

Mission Mode Project Name:

Design, Development, Testing, Implementation, Maintenance of Integrated, Web Based Citizen Relationship & Grievance Management System (CRGMS) and Implementation at Call Centre using Voice, IVR, Internet, Email, WAP Enabled Mobile Phones, Fax and Paper Media

A. Project Description

The Government of NCT Delhi and autonomous bodies/agencies provide large number of services to citizens. Like any other government it is responsible for providing various kinds of infrastructure, issue licenses/certificates and implement rule of law. The implementation in the field is not always as prescribed in rulebooks, which leads to discontentment amongst people. The Government accordingly needs mechanism for getting response of citizens it serves. Existence of a good feed back mechanism is a must not only to get feed back on what is happening in the field but also to identify weak points of governance, to take remedial measures whether systemic or procedural.

The citizen today has higher expectations from the government and they want the ability interact with the government on what they want, when they want and however they want basis; the Government on the other hand has to achieve better citizen service delivery standards in a cost effective way.

In absence of a centralized system of handling requirement of information dissemination and grievance handing, departments started setting up their own call centers to cater to the needs of people. All the departments have different telephone numbers public access and support. Today six departments are running call centers with six different telephone numbers. Call center of each department will not be advisable, as citizens can't be expected to remember all these numbers.

The grievances received take long time to get redressed and there is no escalation mechanism to ensure redressal of all grievances. In fact only those, which come from offices, like Rashtrapati Bhawan, P.M.O., L.G., C.M.O., Ministers, etc. get priority as they are monitored under a separate category called VIP reference. By use of technology there is lot of scope for improvement in grievance redressal. The project envisages use of latest technology to monitor each and every grievance filed and thus increase citizen satisfaction with the government in the field of management of grievances and delivery of information to citizens on various services/schemes of the departments.

Existing level :

1.1.1. Information Dissemination

1.1.1.1. Government Department/agencies provide information through

- The officials handling the subject in the offices
- Announcing various schemes in the media
- Help-desk/reception in the department/agency
- Placing information on the website www.delhigovt.nic.in

1.1.2. Grievance Filing

Grievance filing is done by government Department/agencies through

- Letter/representation on paper
- Internet Grievance Redressal System at <http://delhionline.nic.in>
- Personal meetings.

1.1.3. Problems in Existing system

1.1.3.1. Information Dissemination System

- 1.1.3.1.1. All departments and all services are not covered under the present web-based system.
- 1.1.3.1.2. Citizens have to visit government offices to obtain information spending time and resources.
- 1.1.3.1.3. There is no mechanism that allows the citizen to get information on various services offered by Government at one location.
- 1.1.3.1.4. Very small percentage of society has access to Internet and hence information available on the website is not available to all.

1.1.3.2. Grievance Handling System

- 1.1.3.2.1. There is no mechanism in place to monitor disposal of all grievances submitted on paper or as representations
- 1.1.3.2.2. All departments are not covered under <http://delhionline.nic.in>, the Internet based grievance redressal system of the government.
- 1.1.3.2.3. Also for departments covered by this system, sorting/allocation/follow-up of grievances to field level a functionary is not possible.
- 1.1.3.2.4. There is no escalation mechanism in the present system that can bring un-serviced grievances to the notice of senior authorities after specified periods.

1.1.3.2.5. There is no mechanism in place to send SMS to field level employees based on action required for urgent grievance redressal like disruption of water supply, water logging, etc.

1.1.3.2.6. No mechanism in place to collate grievances received, serviced, un-serviced through different mediums at one place.

1.1.3.2.7. There is no mechanism, which can allow citizens to lodge grievances using landline telephone or cell phone.

1.1.3.2.8. There is no mechanism in place to have consolidated figures on grievances received through various modes for government official performance analysis and identification of weak spots of governance.

Brief description of proposed project including likely service benefits:

1.1. CRGMS will provide masses, direct access to Delhi Government. It will be a shared system for information dissemination and grievance handling for all government departments and agencies thereby reducing redundancy, operational overhead & cost.

1.1.1. Provide centralized help-desk for guidance/information to citizens on various services offered by the Government. Set up a single access point having sufficient number of trained staff to reply to the citizens' queries received through any communication mode.

- 1.1.2. To have one system accessible to all containing details on all grievances and action taken irrespective of channel of its receipt.
- 1.1.3. To develop a web based public grievance management system of Delhi Government so that centralized monitoring of all grievances can be done effectively with proper escalation mechanism.
- 1.1.4. The aim is to provide a consistent presentation layer to the citizen regardless of the channel being used. Use communication modes (Voice – Landline – Fixed/Wireless, CDMA & GSM based cell phone), Interactive Voice Response (IVR), Internet, Email, Paper to interact with Government. The Internet and IVRS being self-service medium will reduce the load on the Call Centre and also provide an opportunity, to Government in future to integrate, web enable and automate the complete process of service delivery increasing overall citizen satisfaction through quality of service.
- 1.1.5. Design a system that enables offline and online (web based) public grievance registration and information dissemination from the Call Centre as well as Government of Delhi Citizen Service Bureaus (CSB), CM's Grievance Cell, Departments and by officials in the office of LG/Minister/Secretaries/HODs.
- 1.1.6. Analysis of grievance and queries to provide long-term solutions to the problems of citizens.
- 1.1.7. Generate a database to identify weak spots of governance to provide long-term solutions, systemic, policy improvements for the problems of citizens.

- 1.1.8. To ensure that the government staff is more accountable to the citizens.
- 1.1.9. To get feedback on what is happening on the field.
- 1.1.10. Generate a database of queries and grievance to enable analysis key performance indicators for government officials. To have a system to assess the performance of departments and their officers.

B. Project Objectives, Service Levels & Output Indicators

The new system CRGMS is expected to address the shortcomings of the existing system with an integrated system to handle both servicing of information needs of citizens and redressal of public grievances.

CRGMS will be used by the Citizens as

- a. An Information Centre**
- b. Grievance redressal mechanism**

It will work as help desk for the Delhi Government.

1.1.4. Public Grievances Redressal

The expected system should be one where grievances can be lodged using any medium namely Voice – Telephone - Landline/Fixed Wireless, Mobile Phone - GSM/CDMA, IVR – Interactive Voice Response, Internet – Email/Form/WAP (with picture attachment), or Paper based representation received by any Government Representative, Department, Citizen Service Bureau.

The main purpose is to

- i. Register Complaints & Grievance
- ii. Deliver action taken reports/proceeds on grievances lodged earlier.
- iii. Analysis of grievances

1.1.4.1. Telephone/Mobile

1.1.4.1.1. Citizen will call up 126126 and give the grievance to the call agent who will key in the same into the system and issue a Unique Grievance Identification Number (GIN) to the calling citizen for future reference and follow-ups.

1.1.4.2. IVR - Interactive Voice Response

1.1.4.2.1. Citizens calls up 126126 and selects IVR to file their grievance, instead of going for the operator. The IVR guides the citizen and registers department specific grievance through the system. The system should generate a Unique Grievance Identification Number (GIN) for future reference and follow-ups. The IVR will be in English and Hindi.

1.1.4.3. Internet

1.1.4.3.1. Citizens should be able to file their grievance online by logging into <http://delhionline.nic.in> & <http://delhigovt.nic.in> through a web-based/email form. The grievance will be examined first by the Call Centre Executive and then re-directed to the concerned

department official for necessary action. The examination is necessary, as the Citizen may not address the Grievance to the right department. In case of wrong department put in by the Citizen the Call Centre Agent will redirect the grievance to the concerned department. A **new** Unique Grievance Identification Number (GIN) may have to be generated in this case, as the department code will change. But this will not change the Unique Grievance Identification Number (GIN) generated at the time of citizen lodging the complaint. The system will have a mechanism to correlate the old and new GIN and enable the citizen to follow up based on the old GIN.

1.1.4.3.2. The Online CRGMS should also be accessible in future through WAP enabled mobile phones availing GPRS service provider's connectivity. In this case also the system should generate a Unique Grievance Identification Number (GIN) number for future reference as in case of the present system on www.delhionline.nic.in.

1.1.4.4. Paper

1.1.4.4.1. The officials in the office of LG/CM/Minister/Secretaries/HODs receive grievance from citizens on paper. They will have access to the CRGMS and will log onto the system through a proper authorization and authentication mechanism to key the grievance on behalf of the citizen and generate an unique acknowledgement number which could be sent by post/courier to the citizen for monitoring status of compliant.

1.1.4.4.2. The PPP Partner will provide personnel for the CM's Grievance Cell management where data entry of all paper based grievances received in the office of CM will be done. Data entry will include scanning of letters.

1.1.4.4.3. The letter/representation will also move physically as happens today, to the field level functionary for necessary action.

1.1.4.5. Offline System

The Citizen Service Bureau and Department/s - Secretaries/HODs, officials in the office of LG/CM/Minister should be provided with the front-end interface to upload the Grievances entered offline also in case the online option is not available. They should also be able to download on daily basis the pending Grievance Status for offline access during the day. The citizen should be given the Unique Grievance Identification Number (GIN) in case of offline transaction and should later be able to follow-up from the call center or Internet using the same GIN.

1.1.5. Alerts to Department

1.1.5.1. The concerned official of the action taking department will get an alert of the grievance lodged, through following mediums:

- i. Email to the inbox of the officials using the system
- ii. Voice – Telephone - Landline/Fixed Wireless (in case of urgency)

- iii. SMS (in case of urgency)
- iv. Internet – in the personalized dashboard of the department employee
- v. Fax (to the department number)

1.1.6. Common application Software for Handling Public Grievances

1.1.6.1. The grievances received through these modes will get into the common grievance redressal handling system. Based on selection of department, sub-office, subject and area, the grievance will get sorted and land in the inbox of the officer concerned. It will be the responsibility of the officer to take appropriate action on the same and write back action taken into the system against the relevant grievance.

1.1.6.2. The Government as well as the Call Center will be using common web-based grievance handling system where status of the action taken with respect to a particular grievance will be updated regularly by the concerned action-taking department.

1.1.6.3. The Call Center is expected to be online whereas departments will access the software using dialup / ISDN / DSL / VSAT / Broadband / terrestrial wireless connection as and when required.

1.1.7. Mediums & Updation Activities in CRGMS by Department Officials

1.1.7.1. The department officials will be using
➤ Voice – Telephone - Landline/Fixed Wireless, Mobile Phone - GSM/CDMA

- IVR – Interactive Voice Response (predefined responses or leave message which gets transcribed later)
- Internet – CRGMS/Website/Email
- SMS

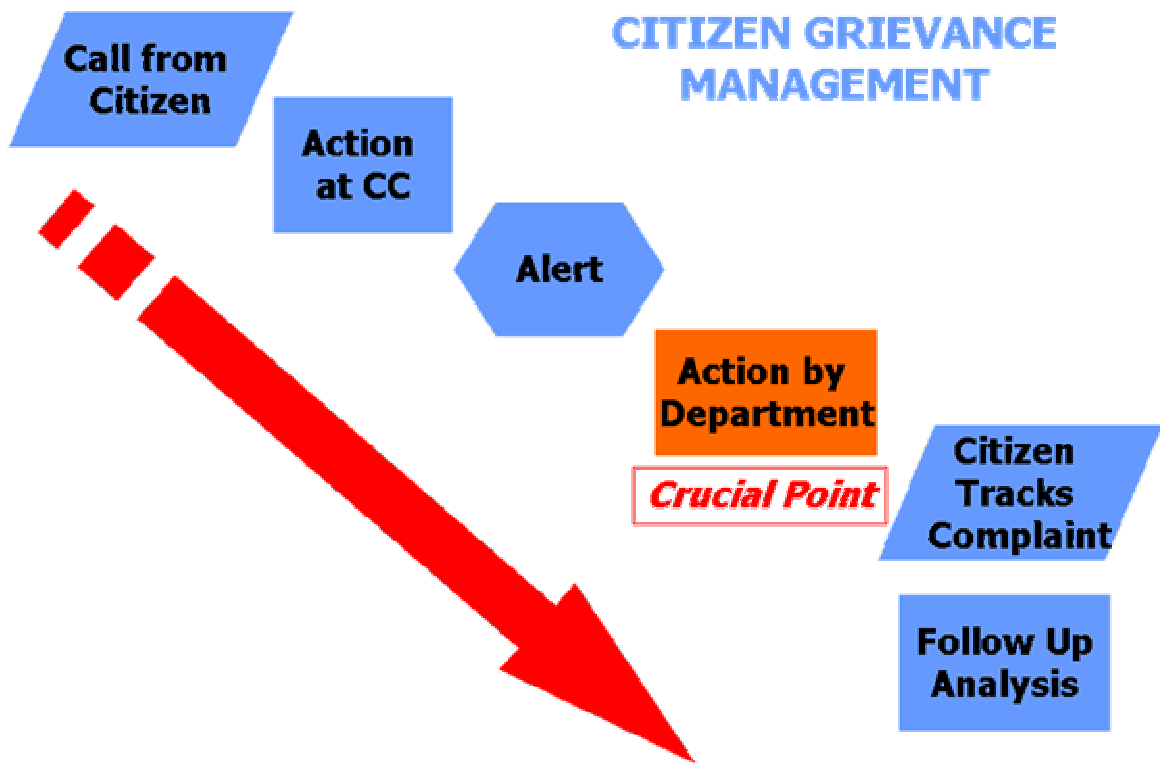
1.1.7.2. The above mediums will be used to do the following activities:

- Action taken on a grievance
- Information regarding new service
- Reply regarding new clarification received from Call Centre
- Update the Daily department bulletin board service

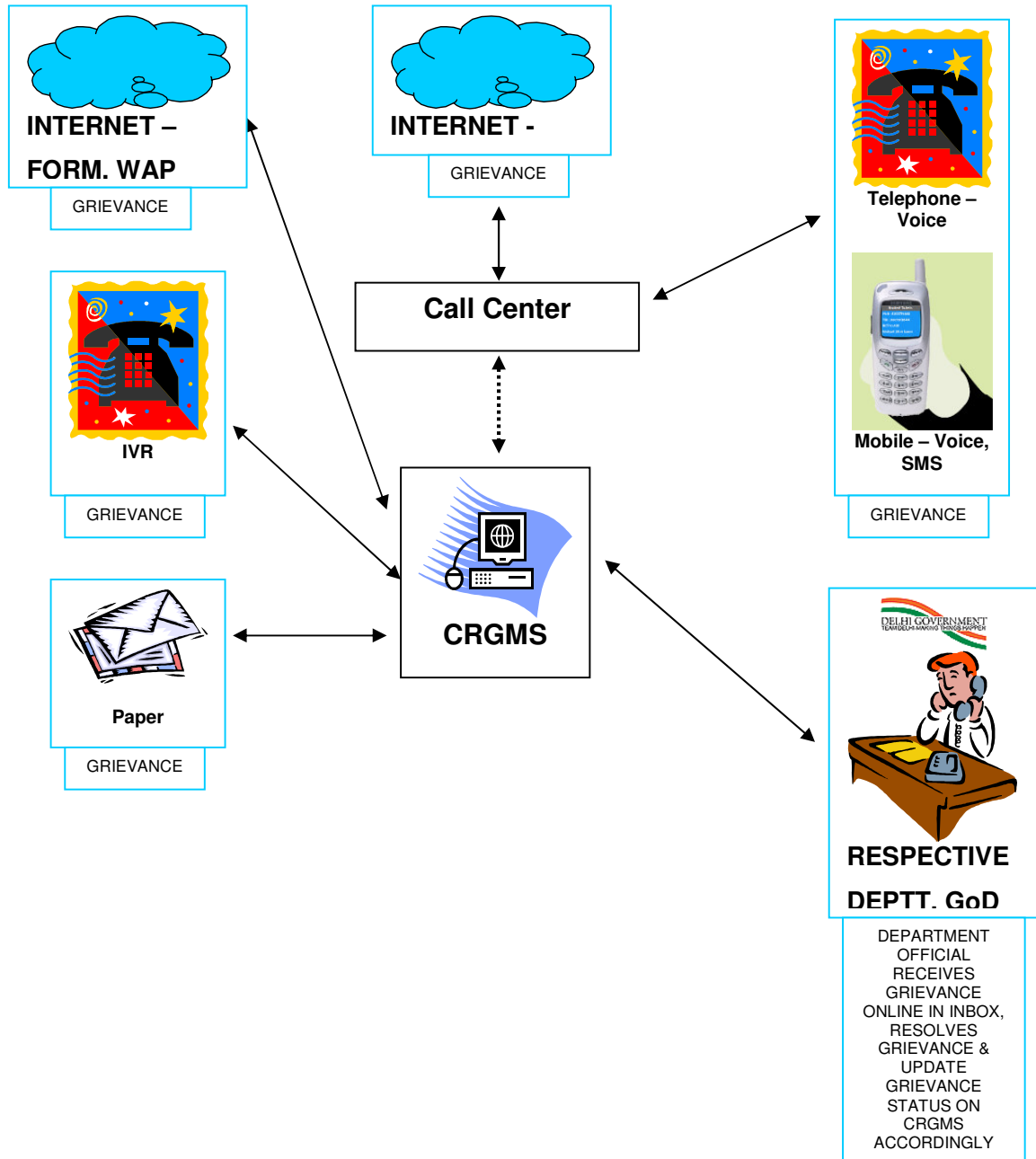
1.1.8. Time Frame for Disposal of Grievances & Escalation Mechanism

Different types of grievances have different timeframes for disposal. These time limits will have to be put into the system and grievances not settled within prescribed time should automatically get escalated to the next higher level and so on, so that calls not closed satisfactorily within the set time limit are brought to the notice of higher authorities and reviewed. The system should also generate statistics on grievances and grievance areas so that Government could make systemic and procedural and policy corrections/changes. Large number of grievances against a particular service generally indicates systemic problems, which can then be investigated by the department/agency concerned for taking remedial action.

1.2. Graphical representation of Citizen Grievance Management



1.3. Graphical representation of Grievance Registration and Handling through CRGMS



CITIZEN GRIEVANCE MANAGEMENT

1.4. **Information Dissemination**

1.4.1. As the Delhi Government's Help Desk the Citizen will be able to get information and provide feedback. The following areas will be covered.

1.4.1.1. Services offered by various departments of Government of NCT Delhi e.g. how to obtain a license or a certificates or a permit.

1.4.1.2. Information on eligibility conditions for licenses, documents to be submitted, how to apply, where to apply, amount of fee to be paid, mode of payment, time frame within which service will be provided, etc.

1.4.1.3. Contact information of functionaries of various departments, etc.

1.4.1.4. Information about the Government, its setup, functioning departments, etc

1.4.1.5. Citizen Bulletin Board Services eg. Power Outage Schedule, Traffic Diversion Route

1.4.1.6. Information on Historical Places/Hospitals/Nursing Homes/ Old Age Homes, etc.

1.4.1.7. Citizen can give feedback on schemes of the government

1.4.1.7.1. Citizen can give expectation from the government.

1.4.1.7.2. Take part in citizen poll

1.4.2. Information Seeking Mediums – Citizens can ask for information using

1.4.2.1. Voice – Telephone - Landline/Fixed Wireless, Mobile Phone - GSM/CDMA

1.4.2.2. IVR – Interactive Voice Response

1.4.2.3. Internet – Website/Email

1.4.2.4. Telephone/Mobile

Citizen will call up 126126, select the communication language and then go on to ask his / her query to the call agent.

1.4.2.5. IVR - Interactive Voice Response

Citizens calls up 126126 and selects the communication language and then IVR to get information instead of going through the call agent. The IVR guides the citizen through selection of department, category information to arrive at the information sought.

1.4.2.6. Internet

Citizens should be able seek information online by going to the <http://delhionline.nic.in> & <http://delhigovt.nic.in>.

Citizen can log onto these portals and also send e-mail to the Call Centre. This mail will land in the Call Agent Desk who will revert to the citizen with the information required.

The Online CRGMS should also be accessible in future through WAP enabled mobile phones availing GPRS service provider's connectivity.

1.4.3. Information Dissemination Mediums

1.4.3.1. The Call Centre should be enabled to disseminate information using the following mediums

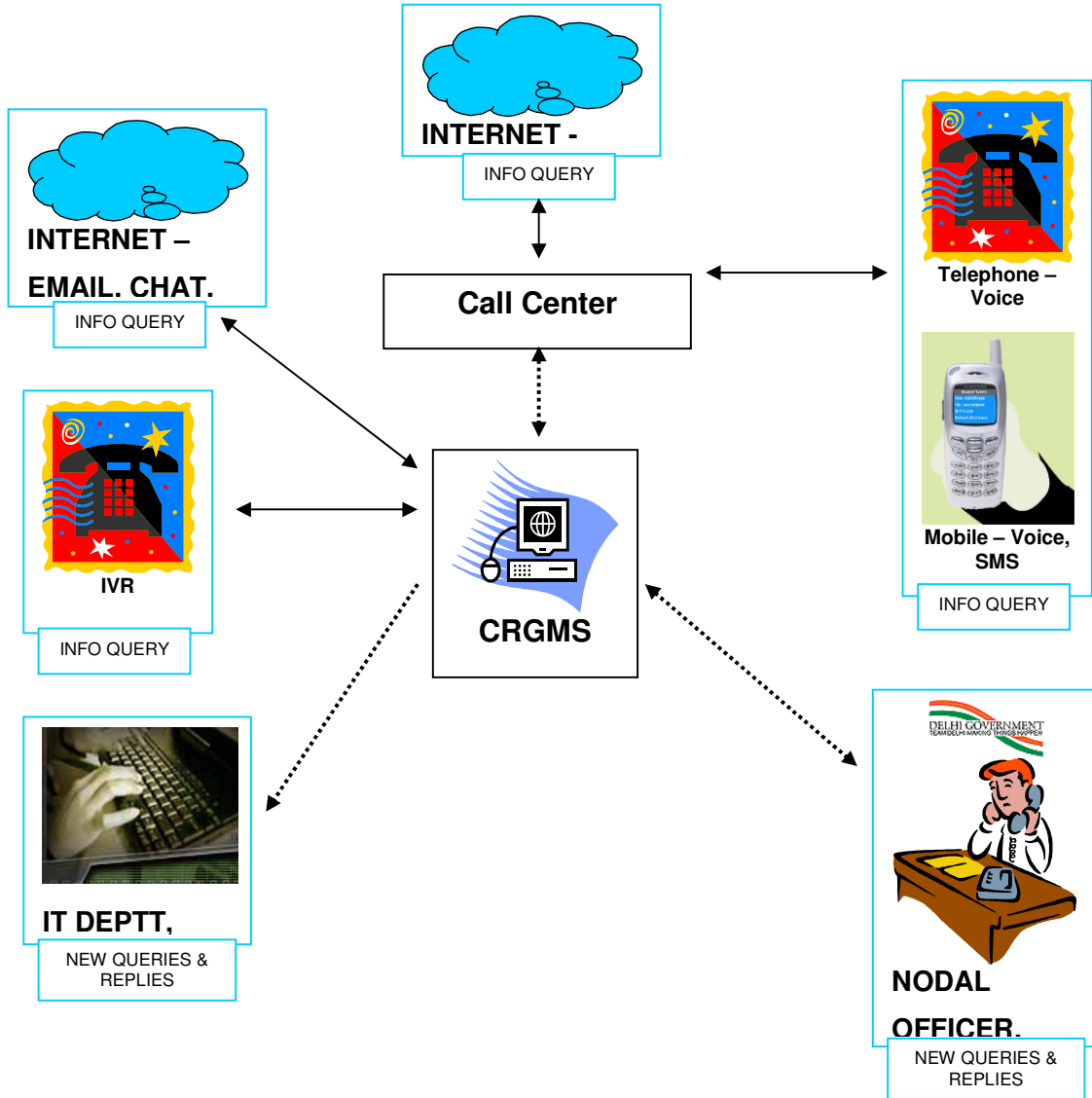
1.4.3.1.1. Voice – Telephone - Landline/Fixed Wireless

1.4.3.1.2. IVR – Interactive Voice Response

1.4.3.1.3. Internet – <http://delhionline.nic.in> &
<http://delhigovt.nic.in>

1.4.3.1.4. Fax – in case of detailed information the caller gives a Fax number to which the information is faxed

1.5. Graphical representation Information Dissemination through CRGMS



CITIZEN RELATIONSHIP MANAGEMENT

1.6. Expectations from the Call Centre

1.6.1. Services expected

1.6.1.1. The Company should have a well-designed, well-built and well-run Call Centre having latest communication technologies likes - Interactive Voice Response System (IVRS), Automatic Call Distribution (ACD) System, Call Routing, Web Interactions (Email) facilities etc. As stated above the idea behind running call centers for the Government departments/agencies is to provide a window to citizens to lodge grievances as well as to receive advice/guidance on various services offered and information about various departments/agencies.

1.6.1.2. The company will provide the above-mentioned services on 24x7 basis. The company will make available online MIS report to Department Of Information Technology periodically

1.6.1.3. The Call Centre will offer services in English and Hindi, the Citizen will have the option to talk to a Call Centre Agent in the language of his / her choice. The initial introductory messages will be in Hindi there after the choice to talk in English or Hindi will be available.

1.6.2. **Call Waiting & Handling Time**

1.6.2.1. The CRGMS and the call center operation handling should be such that there is not more than 45 seconds waiting time for after the call is connected. During the waiting time a citizen may be given general information about Delhi Government new initiatives, success stories, schemes etc.

1.6.2.2. The CRGMS should be such that the queries can be replied and caller should be responded with satisfactory response in 2 to 3 minutes. Following are the type of calls expected and their resolution time

1.6.2.2.1. Information Seeking (should be responded with satisfactory response in 2 minutes)

- For Certificates, Applications
- Government policy, procedure, department working
- Government Services
- Historical Places, Monuments
- Feedback/Status of Previous grievance

1.6.2.2.2. Registration of Grievance/Complaint (should be responded with satisfactory response in 3 minutes)

1.6.2.2.3. Grievance Follow Up / Reminder Calls – (should be responded with satisfactory response in 2 minutes)

1.6.2.3. In case the time exceeds, then the call should be escalated to the supervisor. The CRGMS should be capable of handling grievance using escalation method so that any grievance not appropriately redressed within the stipulated time

at a particular level should be escalated to the next higher level. Time frame for redressal of different types of grievance will have to be collected from departments.

1.7. Call Centre Features

1.7.1. Telecommunication Technologies

1.7.1.1. The Call Centre will use latest communication technologies for call handling. The call center should have following features:

- 1.7.1.1.1. Automatic Call Distribution (ACD) System
- 1.7.1.1.2. Load Balancing
- 1.7.1.1.3. Call Routing
- 1.7.1.1.4. Priority Routing
- 1.7.1.1.5. Skill Based Routing
- 1.7.1.1.6. Computer Telephony Integration
- 1.7.1.1.7. Scripts & Templates
- 1.7.1.1.8. Text to Speech
- 1.7.1.1.9. Random Call Recording
- 1.7.1.1.10. Record Voice / Audio Files for future reference
- 1.7.1.1.11. Caller Line Identification
- 1.7.1.1.12. Voice Recognition Capabilities

1.7.1.2. Single sign-on facility

1.7.1.3. The Call Centre system should allow for multiple data and information sharing capabilities.

- 1.7.1.4. The agents should be provided with a system that gives a 360-degree view of various information/services etc. A system, which is easy to operate.
- 1.7.1.5. Capture and Compile Caller/Citizen Information – Name, Telephone/Mobile No., Location of Call, E-mail, and Address etc.
- 1.7.1.6. System should provide Agent Monitoring and Manager Tasks and Queues
- 1.7.1.7. System should provide information dashboards for Call Centre Manager to monitor key performance indicators and real time information gathered for SLA metrics and reporting requirements.

1.8. **CRGMS Features**

The CRGMS will have the following features

- 1.8.1.1. Single sign-on facility
- 1.8.1.2. Workflow and customization toolset for modifications in and adding new departments/services to the CRGMS and also for changing the business processes, workflow, escalation metrics for existing departments/services.
- 1.8.1.3. Content Management/Knowledge Management System Features
- 1.8.1.4. Capture and Compile Caller/Citizen Information – Name, Telephone/Mobile Number, Location of Call, and Address etc.

- 1.8.1.5. Allow upload of images/photographs by citizens through Web, MMS, email or scanned images for grievance received in paper format along with the grievances. For example, grievances regarding damaged roads, drains, bus shelter etc. can be done more effectively if a photograph is also uploaded/sent along-with grievance.
- 1.8.1.6. Document handling ability
- 1.8.1.7. Provide Personalised Web Interface to Department Officials who are required to take action / interact with Call Centre. Features of Personalized/My Page dashboard for Department Users/Official Dashboard will be:
- 1.8.1.7.1. Checking TO DO LIST, ranking citizen grievances by order of severity, date received, pending for days, etc.
 - 1.8.1.7.2. Update status of applications received
 - 1.8.1.7.3. Update action/work done by department
 - 1.8.1.7.4. Update department bulletin board for announcements etc.
 - 1.8.1.7.5. Provide information dashboards containing analytical reports using real time data on grievance redressal metrics, key performance indicators based on Grievance Management SLA's with departments
- 1.8.1.8. System should generate alerts, notifications via email, fax, SMS to senior functionaries (to force response from officials)
- 1.8.1.9. In case of a particular service of a department or grievance one or more department official may share redressal responsibility.

In such cases the system should be able to take care of single and shared responsibility metrics in departments.

- 1.8.1.10. Generate escalation reports for CM/Ministers/CS
- 1.8.1.11. To provide analysis of grievances – types, number, area/location, escalation, actual time take for redressal compared to required time, etc.
- 1.8.1.12. Reports for performance indicators for department officials
- 1.8.1.13. CRGMS to include Citizen Satisfaction Reports & Surveys
- 1.8.1.14. The Call Agent should be able to locate the desired information quickly by asking certain set of questions from the caller on services and associated problems. A well thought out and easily searchable knowledge repository, FAQ/Index engine, metadata and text based search facility is a must.
- 1.8.1.15. The CRGMS should be designed in a way that while talking to caller, the agent keeps on clicking on related buttons to go to the appropriate page and then provide the information to the caller.
- 1.8.1.16. The CRGMS should have consistent user interface.
- 1.8.1.17. All users of the system - call center agents, department officials and citizens will access the information on the same CMS.
- 1.8.1.18. The CRGMS should have data consistency.

1.9. <http://delhionline.nic.in> & <http://delhigovt.nic.in>

1.9.1.1. Along with the CRGMS the PPP Partner will give all the information to DoIT, GoD for update to the <http://delhionline.nic.in> & <http://delhigovt.nic.in> portals on weekly basis.

1.9.1.2. <http://delhionline.nic.in> & <http://delhigovt.nic.in> maintained by DoIT is a citizen centric portal, which gives a 360-degree view of various information & option for grievance logging and management.

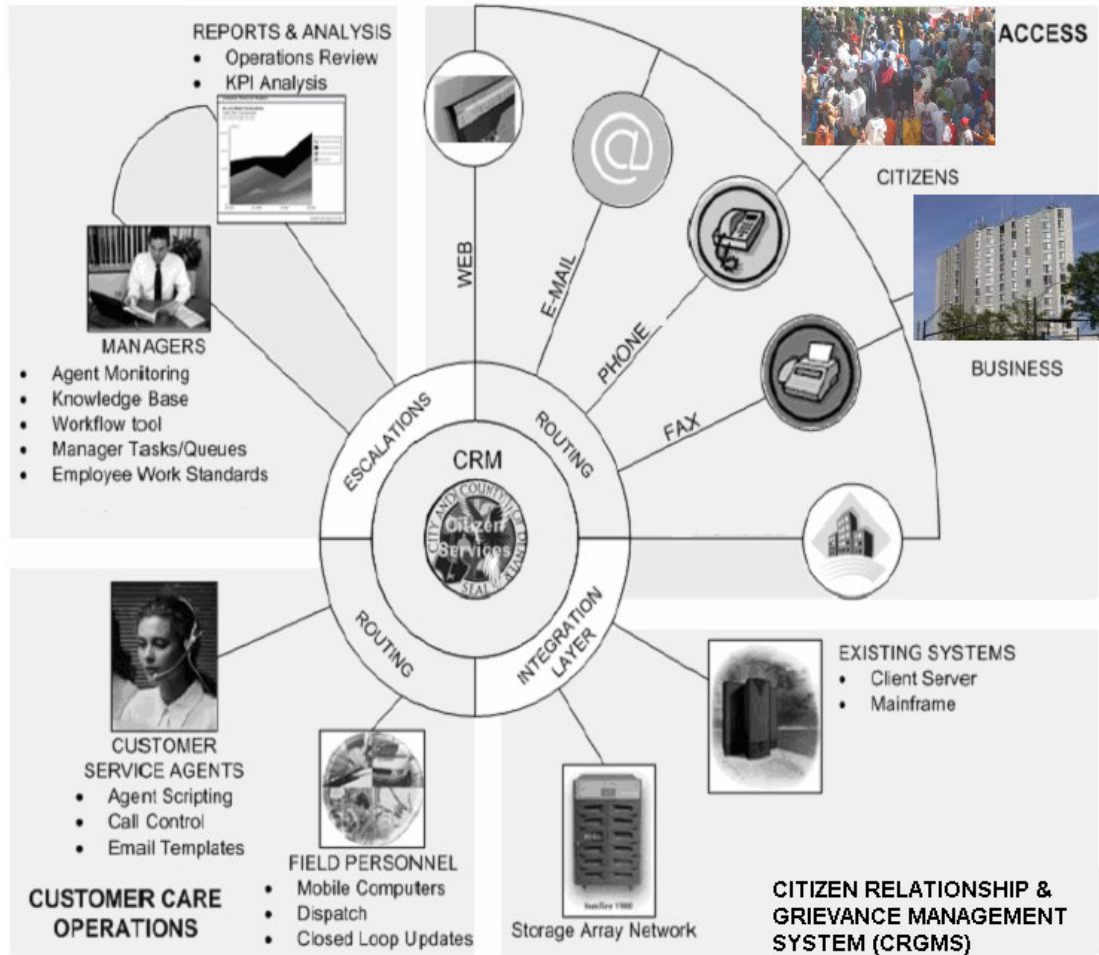
1.9.1.3. Through these portals citizens will access information, send information request through email, lodge a grievance using a web form/email. The information available will be the same as used by the Call Centre agent and managed by the Content Management System.

1.9.1.4. An indicative list of the information in addition to the information on <http://delhigovt.nic.in> will be made available.

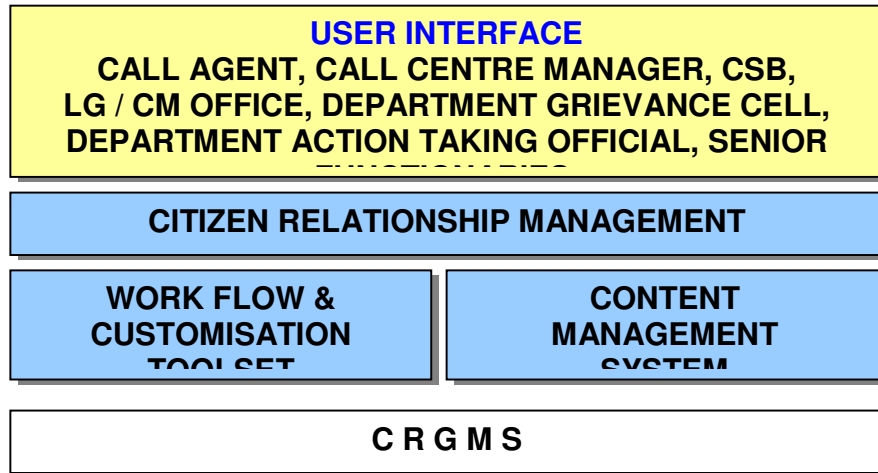
- Citizen Bulletin Board
- City Information
- Events, exhibition, happenings in Delhi, etc.

1.9.1.5. Grievance Management Facility via Internet will not only reduce the call traffic to the Call Centre but also increase the total Return of Investment for CRGMS as it is a self-service medium.

1.10. Graphical representation of the CRGMS



1.11. Graphical representations of the CRGMS sub systems.



1.12. IVRS FEATURES

- 1.12.1. IVRS should have the capability to allow departments to update grievance status / action taken on the IVRS. The department field staff should be able to do IVRS based reporting using their user ID and password. For example a sanitary inspector should be able to call and through IVRS update status / action taken - cleaning of garbage bins, removal of tree from road etc.) based on predefined choices for grievance resolution and also to record voice for customized reporting.
- 1.12.2. Ability to convert customized responses recorded by department officials/field staff through voice recognition or in case of Hindi option to transcribe the same by Call Centre Support Staff.
- 1.12.3. IVRS interface should have the following features
 - 1.12.3.1. Option to select between IVRS or Operator.
 - 1.12.3.2. Easy Entry & Exit from system options.

- 1.12.3.3. Select resolution options from predefined menu with respect to particular complaints or to record voice for customized resolution
- 1.12.3.4. Have a live answer.
- 1.12.3.5. Have language support both in Hindi & English.
- 1.12.3.6. Text to speech capability

1.13. Web Interactions Features

1.13.1. **Web interactions could be for** Reply via Email for Citizens or interactions with departments. For Web Interactions via Email the following features should be part of the CRGMS

1.13.1.1.1. Solution should support auto reply with pre-determined text, such as a reply email stating the email has been received and a representative is working on it.

1.13.1.1.2. Supervisors should be able to view responses for QA prior to the message being sent

1.13.1.1.3. Outbound email campaigns can be created, if required

1.13.1.1.4. Solution should provide knowledge base capabilities

1.13.1.1.5. Responses should be updated into the knowledge base

1.13.1.1.6. Emails sorting, searching should be possible

1.13.1.1.7. Agents should be able to send and receive attachments in email messages with applicable security restrictions.

1.13.1.1.8. Emails should be saved for later retrieval.

1.13.1.1.9. E-mail interface support is required for:

- a. Sending acknowledgement to the citizens accessing the system on the web
- b. Sending mass mails to the existing or provided database of email address
- c. Sending of messages to multiple recipients
- d. Detecting failure of the e-mail server
- e. 'bouncing' of messages from unknown e-mail address

1.14. Question Not In CRGMS Knowledge Base

1.14.1.1. In case, no information is available in the CRGMS knowledge base regarding the query received from the caller, the agent will note down the contact details and the preferred mode of contact (Call, e-mail, SMS, Fax) from the caller and subsequently revert to the caller after getting the required information from the concerned department Nodal Officer.

1.14.1.2. Call center agent will coordinate with department nodal officer in case of query/information not available in the system and provide the same to the Citizen and also pass on the new data to IT Department for updation. Every department will have a nodal officer.

1.14.1.3. New questions as well as replies received from nodal officers will be immediately updated on the CRGMS. Also the

question and reply will be sent electronically to IT Department weekly so that it can be uploaded on the website of the Government.

1.14.1.4. The Call Centre Resident Engineer will update the Content Management/Knowledge Management System regularly. The PPP Partner will give a CMS maintenance schedule, which will be part of the Service Level Agreement.

1.14.1.5. Document updates to the Content management system could be

1.14.1.5.1. Event-driven transaction records

1.14.1.5.2. Periodic transaction records

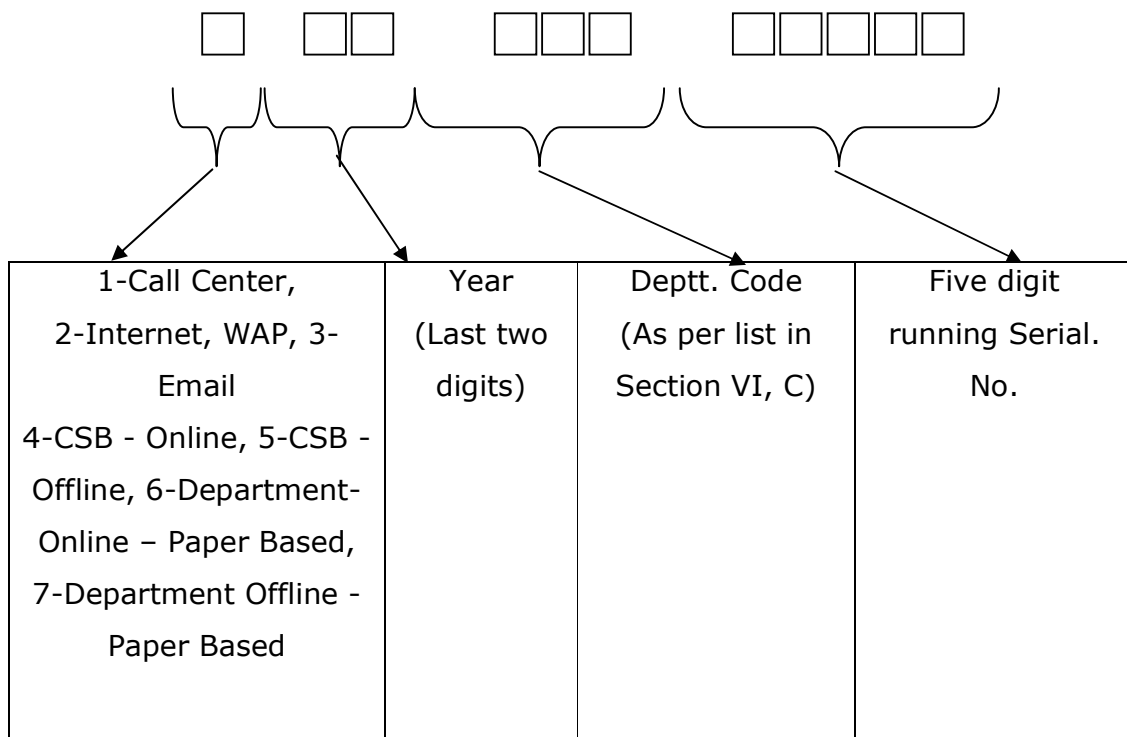
1.14.1.5.3. Supporting documents updates

1.14.1.5.4. One-to-one content update

1.14.1.5.5. Citizen correspondence templates - E-mail, SMS, Phone, Fax

1.15. Unique Grievance Identification Number (GIN)

1.15.1.1. Integration of grievances received from different sources i.e. – email/form, phone, IVR, paper will be done into one database with GIN. The GIN should indicate source of complain, concerned department etc. All Government departments/agencies and their sub-offices have been assigned a three-digit number. List is enclosed in Section VI, C. The GIN should have this component. The suggested format is given below:



Acknowledgement No. (11 Digit number format)

1.15.1.2. The citizen should be able to follow-up the status of the Grievance using the unique GIN irrespective of the fact that the grievance is lodged by the CSB, Department or nominated officials in online or offline mode. This could be implemented in

the system either through an offline/online transaction identification check digit in the unique acknowledgement number or internal synchronization/pointing to the new number generated when the grievances lodged offline are updated on the system. The system should enable the citizen to follow-up using the initial generated acknowledgment number.

C. Project Approach & Component detailing

Department will identify a vendor(PPP Partner) ho will be responsible for development of CRGMS and operations of Call Center.

1.1. Responsibility of the PPP Partner

- 1.1.1. Design, Development, Testing, Implementation, Maintenance of Integrated, Web Based Citizen Relationship & Grievance Management System (CRGMS).
- 1.1.2. Study of government departments, collection of required material from all departments and agencies will also form a part of the job.
- 1.1.3. Deployment of CRGMS at Call Centre for which the company will have to arrange IT Infrastructure – PCs, Servers, Network Equipment, Operating Software, Firewalls & Security Software, Backup and Storage Devices and third party Software, operating system, database and other required equipments with all requisite redundancy & disaster recovery arrangements for the uninterrupted, optimal (as required in the Service Level Agreement) running of the CRGMS. Government of NCT Delhi will not provide any equipment (including packaged software, if required) or manpower to manage the center.

- 1.1.4. Provide System Administrator & User Training from time to time as per schedule agreed with DoIT, GoD.
- 1.1.5. Take up CRGMS upgradation work as and when required.
- 1.1.6.** Undertake training of the Call Centre agents from time to time as required for the smooth running of the Call Centre such that the agent has full knowledge about the functioning of the CRGMS.
- 1.1.7. Call Centre Operations
 - 1.1.7.1. Implementation at Call Centre using Voice, IVR, Internet, Email, WAP Enabled Mobile phones, Fax and Paper Media.
 - 1.1.7.2. Do all inbound communications with Citizens via various media.
 - 1.1.7.3. Do all outbound communications via various media with Citizen - Revert to citizen via fax, email for detailed information queries received.
 - 1.1.7.4. Do all outbound communications via various media with Department Officials as required.
- 1.1.8. Provide information for update of <http://delhionline.nic.in> & <http://delhigovt.nic.in> by DoIT.
 - 1.1.8.1. Coordinate with Department Nodal Officers and Action Taking Staff.
 - 1.1.8.2. Manage CM's Grievance Cell.

1.1.9. Maintenance Support

1.1.9.1. The PPP Partner will be required to provide ongoing maintenance support and / or further system development services for the entire system for a period as agreed after the completion of warranty period. This support shall commence on a date to be agreed.

1.1.9.2. Maintenance Support Services are defined as ongoing production support and small software modifications. These software modifications will be specified through a "Software Change Management Request Form". PPP Partner will extend support on mutual agreed terms and conditions.

1.1.10. **Human Resources**

1.1.10.1. The Company should have expertise in recruiting right type of resource for the project. The Company should comply to the following-

- i. Best Practice Recruitment Methods
- ii. Language Skills and resource trainings as and when required.
- iii. Employee remuneration and benefits
- iv. Politeness & patience to respond/satisfy caller queries
- v. Legislation
 - a) Employee Laws
 - b) Consumer Protection
 - c) Data Protection, Laws if any
 - d) Telephony Protection (restrictions if any)
 - e) Monitoring Practices (in regard for privacy)

1.1.10.2. Company will provide trained manpower to run the customized CRGMS software for Government of NCT Delhi on 24x7 days basis.

1.1.10.3. Approximately **30** agents adequately trained to satisfy callers (Day shift from 06.00 AM to 10.00 PM) & **3** agents (Night shift from 10.00 PM to 06.00 AM) are estimated at present. This will be appropriately increased or decreased as per the actual inbound traffic load requirements. The traffic at the call centre is expected to substantially increase when all the departments come on the CRGMS Software.

1.1.10.4. The Call Centre is also expected to have 1 person as Support Staff for a team of 30 Call Centre Agents which will subsequently be increased based on requirement and load / traffic in the Call Centre on the pro-rata basis. This Support Staff will:

1.1.10.4.1. Do all outbound communications via various media with Citizen - Revert to citizen via fax, email for detailed information queries received

1.1.10.4.2. Do all outbound communications via various media with Department Officials as required

1.1.10.4.3. Coordinate with Department Nodal Officers and Action Taking Staff

1.1.10.5. The Call Centre is also expected to have 1 person as Support Staff for managing the CM's Grievance Cell stationed in the CM Office.

1.1.10.6. The Call Centre is also expected to have 2 persons as Resident/ Onsite Personnel for Technical support. Following will be tasks of the Onsite Personnel

1.1.10.6.1. Technical support, management of User ID, Password for all users internal at Call Centre, external user i.e. at Departments, CM's Grievance Management Cell, DoIT.

1.1.10.6.2. Coordinate with Project Director / Department of IT for making available online Reports as detailed in 3.30.1.

1.1.10.6.3. Maintain / Update the department Bulletin Board Services in coordination with the departments

1.1.10.6.4. Plan, monitor outbound Citizen, Department Polls and Surveys

1.1.10.6.5. Content Management Updates for example update the CRGMS for answers to queries not already there in the CRGMS knowledge base

1.1.10.6.6. Submission of new Information for <http://delhigovt.nic.in> and <http://delhionline.nic.in>, FAQ's added to the CRGMS Knowledge Base to IT Department

1.1.11. **Other Resources**

1.1.11.1. MTNL has reserved a six-digit number 126126-trunk (E1) line for the call center. The company will have to provide sufficient

number of telephone call termination lines to meet the requirement of the incoming calls/traffic.

- 1.1.11.2. Arrangements will have to be made by the PPP Partner to terminate calls originating from telecom providers other than MTNL on 126126, the number provided by MTNL.

D. Process/Inputs and Project Monitoring Indicators

Project Phase Wise Deliverables

Given below are the details of deliverables in each phase

	Project Phases	Deliverables
A.	Project Management	a) Project Management Plan b) Plan Project Plan c) Risk Management Plan d) Quality Assurance Plan

B.	Study Phase - Information Collection from Departments/Agencies	<ul style="list-style-type: none"> a) Information Gathering Format b) Reports including - <ul style="list-style-type: none"> Department Structure G2C, C2G, G2B, B2G, G2G interactions Citizen Services offered by departments Time frame for providing service / processing applications Types of grievances received/handled Grievance Redressal Time Escalation Mechanism up to CM Level c) Operating Model for the all departments and their services (based on the above Study) for – <ul style="list-style-type: none"> - Information dissemination regarding each service - Grievance management – routing, time for disposal, escalation
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C.	Requirement Phase	<p>(a) System Requirement Specifications</p> <p>(b) Function Point Analysis</p> <p>(c) Performance Testing Benchmark Environment</p> <p>(d) Performance Requirements Specification.</p>
D.	Design Phase	<p>(a) System Design</p> <p>(b) Technical Design Specification</p> <p>(c) Prototype</p> <p>(d) Logical Data Base Design and Data Dictionary</p>
E.	System Development & Testing Phase	<p>(a) Project Progress Report</p> <p>(b) System and Integration Test Plan</p> <p>(c) Performance Testing Plan</p> <p>(d) UAT Plans</p>

F.	Training Phase	(a) Administrator & User Training Plan (b) System Administrator Training Materials (c) User Training Materials
G.	Implementation Phase	(a) Project Progress Report
H.	Maintenance Support Phase	(a) Maintenance Plan
I.	Operation Phase	(a) Performance Evaluation Reports as per SLA parameters (b) Reports
J.	Other Deliverables - Manuals	(a) Technical Manual (b) Administration Manual (c) Instructors' Manual (d) Users' Manual (e) Source Code Manual (f) Security Manual (g) Backup & Restore Manual

K.	Other Deliverables - Periodic Reports -	(a) Performance Evaluation Reports (b) Progress against the Project Management Plan - Weekly (c) Status of all risks and issues - Fortnightly
L.	Exit / Termination	(a) Exit Management Schedule

E. Project Costing & Expected Benefits

The broad cost estimates to implement the project are provided below

Task	Item	Total Cost (in Rs.)
I	Collection of Data from various departments/ agencies	10,00,000.00
II	System Analysis & Design Development of CRGMS	1,00,00,000.00
III	Charges for providing Call Center Services	7,00,00,000.00 (for 5 year)
IV	Charges for providing Call Center Services Support Staff	2,00,00,000.00(For 5 Year)

V	Charges for Managing CM's Grievance Cell	30,00,000.00(For 5 year)
VI	Charges for Onsite Technical Personnel	50,00,000.00(For 5 Year)
VII	Training - System Administrator & User Training	20,00,000.00
VIII	Outbound Traffic 1. Outbound Emails 2. Outbound Calls/Faxes 3. Outbound SMS	1,00,00,000.00
IX	CRGMS Maintenance	50,000,00.00
	Total	12,30,00,000.00

E. Implementation Timelines

Time Limit for the Completion of Tasks

Study Phase: to be completed in 60 days

Design & Development Phase: to be completed in 150 days

Testing & Trial Run of: to be carried out for 30 days

CRGMS Deployment/Implementation: to be completed in 30 days

Go Live: 271st day or within 270 days of award of contract

The above time lines are indicative and shall be finalised in Consultation with the selected PPP Partner at the time of award of contract.