

AWARDS SCHEME FOR EXEMPLARY IMPLEMENTATION OF e-GOVERNANCE INITIATIVES

III. NAME OF CATEGORY- 'INNOVATIVE USE OF TECHNOLOGY IN e-GOVERNANCE'

1. Coverage – Geographical and Demographic :-

(i) Comprehensiveness of reach of delivery centres,

SARATHI- System of Assisting Residents and Tourist Through Helpline Information

(ii) Number of delivery centres

01 Call center

8 (Information Kiosk installed at all zone offices)

(iii) Geographical

(a) National level – Number of State covered

One City

(b) State/UT level- Number of District covered

One City

(c) District level- Number of Blocks covered

One City

Please give specific details:-

The initiative named SARATHI (*System of Assisting Residents And Tourists through Helpline Information*) was launched on 15th August 2013. The information through SARATHI is made available using multiple channels – book, website, call center, mobile app, e-book & pdf book. As the platform of call center is an interactive one, SARATHI is also working towards resolving complaints of the citizens. The innovative use of technology to disseminate the information in the form of FAQs as well as grievance redressal has become immensely popular with the citizens of Pimpri Chinchwad.

(iv) Demographic spread (percentage of population covered)

Pimpri-Chinchwad is situated towards the northeast of Pune and 160 km. from Mumbai. The city of Pimpri-Chinchwad is predominantly an industrial area, which has developed largely during the last four decades. Pimpri Chinchwad is a relatively newly developed urban area of Pune city. Pimpri was basically established as a center for refugees from Pakistan. Industrialization in Pimpri area commenced with the establishment of Hindustan Antibiotics Limited in 1956. The establishment of the Maharashtra Industrial Development Corporation (MIDC) in 1961-62 considerably facilitated industrial development in the area. The establishment of

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large-scale core industries has led to the growth of ancillary and small-scale industries in and around this industrial belt. With each passing year, the landscape saw significant changes, long stretches of farmland giving way to clusters of enclosed factory campuses.

Geography

The city of Pimpri-Chinchwad is situated near the western margin of the Deccan Plateau on the leeward side of the Sahyadri ranges and Western Ghats, 560 m above sea level, on the banks of the rivers Mula, Pawana and Indrayani.

The city lies in the seismically active zone of Koyna Region, which is about 100 km. south of Pune. The region has recently been upgraded to lie in zone IV, which is the second most dangerous seismic zone in [India](#). Consequently, the area has experienced some moderate-intensity and many low-intensity earthquakes. Although earthquakes were not known to have originated in the cities of Pune or Pimpri-Chinchwad, an earthquake of a very slight intensity took place in Pune with its epicenter in Dehu. Seismologists were however unable to explain the occurrence of this earthquake.

2. Situation Before the Initiative (Bottlenecks, Challenges, constraints etc with specific details as to what triggered the Organization to conceptualize this project #):

It is seen that seeking information from Government offices involves repeated visits, the problems of long queues, lack of uniformity in responses obtained and referrals from one office to another. It was realized that there is a need of a mechanism which would satisfy the information needs of the community related to services and facilities provided by Municipal Corporation and at the same time save the precious time of the administration spent in answering queries.

3. **Scope of Services/ Activities Covered** (Relevance of choice of application for client/ agency, Extent of e-enablement in terms of number of services, Extent to which step in each service have been ICT- enabled #)

It was decided to start an initiative with the objective of overcoming communication barriers and providing information expeditiously to the citizens. The entire initiative was given the name 'SARATHI' which in Marathi means '*one who guides towards the right path or one who drives you through adversities to find the destination*'. SARATHI in English has been aptly given an acronym i.e. **System of Assisting Residents And Tourists through Helpline Information**.

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Sr. No.	Date	Milestone
1.	30 th March 2013	Decision to undertake the initiative
2.	15 th August 2013	1st phase of SARATHI launched
3.	31 st October 2013	2nd phase of SARATHI launched
4.	9 th January 2014	Selected as Best practice under RTI
5.	26 th January 2014	English version of SARATHI launched

4. Strategy Adopted

(i) The details of base line study done,

Sr. No.	Objective	Strategy
1	Citizen friendly initiative	The content was designed in the format of Frequently Asked Questions (FAQs) instead of the descriptive information of the departments in the official language.
2	Cater needs of all sections of society	Provide multiple channels of communication using tools of Information and Communication Technology
3	Interactive Platform	Instead of an automated voice response system, an interactive call center was developed to provide an interactive, comfortable platform for the citizens. Backend operator system was established for directing and monitoring resolution of complaints.
4	Sustainability	Use in house capacity instead of outsourcing

(ii) Problems identified,

In spite of the mandate of proactive disclosure under Right to Information Act, getting complete and standard information from public authorities remains a challenge. On this background the Pimpri Chinchwad Municipal Corporation has undertaken an innovative step for dissemination of

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information related to various departments of Municipal Corporation as well as important departments of Central and State Govt.

(iii) Roll out/implementation model,

As a growing city with changing demographics, a change was needed in the way PCMC went about its business. An improvement in citizen's services along with continued focus on maintaining the economic momentum involved providing universal access of municipal services to the citizens, providing an efficient civic administration among others. PCMC set out to integrate its entire e-Infrastructure and build a comprehensive e-Governance program which received the National e-Governance "GOLD" Award for 2011-12 from the Department of Administrative Reform and Public Grievances, Government of India.

A number of cities in India have implemented eGovernance in some form or another, however PCMC's implementation stands out, both in its scope and sophistication. Built on Open Source Software platform, the eGovernance Software has been widely acclaimed and showcased as a Model implementation of a Custom ERP for Municipal Corporations. Virtually every department in PCMC is integrated onto a common platform and the organization as a whole is fully eGoverned.

The largest benefit of the new integrated e-Governance system is noticeable in procurement. On an average the city administration has been saving over Rs. 100 Crore each year, since the last four years, in procurement of goods and services. The e-procurement system has enabled competitive bidding ensuring significantly lower costs for all kinds of works. The system creates estimates online; the tender document set is generated automatically and all tenders are approved & digitally signed & published online.

(iv) Communication and dissemination strategy and approach used.):

Even though most urban local bodies have websites, finding the right information can be a challenge. Citizens find it difficult to get anything done due to lack of information on processes and Municipal Officers find that most of their time during the day is spent on dissemination of information.

SARATHI, an innovative multi-channel helpline was launched by PCMC on 15th August 2013. The main objective of SARATHI is to overcome communication barriers and expeditiously provide the citizens, information they require from the Municipal Corporation to access basic services.

SARATHI is formatted as an FAQ based system which deals with information about 28 Departments in the form of 500 FAQs and is available via 3 channels, a Book, a Website (www.pcmchelpline.in) and a daytime helpline which can be accessed at 8888006666 from 7 am to 10 pm. The helpline has a software based Call Centre

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solution which records all calls and is integrated with the Central Grievance Management System.

Copies of the Sarathi book were given to Corporators, Heads of Departments and Officers, Supervisors, Media, NGOs and Civil Society Groups. A PDF version of the same is also available for download on the PCMC Website. 8 professional call centre operators provide information to callers and three computer operators manage the Grievance Cell for tracking and monitoring complaints.

Paying heed to the overwhelming response, an e-Book and a Mobile App for SARATHI were launched on 11th October 2013. PCMC is now adding even more information to this database to include information on MIDC & Pimpri Chinchwad New Town Development Authority (PCNTDA) as well as information on documents of other Government agencies like Collector Office, Electricity Department, RTO for Driving Licenses, PDS for Ration Card, Passport Office, etc. and the same is expected to be rolled out by the 31st of October 2013. English and Hindi Versions of SARATHI FAQ are being currently developed and expected to be launched on 30th November 2013.

5. **Technology Platform used-**

(i) Description,

PHP and MySQL

(ii) Interoperability

It's a combination of Telephonic intelligence and e- governance, with the help of PRI line we have setup a call center, 10 operators are working in 2 shifts, Grievance redressal application attached with the call operator menu, in which they just mark the citizen's call as complaint as soon as the communication over, immediately the recorded call go to inbox of complaint manager who listen this call and enter the information to grievance system, an unique id of complaint get generated and immediately inform to the citizens and concern PCMC officer via sms, concern PCMC officer get wave file of communication done between citizens (complainer) and Sarathi operator

(iii) Security concerns

Its hosted in-house only specific IP can access the application

(iv) Any issue with the technology used

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No, we are very keen to use proven technology of market

- (v) Service level Agreements(SLAs) (Give details about presence of SLA, whether documented, whether referred etc. #)

Along with the registration of complaints its redressal too has been streamlined. A color coding system has been developed for existing grievance redressal system which helps to monitor the pendency at each level. In this, the complaints are monitored; colour coded and assigned negative points depending on the duration of pendency viz. pendency of more than 30 days (red code, 10 negative points); beyond 21 days (yellow code, 5 negative points) and pendency beyond 14 days (green code, 2 negative points). In the weekly meeting the total negative points earned by each department are calculated and action is taken in the form of a memo for more than 50 points, show cause notice for more than 75 points and a departmental enquiry for more than 100 points.

6. **Demonstrate innovative use of ICT for development** (Give details about use of new and emerging technology, innovative usage of ICT for process change to improve quality of the life/ organizational effectiveness, relevance of technology to provide the service #)

PROCESS

Core Committee: In order to work out the details of the initiative a core committee was formed consisting of the heads of all departments, representatives of the civil society & representatives of NGOs. This committee was led by the Municipal Commissioner. Weekly meetings of all the stakeholders were held on every Saturday for five months to discuss and finalize the details of the initiative.

Content: Information pertaining to the procedure for submitting an application for a service or a certificate, responsibility of grievance redressal and services and amenities provided by a department were included. A total of 774 Frequently Asked Questions (FAQs) were finalized

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for 45 departments (**Annexure I**). Taking into account the needs of cosmopolitan population of the rapidly growing city, SARATHI was launched in Marathi and English versions and it is planned to start the Hindi version too.

Tools: In order to address the needs of different groups of citizens a multi pronged approach of delivery viz. through a Book, Website, Mobile application, e – Book, pdf Book and Helpline (Call Center) was designed (**Annexure II**).

A total of 3000 books in Marathi & 1000 books in English titled SARATHI were published. A department-wise list of all FAQs and answers has been displayed on the website of Pimpri Chinchwad Municipal Corporation i.e. www.pcmcindia.gov.in. A special in house website www.pcmchelpline.in was developed exclusively for SARATHI to avoid congestion problems on main website. A full-fledged Call Center (Phone no. 8888006666) has been opened to function as a helpline from 7 am to 10 pm. The free, downloadable tools of mobile app, e-book & pdf book have helped in reaching the young generation.

Dissemination: The initiative was widely publicized through local print media, advertisement hoardings, bulk sms (short message service) and display boards at municipal offices.

7. Citizen Centricity (Give specific details on the following#)

(i) Impact on effort, time and cost incurred by user,

1. Standardization of Information – Making information available to the citizens involved the challenge of compiling all the relevant information related to a Dept and standardize it with the objective of eliminating interoffice variation as well as interpersonal variation of information.

2. Simplicity of Information – It is a common feature that Govt publications are not widely understood by the citizens because of the language and method of writing which is little difficult to comprehend. In order to make the citizens understand all the information about Municipal

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Corporation, it was consciously decided to provide the relevant information in the form of Frequently Asked Questions (FAQs). The questions as well as the answers were designed completely from the citizen's point of view so that it becomes easy to understand.

3. Reaching out to Masses – As the objective of the project was to reach out to all the citizens of the city of Pimpri Chinchwad, it was decided to make use of all possible modes of communication using modern tools of Information Technology. Hence, apart from the traditional method of dissemination through books, newer methods like special Website (www.pcmchelpine.in), PDF Book, E-Book, Mobile Application & Call Center were adopted. The mode of Call Center became popular with the lower socio-economic strata of the city who do not have access to computer and internet, but, have a mobile phone to call the helpline.

4. Grievance Redressal – It was well anticipated that once the people get easy and complete information, they would be empowered and feel confident to approach a Dept. It was decided to have a two way channel of communication with these citizens who have to come to Municipal Corporation to lodge grievances about small issues like inadequate water supply, overflowing drainage, non-functional street light etc. The mode of Call Center not only works for dissemination of information but also accepts the grievances over phone, transcribes these complaints into mail and sms which are sent to concerned field officer who in turn resolves the grievance immediately and the status is reported to the citizen too.

5. Rising aspirations of Citizens – The project becomes very successful within one month of its launch. By 15th Sept 2013, the system was used by more than 14,000 citizens of PCMC. Among them few had enquired about process of getting an LPG connection, documents required for Passport, application for Driving Licence etc. These processes are not dealt by Municipal Corporation but by different departments of State and Central Govt. But, we thought for citizens, Govt is only one entity. Hence, it was consciously decided to obtain information about basic processes of these departments, standardize the same with the senior officials of those departments and provide it through SARATHI. Thus information about 14 different departments of the State and Central Govt was made available

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to the citizens through SARATHI from 31st Oct. 2014. As regards to the grievance redressal of the citizens on issues pertaining to these departments, the citizens were informed about the concerned desks / officers who could be contacted in the respective departments.

(ii) Feedback/grievance redressal mechanism,

Along with the registration of complaints its redressal too has been streamlined. A color coding system has been developed for existing grievance redressal system which helps to monitor the pendency at each level. In this, the complaints are monitored; colour coded and assigned negative points depending on the duration of pendency viz. pendency of more than 30 days (red code, 10 negative points); beyond 21 days (yellow code, 5 negative points) and pendency beyond 14 days (green code, 2 negative points). In the weekly meeting the total negative points earned by each department are calculated and action is taken in the form of a memo for more than 50 points, show cause notice for more than 75 points and a departmental enquiry for more than 100 points.

(iii) Audit Trails,

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(iv) Interactive platform for service delivery,

Core Committee: In order to work out the details of the initiative a core committee was formed consisting of the heads of all departments, representatives of the civil society & representatives of NGOs. This committee was led by the Municipal Commissioner. Weekly meetings of all the stakeholders were held on every Saturday for five months to discuss and finalize the details of the initiative.

(v) Stakeholder consultation

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1	Citizen friendly initiative	The content was designed in the format of Frequently Asked Questions (FAQs) instead of the descriptive information of the departments in the official language.

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2	Cater needs of all sections of society	Provide multiple channels of communication using tools of Information and Communication Technology
3	Interactive Platform	Instead of an automated voice response system, an interactive call center was developed to provide an interactive, comfortable platform for the citizens. Backend operator system was established for directing and monitoring resolution of complaints.
4	Sustainability	Use in house capacity instead of outsourcing

8. **Adaptability and Scalability** (Give details about Local language support, ability to leverage shared Government infrastructure, Standardization of technology used (hardware, software, application etc. #)

With expertise in e governance, vast domain experience and adequate funds, the Municipal Corporation could independently design and implement the intervention successfully without any outsourcing. The internal technical expertise and capacity of the organization was utilized to design and implement the initiative. As a result, the corporation staff is more confident of running it independently and overcoming the problems confidently.

The weekly meetings of Core Committee continue to be held on every Saturday. In these meetings, the feedback received is analyzed and initiatives are taken to strengthen SARATHI. This has resulted in launch of second phase and English version of SARATHI.

9. **Adaptability Analysis**

- (i) Measures to ensure adaptability and scalability

SARATHI was presented at the Conference on Innovations in Urban Governance held at New Delhi on 26th & 27th August 2013, jointly organized by National Innovation Council and Ministry of Urban Development, Govt of India. The session on Service Delivery, during

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which SARATHI was presented, was chaired by Mr. Sam Pitroda, Chairman, National Innovation Council. He recommended that all the Municipal Corporations in the country should adopt SARATHI.

(Annexure VI)

SARATHI was also selected as one of the nine best practices under Right to Information Act, by Dept of Personnel and Training, Govt of India during the national workshop at New Delhi on 9th January 2014.

(ii) Measures to ensure replicability

At national level a replication of this initiative is possible because all Municipal Corporations, by and large, have similar authority as well as roles and responsibilities. The teams of officers from Pune Municipal Corporation and Kirkee Cantonment Board have already paid a visit to study the system. The Pune Municipal Corporation has decided to adopt the same

(iii) Restrictions, if any, in replication and or scalability

Updating the information: The information provided through the website, call center, mobile app, pdf book and e-book can be updated easily. The analysis of the calls received at the call center is helping the administration to update the FAQs.

(iv) Risk Analysis

Ensure confidentiality: It is being observed that now citizens complain without any fear when they call on the helpline. Considering the fact that citizens would lodge a variety of complaints, care is taken to ensure the confidentiality regarding the caller details.

10. **New Models of Service Delivery** (Give details about type of partnership model use, Links to/Supported by Public/Private Organization Links provided to relevant websites etc. #)

Social and Economic: As the system has proved to be of equal use to all members of the society, SARATHI is reducing the disparity in access to information and grievance redressal resulting from differences in class, caste, age, sex, culture etc. People with a busy schedule, women, handicapped individuals and elderly citizens find this system very useful to access information and register their grievances.

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11. **Efficiency Enhancement** (Give specific details about the following #)

(i) Volume of transactions processed

A total of 2,70,230 citizens have accessed information through the SARATHI initiative in 365 days period from the launch on 15th August 2013. On an average 679 citizens are being benefitted from SARATHI every day. Of these, an average of 320 citizens are drawing the information from website, an average of 151 citizens are getting the information from the call center while the remaining 208 citizens are using the mode of book, mobile app, pdf book & e book. (**Annexure III**)

Of the total 55,846 calls received, a total of 28,298 (69%) calls were for seeking information, while a total of 17,548 (31%) calls were for grievance redressal. Of these, a total of 16,865 (96.11%) complaints have been successfully resolved by the municipal administration.

The helpline is receiving complaints related to water supply, drainage, waste disposal, pot holes on the road, street lights, encroachment as well as issues related to garden, traffic, parking facility, veterinary department etc. (**Annexure IV**)

(ii) Coping with transaction volume growth

(iii) Time taken to process transactions,

(iv) Accuracy of output,

(v) Number of delays in service delivery

12. **User convenience** (Give specific details about the followings #)

(i) Service delivery channels (Web, email, SMS etc.)

Helpline call center 7 am to 10 pm (Ph.8888006666)

Web site:- www.pcmchelpine.in

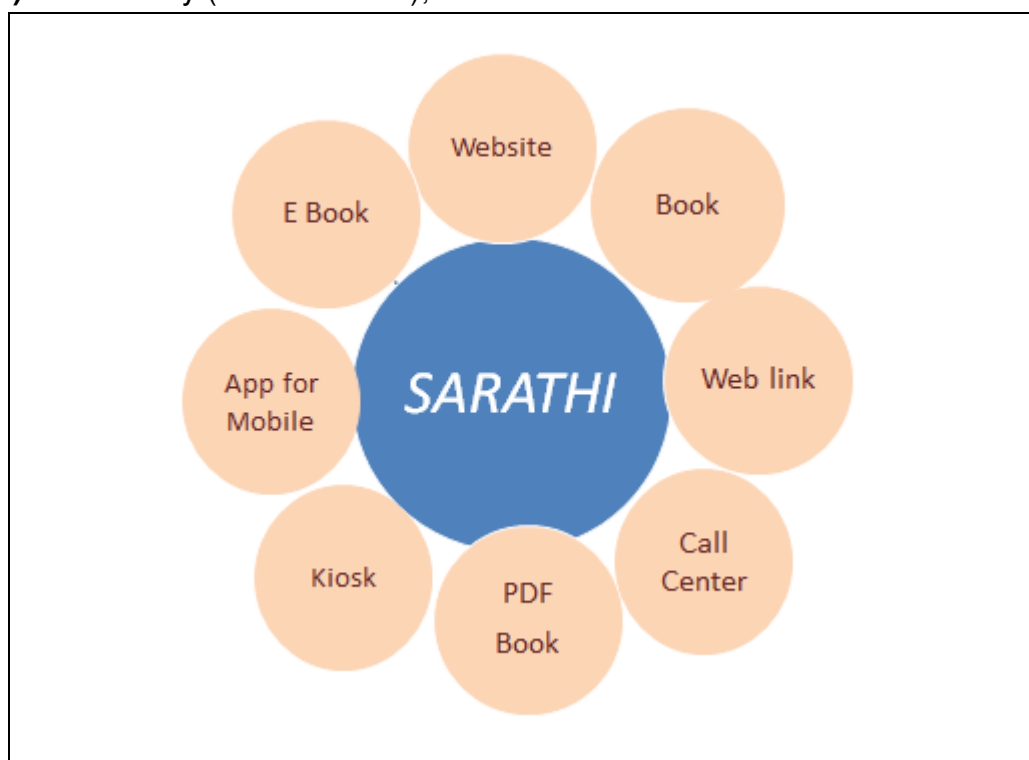
Email:- sarathi@pcmcindia.gov.in, pcmc@vsnl.com

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(ii) Completeness of information provided to the users,

The information through SARATHI is made available using multiple channels – book, website, call center, mobile app, e-book & pdf book. As the platform of call center is an interactive one, SARATHI is also working towards resolving complaints of the citizens. The innovative use of technology to disseminate the information in the form of FAQs as well as grievance redressal has become immensely popular with the citizens of Pimpri Chinchwad.

(iii) Accessibility (Time Window),



(iv) Distance required to travel to Access Points

People do not have to travel to offices to seek information or for redressal of minor grievances thereby reducing not only the travel costs but also problems associated with city traffic.

(v) Facility for online/offline download and online submission of forms,

Completer system is online, citizens can download pdf book, ebook, Mobile apps (Android, Windows, BlackBerry and Apple os) etc.

Citizens can also have facility to call our help line to get specific details

Such as documents require, procedure to follw for building permission,

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24/7 medical shops etc..

(vi) status tracking

Show Grievance Status

Enter Your Token Number And Click Show Button To Find Status

- Date :-05/08/2014
- Citizen Name :- शाम - मेवाती
- Token No :-H17321
- Subject :-स्ट्रीट लाईट बंद असले बाबत...
- Description :-सदर ठिकाणच्या स्ट्रीट लाईट २/३ दिवासा पासून बंद आहेत.त्या चालू कराव्यात अशी तक्रारदार यांची मागणी आहे.
- Your Grievance Status is :- CLOSED

Token Number :

ShowCancel

Token No.	Citizen Name	Subject	SubDepartment	Stage	PcmcUser	Remark
H17321	शाम - मेवाती	स्ट्रीट लाईट बंद असले बाबत...	क प्रभाग विद्युत	CLOSED	संजय यशवंत खाबई	Work done

There is a facility to check grievance status if you have grievance ID

13. **Sustainability** (Give details about sustainability w.r.t. technology (technology used, user privacy, security of information shared – Digital Encryption etc. #), Organization (hiring trained staff, training etc. #), financial (Scope for revenue generation etc. #))

With expertise in e governance, vast domain experience and adequate funds, the Municipal Corporation could independently design and implement the intervention successfully without any outsourcing. The internal technical expertise and capacity of the organization was utilized to design and implement the initiative. As a result, the corporation staff is more confident of running it independently and overcoming the problems confidently.

The weekly meetings of Core Committee continue to be held on every Saturday. In these meetings, the feedback received is analyzed and initiatives are taken to strengthen SARATHI. This has resulted in launch of second phase and English version of SARATHI.

Financial: The website, pdf book, e – book, mobile app and book do not involve any recurring cost. The recurring expenditure is only Rs. 1,40,000 and is mainly for the Call Center.

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Social and Economic: As the system has proved to be of equal use to all members of the society, SARATHI is reducing the disparity in access to information and grievance redressal resulting from differences in class, caste, age, sex, culture etc. People with a busy schedule, women, handicapped individuals and elderly citizens find this system very useful to access information and register their grievances.

14. Result Achieved/ Value Delivered to the beneficiary of the project-(share the results, matrices, key learning's, feedback and stakeholders statements that show a positive difference is being made etc):

(i) To organization

Within 12 months of its launch, a total of 2,70,230 citizens have benefitted from SARATHI. Of these a total of 1,15,942 have accessed the information using the website while a total of 55,846 have used the call center to seek the information.

(ii) To citizen

Another interesting feature of SARATHI is that the citizens can get their grievances about municipal services redressed with just a call to the helpline. Of the total 55,846 calls received at SARATHI helpline, 17,548 were pertaining to complaints of which 16,865 (96%) complaints have been successfully redressed.

(iii) Other stakeholders

SARATHI which is benefitting an average of 679 citizens every day has been selected as a best practice under Right to Information at National level. Mr Sam Pitroda, Chairman National Innovation Council has recommended that SARATHI should be adopted by all the Municipal Corporations in the country. Pune Municipal Corporation has decided to adopt SARATHI.

15. Extent to which the Objective of the Project is fulfilled-(benefit to the target audience i.e.G2G, G2C, G2B, G2E or any other, size and category of population/stakeholder benefited etc):

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16. Comparative Analysis of earlier Vs new system with respect to the BPR, Change Management, Outcome/benefit, change in legal system, rules and regulations

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17. Other distinctive features/ accomplishments of the project:

1. Standardization of Information – Making information available to the citizens involved the challenge of compiling all the relevant information

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related to a Dept and standardize it with the objective of eliminating interoffice variation as well as interpersonal variation of information.

2. Simplicity of Information – It is a common feature that Govt publications are not widely understood by the citizens because of the language and method of writing which is little difficult to comprehend. In order to make the citizens understand all the information about Municipal Corporation, it was consciously decided to provide the relevant information in the form of Frequently Asked Questions (FAQs). The questions as well as the answers were designed completely from the citizen's point of view so that it becomes easy to understand.

3. Reaching out to Masses – As the objective of the project was to reach out to all the citizens of the city of Pimpri Chinchwad, it was decided to make use of all possible modes of communication using modern tools of Information Technology. Hence, apart from the traditional method of dissemination through books, newer methods like special Website (www.pcmchelpine.in), PDF Book, E-Book, Mobile Application & Call Center were adopted. The mode of Call Center became popular with the lower socio-economic strata of the city who do not have access to computer and internet, but, have a mobile phone to call the helpline.

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Central Govt. But, we thought for citizens, Govt is only one entity. Hence, it was consciously decided to obtain information about basic processes of these departments, standardize the same with the senior officials of those departments and provide it through SARATHI. Thus information about 14 different departments of the State and Central Govt was made available to the citizens through SARATHI from 31st Oct. 2014. As regards to the grievance redressal of the citizens on issues pertaining to these departments, the citizens were informed about the concerned desks / officers who could be contacted in the respective departments.

This is just an indicative list of indicators. Applicant can add on more information based on suitability of the project nominated.