



Grievance Redressal Mechanism in Haryana, An Overview

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The Government, as a matter of fact, has the duty to bring to the fore the concerns of the citizens so that a responsive, accountable, transparent, decentralized and people-friendly administration could be provided at the local, state and the national levels. This has consequently, resulted in the expansion of the role dimensions of its role. This has to be done to customize its role in consonance with the expectations and aspirations of the people. A gap in the expectations of the people and the performance of the Government lead to the rise of grievances against it. That is why the Prime Minister, Narendra Modi has grievance redressal system as the biggest strength of the democracy. As a matter of fact, it has now become an integral component of the administration all over the globe. A responsive government, which is sensitive to the needs of its citizens always aims at ensuring efficient, responsive and transparent governance. This could be done either through a formal or an informal process of grievance redressal which could be used by those individuals, communities and civil society organizations who are being adversely impinged upon by the governmental operations and activities. No administrations can, in-fact, claim to be accountable, responsive and user-friendly unless it has been able to put into place an efficient and effective grievance redressal mechanism. In other words, this is the measure that evaluates its competence. It has, therefore, be to legitimately acknowledged, as an important channel for getting feedback from people on the working of its administration.

Effective redressal of public grievances, has, as a matter of fact, now become a touchstone for mapping the degree of responsiveness in a governance system because it is the mechanism for the receipt & processing of citizen's complaints for the removal of their grievances and for the delivery of efficient public services to them. Consequently, efficacy of this mechanism is now being recognised as a barometer to gauge the sensitivity and effectiveness of an Administration; Its weakness indicates prevalence of an unhealthy scenario. If the grievances remain unresolved despite their serious nature; these are most likely to become unmanageable and could lead to the emergence of legitimacy. Hence, an efficient system for the redressal of grievances has to be recognized as an integral attribute of a Citizen-friendly Administration. It has, as a matter of fact, become the prime attribute and the very essence of 'good governance'.

Therefore, it goes without saying, a well knit grievance redressal system is the need of the hour. If the grievances are not timely redressed timely These are bound to create it frustration in people and consequences may give rise to large scale public resentment and widespread unrest. That is one why handling of the grievances is widely seen



as a big challenge for the present day administration. Efficacy of a system has to be judged by the quality, as well as, the speed of redressal of grievances of the citizen reliable barometer for judging goodness in governance. The needed organizational, procedural and systemic reforms have to be put in place for this purpose. The political mandate with a stray, commitment for getting recognition as an ethical executive. It must also be suitably equipped and attuned to take on the obstructionist vested interests. Unstinted cooperation of all the stake-holders and the beneficiaries as well as a diligent work force are bound to lead to immense support for the government.

Recognizing these hard facts, the present Government of Haryana, which had come to power in 2014, has taken major initiatives in this direction. These include Haryana's Swachh Map App, Harsamadhan Portal, Harpath Portal, Social Media Grievances Tracker and CM Window Complaint Portal.

An attempt is being made in this paper to discuss the above stated instruments of grievance redressal. The Government of India has set up two Administrative Reforms Commissions for this purpose, the first in the 1960's and the second in the 21st century. In line with the Government of India, Government of Haryana. Apart from the initiatives like Mukh Dwar Prashasan Shivir, Sarkar Aapke Dwar and the District Public Relations and Grievances Committees have been strengthened for on the spot disposal of public grievances by organizing Open Air Rural Camps. The Government had also constituted an Administrative Reforms Commission which had submitted many comprehensive reports had made numerous recommendations. But after the emergence of the e-governance, new matching initiatives have been taken by the Government of Haryana in the recent years. These aims at effectively handling the complaints and grievances of the citizens. Hence the objective of this paper is to instruments for grievance redressal with a particular focus on Chief Minister's Window.

Haryana's Swachh-Map App

The Government of Haryana launched a mobile app on? in the urban areas primarily, to enable their residents to complain against the insanitary or unhygienic surroundings and for seeking corrective action there on it by the local authorities. It is a part of the Swachh Bharat Mission which has been launched for addressing cleanliness issues in areas that fall within the limits of the Municipal Corporations, Municipalities and Municipal Committees of Haryana. The Swachh Map is a crowd-sourced tracking tool which aims at mapping all the garbage dumps, dirty sites across the country by tracking them with through color coding on a Google Map (Red - Dirty site, Green- Clean site).

The citizens can download the mobile application and use it to file complaints. They only need to take a picture of the spot nuisance and post it through the app. The app can pinpoint the location of the cause of the complaint by using the geo-location of the picture. It automatically forwards the same to the municipal



corporation/council/committee concerned for action. The citizens can get regular updates and notifications on the status of their complaints. They can also send their comments, feedback and replies on the status messages. Besides, they may also give final comments after verifying whether the complaint has been resolved on the ground or not. The users can also vote for the complaints uploaded by their friends and neighbours in their localities.

Functioning of Haryana's Swachh-Map App

Upon complaint made by the user, the data will be sorted and compiled against zipcode, locality, city and state.



The Swachh Map App will share the data across municipal bodies, local communities, NGOs, Corporate and individual volunteer around for site adoption, regular checks and cleanliness drive.

Apart from the state government, the details of state-level complaints are also sent to the central government's Swachh Bharat Mission office through this app. This enhances the accountability of the concerned functionaries and officers.

Its success, however, depends, on the wherewithal and resources available with the local authorities for handling these complaints.

HarSamadhan Portal

Harsamadhan is a combination of two words, Har (Everyone) and Samadhan (Solution). It is an endeavor of the Haryana Government for the fast Samadhan (Redressal) of every kind grievances of the citizens. It also aims at the pursuit of excellence in e-Governance. This portal had been launched on 18th June 2010 for the redressal grievances of residents' on priority basis.

The users can lodge online their complaints relating to any government department and agency. The user needs to login on the portal which is available both in English & Hindi for availing this service. It aims at making the governance, transparent by providing common solutions. In this way, it reduce the delivery costs by minimizing the duplication of efforts by the individuals and the departments.

Harsamadhan has been designed and developed for providing a uniform and systematic approach for monitoring. It is being implemented by Government of Haryana in Technical Collaboration with NIC Haryana State Unit.



Responsibilities of State Nodal Officer/Central Grievances Cell:

1. To liaison with all the government offices.
2. To intimate to the various departments, district administration and field offices new developments, addition/deletion of features in the portal.
3. The Under Secretary (Grievance Cell) looks into the received mails and sends them to? All technical issues are then taken up with NIC Project Coordinator.
4. The Central Grievance Cell ensures uploading of all the grievances received by it manually or by post.

Responsibilities of Line Departments:

1. These are directly responsible for management of the grievances related to the portal.
2. They have to create a hierarchy in the Department and upload user accounts of all officers.
3. They also have to ensure uploading of all grievances received by them either manually or through post.
4. View all the grievances are forward by them to the subordinate organizations/officers.

Responsibilities of NIC:

1. Technical ownership of Harsamadhan Portal.
2. Designing, re-designing, hosting and technical maintenance of the Portal.
3. Provisioning of requisite resources at NIC Haryana state data centre for hosting the portal.
4. Providing training on the operations of Harsamadhan to all the government departments.
5. Maintenance of the web and data base servers.
6. Ensuring 24X7 availability of the portal.

The citizens and all the departments of Haryana Government are stakeholders in this system.

Feature of Harsamadhan

1. Harsamadhan has been designed in such a way that the grievances get channelized into one cohesive system with a Unique Grievance Tracking Number.
2. It is easy to use as it allows online registration of grievances in a bilingual mode.
3. A Unique Registration Number is generated on the submission of a grievance and the supporting information for effective grievance redressal is immediately asked for. This ensures a quick feedback.
4. Status of Action taken at subordinate level gets automatically accessible to the senior officers. This helps them in monitoring the grievances.

This experiment has been successful in Haryana and has yielded encouraging results.



HarPath Portal

The "Harpath Haryana Citizen Grievance" mobile app had been launched on September 15 2017 to enable the citizens to report on the conditions such as damage in the road and accident black-spots on it along with location based information and its photograph. Since the citizens were finding it difficult to identify the place where a complaint has to be lodged about the poor quality/condition of the roads and hence the need was felt for a mapping technique. The Department-wise mapping of the roads is being done now and a Pilot Test has been conducted at Hisar for handling the requisite complaints. These set reflected in user account of the concerned department user account.

These are being regulated to adhere strictly to the timeline of 96 hours for the disposal of complaints, pertaining to the roads in the State received on "Harpath App", because the State government is committed to make Haryana, a Pothole-free State. It is of the view that an initiative like this would not only help in providing smooth roads to the people but also enhance their faith in the functioning of governance. Five departments, [(Public Works (Building and Roads)], Urban Local Bodies, Haryana State Agricultural Marketing Board (HSAMB), Haryana Shahari Vikas Pradhikaran (HSVP) and Haryana State Industrial and Infrastructure Development Corporation (HSIIDC)) are now being involved in the construction and repair/maintenance of the roads in the State.

The complaints are being uploaded by the Saksham Yuvas deployed for this purpose by the Departments and also by the citizens of Haryana. A total number 1,14,318 complaints have been received on the Portal till now regarding the repair of roads and more than 70% of these have been redressed by concerned departments.

Functioning of HarPath

HarPath is an official mobile app of Government of Haryana. The citizens' complaint is routed to the Engineer of the Department PWD (Buildings and Roads), Haryana State Agricultural Marketing Board, Haryana Urban Development Authority and Urban Local Bodies Department) responsible for this duty. The status of action taken is also made available to citizens on in the mobile app. The system is being powered by National Remote Sensing Centre (NRSC), Indian Space Research Organisation (ISRO) on Bhuvan Geo-platform.

The functioning of the App has been made simple and user-friendly. The complaint about the damaged roads, along with the photographs, can be uploaded at the portal by the complainant/citizen of Haryana for its redressal.



The process of the App is so designed that spot of the complaint with photograph and specific complaint ID will appear on the website of the concerned Engineer of the Department covered under this portal.



Further, the Engineer has to resolve the complaints within 10 days of receipt of the complaint. As and when the complaint is closed by the Engineer, the message regarding its closure gets flashed at complainant's end.

Lastly, the complainant has also been given an option to reopen the complaint in case he/she feels unsatisfied with the resolution. The other officers of the Department and of District Administration also have also been given access to the portal so that they could monitor its working for the efficient redressal of complaints. The overall functioning of the HarPath Portal is being supervised by the officers in Chief Minister's Office (CMO).

Social Media Grievances Tracker

The Social Media Grievance Tracker had been started in May, 2017 for providing prompt redressal of complaints of the residents of the state. It had setup to identify, process and resolve all the relevant short-term complaints sent by the citizens to the CMO/Government via Social Media. Though, several state governments have been using social media, **Haryana has become the first one to** use a technical platform for monitoring all the grievances that are received by the Chief Minister on his Twitter handle, Facebook and e-mail. This has helped in the monitoring of the grievances and in ensuring their quick redressal.

This system works on the mechanism in which the complainant may tag it to any one of all the Ministers, a MPs or MLAs of the State. These then, automatically get generated into tickets and and are resolved promptly. The SMGT software includes numerous keywords where the tickets are generated automatically if the complainant mentions words like Fire, Danger, Sewer, Water, Roads, Health, Theft, Extortion, etc. The complaints of verified twitter handles and those which have a following of more than 500 people on their Twitter handle are given priority and are marked "Urgent". Apart from redressal of complaints, the duration of time of resolution is also provided on it.

The SMGT cell operates from the Room No. 29, 9th floor of Haryana Civil Secretariat and its operators are being guided by two Supervisors who are Retired Class-1



Officers & a Coordinator who continuously monitor the whole process. The Supervisors also guide the operators in handling the complaints. The Coordinator and the Supervisors keep on constantly pressing the matter with the concerned authorities to ensure prompt redressal of complaints.

Functioning of Social Media Grievances Tracker

The complaints taken up on this platform pertain to the Power, Water Supply, Sewerage, Repair, Police Assistance and Challenging, Delay in the works in the offices of SDM/Tehsildar, Issues regarding Pensions and Issuance of Aadhar Cards, Ration Cards and Birth/Death Certificates are tracked by it.

Upon receiving the complaint, the operators in the SMGT cell escalate the complaints to various District/Departments. Under this, various dashboards have been created of the Districts/Departments so that specific complaints are escalated to the specific Districts/Departments.

Then, the Districts acknowledge the tickets which have specific numbers and put them in pending state before they start working on it.

Then the Supervisors take up the issues personally over emails and telephonically so that the complaints are redressed promptly and they also make sure that the complainant is satisfied by the work done.

After the complaint has been resolved, the Districts/Departments send the ATR (Action Taken Report) for reporting about the actual situation and facts regarding the work done. Lastly, the SMGT team tweets to the complainant that their complaint has been resolved.

Keeping in view the problems faced by the General Public vis-à-vis Government Offices, Chief Minister Grievance Redressal Cell had been established on 25 November, 2014 with Chief Secretary to Government, Haryana as its Administrative Secretary. Besides the Chief Minister's Window (CM Window), a Grievances Redressal and Monitoring System had also been inaugurated in Haryana on 25 December, 2014 in all the departments of all the districts as a Flagship programme. This portal had been launched on the eve of celebration on the Good Governance Day by the Indian Government at the occasion of Former *Prime Minister Atal Bihari Vajpayee*' birthday. It seeks to bring transparency in the



governance by ensuring prompt redressal grievances of the people, as well as, to ensure zero tolerance to corruption.

1. The rationale behind the creation of CM (Window)
2. Its salient features
3. Procedure for using Haryana CM Window Complaints Portal
4. Conclusions
5. Suggestions

This time-bound complaints mechanism is expected to help the stakeholders in governance in improving it. In other words, it has been designed to meet the twin objectives of minimum administration and maximum governance. It also seeks to provide expeditiously the benefits of the welfare schemes to the people. This IT-based platform is also likely to help in bridging the gap between government and common people through speedy redressal of complaints.

It is pertinent to mention that this Grievance Redressal portal is entirely online. Hence it leaves no scope for inordinate and undue delays. The grievances are registered online at the CM Window counters and the citizen gets the SMS on his/her mobile phone with a Grievance Registration Number. This number is used by him/her for online tracking of the process of grievance redressal. The CM Window, it may be noted, has been set up in all the Districts at e-Disha Kendras & Sub-Divisional Offices for gathering the grievances from common citizens. This web portal has been made available in English, Hindi and Punjabi for facilitating their task. They can also connect to it by surfing Facebook and Twitter.

The Nodal Officers and the other Dealing Officers, who operationlise the CM Window are given regular training by NIC. Efforts are also made for and continuous improvements in the systems. The following instructions have also been issued to all the ADs/HoDs/DCs for this purpose:

- To appoint Nodal Officers in each department and every district to look after the quality and quantity of grievances redressal and departmental 'action taken reports' on CM Window.
- The complaints made against the Groups C & D officials, are to be examined by the officers two levels above the complaint. Similarly, in the cases of the complaints made against the Groups A & B officials, should be examined at one level above the level of the said officer.
- The departments are supposed to send the 'Action Taken Reports, online.

Facility of Call Center

A dedicated Call Center has also been set up to interact with the applicants on the 'Action Taken Reports' being forwarded by the respective departments and for obtaining the feedback regarding the actions taken. It informs the applicants about the status of their grievances. If the applicants are fully satisfied with the grievance redressal, the complaints set disposed off automatically. In the cases of standoffs between the departments and the citizens/applicants, the 'Action Taken Reports' are re-examined in terms of the



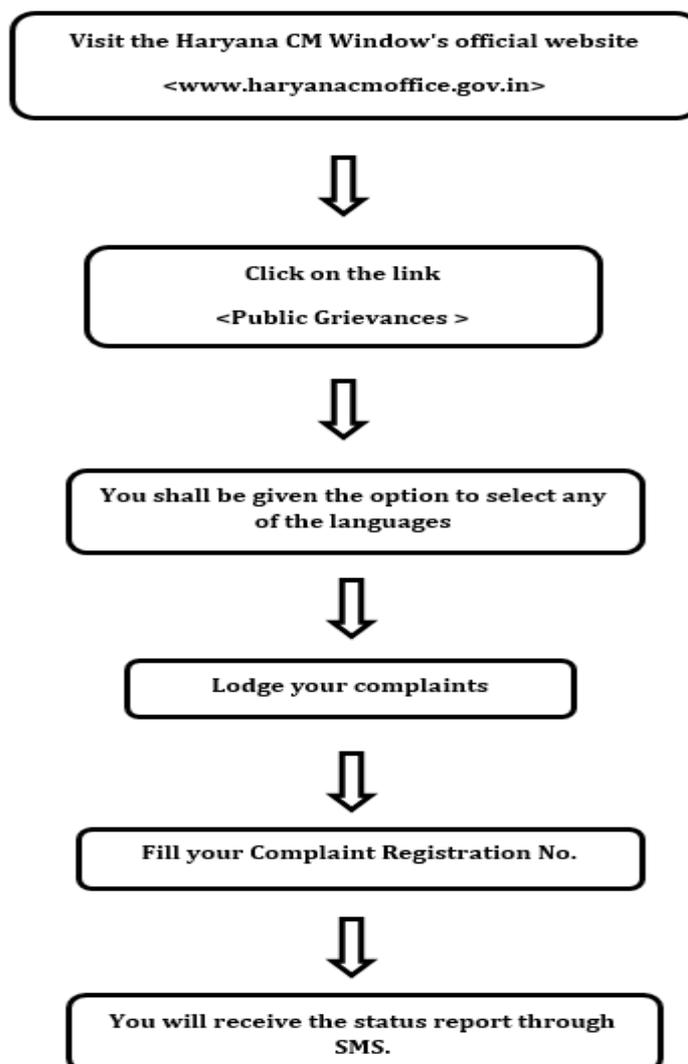
existing Rules & Regulations but by keeping in view the practicability of the redressal of such a grievance.

'Share your Ideas' section

An important feature of this Portal is that people are able to give suggestions to the Chief Minister's Office. This helps the government in formulating its policies. The link for CM Grievances Redressal system has also been provided on this web portal for submission of complaints.

Procedure for using Haryana CM Window Complaint Portal

The complaints are received through the CM Window to minimize the corruption in the state. The process of registering complaint is as follows:





Current Metrics of CM Window

As on 01.05.2019, status of Grievances, Demands, and Suggestions on CM Window was as follows:

S. No.	Title	Total Numbers
1	Total grievances	583974
2	Disposed Of	549052
3	Under action/consideration	33064

[Source:-]

The Year-Wise status of Grievances received Online on 28.02.2019, was as under:

Year-wise Grievances Status			
Year	Total Grievances Received	Pending	Disposed Of
2014	4087	1	4086
2015	122099	136	121963
2016	108266	432	107834
2017	149793	3079	146714
2018	154522	16230	138292
2019	25263	16807	8456

[Source:-]

The Year-Wise Call Center Report on 14.03.2019 was as follows:

Year	No. of Feedbacks Taken	Satisfied	Unsatisfied (But Counselling)	Unsatisfied (Not Counselling)
Overall	201040	45919 (22.84%)	100308 (49.89%)	54813 (27.27%)
2015	73720	11346 (15.39%)	32964 (44.72%)	29410 (39.89%)
2016	39687	13259 (33.41%)	19392 (48.86%)	7036 (17.73%)
2017	35313	9645 (27.31%)	18098 (51.25%)	7570 (21.44%)
2018	44367	9806 (22.01%)	25912 (58.04%)	8649 (19.5%)
2019	7953	1863 (23.43%)	3942 (49.57%)	2148 (27%)

[Source:-]

Steps for Streamlining the Working of CM's Window

1. The Government has established CM Web portal with a link for CM Grievances Redressal Web Site for redressal of public grievances. A customized Toll Free Number has also been started to register grievances on phone.



2. The Chief Minister has directed that Action Taken Reports on grievances should be sent online instead of hard copies being sent to CM secretariat.
3. All the officials working at CM Window in the district were directed, to ensure the correctness of identity of the complaint at the time of receipt of complaint/grievance. They have also been directed to check the identity of the complainant at the time of receipt of complaint.
4. The officers/officials, looking after the work of CM Window, were directed, to ask the applicant to mention his/her name, address and mobile number, which is mandatory, and Adhaar Number, which is optional, in the application while uploading the application on CM Grievances Redressal System.
5. The Additional Chief Secretary to Government Haryana has communicated that, as proposed, the option for three months period for specific grievances has been provided by NIC, Haryana.
6. The Acknowledgement/compliance report in regard to Action Taken in CM Window is to be sent within 15 days,
7. It was conveyed that any complaint against an official forwarded from the CM Grievance Cell to any department, should be examined at two levels above the level of such official. Therefore, all the complaints which have been marked to the subordinate organizations should ideally be enquired by an officer two ranks above the delinquent official's level.
8. It has been decided, that the complaint received against an official of Groups C & D should be examined at two levels above the level of the said official and the complaint against an official/officer of Groups B & A should be examined at one level above the said officer/official's level.
9. The departments have been requested to send information about the Nodal Officers,
10. Instructions were given that the grievances/complaints of working employees related to their departments in respect of pay anomalies, arrears, reimbursement claims, promotions, transfers etc. may not be uploaded/entertained on CM Window. However, retired employees can give their grievances on this portal.
11. It has also been decided that ATRs be uploaded in the standardized format (specimen both in English and Hindi). It has also been ordered that Grievances, identified as critical on CM Window be disposed of on priority as per norms and that no ATR otherwise than in approved format shall be accepted after 20-03-2017.
12. Guidelines have been issued for taking action on the grievances through CM Grievances Redressal System. Further, it has directed that, in case of every grievance, it shall be compulsory to contact the applicant. It has been further directed that whosoever officer undertakes to redress the grievance shall be personally liable to contact the applicant and that along with the applicant, one eminent citizen of that area (list uploaded on CM Window Portal) shall also be called so that neither, the applicant nor, the official is able to make false complaints or reports. Further, it has been decided that no Action Taken Report is to be accepted without the signatures of either complainant or any one person out of list of eminent persons or both with effect from 08.05.2017.



13. It has also been directed that all the officers who sign the ATR shall write their name (in capital letters) and affix office stamp under his/her signatures.

(OVERDUE 3 MONTHS-WISE) as on: 2018-11-21			
Department	Total Receipt	Current	Last Meetin
Panchayats	60532	930	932
Urban local Bodies	27606	925	816
TCP and HSVP and UE	14086	501	407
Power Department	28230	461	270
School Education	19115	342	486
Social Justice and Empowerments	11849	231	196
Revenue	18871	121	96
Agriculture	6471	115	77
Higher Education	5732	113	85
Cooperation	4023	84	71
Food and Supply	12717	75	48
Health	8307	41	38
Transport	6290	39	26
Police	125038	33	23
Forests and Wild life	2029	31	23
Labour	4589	28	42
Irrigation	9072	26	25
Industries	1525	22	22

The data in Table V reveal that largest number of overdue complaints pertains to the Police and Developments Panchayat departments. In terms of 'Current' status, performance of Department of Industries has been the best followed by Irrigation Department's. As per the 'Last Meeting' figures, the Development Panchayat Department has the highest overdue complaints and the Industries Department the lowest. This glaring difference has to be understood by keeping in new the fact the Development & Panchayats department has to do considerable public dealing in Haryana which remains predominantly a rural state despite its rapid urbanization after the attainment of statehood by it in 1966. Whereas, the Industries Department has relatively much less interaction with the people in this predominantly agrarian state.

Concluding Observations

The instruments of grievance redressal have been closely monitored and it has been found that their usage has been very effective in achieving quality redressal in an efficient manner. It has been reported in the media that 83.17 percent of the complainants, across the state, are satisfied with the faster and real time redressal of their grievances received at CM Window. The districts of Ambala, Jhajjar, Charkhi Dadri, Panipat, Jind, Kurukshetra and Karnal witnessed the satisfaction level between 90 to 96 percent. But it is



heartening to note that Gurugram which was the among the worst performers out of 22 districts of the State on redressal of complaints filed by the Citizens at CM's Window has now been included among the top four performing districts. It is ranked after Yamuna Nagar, Karnal and Kurukshetra respectively. As has been reported in the media that 50182 complaints were filed in Gurugram since CM's Window inception. Out of these 4895 complaints had been disposed off till May 19, 2019. This study further shows that 50 complaints were being received on an average per day. It has also been reported in that the District Heads have taken personal interest for the quick disposal of the complaints. This inspires us to explore the ways and means to further hone up these tools for securing better dividends. As far as CM's Window is concerned, its institutionalization has proved to be a game changer in the state by delivering genuine redressal on time-bound basis. No doubt, this initiative of the Chief Minister has gone a long way in ensuring good governance in Haryana. It has proved immensely useful to the underprivileged sections of the society for voicing their grievances. They are able to reach the Redressal Authorities for getting justice within their limited resources. Above all, it has also brought about an effective check on the abuse of authority by the officials.

Nevertheless, we cannot afford to rest on our laurels in this matter as the rise in the number of the grievances and their redressal is a dynamic process. No reform can be a one-time shot. Its flow has to be continuous for keeping pace with the fast changing nature of grievances with ever increasing popular aspirations and expectation in this age of Information Revolution ushered in by the Information Technology and the Right to Information (2005).

(VI) Suggestions

In the above context, the following suggestions need to be considered for policy interventions and course correct.

1. The Citizens Charters need to be prepared and updated periodically by all the Departments, Corporations and Boards of the State.
2. The CM Window must be made need driven instead of letting it to continue as system-driven mechanism.
3. The frivolous and repetitive complaints need to be tracked so that these could be disposed off at the very outset.
4. Some mechanism needs to be put in place to penalize those who misuse CM Window for blackmailing or harassing their colleagues and others.
5. The officers having sympathy and a sense of empathy and sensitivity be posted in key position in the CM Window.

But these suggestions should in no way be interpreted as reflections on the working of the CM Window which has proved to be a same changer in grievance redressal.



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