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

Governance with Accountability, Transparency and Innovation (GATI) - Transformational Improvement in 'Citizen-Centric' Services Delivery
Leader’s speak

1. Narendra Modi
   Hon’ble Prime Minister of India
   “Access to governance has to be guaranteed with transparent systems that deliver responses and outcomes.”

2. Peter Fenn
   Political Strategist
   “A basic tenet of a healthy democracy is open dialogue and transparency.”

3. 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.”

4. Professor Klaus Schwab
   Chairman, WEF
   “I believe transparency in government is key to restoring our nation’s faith in its elected leaders.”

5. 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.”
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
Evolution of ‘Citizen Centric’ e-Governance
Benefits realizable

Immediate Benefits
- Reduced effort
- Increased speed of delivery

Medium Term Benefits
- Transparency
- Efficient service delivery
- Decreased costs
- Increased revenues
- Accountability

Long Term Benefits
- Better public policy & governance
- Better service quality
- Increased citizen engagement
- Reduced corruption
- Improved information access
- Increased speed of delivery
- Decreased costs
- Increased revenues
Benefits actually realized

**Immediate Benefits**
- Reduced effort
- Increased speed of delivery
- Improved information access
- Reduced corruption
- Transparency
- Increased citizen engagement

**Medium Term Benefits**
- Decreased costs
- Efficient service delivery
- Increased revenues
- Accountability

**Long Term Benefits**
- Better public policy & governance
- Better service quality
- Increased speed of delivery
- Reduced effort

- Benefits yet to be realized
- Benefits partially realized
- Benefits realized
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?

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
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

Experience refers to the components of an e-Governance project relating to mechanism of final delivery of services to the user/citizen.

Configuration refers to overall arrangement or set up of the e-Governance initiative.

Offering means the end services being offered to the citizens as part of the e-Governance initiative.
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
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