft.pdf
Guidelines And Specifications - Version: MGR_2022KS01

b) **E-Grievance System in Local Government: Case Study, Amsterdam, the Netherlands**
https://www.researchgate.net/publication/279750925_E-grievance_System_in_local_government_case_study_Amsterdam_the_Netherlands

c) **Responsive Public Grievance Redressal System – Surat Municipal Corporation**
https://www.tatatrusts.org/Upload/Content_Files/case%20study-surat-pgr.pdf