



**Governance with  
Accountability, Transparency  
and Innovation (GATI) -  
Transformational Improvement  
in 'Citizen-Centric' Services  
Delivery**



The better the question. The better the answer.  
The better the world works.

# Leader's speak



**Narendra Modi**  
Hon'ble Prime  
Minister of India

*"Access to governance has to be guaranteed with **transparent systems** that deliver responses and outcomes."*



**Peter Fenn**  
Political Strategist

*"A basic tenet of a healthy democracy is **open dialogue** and **transparency.**"*



**Ban Ki-moon**  
Secretary General,  
UN

*"**Accountability** ensures actions and decisions taken by public officials are subject to **oversight** so as to guarantee that government initiatives meet their stated Objectives."*



**Professor Klaus Schwab**  
Chairman, WEF

*"I believe **transparency** in government is key to restoring our nation's faith in its elected leaders."*



**Edward Snowden**  
Founder WikiLeaks

*"There can be no faith in government if our highest offices are excused from scrutiny - they should be setting the example of **transparency.**"*

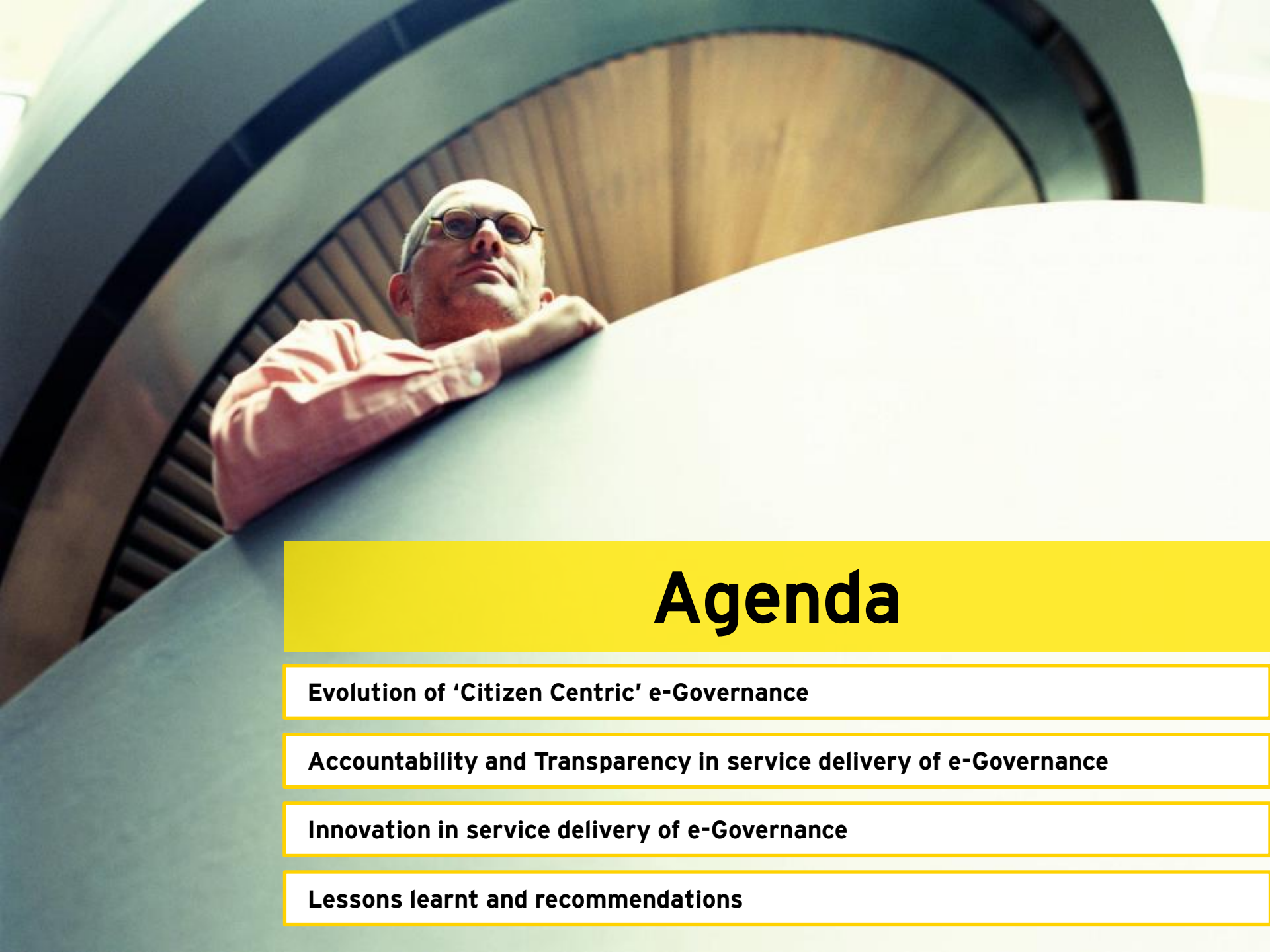
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# Agenda

**Evolution of 'Citizen Centric' e-Governance**

**Accountability and Transparency in service delivery of e-Governance**

**Innovation in service delivery of e-Governance**

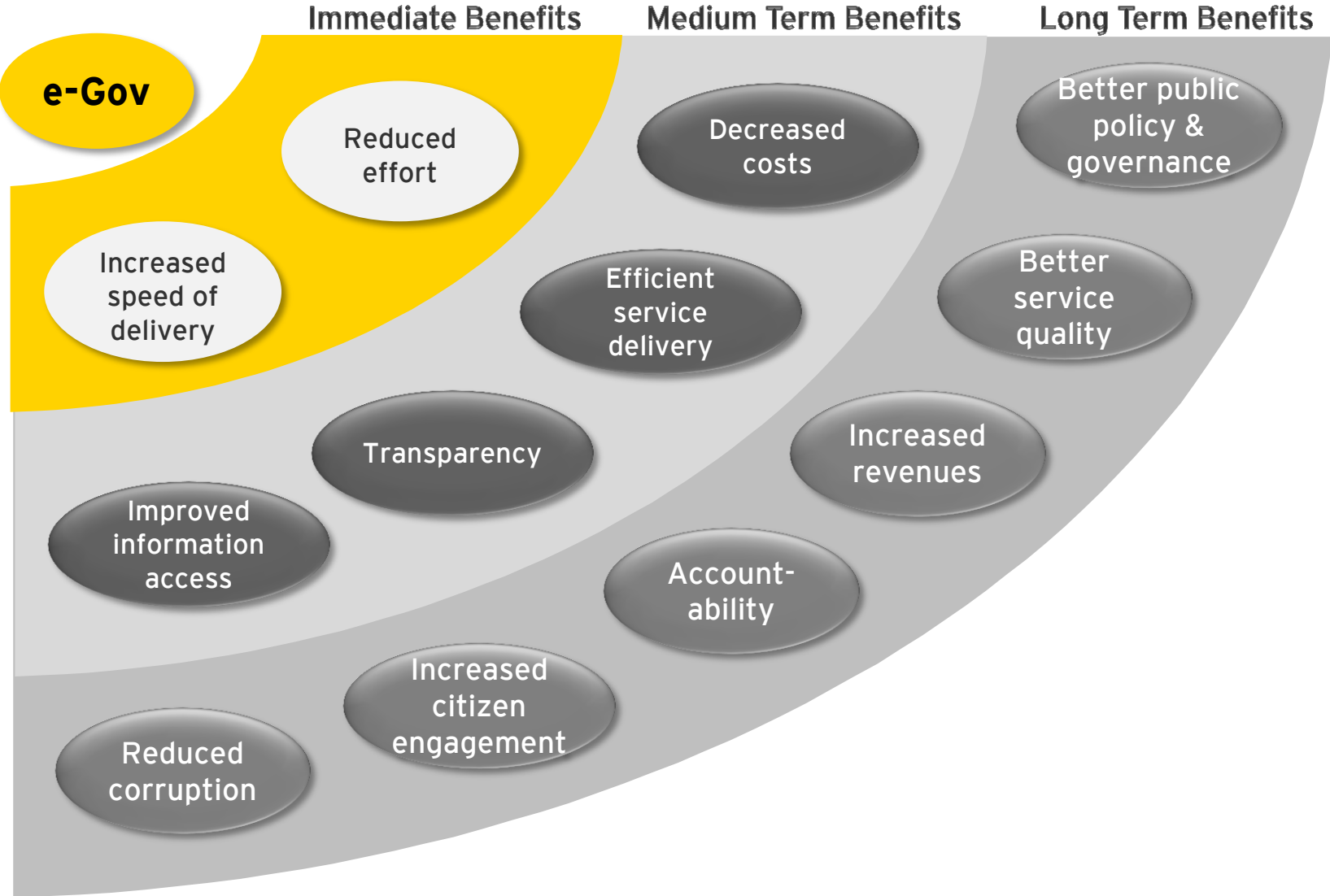
**Lessons learnt and recommendations**



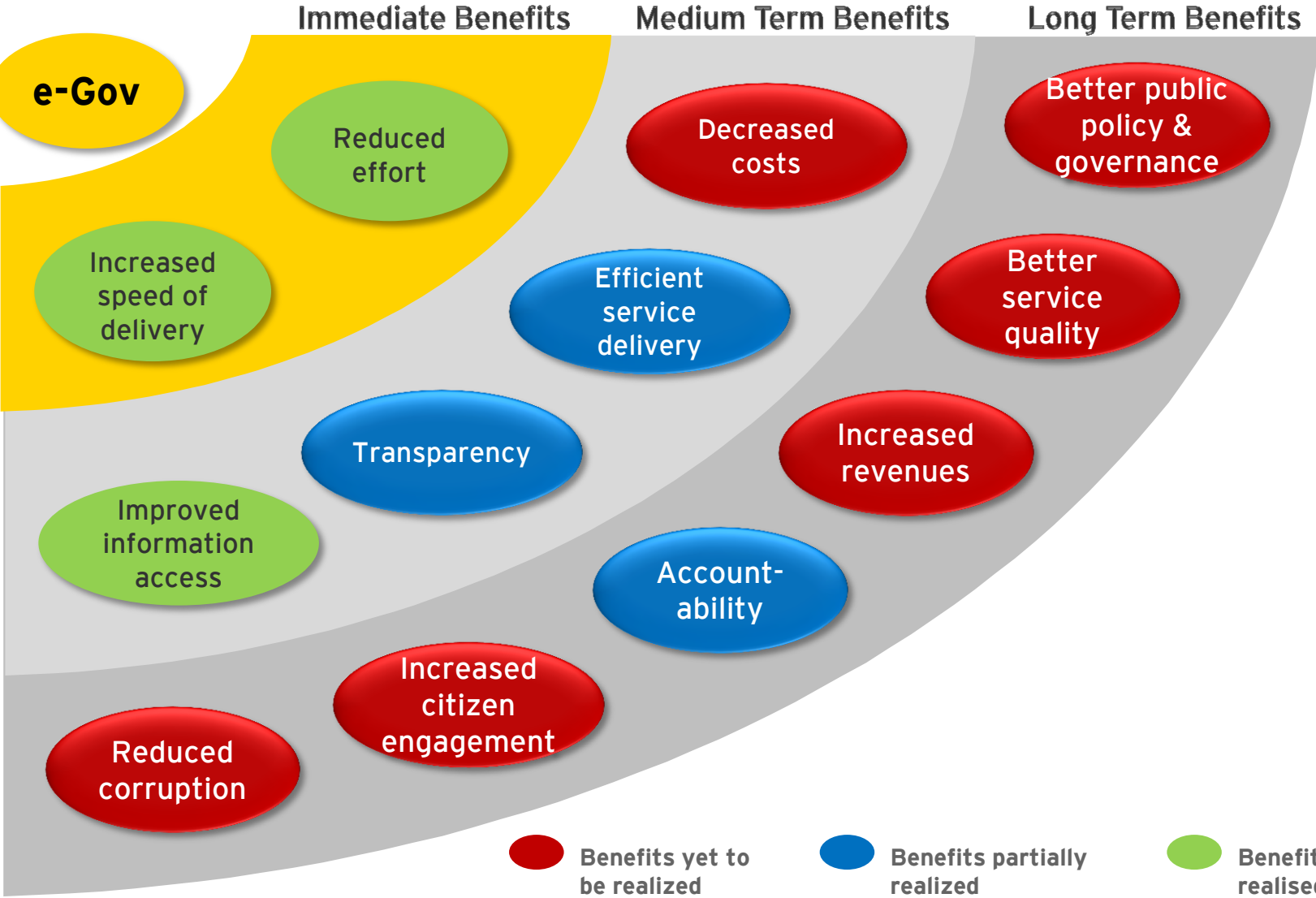
**01**

Evolution of 'Citizen Centric' e-Governance

# Benefits realizable



# Benefits actually realized

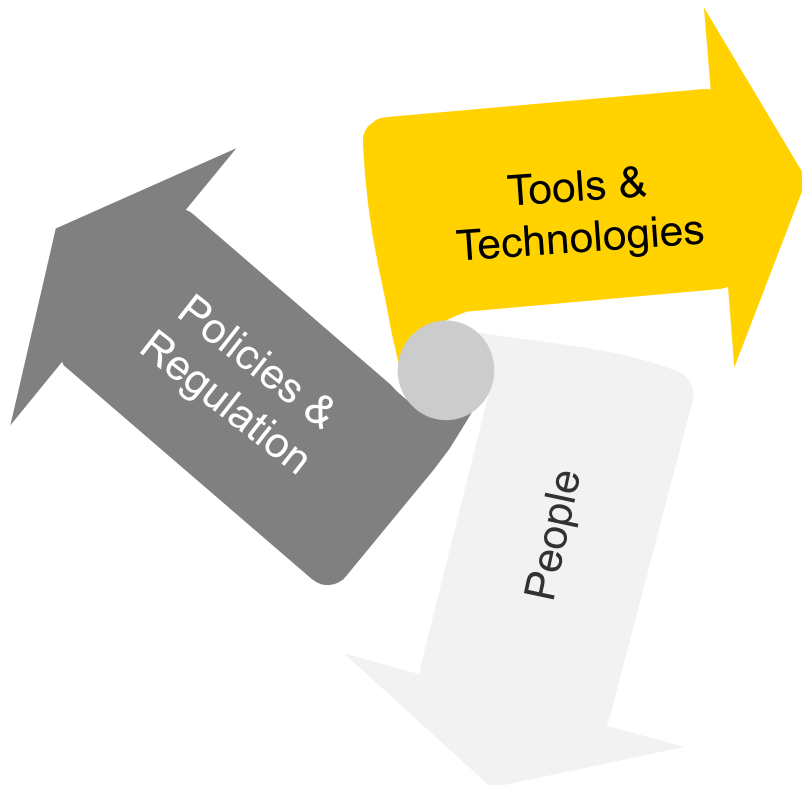




02

Accountability and Transparency in Service Delivery

# Framework for assessment of Accountability and Transparency



- 1 What are the policies and guidelines to ensure inclusion of accountability & transparency measures in e-Gov projects
- 2 What processes & tools / technologies can be used for bringing accountability & transparency in e-Gov projects
- 3 Change management & capacity building of people for ensuring accountability & transparency in e-Gov projects



# 1 Policies and regulations

## ▶ The IT Act, 2000

- ▶ *Reflects India's concern to bring transparency in the functioning of governmental affairs through e-governance*
- ▶ *Provides legal recognition to electronic records, digital signatures*

## ▶ Guidelines from DeitY

- ▶ *GIGW guidelines, guidelines for e-Gov projects, open data standards*

## ▶ Policy initiatives through Digital India Programme

- ▶ *e-Kranti Framework and other policies*
- ▶ *State level IT Policies*

- *No unified policy applicable across all e-Gov projects*
- *Measures to enforce and monitor compliance to these policies are weak*

### Overall assessment

**Needs  
Improvement**

## 2 Tools & Technologies

- ▶ Implementation of the Citizens' Charter portal
  - ▶ Performance Management through publication of Results-Framework Document
  - ▶ e-Kranti Framework (NeGP 2.0)
  - ▶ e-Taal Dashboard
  - ▶ Use of Digital Signature, e-Office
  - ▶ Performance Dashboards
  - ▶ Open data framework (data.gov.in)
  - ▶ e-SLA monitoring system of Government of Delhi
- *Standardized tools / techniques not available across e-Gov projects*
  - *Process / system audits do not mandate / assess usage of such tools / techniques*

### Overall assessment

**Needs  
Improvement**

# 3 People

- ▶ Setting-up of State e-Governance Mission Team (SeMT)
- ▶ Setting up of a central Capacity Building Management Cell for coordination and implementation of the scheme
- ▶ e-Governance Competency Framework by DeitY
- ▶ Training of government officers on different e-Government applications: e-Procurement, e-Office, etc.
- ▶ Setting of capacity building cell for Digital India training by NeGD

- *No specific trainings conducted to ensure inclusion of accountability / transparency related measures*
- *Government organizations & officers are not held accountable for implementation of these measures*

## Overall assessment

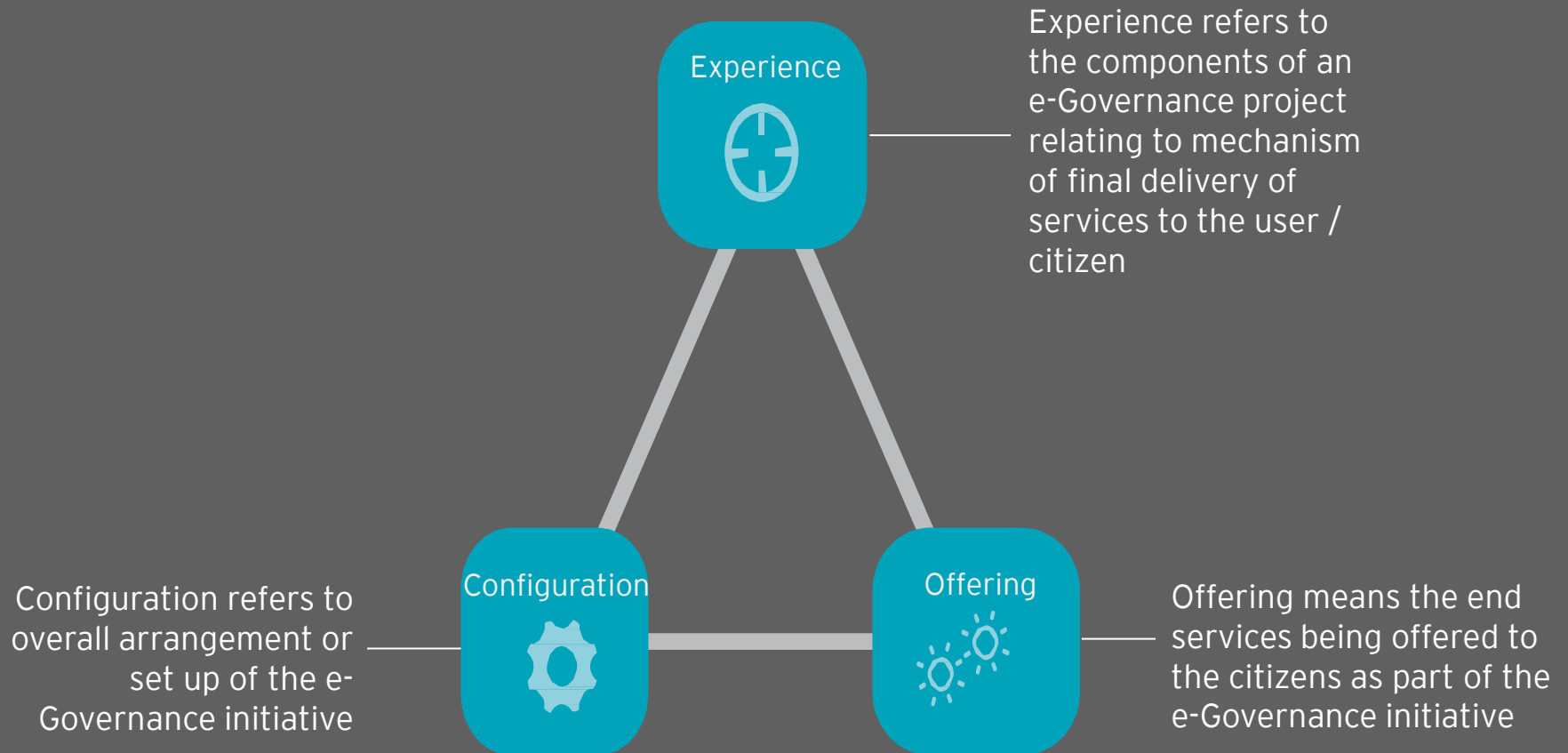
**Needs  
Improvement**



**03**

**Innovation in Service Delivery**

# Framework for assessment of innovation



# 1 Configuration

## ▶ Governance Structure

- ▶ Private sector engagement models in e-Gov projects innovated over years
- ▶ New govt organizations e.g. NeGD, NISG evolved
- ▶ Initiatives e.g. municipal e-Sewa, Andhra Pradesh involve SHGs in service delivery

## ▶ Funding Mechanism

- ▶ PPP funding becoming prevalent in e-Gov projects e.g. Passport Seva Project
- ▶ Surat city surveillance - funding of project by dealers of gems / jewelry
- ▶ CCTV surveillance in states - bandwidth & infra provided by private players in exchange for land

- *Governance structure - need innovative models of private sector involvement and using their expertise in service delivery*
- *Funding - need to explore crowd-funding, wider models of private sector funding*

Overall assessment

**Needs  
Improvement**

## 2 Offering

### ▶ Project Design

- ▶ Primarily based on automating the existing manual processes than effective service delivery
- ▶ Innovative design of UID project, redefining the processes and service delivery through innovation, scalability, convergence, integration and interoperability

### ▶ Performance Monitoring

- ▶ Mostly disintegrated and manual
- ▶ Chhattisgarh CM Dashboard - social media sentiment analysis for citizen feedback

- *Project design still focuses on compliance to manual SOPs than innovation*
- *Performance monitoring needs integration and newer feeds of data to be more comprehensive*

Overall assessment

**Needs  
Improvement**

# 3 Experience

## ▶ Service Delivery Channel

- ▶ e-Gov projects have started using diverse service delivery channels: web, telephone, mobile, SMS/ email, contact centres, etc..
- ▶ Karnataka *MobileOne* - single platform for 4,000 citizen-centric services

## ▶ Support Services

- ▶ Include helpdesk, grievance redress, feedback mechanism, secondary services
- ▶ *Dial.gov* - information to all citizens on Govt welfare schemes

## ▶ Citizen Awareness and Participation

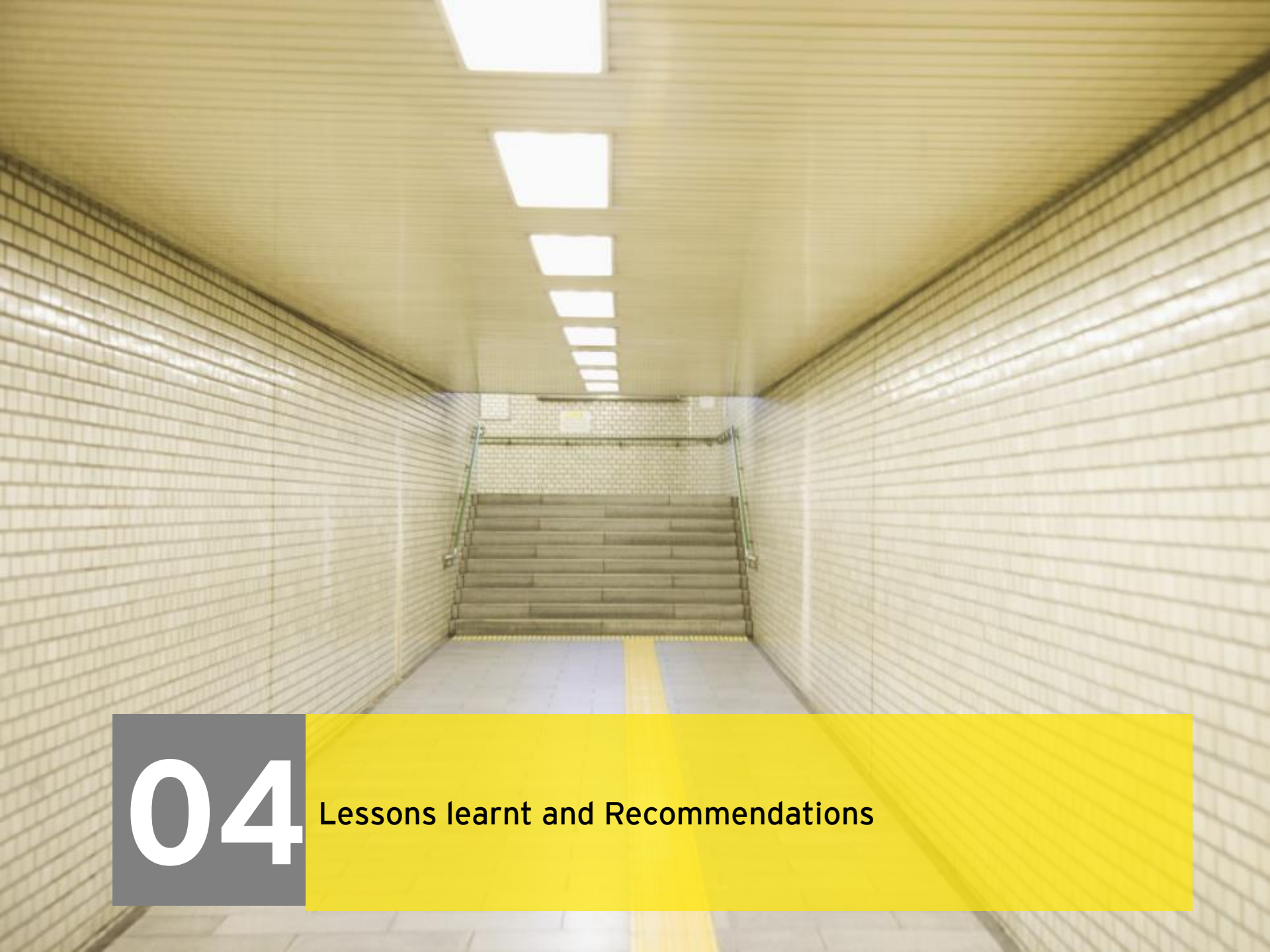
- ▶ Better citizen awareness & participation increase accountability & service quality
- ▶ 'MyGov' portal - govt - citizen interaction through discussion forums, social media

- *Most e-Gov projects restricted to limited service delivery channels. M-Gov in nascent stages*
- *Availability of services in local language a challenge*
- *Grievance redressal and citizen engagement mechanisms need to expand, actively marketed*

Overall assessment

Needs  
Improvement





# 04

## Lessons learnt and Recommendations

# Lessons learnt and recommendations

## 1 Standards & Policies applicable to all e-Government Projects

- Common minimum requirements for Centre & State Govt. Departments for e-Gov projects
- Policies to be framed based on the learnings and best practices

## 2 Centre of excellence for innovation in e-Government

- Can avoid duplication of efforts, develop sharable platforms, invest on needed innovation and bring seamless integration

## 3 E-Governance to be included as a KPI for departments / officers

- Officers & Departments to be accountable for adoption & success of e-Gov projects
- Various parameters could be citizen awareness, user base, achieving expected outcomes etc.



# Lessons learnt and recommendations

## 4 Rationalise and consolidate e-Gov systems

- Consolidate services over single platforms
- Use multiple delivery channels and local languages
- e-Office, Digital Locker, Aadhar authentication to be utilised

## 5 Partnership with Private Players for Innovation

- Capabilities of pvt players e.g outreach, supply chain, mobile, big data, SMAC
- Model of pvt vendor engagement to be revamped

## 6 Bridge digital divide using innovative technology

- Provisioning rural mobile connectivity with Space technologies
- Expand NOFN to increase rural connectivity
- Digital literacy to be targeted in government programmes



# Lessons learnt and recommendations

## 7 Technology empowered citizen centric services

- Provision of face-less, paper-less and cash-less citizen centric services

## 8 Procurement reforms

- Transform Procurement from CAPEX to OPEX process

## 9 Responsive government

- Redress Public Grievances through responsive citizen feedback processes

## 10 Inclusive governance

- Leverage Financial inclusion, JAM/SMAC



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# Questions

