# Improvement in Public Grievance Redressal System -Gujarat ULBs









#### **Structure of Presentation**

- Background Study Indian Administrative Reforms
  - Citizen Charter
  - Framework and Detail Process for Efficient Complaints Redressal System
- Citizen Charters The state scenario
- Improvement in Public Grievance Redressal System
  - Criteria for Selection of ULBs
  - Detail analysis of Existing Grievance System Petlad, Siddhpur, Anklav, Oad and Patan
    - $\checkmark~$  Existing mechanism of grievance redressal
    - ✓ Existing complaint records/formats
    - ✓ Ward-wise complaint analysis
  - Observation/Summary sheet of Complaint System 5 ULBs of Gujarat
- Detailed Observations/Issues and Recommendations
- Way Forward
- Further Action in PGRS
  - Workshop on PGRS
  - Development of Complaints Monitoring Tool English and Gujarati
  - Training on usage of MS Excel based complaints in few ULBs

## **Indian Administrative Reform – Citizen Charter**

A Citizen'sCharter is the expression of an understanding between Citizens and the provider of a public service with respect to the quantity and quality of services, the former receive in exchange for their taxes. It is essentially about the rights of public and the obligations of public servants

In 1997, GoI mandated the State and Central Governments to formulate a Citizens" Charters The Department of Administrative Reforms and Public Grievances (DARPG) under **Ministry of Personnel, Public Grievances and Pensions,** initiated the task of coordinating, formulating and operationalising Citizen's Charters

As of March 2005, 107 and 629 Citizen's Charters had been formulated by Central and State Government Ministries/Departments respectively

#### **Components of a Citizen's Charter**

- i. Vision and mission statement
- ii. Details of business transacted by the organisation
- iii. Details of clients
- iv. Details of services provided to each client group
- v. Details of grievance redressal
- mechanism and how to access it; and
- vi. Expectations from the clients

In May 2002, DARPG launched a comprehensive website on Citizen's Charters in Government of India (<u>www.goicharters.nic.in</u>)

# The Six Principles of Citizen's Charters:

- i. Published standards
- ii. Openness and Information
- iii. Choice and consultation
- iv. Courtesy and helpfulness
- v. Redress when things go wrong
- vi. Value for money

#### What Makes a Good Charter?

- i. Focus on customer requirements
- ii. Simple language
- iii. Service standards
- iv. Effective remedies
- v. Training
- vi. Delegation
- vii. Feedback mechanism
- viii. Close monitoring
- ix. Periodic Review

Things to Remember- What Citizens Expect From Government Departments/Service Providers i. Reliability, i.e., consistency in performance ii. Responsiveness, i.e., timely service iii. Credibility i.e., having customer interest at heart iv. Empathy, i.e., attention to customer's needs v. Courtesy and care, i.e., physical evidence of willingness to serve

## Indian Administrative Reform – Grievance Redressal Mechanism

#### **Designing and Implementing Effective Complaints Handling Systems:**

A complaint system should:

- i. Be easily accessible and well publicised
- ii. Be simple to understand and use
- iii. Be speedy, with established time limits for action and keeping people informed of progress
- iv. Be fair, comprehensive and impartial in its investigation
- v. Be confidential, to maintain the confidentiality of both the staff and the complainant
- vi. Be informative, providing information to top management so that services can be improved
- vii. Set out clearly the volume of complaints, broken down by different categories
- viii. Include an analysis of response time
- ix. Inform the complainant of the proposed action

Without a good complaint redressal system, Citizen's Charters have no effect. Departments should establish highly credible and responsive complaints procedures and redressal systems

Basic Steps for Effective Complaints	Feedback
Management	Redress Options
i. Acknowledge complaints	Publishing Complaints Information: Department must
ii. Designate a <b>location</b> to receive complaints	publish information
iii. Develop a system for record keeping	How to Complain? This means giving names, addresses
iv. Process and record complaints	and phone numbers of the members of staff or
v. Investigate and <b>analyse</b> the complaints	secretaries to contact with any complaint
vi. Keep the <b>customer informed</b> of the	The Role of I.T. : Computerisation of data
progress	Reviewing Complainants
vii. Periodically analyse the complaints and	Handling Complaints within the Organisation: Should
improve the process	have procedures
	Changing Attitudes : Staff

#### **Framework for Efficient Complaints Management System**



IEC Campaign for public awareness for complaint registration and capacity building to ULBs staff for complaints handing

### **Detail Process: Complaint Registration Process and Redressal**



## Citizen Charters - State Scenario (PAS, 2008)

Class	Total No. of ULBs	Availability of Citizen Charters	Not Available	Charter Displayed	In case of MCs, Bhavnagar is the only ULB that does
Municipal Corporation	7	7	0	6	not display its charter
А	18	17	1	14	Godhra, Surendranagar, and
В	33	26	7	18	Porbandar do no display their
С	44	35	9	16	charters
D	64	36	28	19	Gandhidham (A)
Total	166	121	45	72	reported not having a charter
%		73%	27%	60% (121)	

- Over all 45 ULBs (27%) reported not having Citizen's Charter; out of this, maximum i.e. 28 belonged to Class D (newly formed ULBs)
- Out of the ULBs that do have Citizen's Charter (121), about 40% do not display it
- Also, many charters prepared by ULBs are dated and needed upgradation

- Based on available 27 Citizen's Charter, only complaints type are mentioned in charter, there is no consistency, no contact number has been provided
- The timeframe to resolve the complaints is almost same across all ULBs

## **Selection of ULBs**

#### ULBs have been selected based on

- Reliability Indicators of data
- Class size and population
- Availability of Citizen's Charter
- Geographical spread across state

Sl. No.	Class Size	ULBs	Population	Reliability Indicator (2008)	Citizen Charters	Citizen Charters displayed
[1	A	Patan	1,30,000	B	<u>-</u>	¦
2	В	Petlad	55,000	А	Y	Y
3	В	Siddhpur	62,432	D	Y	Ν
4	D	Oad	19,290	С	Ν	Ν
¦ 5	D	Anklav	24,267	В	Y	N
6	C	Gadhada	30,189	C	<del>-</del> <del>-</del>	<u>-</u>
7	А	Navsari	1,62,750	А	Y	Y
8	С	Jambusar	43,350	А	Y	Y

#### **Location of Visited ULBs**



Petlad- Grievance Redressal System

## Petlad

- Petlad is growing fast based on increasing commercial and agricultural activities. Main crops are Wheat, Bajra, Paddy, Tobacco and cotton
- > Gets water for irrigation through out the year from Mahi canal
- Industries like cotton mills, iron factories, cement pipe factories, pulse mills and textile industries and commercial shops are well established

ULB Snapshots	2011-12
Population	55,000 (51,147 in 2001)
Growth Rate	11.44 %
Class size	В
Household	10,969
Family size	5
Area (sq. km)	9.19
Density (sq. km)	5,985
District	Anand dist., located at about 87 km south of the Ahmedabad
No. of Properties	16,016
Residential	11,909 (74%)
Commercial	4,107 (26%)
Election Ward	12
Slum Pocket	22
Slum Population	13,340 (24%)
Slum Household	2,670





#### Petlad - Jan Suvidha Kendra

#### **About Civic Centre**

**Civic Centre** 

1 (Operational since May 2008), located at ULB

#### Civic Centre also called Jan Suvidha Kendra

- 3 counters with 1 staff each for multiple activities
- Daily open from 11:00 am-6:00 pm except weekend and holidays
- Prior to this, Citizen had to come to department for complaint registration
- Although manual complaint registration is still functional department wise, especially, in water supply department
- Citizens can lodge complaints by prescribed format given by ULB Civic Centre, available free of cost
- To get other services like Birth-Death certificate etc., a citizen has to pay Rs. 5/- for application form
- Complaints resolution days are based on type of complaints, automatically chosen by system which are based on Citizen Charters





## **Petlad - Citizen Charter**

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# પેટલાદ નગરપાલિકા, પેટલાદ

# <u>सामान्य प्रडारनी इरियाहो</u>

1.øi.	નાગરિક સેવાની વિગત	અરજીના નિકાલ માટેના દિવસો	અ.નં.	નાગરિક સેવાની વિગત	અરજીના નિકાલ માટેલ દિવસો
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#### પોઢલાદ નાગરપાલિકા, પોઢલાદ જન સુવિધા કેન્દ્ર અરજદાર જોગ સુચના

- પેટલાદ નગરપાલિકામાં ૩૦ પ્રકારની સેવાઓની અરજી એક જ જગ્યાએ જન સુવિધા કેન્દ્રમાં આપવાની રહેશે.
   આ અરજીમાં જરૂરી તમામ બિડાણો અરજીની સાથે જ આપવાના સ્દેશે.
   અરજી ફોર્મ ફ્રી પેટે રૂા. પ/- આપવાના રહેશે.
   અરજી સ્વીકાણવેથી અરજી ફોર્મ ઉપર એક બારકોક સ્ટીકર લગાડવામાં આવશે જે અટજીનો ખાસ નંબર ગણાશે.
- અરજી સ્વીકારાયાથી અરજદારને તેની પહોંચ આપવામાં આવશે અને અરજીના નિકાલની તારીખ જાણ કરવામાં આવશે તથા જો મોબાઇલ નંબર જણાવેલ ફશે તો એસ.એમ.એસ. દ્વારા પણ જાણ કરવામાં આવશે.
- અરપદાર જન સુવિધા કેન્દ્ર ઉપરથી જ અરજી અંગેનું સ્ટેટસ જાણી શકશે.
- 🛥 અરજીનો નિકાલ થયેથી લેખિત તથા જો શોબાઈલ નંબર જણાવેલ કરો તો એસ.એમ.એસ. દ્વારા પણ જાણ કરવામાં આવશે.
- અરપદારે નિધીરિત સમય મર્યાદામાં પરૂરી નાણાં ભરવાના રહેવે.
- અરજદારે તમામ પ્રકારની સેવા માટેની અરજીઓ એક જ સ્થળે જન સુવિધા કેન્દ્ર માં આપવાની રહેશે અને નિકાલ થવેથી તેનો જવાબ પણ જન સુવિધા કેન્દ્ર માંથી આપવામાં આવશે જેથી નગરપાલિકાના કર્મચારીથી/અધિકારીશીનો સીધો સંપર્ક કરવો નહી.
- સમય મર્ચાદામાં નિકાલ ન ધયેથી અટજી સ્વીકારવાની પહોંચ સાથે ચીફ ઓફિસરશ્રીનો સંપર્ક કરી શકાશે.
- સામાન્ય પ્રકારની ફરીયાદો માટે કોઈ ફી આપવાની રહેશે નહી.

#### **1. Complaint Registration**

Civic Centre/	<b>Complaint Application Form</b>	Online Complaint Form
Application form	and and a second s	જનસુવિધા કેન્દ્ર
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$\checkmark$	annual an i Ball C Strang Strang	અરજની વિગતો
Application form filled	· · · · · · · · · · · · · · · · · · ·	ચારપ્ર મંગર :- <u>ગામમાંથી અનેવર</u> <u>ચારપારે તે</u> ત્યાર :-
by ULB staff	* detains . and much and and any an	<u>ગાંગી</u> ધરકાર સંસ્તર :-
mentioning address, mobile no., ward, type	MA         Whendel Rene         Statute rene           1         Ultry wind a dama         If a statute rene wind a statute         If a statute rene wind a statute           2         using man more is a reng tim statute         If a statute rene wind a statute         If a statute rene wind a statute	<u>ਤੀਪੀਟ</u> ਦੇਸ਼ਰੀਰ ਵੱਡ :-
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applicant	and the sector of the sector o	(ADD NEW) (CANCEL)
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resolving the		ыдар на- <b>РЕТLAD 2010 9642</b> 24/05/2012
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by system, based on	Anap shares to Anar p	RABARI KANUBHAI
Citizen Charter	sveikonnt chine. Tuenari Ann ji rea	RALTIBHAI આપત્રી ની જન્મ પ્રમાણપત્ર નકલ માટેની બરજા આપત્રી ની જન્મ પ્રમાણપત્ર નકલ માટેની બરજા
	Options Reply Back	આપશ્રી ની જન્મ પ્રમાણપત્ર નકલ માટેની બરજ વિભાગમાં મોકલેલ છે. તેનો જવાબ આવલીકાલે બપોરે ૧૨.૦૦ કલાકે જનસેવા કેનામશે મળશે. વિભાગમાં મોકલેલ છે. તેનો જવાબ આવલીકાલે બપોરે ૧૨.૦૦ કલાકે જનસેવા કેનામશે મળશે. વિભાગમાં મોકલેલ છે. તેનો જવાબ આવલીકાલે બપોરે ૧૨.૦૦ કલાકે જનસેવા કેનામશે મળશે.
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## **Complaint Codes**

	<b>Complaints</b> Codes	5
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6	રોગચાળાની ફરિયાદ	2 Elizar alla unante
10	દવા ઇટકાય અંગેની કરિયાટ	marg 414 agran
11	डीर हु डोर डरोड़रान र्फलेनी इरियाद	
12	ગટર ઈપેઈંગ તેમજ કૂંડી હાંકવા અંગેની કામગીરી	
13	ભરેલ કન્ટેનર નકી ઉપાડવાની ફરિયાર	
17	ખેન હોલ ભુગર્ભ મટર સફાઈની કલ્પગીરી	
14	આઈ.સી.ચેમ્બર્સ ગટર સફાઈની કામગીરી	
15	વરસાદી પ્રાણીના નિકાસ અંગેની કામગીરી	
10	प्रोल संपेर्शन	
26	સ્ટ્રીટ લાઇટ રીપેટીંગ	
10	रोड डेमेच	
20	એમ્બ્યુલન્સની સેવા	
19	ગેર કાયદેસર બાંધકામ અંગેની ફરિયાદ	
-	ment plante	> Ching and source
	22 TOMIZETA	અરપાસની આખી શકી

Complaints Code	Type of Complaints
1	Complain of leakage
2	Pollution in running tap water
3	Complain about water pressure
4	Complain of creating pollution in public place
5	Complain about road, construction, and for collecting the waste
6	Complain of the sweeper
7	Complain about cleaning
8	Removal of dead animal
9	Complain of diseases
10	Complain related medicine
11	Complain about door to door collection
12	Drainage and sewerage blocking
13	Complain about not removal of filled container
14	Cleaning of manhole
15	Cleaning of I C chamber
16	Removal of rain water
17	Repairing of poll
18	Repairing of streetlight
19	Road damage
20	Ambulance service
21	About illegal construction
22	Other complaints

#### 2. Complaints Dispatch to Department

Civic centre signs, stamps and dispatches application form to concerned department head

Form comprising department name, applicant name, bar code no., complaint details, and dispatch date from civic centre which is signed and supervise by clerk/staff of civic centre

Dept. Head

Field Staff

# A data a

**Bar Code** 

No specific time for complaint dispatch it might on same day or next day

#### **Complaints from Dispatch from Civic Centre**

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અધિકાઈક્રીને આપવા વિનંતી છે.	मा माछ मध्य मा माछ मध्य कामीनी इत्यित भाषाना विभाग तमे रे. में भंगे ताडीरे डार्थवडी पूर्व यथनों गिरोर डुप्य
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time	જન સુવિધા કેન્દ્ર, પેટાલા. તરફથી રોપોર્ટ
Mid,	- interest country
મ. થીફ આફિસર સાહેબ,	
પેટલાદ નગરપાલિકા, પેટલાદ	
અરવદાકર્શ	ની સામાન્ય ફરિયાદ માટેની અંજી અન્વધે
અંગેની કામગીરી તારીખ	ના રોપ કાલકે પણ
કરવામાં આવેલ છે, જે આપ સાહેબને વિદીત થવા વિ	nidî û.
สเซ็พ :	
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ગ સુવિધા કેન્દ્ર, પેટલાદ	
ઉક્રત વિગતે. જાણ તથા અસ્જદારથી	

#### **3. Complaint Resolution Process**



The form details out the applicant name, resolution date and time, supervised and signature by departmental head

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અધિકારીશ્રીને આપવા વિનંતી છે,	અમેની કરિયાદ આપના વિભાગ આ કરેલ છે. જે અંગે લાકીદે કાર્યબાદી પૂર્ણ થયાનો દીપોર્ટ જુઆ
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	भग सुविधा डेल्ड, पेटलार
ма,	रताजा तन्द्रशी रीपोर्ड
મે. ચીફ ઓફિસર સાહેબ,	
પેટલાદ નગરપાલિકા, પેટલાદ	
અરતદાકશ)	ની સામાન્ય કૃષિયાદ માટેની અરછ અન્વો
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કરવામાં આવેલ છે, જે આપ સાહેબને વિદ	ीत थया चिनंती छे.
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#### **3. Complaint Resolution Process**





र्श्व १	नसुविधा डेन्द्र				5
	Select Report Type :	માસિક	y.		
<u>ીક મોકીસરનો</u> હોંસેવાલ	Select Year :	2008			
	Select Month I	ઓક્ટોમર	~		
या युक्तरनी नोंधर्सी	Select Category :	વિશાગ પ્રમારી			
પ્રશ્ મેનેજમેન્ટ	Select Form Type :	वन-डे तथा नोन	4		
	Select Department :	ખાંધકામ પરવાન			
व इसेनी नेघरी	Select Application Form :	નત જોડાસ મેતવ			
<u>व विश्वमंगी</u> रेपक्ष	De	tail Report	ollection Rep	ort.	(1992-0)
42					
<u>विश्ववीवनीत</u> प्रोटे					
u)					

#### Online monthly report generation

ન, નંબર	ફોમેનું નામ	મહેલ અરજી	નીકાલ શક્ષેલ અરજીઓ	બાકીરઠેલી અરજીઓ	સમય બ્રહ્મરનો અરજીએ	
1	લીકેજ અંગેની ફરિયાદ	689	889	0	0	
2	ત્વાક કે અંગેલ્વા ફારવ્યાંગ નાળમાં કુપિત પાણી અંગેની ફરિયાદ	18	15	c	e	
3	માખાન્ય કરીશાદ માટેની અરજી	241	241	0	0	
4	સાભાજ્ય કરાવાદ માદબા વરાક્ર જાઢેરમાં ગંદકી કરતા હોય તે અંગેની કરિયાદ	0	0	0	0	
5	જાફરમાં ઝડકા કરતા હત્ય રાખ્યત્વે સાવતા કારળાવ સકાઈ કામદાર અંગેની કૃષ્ટિયાદ	D	0	2	0	
	સલઇ ગ્રમદાર અગળ સરબાદ સલઇ ગ્રથતી ફોચ તે અંગેની કરિયાદ	217	217	0	0	
6 7	સફાઇ ન થતા ફાલ તે બંગળા કારવાલ મૃત પશુઓનો નિકાલ અંગ્રેની ફરિયાદ	278	278	0	0	
8	મૃત પશુઆતા અલાલ અગવ્ય સરવાય દતા ઇટકાવ અંગેની કરિયાદ	312	312	0	0	
	દલા છટકાળ અગના ગ્રંથવાટ કોર ટુ ડોર કલેક્શન અંગ્રેની લેરેયાદ	0	0	۵	0	
9	ડાર ટુ ડાર કલ્ડમાંગ બગળા સરવાદ ભરેલ કન્ટેનર નફી ઉપાડવા અંગેની ફરિયાદ	0	0	0	0	
10		874	674	D	0	
11	ચોપ્લ્યુલન્સ ની સેવા	1,579	1,579	0	0	
12	સ્ટ્રીટ ભાઈટ રીપેરીંગ અંગેની કરિયાદ -	4,205	4,205	6	0	
13	કુલ વન-ડે					

## Petlad - Existing Mechanism (Telephonic)



#### Petlad - Existing Mechanism (Manual Register)



#### **Petlad - Manual Register Format**

#### Water Supply Complaint Register

A .	કંપ્પલેઇન નંબર	તારીખ	ફરીયાદની વિગત અને સરનામું	રીમાર્કસ
-		V	अन्यु थारी - २०११	0
3	• (	AMANI	व्याधारहुवा सहाम में 38 मा एत्या Guz Ories २२रेरोमारी मा भगन पार्मे पा व्याकेन क्यान मी	States Bere St of crained alitist Ballerth, Au
2	2	RIANA	ระบบเดิมอีสเริกษา บาลิสาธิสา เการณ์ บน ณฑา กาลา อง	3753201391 (51.31.70.28%
0	3 (	an 192)	עגונטומגוזיי איז איזע א גמנטומיו בוג עוצי ועצמניאי נחביצ ול	STARD EVALL
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#### No common format across the department

#### Sewerage Complaint Register



# No manual register format for sewerage and drainage complaints, citizen write as per their own understanding



#### **Petlad - Informal Feedback by Citizen**



## Petlad – Ward-wise Complaint Analysis

#### Complaints Records : 1/1/2012 -31/1/2012



- Ward no. 7 & 8 have maximum no. of complaints across all sectors, since Citizens are aware.
- Ward no. 2 have maximum water complaints (laying of piped gas connection)
- Ward no. 4,10 & 11 having less complaints
- Total complaints received in the month 136

## Petlad - Detail Observations and Recommendations

Component	Observations	Recommendations
Issue of Complaints Compilation	<ul> <li>No compilation of complaints from civic centre and manual register</li> <li>Telephonic complaints registration is not a formal process, not registered in department but registered at civic centre to some extent</li> <li>No common phone/helpline no. for telephonic complaints, citizens call civic centre as well as departmental head</li> <li>No other modes such as online CGRS, toll free no. etc. to lodge complaints</li> </ul>	<ul> <li>Integration of written/online and telephonic complaints</li> <li>Single helpline no. for lodging a complaint</li> <li>All complaint should be coded, recorded and proper data base should be maintained. A dedicated staff should be assigned (manually/online )</li> </ul>
Complaint Timing	<ul> <li>Timing is not appropriate -11:00 am -6:00 pm</li> </ul>	Should open with ULB time
<u>Complaint</u> <u>Monitoring</u>	<ul> <li>Checking and supervision of complaints is done by dept. head only. If complaints repeat or are still pending, only then does the Chief Officer intervene</li> <li>Civic centre clerk along with Chief Officer check online complaints' status</li> <li>No formal monitoring process, field staff call dept. head after complaints are resolved, occasionally dept. head also checks if resolved</li> <li>To some extent, citizens get an sms regarding the delay of complaints from civic centre</li> </ul>	<ul> <li>Departmental head and Chief Officer should check complaints regularly</li> <li>An interim reply should be sent (through call /sms) to citizen regarding the delay of complaints mentioning additional days to resolve</li> <li>Complaints tracking mechanism should be from both ULB as well as citizen</li> </ul>

## Petlad - Detail Observations and Recommendations

Component	Observations	Recommendations
Formal process of Complaint Escalation	<ul> <li>If complaints are not solved after two attempts and tracking by phone, citizen has to follow walk – in process to civic centre. Civic centre staff along with citizen go to Chief Officer for further process</li> <li>Citizens, who know ULB staff personally only get benefit of speedy redressal of complaints</li> </ul>	<ul> <li>There should be a formal process of Escalation of Complaint to higher Official, citizen should not need to call again if complaints get delayed</li> <li>Synchronisation between civic centre timings and ULB office hours</li> </ul>
<u>No feedback</u> <u>Mechanism</u>	<ul> <li>Checking and supervision of complaints is done by dept. head only. If complaints repeat or still pending, then only Chief Officer interrupts</li> <li>Civic centre clerk along with Chief Officer check online complaints status</li> <li>No formal monitoring process, field staff call dept. head after complaints resolved, occasionally dept. head checked</li> <li>To some extent citizen gets sms regarding the delay of complaints from civic centre</li> </ul>	<ul> <li>Proper feedback mechanism from citizen should come against complaints in the form of complaint resolution voucher</li> </ul>

## Petlad - Detail Observations and Recommendations

Component	Observations	Recommendations
Other	<ul> <li>Complaints only indicate the timeline for resolution days but not detailing on other complaints mechanism like contact details/concerned staff details</li> <li>Time has not fix for complaints dispatch form civic centre to dept, it be on any time of same day or next day</li> </ul>	<ul> <li>Monthly grievance redressal forum should be organised by ULB to raise awareness among citizens and ULB staff. Departmental head, Chief Officer, Citizen, Elected ward representation should also attend. Distribution of pamphlets, poster, singaes should be done as extended process</li> <li>Performance appraisal system of staff can be linked to complaints handling</li> <li>Training to be imparted to ULB staff for effective handling of complaints</li> </ul>

Sidhpur- Grievance Redressal System

## Sidhpur

Sidhpur is an historical city located on the bank of <u>Sarasvati River</u>, considered to be the branch of lost Saraswati River. Siddhpur is the <u>taluka</u> headquarters of Siddhpur taluka. Its derives its name from the great ruler of Gujarat, Siddhraj Jaisingh, who constructed a magnificent Shiva Temple in 12th century A.D. Under the Mughal rule, the town developed and flourished.

ULB Snapshots	2011-12
Population	62,432 (58,194 in 2001)
Growth Rate	6.58 %
Class size	В
Household	12,949
Family size	4.8
Area (sq. km)	11.76
Density (sq. km)	5,309
District	Patan dist., located at about 123 km north of the Ahmedabad
No. of Properties	21,274
Residential	15,222 (72%)
Commercial	6,052 (28%)
Election Ward	12
Slum Pocket	12
Slum Population	6,142 (10%)
Slum Household	1,224





## Siddhpur – Grievance Redressal System (Telephonic)



## Siddhpur – Grievance Redressal System (Manual Register)



#### Siddhpur – Manual Register





#### Siddhpur: Complaint Register

#### Manual Register – Common Format

#### Water Supply

#### SWM



## Siddhpur: Complaint Register

Common

all the

depts.

format for

#### Sewerage and Drainage



#### Siddhpur - Complaint Register



## Siddhpur: Complaint Register

#### Field Register - Sewerage and Drainage


# Siddhpur :Ward-wise Analysis

#### Complaints Records : 1/4/2012 -30/4/2012

Ward No.	No. of Complaints	No. of Complaints	No. of Complaints	Total	
NU.	•	Sewerage and	Solid Waste		
	Supply	Drainage	Management		
1	2	7	0	9	
2	1	5	2	8	
3	2	20	3	25	
4	2	5	4	11	
5	0	4	2	6	
6	0	5	0	5	
7	1	3	1	5	
8	1	9	2	12	
9	1	3	0	4	
10	1	11	0	12	
11	0	3	0	3	
12	0	4	1	5	
Total	11	79	15	105	



Ward wise Complaints Analysis - April

Ward No.

#### **Complaints Analysis**

- Maximum complaints are from sewerage and drainage (75%) among all the complaints across three sector
- Ward no. 3 (24%) have highest complaints among all the wards
- Wards 5,6,7,9,11&12 shown less
- Water and SWM complaints are very less i.e. <15 complaints each in the month

- Maximum sewerage and drainage complaints i.e. 79 against total 105 across three sector
- Ward no. 3 shows the highest complaints i.e. 25
- Ward-5,6,7,9,11,12 showing less complaints
- Water and SWM monthly complaints are very less i.e.<15</li>
- Total monthly complaints 105

# Petlad - Detailed Observations and Recommendations

Component	Observations	Recommendations
<u>Citizen's Charter</u>	<ul> <li>Charter prepared and displayed</li> <li>No copy available to disseminate</li> <li>No regular updation of charter once prepared</li> </ul>	<ul> <li>Citizen's charter should be updated and printed; should be available for dissemination to citizens</li> <li>Citizen's charter should be displayed in comprehensive manner in the ULB, civic centre, etc.</li> <li>Awareness drive, print in local newspapers</li> </ul>
<u>Design Issues on</u> <u>Online</u> <u>Application</u> <u>Format</u>	<ul> <li>Conflict - election v/s. property ward no. in application format</li> <li>Complaint codes mentioned in the charter, but are limited</li> </ul>	<ul> <li>Manual register should be designed in a comprehendible manner; should be common across all departments</li> <li>Ward no. shall be mentioned against all</li> </ul>
<u>Design Issues on</u> <u>Manual Register</u>	<ul> <li>No uniformity</li> <li>Complaint codes are not followed in manual register</li> <li>No format in sewerage and drainage department. Citizens register the complaints depending on their own understanding</li> </ul>	<ul> <li>complaints</li> <li>Resolution date should be given to citizen while complaint registration</li> <li>Subsequently, actual resolved date of complaints and time shall be mentioned</li> <li>Mode of complaints should be mentioned in subsequent communication</li> <li>Department head and field staffs' signature in register against resolution</li> <li>Design/Addition/Modification of complaint codes</li> </ul>

# Siddhpur - Detailed Observations and Recommendations

Component	Observations	Recommendations
<u>Citizen's Charter</u>	<ul> <li>Charter prepared but not displayed</li> <li>No copy available to disseminate</li> <li>One central place in the office is assigned for registering complaints and this functions as Civic Centre</li> </ul>	<ul> <li>Citizen's charter should be updated and printed ; should be available for dissemination to citizens</li> <li>Citizen's charter should be displayed in comprehensive manner in the ULB, civic centre, etc</li> <li>Awareness drive, print in local newspapers</li> </ul>
<u>Design Issues on</u> <u>Manual Register</u>	<ul> <li>Ward no. is not mentioned against all the complaints</li> <li>Resolution date of complaints is missing</li> <li>Remark form citizen is not mentioned</li> </ul>	<ul> <li>Manual register should be designed in a comprehendible manner; should be common across all departments</li> <li>Ward no. shall be mentioned against all complaints</li> <li>Resolution date should be given to citizen while complaint registration</li> <li>Subsequently, actual resolved date of complaints and time shall be mentioned</li> <li>Department head and field staffs' signature in register against resolution</li> <li>Design/Addition/Modification of complaint codes</li> </ul>

# Siddhpur - Detailed Observations and Recommendations

Component	Observations	Recommendations
<u>Issue of</u> <u>Complaints</u> <u>Compilation</u>	<ul> <li>Telephonic complaints registration is not a formal process, not registered in department but registered at civic centre to some extent</li> <li>No common phone/helpline no. for telephonic complaints, citizens call civic centre as well as departmental head</li> </ul>	<ul> <li>Integration of written/online and telephonic complaints</li> <li>Single helpline no. for lodging a complaint</li> <li>All complaint should be coded, recorded and proper data base should be maintained. A dedicated staff should be assigned (manually/online)</li> </ul>
<u>Complaint</u> <u>Monitoring</u>	<ul> <li>Checking and supervision of complaints is done by dept. head only. If complaints repeat or are still pending only then does the Chief Officer intervene</li> <li>Monthly complaint report preparation indicating the pending complaints as well</li> </ul>	<ul> <li>Departmental head and Chief Officer should check complaints regularly</li> <li>An interim reply should be sent (through call/sms) to citizen regarding the delay of complaints mentioning additional days to resolve</li> <li>There should be a formal process of Escalation of Complaints to higher official, citizen should not need to call again if complaints are delayed</li> <li>Citizen feedback mechanism should be in the form of complaint resolution voucher</li> </ul>

# Siddhpur - Detailed Observations and Recommendations

#### **Component** | **Observations**

- <u>Complaint</u> <u>Monitoring</u>
- Informal process of complaint status/feedback to citizen in case of delay
- No formal process of complaint escalation
- No feedback mechanism from citizen against complaints although at field level register, it gets maintained informally

#### Recommendations

- Monthly grievance redressal forum should be organised by ULB to raise awareness among citizens and ULB staff. Departmental head, Chief Officer, Citizen, Elected ward representation should also attend. Distribution of pamphlets, poster, signaes should be done as extended process
- Performance appraisal system of staff can be linked to complaints handling
- Training to be imparted to ULB staff for effective handling of complaints

Anklav - Grievance Redressal System

# Anklav

Anklav is situated on Vadodara -Kathana Broad gauge Railway line. It is a taluka place with Taluka govt. offices like Taluka Panchayat, Mamlatdar Office, Block Health Office. Anklav is classified in various street like Shakkar das ni khadaki, Moti khadaki and many more streets

ULB Snapshots	2011-12
Population	24,267 (19,803 in 2001)
Growth Rate	20 %
Class size	D
Household	5,213
Family size	4.6
Area (sq. km)	21.84
Density (sq. km)	1,111
District	Anand dist, located at about 98 km south of the Ahmedabad
No. of Properties	4,217
Residential	3,498 (83%)
Commercial	719 (17%)
Election Ward	7
Slum Pocket	7
Slum Population	5,325 (22%)
Slum Household	1,065





# **Anklav: Existing Mechanism (Telephonic)**



#### 



## **Anklav: Complaint Register**

#### **Common Complaint Register**



# Anklav - Detail Observations and Recommendations

Component	Observations	Recommendations
<u>Citizen's Charter</u>	<ul> <li>Charter prepared but not displayed</li> <li>No copy available to disseminate</li> <li>No Civic Centre</li> </ul>	<ul> <li>Citizen's charter should be updated and printed; should be available for dissemination to citizens</li> <li>Citizen's charter should be displayed in comprehensive manner in the ULB, civic centre, etc.</li> <li>Awareness drive, print in local newspapers</li> </ul>
<u>Design Issues on</u> <u>Manual Register</u>	<ul> <li>One common register for all complaints</li> <li>Ward no. is not mentioned against all the complaints</li> <li>Mode of complaints is not mentioned</li> </ul>	<ul> <li>Manual register should be designed in a comprehendible manner; should be common across all departments</li> <li>Ward no. shall be mentioned against all complaints</li> <li>Mode of complaints shall be mentioned</li> <li>Development of complaint codes</li> </ul>
<u>Issue of</u> <u>Complaints</u> <u>Compilation</u>	<ul> <li>Telephonic complaints registration is not a formal process, not registered in department</li> <li>Common ULB landline no. for telephonic complaints, no departmental call to respective head</li> </ul>	<ul> <li>Integration of written and telephonic complaints</li> <li>All complaint should be coded, recorded and proper data base should be maintained. A dedicated staff should be assigned</li> </ul>

# **Anklav - Detail Observations and Recommendations**

#### Component Complaint Monitoring

 Checking and supervision of complaints is done by dept. head and office superintendent only. If complaints repeat or are still pending only then does the Chief Officer intervene

**Observations** 

- No monthly complaint report or analysis
- No formal process of Complaint Escalation
- No Feedback mechanism against complaints

#### Recommendations

- Departmental head and Chief Officer should check complaints regularly
- An interim reply should be sent (through call /sms to citizen regarding the delay of complaints mentioning additional days to resolve)
- There should be a formal process of Escalation of Complaints to higher official, citizen should not need to call again if complaints are delayed
- Citizen feedback mechanism should be in the form of complaint resolution voucher or any other form

**Oad - Grievance Redressal System** 

# Oad

- The city is agriculture based Agriculture is the main source of income.
- <u>Tobacco</u>, <u>peanuts</u> and <u>bananas</u> are the main income sources for farmers.
- Other small scale industries like poultry farms, printing presses, screen printing presses, machine shops, Devi Vijay Saw mills etc.
- To support the cash crop industry and small businesses, Oad have no. of transport companies

ULB Snapshots	2011-12
Population	19,290 (18,459 in 2001)
Growth Rate	4.07%
Class size	D
Household	3,939
Family size	4.9
Area (sq. km)	14.34
Density (sq. km)	1345
District	Anand dist., located at about 87 km south of the Ahmedabad
No. of Properties	6,077
Residential	5,385 (89 %)
Commercial	692 (11 %)
Election Ward	7
Slum Pocket	12
Slum Population	7,583 (39%)
Slum Household	1,563





**Oad : Existing Mechanism (Telephonic )** 



## **Oad: Existing Mechanism (Manual Register)**



# **Oad: Complaint Register**



#### **Common Complaint Register**

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Complaints	Description of	Place of	Resolution	Applicant	Resolver's Sign /
Date	Complaint	Complaint	Date	Sign	Departmental Head

#### Complaints Records : 1/1/2012 -24/5/2012

	No. of Complaint for Water Supply	_	No. of Complaint Solid Waste Management	Total
1	2	0	0	2
2	3	0	1	4
3	4	1	0	5
4	14	13	0	27
5	2	1	0	3
6	4	0	0	4
7	10	5	0	15
Total	39	20	1	60

- Ward no. 4 & 7 having maximum no. of complaints
- Complaints are less in no., only 60 in 5 months
- ULB claimed no solid waste complaints

# **Oad - Detail Observations and Recommendations**

Component	Observations	Recommendations
<u>Citizen's Charter</u>	<ul> <li>No Citizen Charter has been prepared</li> <li>One corner place in the office is assigned for registering complaints and this functions as Civic Centre</li> </ul>	<ul> <li>Citizen's charter should be prepared and printed; should be available for dissemination to citizens</li> <li>Citizen's charter should be displayed in comprehensive manner in the ULB, civic centre, etc.</li> <li>Awareness drive, print in local newspapers</li> </ul>
<u>Design Issues on</u> <u>Manual Register</u>	<ul> <li>One common register for all complaints for water, sewerage and swm</li> <li>Ward no. is not mentioned against all the complaints</li> <li>Mode of complaints is not mentioned</li> </ul>	<ul> <li>Manual register should be designed in a comprehendible manner; should be common across all departments</li> <li>Ward no. shall be mentioned against all complaints</li> <li>Mode of complaints shall be mentioned</li> <li>Development of complaint codes</li> </ul>
<u>Issue of</u> <u>Complaints</u> <u>Compilation</u>	<ul> <li>Telephonic complaints registration is not a formal process, not registered in department</li> <li>Common ULB landline no. for telephonic complaints, no departmental call to respective head</li> </ul>	<ul> <li>Integration of written and telephonic complaints</li> <li>All complaint should be coded, recorded and proper data base should be maintained. A dedicated staff should be assigned</li> </ul>

# Oad - Detail Observations and Recommendations

Component	Observations	Recommendations
<u>Complaint</u> <u>Monitoring</u>	<ul> <li>Checking and supervision of complaints is done by dept. head only. If complaints repeat or are still pending only then does the Chief Officer or President intervene</li> <li>No monthly complaint report or analysis</li> <li>No formal process of Complaint Escalation</li> <li>No Feedback mechanism against complaints</li> </ul>	<ul> <li>Chief Officer should also check complaints regularly</li> <li>An interim reply should be sent (through call/sms) to citizen regarding the delay of complaints mentioning additional days to resolve</li> <li>There should be a formal process of Escalation of Complaints to higher official, citizen should not need to call again if complaints are delayed</li> <li>Citizen feedback mechanism should be in the form of complaint resolution voucher or any other form</li> </ul>

Patan - Grievance Redressal System

#### Patan

Patan, an ancient town, was founded in 745 AD by <u>Vanraj Chavda</u>, the most prominent king of the <u>Chavda Kingdom</u>. **Patan** was a capital of Gujarat in medieval times. The city has many historical places like Rani-Ki-Vav and other attractions including Forts, Vavs (Step Wells), Talavs (Lakes) and places of worships.

ULB Snapshots	2011-12
Population	1,30,000 (1,13,749 in 2001)
Growth Rate	11.65 %
Class size	A
Household	28,500
Family size	4.5
Area (sq. km)	13.32
Density (sq. km)	9,535
District	Patan dist., located at about 129 km north of the Ahmedabad
No. of Properties	59,144
Residential	40,094 ( 68 %)
Commercial	19,050 ( 32 %)
Election Ward	14
Slum Pocket	46
Slum Population	25,558 (20%)
Slum Household	4,997





# Patan: Complaint Mechanism (Civic Centre/Walk in )



# Patan: Complaint Mechanism (Phone)



# Patan: Complaint Mechanism (Manual Register)





**Application Form** 



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# Civic Centre : Format

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Water- Workers Register



#### Water- Complaint Register



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### **Patan: Complaint Format**

#### Water Supply - Complaint Register

SI. No.	Date	Mode of Complaints	Applicant Name	Complaint Description	Staff / Labour Name	Resolution date
Water						

#### Sewerage and Drainage - Complaint Register

SI. No	Date	Name and Address	Applicant Name/Sign	Applicant Sign	ULB staff Sign	Remark
Sewerage						
and Drainage						

#### Solid Waste Management - Complaint Register

Date of Complaint	SI. No	Type of Complaint, Name and Address	Staff Name / ULB
Solid Waste			
Management			

#### **Civic Centre : Manual Format for complaint**

SI.No	Mode of Complaints	Subject	Department wise	Concerned department of complaint	have dispatched	Reason for dispatch
Civic Centre						
Format						

# Patan - Detailed Observations and Recommendations

Component	Observations	Recommendations
<u>Citizen's Charter</u>	<ul> <li>Charter prepared and displayed</li> <li>No copy available to disseminate</li> <li>No regular updation of charter once prepared</li> </ul>	<ul> <li>Citizen's charter should be updated and printed; should be available for dissemination to citizens</li> <li>Awareness drive, print in local newspapers</li> </ul>
<u>Design Issues on</u> <u>Online</u> <u>Application</u> <u>Format</u>	<ul> <li>No Application format, citizen write their own understanding for complaints</li> <li>No complaint codes mentioned in the charter/application format</li> </ul>	<ul> <li>Design of common format/application form for compliant registration</li> <li>Design and development of complaint codes</li> </ul>
<u>Design Issues on</u> <u>Manual Register</u>	<ul> <li>No uniformity in all register</li> <li>Ward no. is not mentioned against all the complaints</li> <li>Mode of complaints are not mentioned except water supply dept.</li> <li>Dispatch date from civic centre to concerned department is missing</li> </ul>	<ul> <li>Manual register should be designed in a comprehendible manner; should be common across all departments</li> <li>Ward no. shall be mentioned against all complaints</li> <li>Resolution date should be given to citizen while complaint registration</li> <li>Mode of complaints shall be mentioned</li> <li>Subsequently, actual resolution date of complaints and time shall be mentioned</li> <li>Mode of complaints should be mentioned</li> <li>Mode of complaints should be mentioned</li> </ul>

# Patan - Detailed Observations and Recommendations

Component	Observations	Recommendations
<u>Issue of</u> <u>Complaints</u> <u>Compilation</u>	<ul> <li>Telephonic complaints registration is not a formal process, not registered in department</li> </ul>	<ul> <li>Integration of written/civic centre and telephonic complaints</li> </ul>
Complaint Monitoring	<ul> <li>Checking and supervision of complaints is done by dept. head only. If complaints repeat or are still pending only then does the Chief Officer or President intervene</li> <li>No monthly complaint report or analysis except drainage dept.</li> <li>No formal process of Complaint Escalation</li> <li>No formal feedback mechanism from citizen against complaints</li> </ul>	<ul> <li>Chief Officer should also check complaints regularly</li> <li>An interim reply should be sent (through call/sms) to citizen regarding the delay of complaints mentioning additional days to resolve</li> <li>There should be a formal process of Escalation of Complaints to higher official, citizen should not need to call again if complaints are delayed</li> <li>Citizen feedback mechanism should be in the form of complaint resolution voucher or any other form</li> </ul>

# **Quick Observations of Visited ULBs on Manual Register**

ULB	SI . No	Date	Name	Address	Type of complaint	Resolutio n Date	Mode of Complaint	Applicant Sign	Dispatch date to Dept	Signature of Dept Head/ Field Staff	Remark From ULB	Remarks From Citizen	Issues
Petlad	Y	Y	Y	Y	Y	Y	N	N	N	Y ( Field staff only )	Y	-	Do not follow complaint codes; no uniformity in register ;wd no. not recorded
Anklav	Y	Y	Y	Y	Y	Y	Ν	Ν	N	Y ( Field Staff only )	N	Y (Informally)	Common register/basic design issues in register; wd. no not recorded
Oad	N	Y	Y	Y	Y	Y	Ν	Y	N	Y ( Dept. Head only )	Y (Done )	Ν	Common register/ basic design issues in register; wd no. not recorded
Siddhpu r	Y	Y	Y	Y	Y	Ν	Y	Ν	Y	Y ( Dept.Head only ) At field level register, field staff sign against complaints	Ν	Ν	Date of resolution of complaints not recorded; remarks from ULB and Citizen are missing, no ward level information
Patan	Y	Y	Υ	Υ	Y (Except Sewerage Dept )	Y (Except Sewerage Dept )	Partially (Only in Water supply)	Y (Only in Sewerage dept.)	Y (Only in SWM dept. dispatch date from Civic Centre)		Only in Sewerage Dept	Ν	No standard manual register, wd no. not recorded; basic design issues in register

- No feedback machanism from citizen
- Dispatch date from civic centre to concerned department is missing
- Resolution time and reasons for delay is not included; Wd no. is not mentioned

#### Proposal



#### Way Forward

- Updation/Modification of Citizen Charters
- Display and dissemination to citizen
- Follow Service Level Benchmark standard for complaints redressal developed by Ministry of Urban Development
- Design intervention on complaints format
- Development of Complaints coding
- Initiation of Citizen feedback mechanism into formal process
- Support of IT system/ intervention
- Outsource Complaints Grievance System
- Capacity building and training to ULB s staffs
- Awareness among ULB staffs and citizen for better transparency and accountability in complaints redressal system

# Further Action in PGRS - Workshop, Exposure Visits, Training Sessions



#### Developing an MS Excel based complaints monitoring tool (ALSO IN GUJARATI)

#### **Complaint Codes**

#### **Input Sheet**

		Complaints Code		
Water Supply (WS)	Sewerage & Drainage (SD)	Solid Waste Management (SWM)	Storm Water Drainage (SWD)	Street Light (SL)
W5 1 - Delay in new connection	SD 1 - Delay in new connection	SWM 1 - Sweeping not done on road	SWD 1 - Blockage / overflow of Storm Water Drainage network (open + covered)	SL 1 - Non functional street light
WS 2 - Leakage / Pipe breakage	SD 2 - Pipe break	SWM 2 - Nuisance on vacant plots	SWD 2 - Water Logging	SL 2 - Exposed electrical cable/wire
WS 3 - Illegal water connection	SD 3 - Blockage / Overflow of sewer lines	SWM 3 - Overflow from bins	SWD 3 - Missing /damaged manhole cover	SL 3 - Damaged street light pole causing potential hazard
W5 4 - Contaminated water	SD 4 - Discharge of untreated sewage in open place	SWM 4 - Removal of dead animals / carcass	SWD 4 - Delay in requested service	SL 4 - Irregular operations of street light
WS 5 - Problem of turbid water	SD 5 - Discharge of untreated sewage in storm water drainage	SWM 5 - Burning of garbage		SL 5 - Insufficient lighting
WS 6 - No water supply	SD 6 - Discharge of untreated sewage in water bodies	SWM 6 - No door to door collection		SL 6 - Delay in requested service
W5 7 - Low water pressure	SD 7- Broken or missing manhole cover cover	SWM 7 - Non cleaning of litter bins		
WS 8 - Irregular timing of water supply	SD 8 - Delay in Soakpit / septic tank cleaning	SWM 8 - Complaint against behaviour of SWM staff		
W5 9 - Non functional Stand post	SD 9 - Unclean public toilet	SWM 9 - Complaint against individuals littering		
WS 10 - Non functional Handpump	SD 10 - Non supply of water in public toiltet	SWM 10 - Public littering		
WS 11 - Inadequate supply through tanker	SD 11 - Physical damage to pubic toilet - doors, fixturew, elecr\r\trical	SWM 11 - Garbage spillage from vehicles		
	SD 12 - Issues related to timimg	SWM 12 - Mosquito/ other		
applicable)	of public toilet	insects menace		
WS 13 - Delay in requested service	SD 13 - Complaint about illegal connection	SWM 13 - Poor condition of vehicles, non-compliance with motor vehicle and traffic rules		<u>cc</u>
	SD 14 - Delay in requested	SWM 14 - Cattle nuisance	Ustiname Vallability	a
		SWM 15 - Delay in requested service	Class Size D District Bhormage	

Data feeding has been based on multiple numerical options. ULBs has to fill ward no. and city population

Monthly Report on complaints across the sector gets generated automatically once data fill in "input sheet".

Complaint No.	Deep of complexies registrations (nergisk/srt)	Norme & address of saturgion and contact pay		World ret. Childrein Mittlive Winnell	Needler of assessations	Sectorwise comprision code	Details of Completions	Doke of dispetic to be respective dept. (rees/dd/or)	Beer of Secondaria entailated (men/dd/with	Network for wetlining recorded	Bernaris (Dares / Providing / Non Saec(111)
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5.	22/11/12	WG00CWL	2	3	1	1	854				3
8	19/10/10	WO DOCWL	1.	2	4	1	W51		-		3
2	26/11/12	An Building Society	3	- 6	1.	2	\$0.5	38/11/02	28/11/12		1
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	26/11/12	Hears Set, Johns) Sockety	- U	4	2	3	SWM3	28/07/02	26/11/12		1

#### Developing an MS Excel based complaints monitoring tool (ALSO IN GUJARATI)

#### **Output Sheet Monthly Report**



#### **Output Sheet Monthly Report**



Category	Total Complaints	Water Supply	Saracurage and Drainage	Solid Weste Management	Storer Watter Drainage	StreetLight
Shirits		3	2	2.		0
Nen Silams	26	4	- 1	0	17	9
Total	13	1 7	1	2	33	1 (A # 1 - 7









Monthly Report on complaints comprises total complaints, sector wise complaints, sub type of complaints, complaints resolving status, segregated data on complaints from slums

Designing of standard complaint register based on input sheet of complaint monitoring tool

- Pilot testing of complaint monitoring tools (English and Gujarati)
- Designing of standard register format in for ULBs
- Designing of standard application form for complaints
- Implementation of complaints monitoring tools in few ULBs
- Hand-holding support to Himatnagar ULB with the support of Rajkot Municipal Corporation

# Thank You