# MUKHYA MANTRI SEVA SANKALP HELPLINE @1100

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*Abstract*

*The social contract of the democratic set-up has always stood for a government that has no choice but to listen and respond to what the public wants. The lack of access to the decision makers in the government has been an oft cited critique of government's functioning in a populous country such as ours. In such a situation, technology has the potential to emerge as a bridge between the masses and officialdom. Himachal Pradesh Government has conceived Mukhya Mantri Seva Sankalp Helpline with an objective to provide system driven accountable and responsive governance. With this facility one can lodge grievances, seek information and given suggestions. This paper aims at showing how technology based solutions can create maximum governance effect without expanding the size of the government. It proves that technology in itself does not guarantee the success of a program, rather, technology is just an enabler which has to be supported by awareness, capacity building, ease in fixing accountability and building consensus among stakeholders.*

*Keywords: Grievance Redressal, Complaint, Innovation, Service Level Agreement*

## I. Background

The Mukhyamantri Seva Sankalp Helpline in the state of Himachal Pradesh is an initiative to develop a single grievance redressal information technology based platform. The call center is the nerve center of this platform which provides the easiest possible manner for registering grievances or seeking information through a phone call.

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This easy access neutralizes all traditional constraints of distance, weather, education, income or any other socio-economic constraint. The procedural bottom-up flow and closing the loop only on customer approval highlight the uniqueness of this new approach.

The importance of having dynamic execution strategy and innovative steps were taken for building consensus, unity of purpose and spirit of collective responsibility in departments. Execution of a good idea reflects in the sustainability and acceptance of the system by stakeholders which reflects in credible data which is collected continuously in this system.

Mukhya Mantri Seva Sankalp Helpline (hereinafter referred to as MMSS) was conceived as a one stop shop for all public grievances in the State. It covers:

1. Grievance registration.
2. Demands & Suggestions
3. Information dissemination

It includes all sources of grievances like those received at the call center, through paper trails, emails or the MMSS Portal. It was observed that in existing grievance redressal mechanism there were the following issues:

➢ Top down approach.
➢ Absence of an institutionalised follow-up mechanism.
➢ No structured system of registering grievances from different sources
➢ No escalation matrix and timelines.
➢ No integrated Feedback/Suggestion system

The Hon'ble CM announced the establishment of the MMSS on 9thFebrurary, 2019 and the service was launched on 16 September, 2019. Selection of vendor, identification of space, setting up of call center, training of staff, mapping and training of officials and customization of software was all done in this prelaunch phase.

Picture 1: - CM Sankalp Web Portal



*Source: Department of Information Technology, Govt. of HP*

Picture 2 & 3- CM Sankalp Android and IOS APP



*Source: Department of Information Technology, Govt. of HP*

## II.  Objectives and Research Mythology:

The paper aims at taking a 360° review of MMSS help line for common man as a tool of responsive governance in Himachal Pradesh in terms of

- Understanding the nuts and bolts of system.
- The functioning mechanism of the helpline.
- The results delivered by the initiative & proposes.
- Reasonable suggestions at the policy and implementation for good governance.

The paper has been attempted on the basis of primary data of Department of Information Technology on functioning of the helpline for a period of first five months starting from 16th September, 2019. The work is a piece of descriptive research with derivatives for policy formulation.

## III.  MMSS: The Nuts & Bolts

Keeping in view the above issues, the Department of Information Technology, Govt. of Himachal Pradesh proposed the concept of MMSS helpline with the following features.
- a)  Single platform to register all types of grievances
- b)  A dedicated Call Centre
- c)  Bottom-up approach
- d)  Citizen centric approach where post resolution, satisfaction confirmation is taken from the citizen.
- e)  Builds Central repository of data and uniform structured data for analysis and policy making
- f)  A dedicated Third Party Auditor for quality monitoring

## 3.1.  Operations

MMSS Helpline is operated through a Call Centre based at State headquarter Shimla functional on all week days from 7:00 am to 10:00 pm.

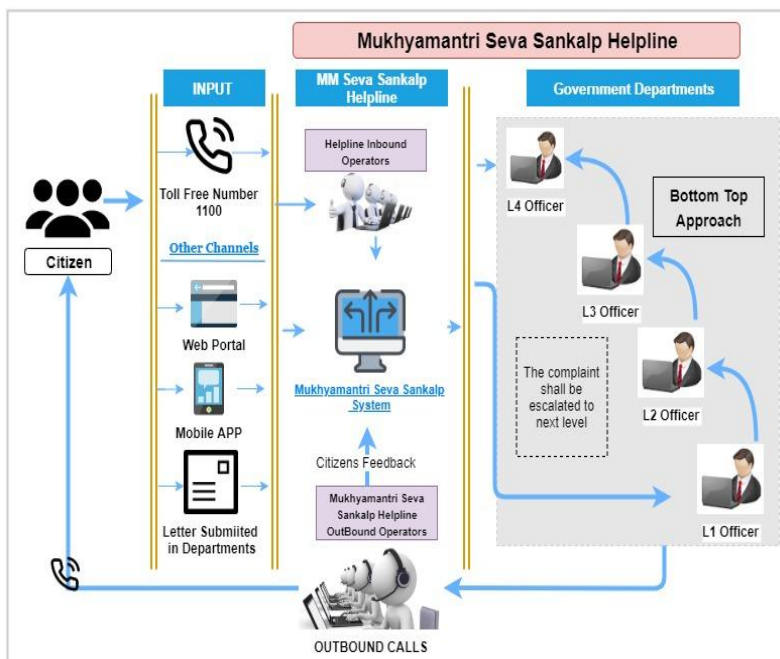### Picture 4 & 5: Call Centre at Shimla



*Source: Department of Information Technology, Govt. of HP*

### 3.2. Process of Registering a Complaint

1.  Citizen can call on 1100, write an email, operate directly on the portal or send a traditional mail to CM office to register a complaint.

### Chart1: The Flow Chart of MMSS Helpline



*Source: Department of Information Technology, Govt. of HP*

2.  Post registration, citizen receives the acknowledgment through SMS containing details of the complaint like unique complaint number and detail of concerned L1 officer (Designation and Telephone Number).
3.  Complaint is transferred automatically to L1 officer and SMS containing complaint details is forwarded to him/her. The concerned officer accesses the logged complaints through the web portal and/or Mobile App.
4.  Officer acts accordingly to resolve the complaint within stipulated timeframe (Turn Around Time). Having resolved the problem, the Officer enters the action taken on the portal. That is considered 'Partially Closed'

5.  The status of partially closed complaints go to outbound function of MMSS Helpline.
6.  Outbound call is conveyed to complainant for feedback on the 'partially closed' complaint. If the complainant is satisfied by the action taken, then complaint is "Satisfactorily Closed".
7.  If complainant is dissatisfied, then complaint will be escalated to L2 officer.
8.  If the complainant is satisfied by the action taken by L2 officer, then complaint is "Satisfactorily Closed" else escalated to L3 level and so on.

### Picture 6: Complaint Flow Process
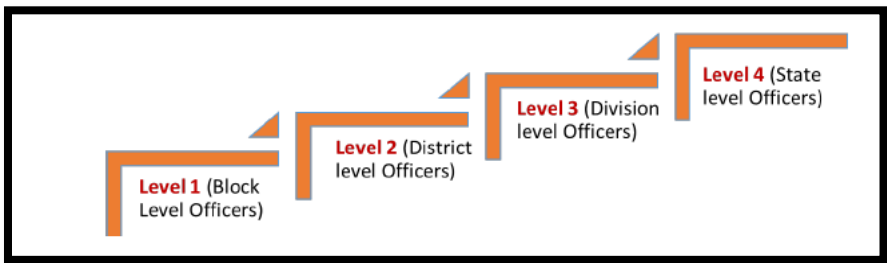


*Source: Department of Information Technology, Govt. of HP*

9.  In case of Demand/ Suggestion made by the citizen, the matter is routed to respective departments for their necessary action. The demands/ suggestions are visible on the dashboard of HOD and Nodal Officer of the concerned department.
10. In case, the citizen calls at 1100 and seeks information about the Government Schemes, the Call Centre Executive (CCE) provides necessary information to the citizen based on the existing database available at http://himachalforms.nic.in.

## 3.3.  Innovation in System Engineering

**Study of Existing System:** Madhya Pradesh was the first state in India to implement this concept. A team of officers from Himachal Pradesh visited Madhya Pradesh and studied the implementation of the same.

**Advance Sensitization:** As a pilot and pre-testing the initiative, state level pre-launch workshop at Shimla and Divisional level workshops at Shimla, Mandi & Kangra were organized. The constructive feedback on software and methodology was taken from the officials in these workshops. One significant suggestion provided in the state-level workshop included differentiation in the login ID from officer based to office based, which proved to be very effective.

**Active Collaboration:** Further, a WhatsApp group was created for the nodal officers of various departments to immediately address any problem faced by any officer besides providing related feedback on their departments for resolution of the issues. The group remained very active and around 15,000 messages were exchanged over the reporting time period.

**Report Cards:** Rating: In order to encourage the competition among the departments for better resolution of the complaints, departments were ranked and report cards were made based on the resolution of complaints. The Chief Secretary reviewed the helpline in October 2019 and the report card were issued during the meeting which were sent to all the stakeholders.

**User Manual:** A handbook of guidelines and user manual was prepared to give officials' information to efficiently use the portal for best results. The transfer related change management process was clearly explained in the manual. The task of updating employees upon personnel changes being affected has been made the responsibility of the nodal officer and Heads of departments.

**Monthly Departmental Camps:** A monthly schedule is prepared for all the departments for visiting the MMSS Helpline office. During the visit, the officers of the department visit the helpline office and review the complaints and complaint attributes. As per the schedule, each department ensures a visit to the helpline office at least once a month.

**Public Display of internal SLAs:** The daily report of Service Level Agreement (SLA) parameters is prepared and published on a large display setup in the visitor's area of the office of Department of Information Technology. These reports are published on report card released by the department.

**Customization of Portal:** The success of this initiative depended on a strong IT Backbone with the following customizations undertaken:

- Departmental Dashboards
- Granular level, drill down reports
- Departmental specific reports.
- Upgradation of analytical Dashboard
- Advanced search reports

**Officers Helpdesk:** An officers' helpdesk number 0177-2801200 has been established to hand hold officers on the system. The helpline works from 10 AM to 5:30 PM. More than 13000 calls have been received on this helpdesk.

**Mobile Phone Apps:** For quicker response from officers and faster transmission of information, MMSS app has been developed on Android and IOS platforms. There have been 4400 downloads of this application.

## IV.    The Output of MMSS

**4.1  Data driven Approach:** Rich data captured in the system helped us with clear decision making for call center operations. Few examples are as under

1.  Number of seats were increased from 30 to 33 after analysing the inflow of the calls.
2.  The deployment of manpower in the different shifts is being based on hourly call flow of inbound calls.  The hourly call flow –Inbound data is as under:

### Chart 2: The Flow of Hourly Calls Received
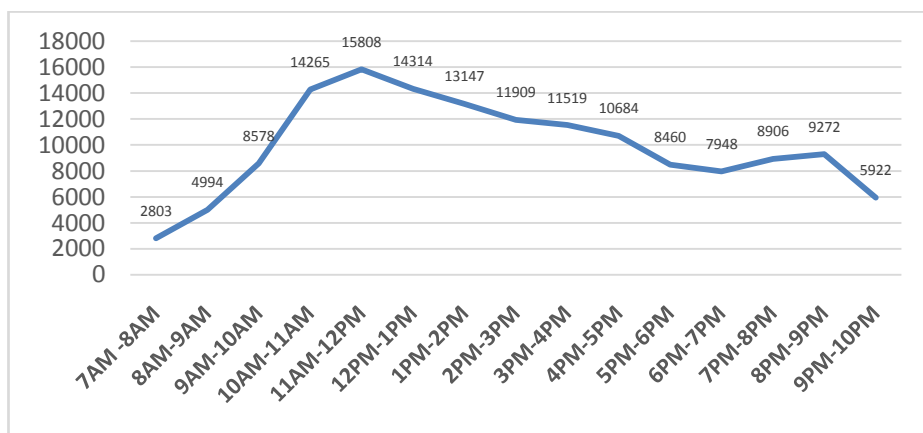


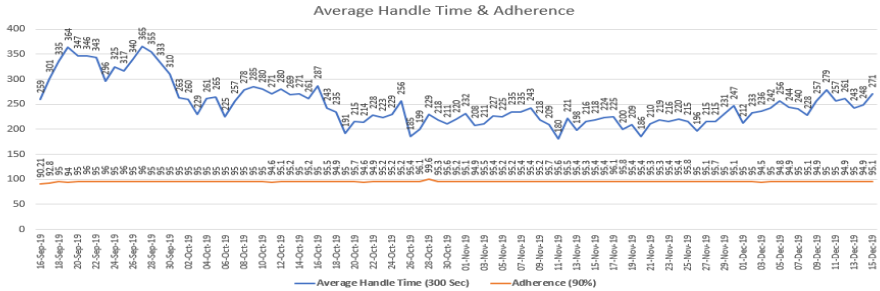*Source: Department of Information Technology, Govt. of HP*

## 4.2   Internal Assessments

The official team visited various departments and collected the data for the MMSS helpline. During the reference period, 75 departments and 8000 officers of various departments were mapped to the system. The team monitor the operation performance mainly on four parameters.

*   Average handling time
*   Adherence rate
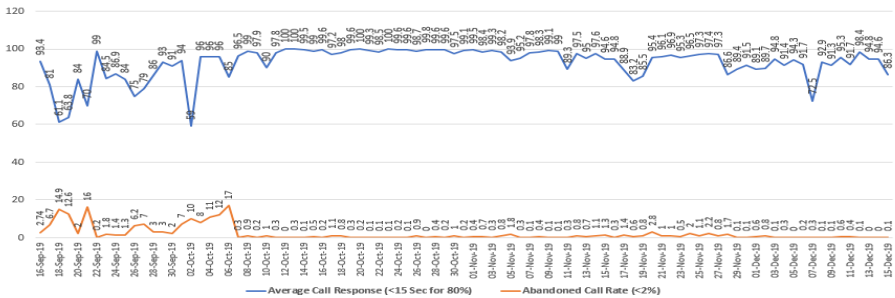*   Average call response
*   Abandoned rate

All these SLAs are being consistently met.

## Chart 3: SLA Compliance



Average Handle Time & Adherence

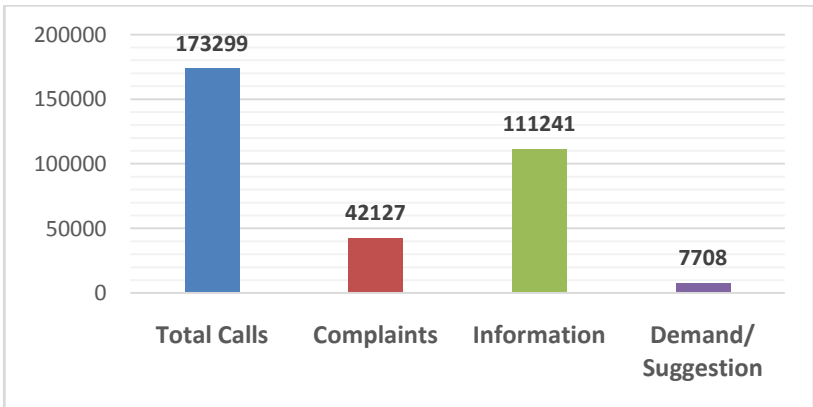*Source: Department of Information Technology, Govt. of HP*

## Chart 4: Average Call Response & Abandoned Call Rate (%)



*Source: Department of Information Technology, Govt. of HP*

### 4.3   Status of complaints

## Chart 5: Details of Calls Received



*Source: Department of Information Technology, Govt. of HP*

It is evident that total 173299 calls were received in the period of five months with an average of 1155 calls per day. The major chunk, 64% calls were seeking information whereas 24% calls comprised complaints which were significant relating to grievances from the public. There were 4.4% calls on part of demands and suggestions.

## 4.4   Resolution of Complaints

The total complaints received and resolved related data is shown below:

### Chart 6: The status of Complaints handled
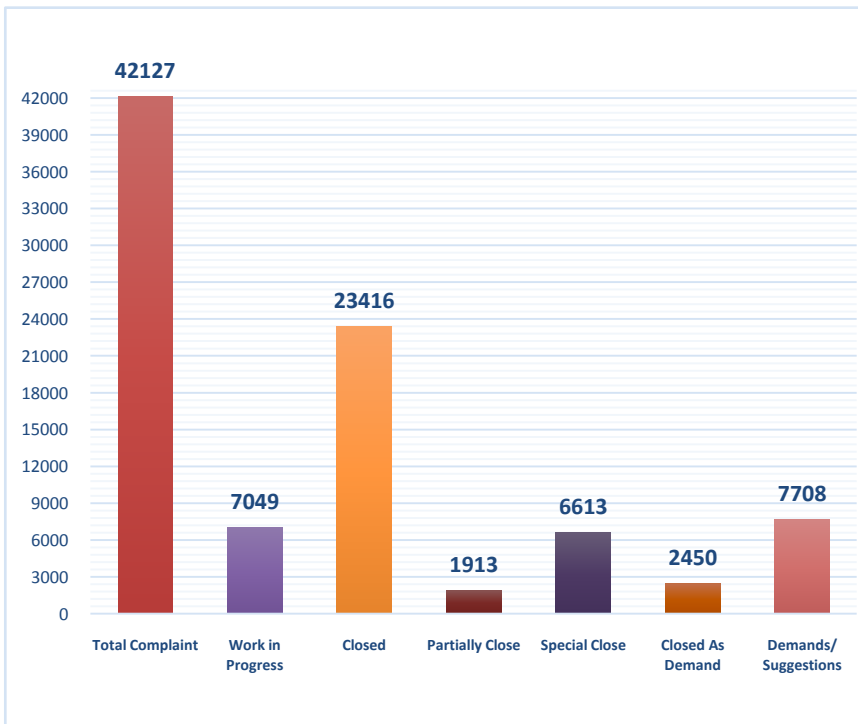


*Source: Department of Information Technology, Govt. of HP*

It is evident from the above chart that 55.58% of complaints were closed based on the satisfaction of the citizens. The 83.27% complaints were fully closed on the portal. The percentage of complaints on which Departments were working is 16.73%.

## 4.5  District wise distribution of complaints:

### Chart 7: District wise Total Complaints (%age)
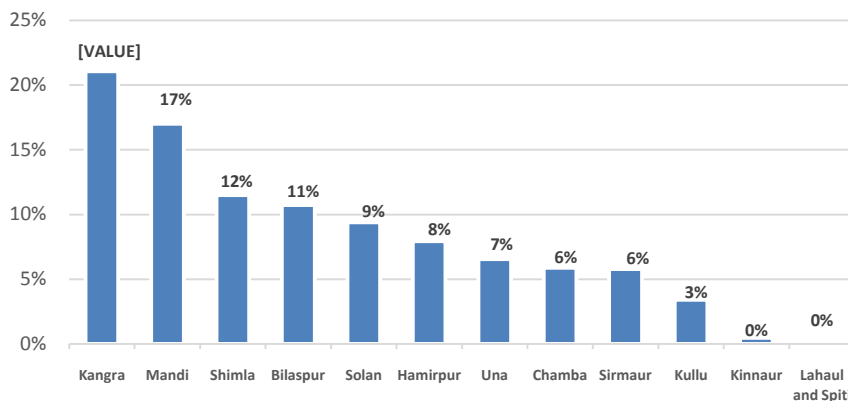


*Source: Department of Information Technology, Govt. of HP*

It may be seen from the above distribution that the escalation of complaints has been in proportion to the population of the districts. Kangra, Mandi & Shimla districts had higher incidence of complaints than others.

## 4.6  The Project Cost:

The annual cost of the project is given in the table below:

### Table 1: Annual Expenditure

| Sr. No | Particular | Rs. In lakh | Remarks |
|---|---|---|---|
| 1. | Call centre agency cost | 172.00 | As per tender (33 seats*41772)+(3 CCA * 20886) |
| 2. | Third party audit | 63.72 | As per tender |
| 3. | Electricity Charges | 3.60 | For three-phase electricity connection |
| 4. | PRI Line | 40.00 | To be paid to BSNL/TSPs on actual basis |
| 5. | IEC Campaign | 20.00 | Newspapers, Radio, TV, Banners, Pamphlets etc. |
| 6. | Capacity Development | 20.00 | Workshops and training |
| | **Total** | **319.32** | |

*Source: Department of Information Technology, Govt. of HP*

The annual project cost is Rs. 319.00 lakh and the major component is Rs. 172.00 lakh on account of call centre followed by the third party audit component. The other components included IEC activities, infrastructure development, capacity development and electrical charges. With the ease of access and greater accountability of officials at the cutting edge level, the positive externalities from the system far outweigh the financial outlays.

## V.   Results & Findings

On the basis of discussions recorded in the preceding text, the major features, results and findings of the project are as under:

- This helpline differentiate itself from traditional public grievance mechanism in two distinct ways. These are the bottom-up approach and the post resolution citizen satisfaction confirmation. These two features allow saving time and better satisfaction rates by letting the public have the last word.
- The authenticity of helpline is supported by keeping a record of all phone calls made which allowed for ascertaining any complaint, satisfaction and feedback. It also remains time, distance, weather, connections, and education neutral.
- The initiative is supported by a strong IT backbone with constant review &monitoring at every level of government. The data availability, analysis, reports are available at click of the button on the dashboards of all the stakeholders including the office of Hon'ble Chief Minister, all the Ministers, Secretaries, HoDs, DCs and other officers at different level of escalation.
- Special guidelines have been issued to the users for using the system and holding periodic reviews.
- The system has inbuilt accountability with an automatic escalation matrix.
- The multiplicity of modes i.e. toll free number, web portal, mobile app, email and letter extended all the channels of communication for access.
- The dedicated whatsaap group and internal assessment for monitoring at the supply side further strengthened the system for service delivery in the citizen centric initiative of administration.

- The other instruments viz report cars, workshops, departmental camps, public display of SLAs provided a strong backbone to the innovative idea.

## VI.  Suggestions and Way Forward

- It is important for people to see value in this project to sustain. A continuous review at the highest levels of government supported by vision for value in it for which the success of the initiative has to be shared through various forms of mass media.
- The continuous training and capacity building of new employees at the call center and also various departments needs dedicated attention.
- On the technology side, data security challenge will be faced since huge amounts of data are being generated everyday.
- This huge data being generated could be the ideal raw material for doing predictive modelling based on machine learning and Artificial intelligence.
- In the future this could actually help us plan better by knowing what are the likely issues to arise across departments, geographies and seasons. Hence it is important for the department to leverage upon the work already done to help in strategic planning for the future.
- The reasons for dissatisfaction and satisfaction ratings are being recorded from the public users of the system to differentiate different levels of performance across the departments. Continuous updation of the portal's software is essential to get more layered, nuanced data.

## Acknowledgements