



GRIEVENCE REDRESSAL THROUGH AMMA CALL CENTRE

Nomination for 5th gfiles Governance Awards
Chief Minister's Special Cell, Secretariat, Chennai – 9.

1. Brief Overview of the project

Government of Tamil Nadu has been a pioneer in promoting Information and Communication Technology (ICT) and e-Governance in India, and has always considered citizen-centric and citizen-responsive Governance as the key to development. The Government has encouraged department-wide implementation of e-Governance to enhance their responsiveness to the citizen's needs and ensure and ensure superior quality and prompt service delivery.

In pursuance, of the State's vision of a transparent, efficient and effective citizen-responsive Governance, the Government of Tamil Nadu conceptualized a 24x7 citizen response system, as a single-point grievance recording and redressal mechanism for its citizens. Dr. Santhosh Babu IAS was appointed on 17.12.2015 as the Officer on Special Duty, Chief Minister's Special Cell to articulate an appropriate system in line with the Government's vision.

Having implemented several ICT-based e-Governance solutions across many departments as MD ELCOT, Director e-Governance and IT Secretary, Dr. Santhosh Babu conceptualized a dynamic technology based 24x7 citizen-interface solution, which was approved by the Government and christened as 'Amma Call Centre' on December 17, 2015. 'Amma Call Centre' is being implemented as a public-private partnership with active and multi-modal interface with the citizens of the State.

The 'Amma Call Centre' was established at Chennai, as a 50 seater Call Centre supported by a stable technology backbone and development of a dynamic web portal www.ammacallcentre.tn.gov.in in the shortest possible time, with back-to-back linkages to the parent departments within the Governance system and administered by the OSD, CM's Special Cell, and reviewed periodically by the Hon'ble Chief Minister's Office. The 'Amma Call Centre' has the provision of grievance recording and response based on



telephonic communication and short-messaging services (SMS). With a dedicated toll-free telecommunication number (1100) and a secondary paid-hunting number, and a 300 strong telecommunication line on 10 Primary Rate Interface (PRI), the 'Amma Call Centre' in a short time grew into a 150-seat strong 24x7 call centre. The Amma Call Centre operates on 2 full-shifts and 1 night shift. Over 5,000 Grievance Redressal Officers (GROs) from across various departments and the team of back-office call centre professionals were trained on the key operational features and the software application at the call centre and the dedicated web portal: www.ammacallcentre.tn.gov.in.

2. Challenges faced before deployment of the project.

Under the citizen-centric Governance being in vogue for decades, every Monday was designated as the 'Grievance Redressal Day', and the same has been religiously followed at the District-level under the office of the District Collector with due representation from all the departments functioning within the District Governance. This is in addition to the 'Mass Contact Programme' being hosted jointly by the District Collector, the Minister, Member of the Legislative Assembly Constituencies within the District, and/or Member of Parliament from representing the geography. Government of Tamil Nadu is one of the very few States that had enabled 'easy' and 'direct' access of its citizens to the Government Machinery (the bureaucracy) and the Political and elected Public-Representatives.

While the above arrangement has been effectively performing at the District-level, it was felt by the Government that the system limited direct access to the Head of the State (the Chief Minister), as well as the key department headquarters, whose interventions were mandatory for a comprehensive resolution (of the grievance). It was further realized by the Government, that the physical movement of the citizens (including their repeated follow-up visits) costed them dearly (about INR 400 per visit, in addition to their day's wage-loss) and thereby frustrating them (both physically and financially).



The above context triggered the conceptualization of this most important single-point grievance recording and redressal mechanism for the citizens, the 'Amma Call Centre'. This multi-modal interface (tele-call, SMS, missed-call and web-based) has come out as a much powerful Governance tool for the State Government of Tamil Nadu, as well a much-preferred interface for the citizens of the State.

Given that the launch of the Amma Call Centre coincided with the historically worst-rain hit days of the City of Chennai in December 2015, the services through the Call Centre was of utmost support to the citizens. Tamil Nadu being considered having one of the effective post-disaster management systems, has now been equipped further with this powerful mode of active two-way communication and connect, leading to easy and early resolve of their grievances and emergencies.

3. The objectives of the project.

Key objectives of the Amma Call Centre includes:

1. To enable citizens' rightful 'any-time' and 'virtual' access to the Government Machinery and the Political Public-Representatives.
2. To ensure dynamic single-point recording and speedy redressal of grievances of the citizens of the State, through active engagement of the various departments (bureaucracy) and political representatives.
3. To strengthen the citizen-centric and citizen-responsive practices of the State, through appropriate technology backbone and communication network.
4. To ensure dynamic recording and reporting of the citizen's sentiments, feedback and grievances, to the Government through appropriately structured Management Information System (MIS), as a measure of the effectiveness of the Governance.



4. Description of the solution implemented.

- The 'Amma Call Centre' acts as a technology-based 24x7 'single-point citizen-interface' to Government machinery and political public-representatives, with dynamic feature to record (register), revert (follow-up), resolve (redress) and report (communicate) citizen grievances and feedback on public services and governance.
- The citizen access system is routed through a toll-free citizen-to-Government interface, and a tolled-Government to citizen response system. The call centre acts as an active two-way easy interface and early resolves system, with enhanced citizen responsiveness.
- The 'Amma Call Centre' is operated as a public-private partnership initiative, with appropriate state of the art technology backbone and communication system, with back-to-back active linkages to the Governance hierarchy across all the departments and political public-representative offices in the State.
- The 3-shift call centre is operated by a team of trained professional, duly complemented with technology solutions (web portal, software application voice response system, etc.) and a team of responsible Grievance Redressal Officers associated with various departments in the State.
- The 50-seat call centre, which grew to 150-seat in a short span of time, multi-modal customer interfaces to the tune of 15,000 per day, expected to fast-reach a volume of 50,000 per day.
- The web-portal hosting the Call Centre is also equipped with a dynamic Management Information System, with duly designed dashboards relevant across various governance hierarchies. Periodic and on-demand reports are generated based on Type of queries/ grievances, Department-wise, District-wise, Repeat Request/Complaints and other custom-demand reports. Reports on call statistics, queue analysis, average call time, waiting time, abandoned calls, etc. are used as a feedback for progressively improving the responsiveness and effectiveness of the system.



5. Details of coverage of the targeted population.

The services of Amma Call Centre is open to the entire population of 7 crores of people of Tamil Nadu and to anybody in India or indeed people from any part of the world who has a grievance to communicate to the Hon'ble Chief Minister of Tamil Nadu.

6. Comparison of the pre-deployment scenario and post deployment benefits. Explain how the solution has helped.

The Government of Tamil Nadu has made grievance redressal of its populace one of the cornerstones of administration, and hence all politicians and officers are bound to receive and dispose of grievances whenever and wherever they receive them. The formal system is the Monday grievance day of each district Collector, when petitioners from all over the district converge at the Collectorate at 11.00 am every Monday. The grievance day is presided over the Collector, and his entire district team. Similarly all subordinate officers are available at their headquarters to receive petitions. These petitions are to be disposed off in a time bound manner as per the Citizen's Charter presented in the floor of the Assembly by the Minister of the respective department at the beginning of every year. Similarly the elected representatives at all levels starting from the Village Panchayat to MLA, MP, and Minister etc. also receive petitions. All these petitions and their disposal is monitored by an officer appointed exclusively for this purpose, the Special Deputy Collector (Public Grievance Redressal Cell). Similarly, people can prefer their petitions directly to the Chief Minister through the Chief Minister's Special Cell at the Secretariat, Chennai. A Special Officer appointed for the purpose heads this Cell. The CM's Special Cell also receives petitions by email and through social media.



In all the above mechanisms except through the use of IT involves people coming over to a Government office and preferring their petitions and then coming over again and again to know the fate of their petition. For wage earners, they suffer a huge monetary loss in terms of the wage loss; money spent on transit, transport, food and transaction costs. Email petitions are preferred mostly by the educated middle and upper classes of the population. But, for the vast majority, the physical means was the only option.

It was to alleviate this suffering for the common man for ensuring the duty of Government Servants, that the Hon'ble Chief Minister took the decision to establish a Call Centre to which people could call using their mobile phones. **Since launch on 19.01.2016 till 14.10.2016, the Amma Call Centre has received 20, 13,192 (Twenty Lakh, thirteen thousand one hundred and ninety two calls) calls**, which speaks volumes of the success of the effort.

The Chief Secretary reviews the pendency of grievances in the Amma Call Centre every month during the All Secretaries Meeting. All the Government Officers have been registered on the web site with their mobile number as unique id. Hence they can use their mobile number as user id and generate an OTP to be used as the password and after logging in, they can view each and every petition and see what action has been taken by the GROs, and take corrective action. The OSD, CM's Special Cell also reviews all Nodal officers for ACC every month.



7. Key learnings from the project.

Some of the key learnings from the project include:

- e-Governance is most effective and efficient multi-layered tool to the Government (*both centralised, as well as decentralised governance mechanism*) to reach out to its citizens, and to be highly citizen-centric and citizen-responsive, irrespective of the wide-spread habitations/ residence.
- e-Governance is the most-preferred and least-cost citizen-interface solution, wherein, an efficient 24x7 call centre is the most dynamic two-way Government-citizen-engaged service assured system.
- The 'Amma Call Centre' could very soon evolve into a multi-service 'easy' access and 'early' response system, with enhanced citizens/community engagement.

8. Note on the cost effectiveness of the project.

The project has eliminated the citizens' drudgery in registering and following-up of their grievance and the incidental expenses spent by them (which is to the tune of INR 400 per day) in addition to them foregoing their day's wage. The 24x7 Amma Call Centre enables easy and anytime access to the citizens, with very less or no cost implications.

On the other hand, the cost of movement by the officials and the political representatives to in-person listening of the grievances and the lack of ready resolution of the citizens' grievances by the concerned officials, leading to the need for repeat follow-up by the citizens have been eliminated through this solution.

The real-time monitoring of the grievances and the resolutions by the various departments and concerned officials, ensured dynamic governance and enhanced citizens' responsiveness of the Government, including validation of the Government's effective service delivery to the citizens. The cost involved in independent and/or concurrent monitoring has been savings to the Government through this intervention.



9. Future Road map of the project.

The web portal www.ammacallcentre.tn.gov.in will soon be opened to the public, so that they can log in with their mobile number and OTP generated as the password to know the status of their grievance.

Keeping in pace with the technology development and citizens' preference the Government intends to develop appropriate mobile-based application. A mobile app has already been developed for the Hon'ble Chief Minister's constituency. Based on its success after its launch, the same will be extended to the entire state.

In addition, the Government intends that the Amma Call Centre progressively evolves into a Citizen Support and Service Centre – where all the Government Service Delivery will be closely managed and monitored through the systems, including engagement of citizens to ideate and articulate appropriate service interventions at the local levels by integrating the inputs from citizens into the planning process.

10. Short CV(s) of the producer(s)

1. Dr.Rama Mohana Rao IAS, Chief Secretary, Government of Tamil Nadu
2. Mr.T.K.Ramachandran IAS, Information Technology Secretary, Government of Tamil Nadu
3. Dr.Santhosh Babu IAS, OSD, CM's Special Cell.(www.santhoshbabu.org)



Dr. Santhosh Babu is a Medical Doctor turned Indian Administrative Service (IAS) Officer of the 1995 batch, of the Tamil Nadu cadre. He is an alumnus of the Government Medical College, Trivandrum. He is also a Chevening Gurukul Scholar from the London School of Economics and Political Science and an LKY Fellow and MPM Degree holder from the National University of Singapore and the Harvard Kennedy School of Government. He firmly believes that only leadership embedded in integrity and selflessness, with the ability to innovate in the governance process, can take India to prosperity.



His abiding passion has been to transform governance within his jurisdiction to world-class levels, using modern management practices and tools that information and communication technology provides. He has about 150 plus transformational initiatives and innovations to his credit, including implementing ERP driven “anytime, anywhere” Government offices, developing and implementing numerous web based software applications, and establishing India’s first Rural BPO (Business Process Outsourcing) units etc. He has also conceived and edited numerous magazines and websites. He has spoken at numerous forums including TEDx IIT Chennai, TEDx SVCE Chennai, TEDx Hindustan University Chennai etc.

Select renowned recognitions and accolades he has received over the years, include: (1) The Best Collector Award from the Government of Tamil Nadu for child labour eradication; (2) Dataquest Magazine e-Governance Champion Award, South India, 2008; (3) Recognized as “The Pride of Tamil Nadu” by the Indian Express in its annual publication 2007 [acknowledged as one of five persons who has made a difference in various aspects of public life], (4) being recognized by the reputed Tamil Magazine Ananda Vikatan, as one of the “Top Ten People in Tamil Nadu” in 2008 etc.

Santhosh Babu’s best moment so far has been when, the former President of India Dr. APJ Abdul Kalam, quoted his work under the heading “Committed Leadership” during his speech on the occasion of the 7th Civil Services Day, 21st April 2012, at New Delhi.

He has served the Government of Tamil Nadu in various capacities; Sub-Collector Additional Collector, Special Officer to Chief Minister of Tamil Nadu, Executive Director of Tamil Nadu Corporation for Development of Women Ltd., Joint Secretary–Department of Rural Development, District Collector of Sivaganga and Krishnagiri, Managing Director of ELCOT & Director e-Governance, Commissioner of Horticulture & Plantation Crops, Commissioner of Indian Medicine & Homeopathy and as Secretary to Government, Information Technology Department, and is currently serving as Chairman & Managing Director of Tamil Nadu Handicrafts Development Corporation and also as Officer on Special Duty, Chief Ministers Special Cell in charge of the “Amma Call Centre”.



Team members:

1. Mr.M.Ramakrishnan, Section Officer, CM's Special Cell, Secretariat, Chennai – 9.
2. Mr.K.Venkatesh, Counsellor, CM's Special Cell, Secretariat, Chennai – 9.
3. Mr.Vettrivel, Section Officer, CM's Special Cell, Secretariat, Chennai – 9.
4. Mr.Ponpandi, Assistant Section Officer, CM's Special Cell, Secretariat, Chennai – 9.
5. N.Devaraj, Counsellor, CM's Special Cell
6. Mr.Adi, BSNL, Chennai
7. Suresh Kumar, CEO, iMarque Solutions, PVT LTD
8. Mr.Vivek Nair, iMarque Solutions PVT LTD.



Citizen Relationship Management DB



அம்மா அழைப்பு மையம் 24x7

AMMA Call Center 24x7



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AMMA Call Center 24x7

New Calling Previous Calling * are mandatory

UserDetails

Calling No:	<input type="text"/>	Citizen Name:	<input type="text"/>
Father/SpouseName:	<input type="text"/>	Gender:	<input type="text" value="NIL"/>
Alternate No:	<input type="text"/>	Email ID:	<input type="text"/>

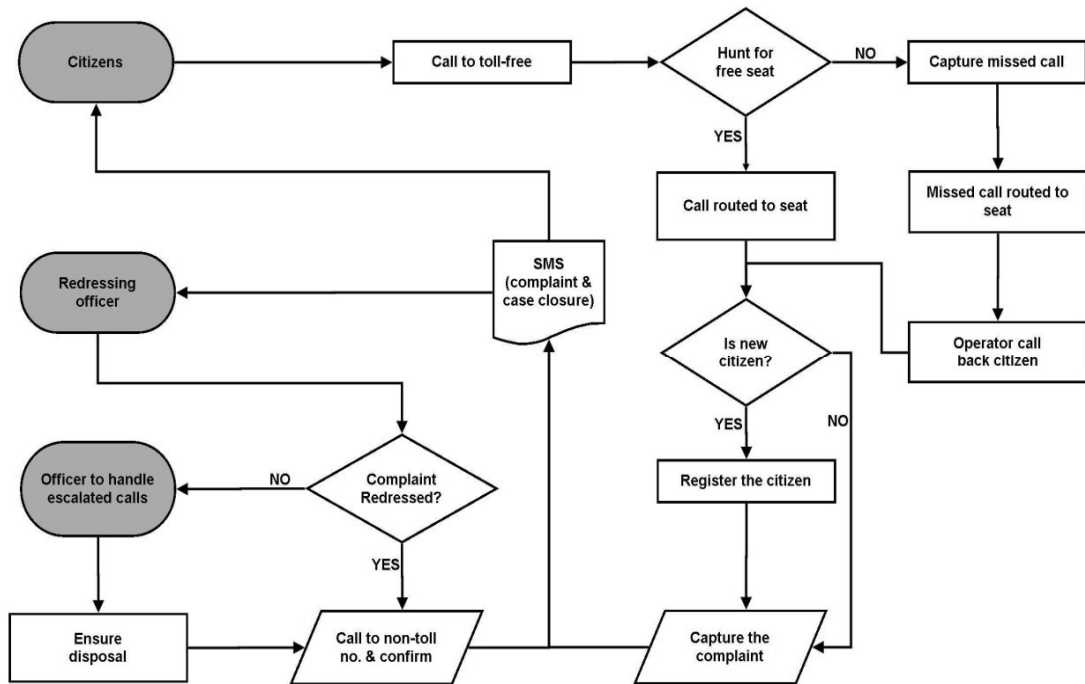
Grievance

Main Type:	<input type="text" value="PENSION RELATED"/>	SubType:	<input type="text" value="ISSUANCE OF PENSION"/>
District:	<input type="text" value="CUDDALORE"/>	Jurisdiction:	<input type="text" value="TITTAGUDI"/>

Department



Amma Call Centre 24/7 – Call flow diagram



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Skoch Award

