



**CENTRE FOR GOOD GOVERNANCE**  
Knowledge • Technology • People

# **Design & Development of Good Governance Index**

Regional Conference on Good Governance & Replication of Best Practices

23 December 2017

Presentation by:  
**Centre for Good Governance (CGG), Hyderabad**

# Good Governance Index

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A **comprehensive** and **implementable framework**  
to assess the **state of Governance** in all the States /  
Districts which **enables ranking** and presents a  
**comparative picture**

# Literature Review

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## State of Governance Report (SoGR)

- Dept. of Administrative Reform & Public Grievances (DAPRG)
- Prepared by Centre for Good Governance (CGG)

## Public Affairs Index (PAI)

- Public Affairs Centre, Bangalore

## Quality of Governance

- Academician; published in Economical & Political Weekly

## Worldwide Governance Indicators (WGI)

- Kauffman & Associates (KKM) (World Bank Supported)

## Other Frameworks

# Learnings

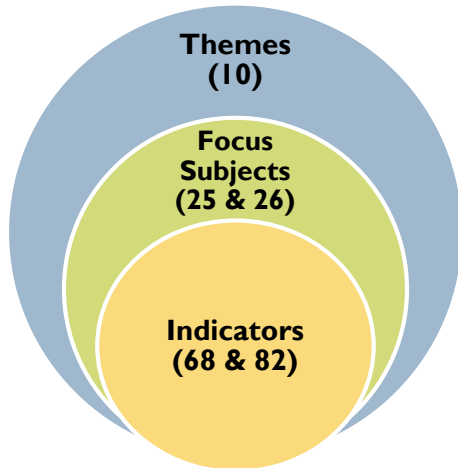
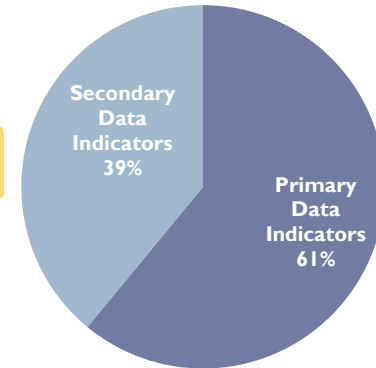
## ► State of Governance Report (SoGR)

- Not been implemented and executed beyond the initial project
- Requires extensive and time consuming primary data collection for about 61% Indicators

Dimensions (5)

Components (18)

Indicators (123)



## ► Public Affairs Index (PAI)

- UTs are not covered for assessment/ranking
- Selection of indicators is based on available data
- No direct role of state governments in assessment might lead to lack of ownership

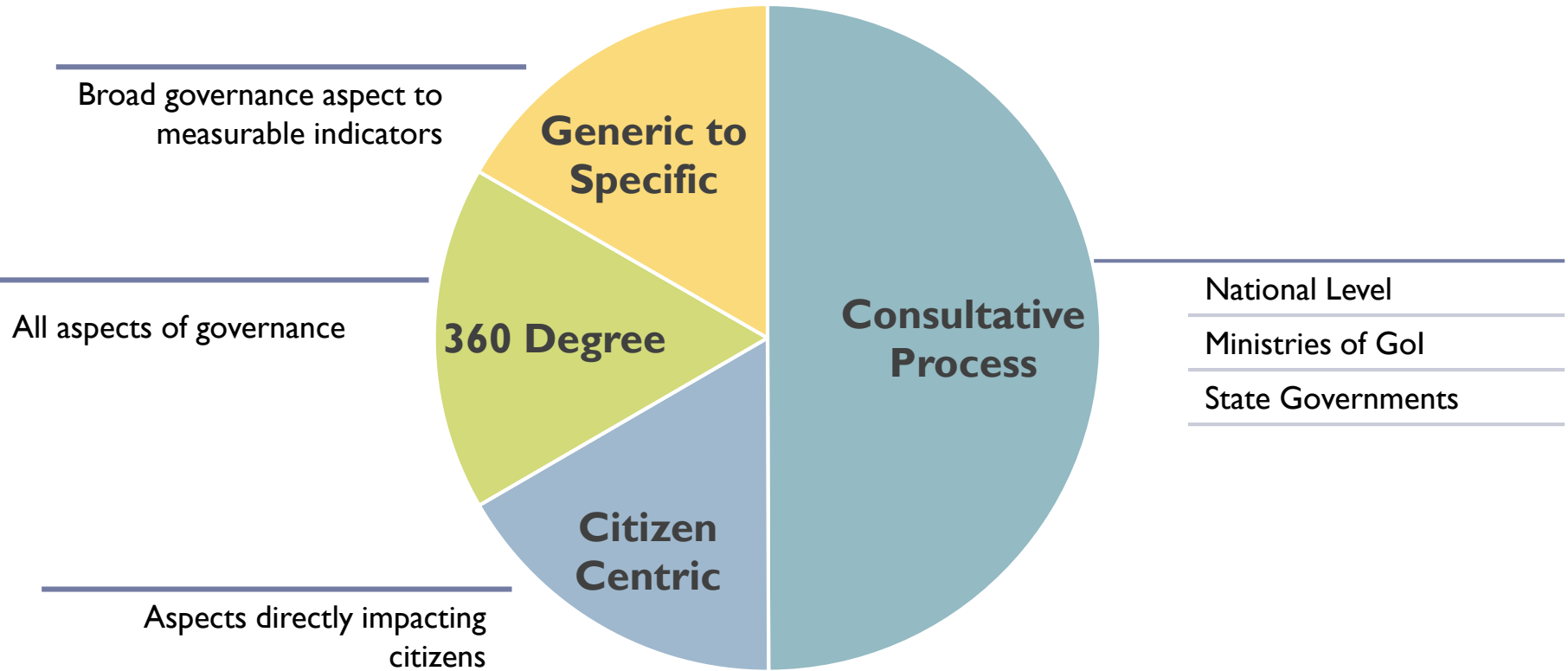
# GGI Design Approach

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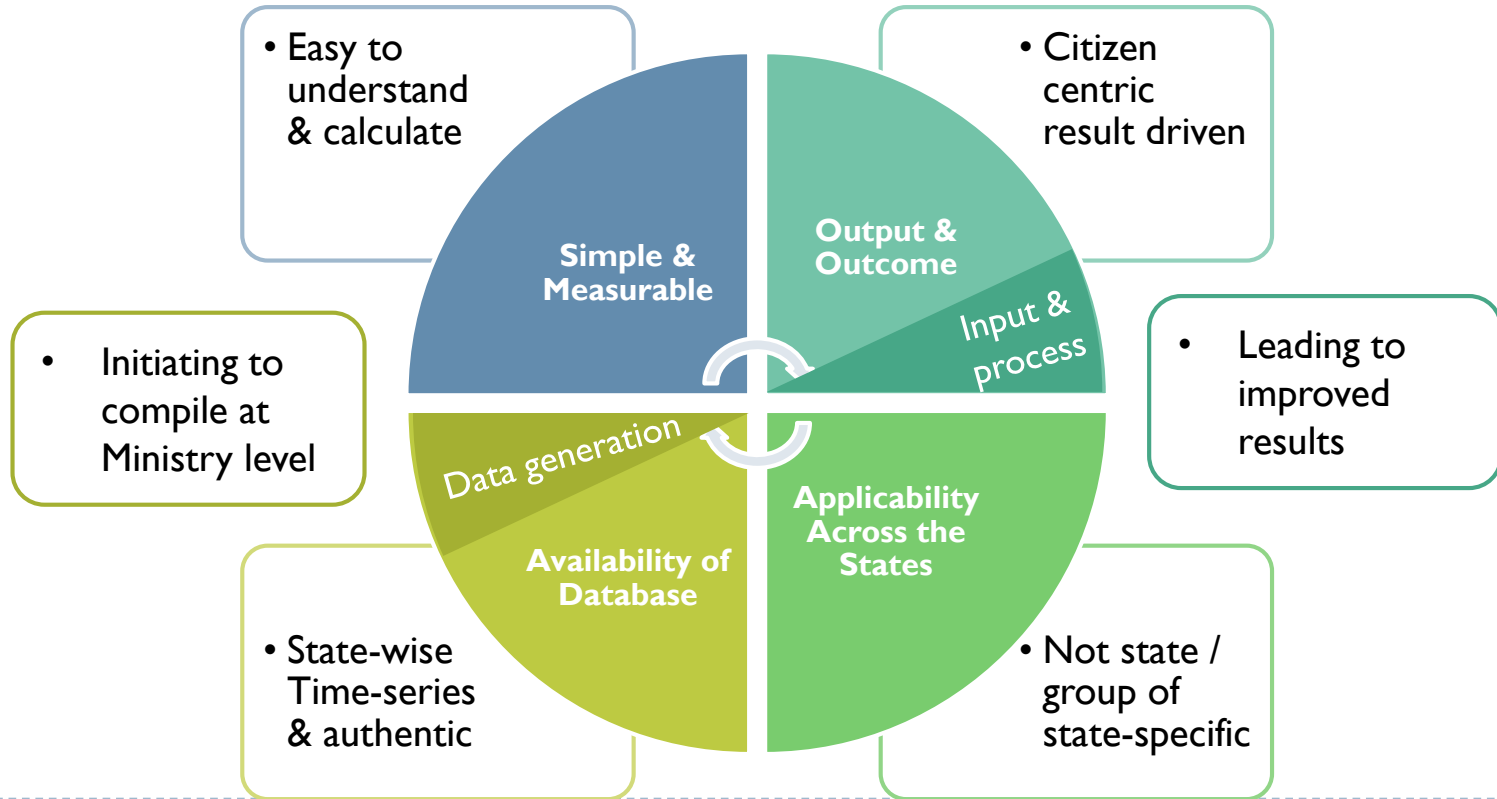
**Started with a Zero-based Approach**



# GGI Preparation Approach



# Indicator Selection Principles



# Stakeholders' Consultation

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## National Consultations

### with Sector Experts:

SDG, Finance, Environment,  
Governance, etc.

- DARPG & CGG Expert Team

## Consultation Meetings

### with Ministries of GoI

- three series at Delhi



## Consultation with the States & UTs

- ATI, Nainital
- CGG, Hyderabad
- GIPARD, Goa

## Presentation to *Group of Secretaries*

# Stakeholders' Consultation



## National Consultations with Sector Experts (04 May 2017)

- SDG, Finance, Environment, Governance, DARPG & CGG Expert Team



## Presentation to Group of Secretaries

- (i) 02 June 2017                      (ii) 14 August 2017



## Consultation with Ministries (26) of Government of India

- (i) 01-02 June 2017      (ii) 08 June 2017      (iii) 15-16 June 2017



## State Consultations

- ATI, Nainital with the Northern States (07-08 July 2017)
- CGG, Hyderabad with 22 States (22 July 2017)
- GIPARD, Goa with 17 States (14-15 Sept 2017)

# Inputs from State Consultations

ATI-Nainital (Northern States)	CGG-Hyderabad (Remaining 22 States)	Goa-GIPARD (17 States)
Appreciation for Idea and Concurrence for Approach & Methodology		
<ul style="list-style-type: none"> <li>Common suggestions to include process/input oriented indicators:                             <ul style="list-style-type: none"> <li>e.g. <b>Health</b>: Availability doctors/paramedical staff at PHCs; Life Expectancy, Institutional Deliveries, etc.</li> <li><b>Agriculture</b>: Framers' Income, Availability of Fertilizer, Seed &amp; Irrigation Facilities, Land Registration, etc.</li> </ul> </li> <li>Delete correlated/dependent indicators: Access to PHCs, Schools, etc.</li> </ul>		
<ul style="list-style-type: none"> <li>Skewed in favour of bigger States</li> </ul>	<ul style="list-style-type: none"> <li>Include input/process based indicators also</li> <li>Introduce second generation indicators</li> <li>Weightages to be consulted with Ministries/States</li> </ul>	
	<ul style="list-style-type: none"> <li>States' requests for additional time to consult with Departments</li> </ul>	

# GoS Meeting in August 2017

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- ▶ Advised to design a comprehensive Index with Input-Process-Output/Outcome-based indicators while attempting to limit the numbers to make it implementable
- ▶ Suggested to initiate consultations with Sector/Domain Experts and finishing the entire exercise by Dec 2017
- ▶ Agreed with idea of categorization of states/UTs for ranking purpose

# Proposed Stakeholder for Consultations

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Secretaries (Existing / retired) from central ministries

Chief Secretaries / Secretaries (Existing / retired) from State Governments / Departments

Senior functionaries of Line Ministries / Departments

Domain / Sector Experts

DARPG – as nodal department for GGI

CGG Team – as facilitators

# Design of Governance Index

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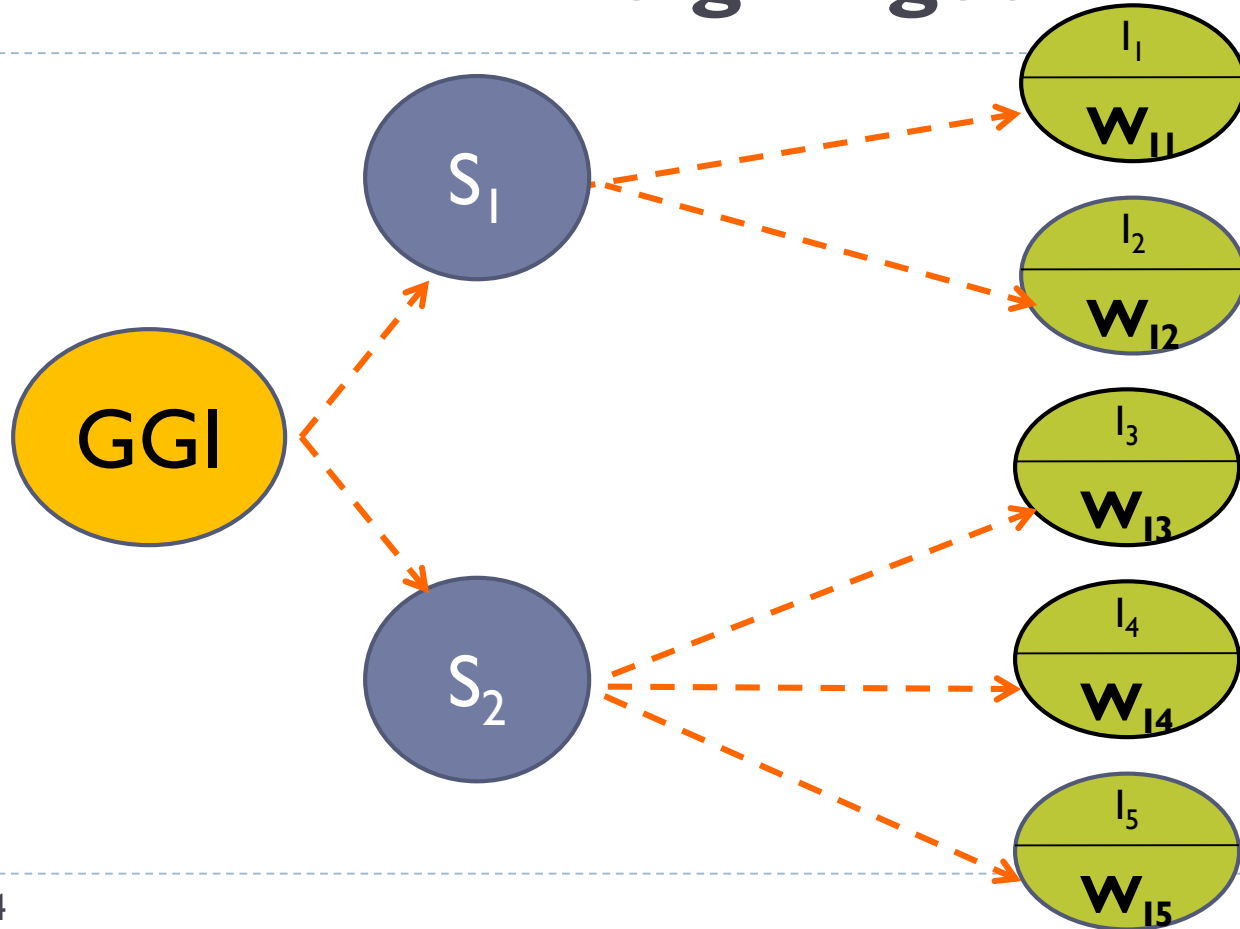
## Governance Sectors

- covers the entire gamut of Governance

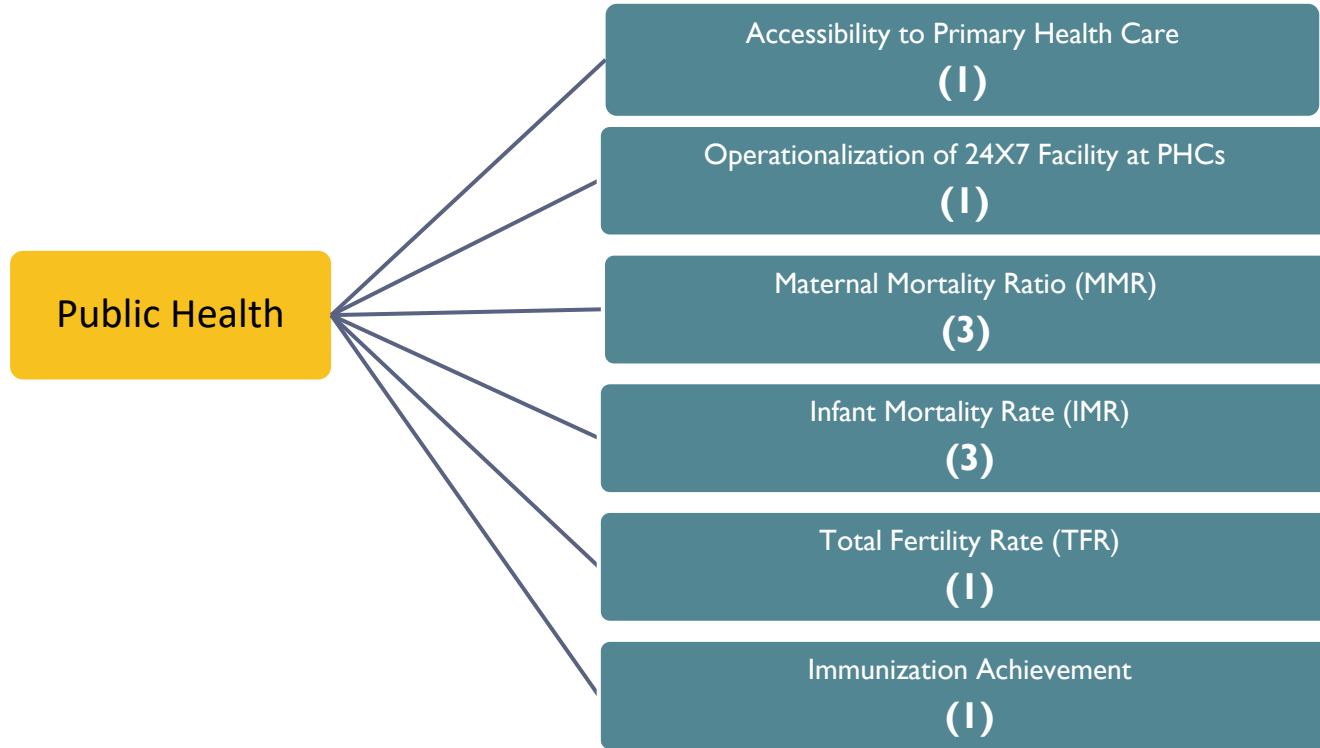
## Governance Indicators

- measurable parameters

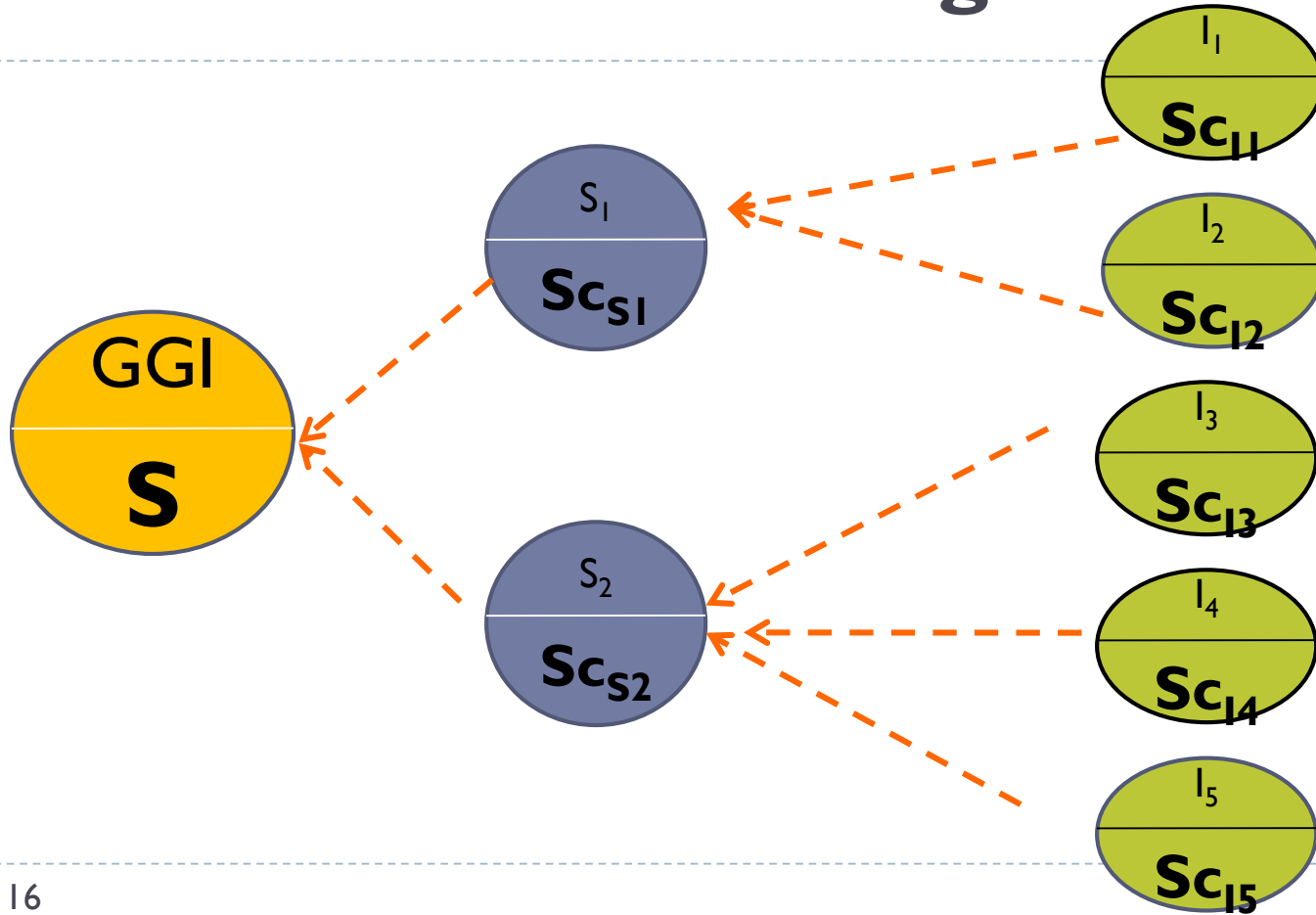
# Weightages



# Illustrative Weightage



# Scoring



# Comparison/Ranking of States

State	GGI Score	States as per Ranking order
State - A	75	State - B
State - B	92	State - D
State - C	61	State - F
State - D	90	State - G
State - E	59	State - A
State - F	89	State - C
State - G	77	State - E
State - n	n	State - n



# Indicators

# Governance Indicators

#	Governance Sectors	No of Indicators	#	Governance Sectors	No of Indicators
1.	<u>Agriculture and Allied Sectors</u>	6	6.	<u>Economic Governance</u>	5
2.	<u>Commerce &amp; Industries</u>	3	7.	<u>Social Welfare &amp; Development</u>	8
3.	<u>Human Resource Development</u>	6	8.	<u>Judicial &amp; Public Security</u>	5
4.	<u>Public Health</u>	6	9.	<u>Environment</u>	2
5.	<u>Public Infrastructure &amp; Utilities</u>	8	10.	<u>Citizen Centric Governance</u>	2
20				<b>Total</b>	<u>51</u>

# Indicators of Agriculture & Allied Sectors

#	Indicators	Data Items Identified	Data Source
1	<b>Growth rate of agriculture and allied sector</b>	Directly calculated figure	NITI Aayog Resources
2	<b>Growth rate of Food Grains Production</b>	Total food grain production of current year	Agricultural Statistics at a Glance 2015 published by Ministry of Agriculture and Farmers Welfare
		Total food grain production of previous year	
3	<b>Growth rate of Horticulture Produce</b>	Total horticulture production of current year	Ministry of Agriculture and Farmers Welfare
		Total horticulture production of previous year	

# Indicators of Agriculture & Allied Sectors

#	Indicators	Data Items Identified	Data Source
4	<b>Growth rate of Milk Production</b>	Total milk production of current year	National Dairy Development Board (NDDB)
		Total milk production of previous year	
5	<b>Growth rate of Meat Production</b>	Total meat production of current year	Basic Animal Husbandry & Fisheries Statistics 2015 published by Ministry of Agriculture & Farmers Welfare
		Total meat production of previous year	
6	<b>Crop insurance</b>	Directly calculated figure	Agricultural Statistics at a Glance 2015 published by Ministry of Agriculture and Farmers Welfare in 2016



# Additional Indicators under Consideration

1	% of digitization of land records	7	% of farmers issued Kissan Credit Cards
2	Public Expenditure on Agriculture as % of NSDP of Agriculture	8	Number of households under Milk Cooperatives
3	Soil Health Cards: Issued v/s Target	9	Percentage of growth in milk production in organized sector
4	Crop Insurance: % of non-loanee farmers brought under PMFBY	10	Percentage of artificial insemination
5	Quality seeds distributed per hectare	11	Have tenancy reforms been undertaken? Yes / No
6	Area brought under micro irrigation compared to last year (to be calculated against the potential area available for irrigation) under PMKSY	12	Innovation/reforms undertaken at the State in Agriculture



# Identified Governance Sectors



# Indicators of Commerce and Industry

#	Indicators	Data Items Identified	Data Source
1	<b>Ease-of-Doing-Business (EoDB)</b>	Directly taking EoDB Score	EoDB Score available at Department of Industry Policy and Promotion (DIPP) Website
2	<b>Growth rate of industries</b>	Directly calculated growth rate	NITI Aayog Resources 2014-15
3	<b>Growth in MSME establishments</b>	Total No. of MSME registered in state as per NSS	National Sample Survey Report: 2015-16
		Total No. of MSME registered in state as per MSME Census	MSME Census Report: 2006-07



## Identified Governance Sectors



# Indicators of Human Resource Development

#	Indicators	Data Items Identified	Data Source
1	<b>Quality of Education</b>	% of Students of Std. III who can read Std. II Level Text (Language)	Annual Status of Education Report (ASER) 2016 by ASER Centre facilitated by Pratham <b>OR</b> National Achievement Survey (NAS) MHRD of 2012
		% of Students of Std III who can do at least subtraction	
		% of Students of Std.VIII who can read Std. II Level Text (Language)	
		% of Students of Std VIII who can do division	
2	<b>Gender Parity Index</b>	Directly calculated figure	Report of Department of School Education to provide data for 2014

# Indicators of Human Resource Development

#	Indicators	Data Items Identified	Data Source
3	<b>Retention Rate at Elementary Level (Grade I to VIII)</b>	Directly calculated figure	School Education in India 2014-15 published by National University of Education Planning and Administration (NUEPA)
4	<b>Enrolment ratio of SC and ST</b>	Directly calculated figure	School Education in India 2014-15 published by NUEPA
5	<b>Skill trainings imparted</b>	Total target allocated	Skill Development Management System of Ministry of Skill Development for 2016-17
		Total Training done	
6	<b>Placement ratio including self-employment</b>	Total target allocated	SDMS of Ministry of Skill Development for 2016-17
		Total Placements done	



## Additional Indicators under Consideration – Higher Education

#	Indicators	#	Indicators
1	Pass % at UG level	10	Ratio of enrolment of boys to girls at UG level
2	Pass % at PG level	11	Ratio of enrolment of boys to girls at PG level
3	% of universities in which curriculum is revised at least once in last three years	12	Ratio of enrolment of boys to girls at Ph.D. level
4	% of teachers having publications of at least one paper per year in last five years	13	GER of SC, ST and OBC students
5	% of teachers having Ph.D. degree	14	% of students who took skill training after 12 <sup>th</sup> class
6	Ratio of eligible faculty to guide Ph.D. students	15	% of students who completed skill courses
7	% of students who take admission in higher education institutions to the no. of students who passed 12 <sup>th</sup> class (separately for boys and girls)	16	% of students who got placement after skill training
8	Dropout rate at the UG level	17	% of students who got placement after graduation
9	Dropout rate at the PG level	18	% of students who got placement after PG



# Identified Governance Sectors



# Indicators of Public Health

#	Indicators	Data Items Identified	Data Source
1	<b>Infant Mortality Rate (IMR)</b>	Directly calculated figure	SRS Bulletin, Ministry of Statistics & Programme Implementation
2	<b>Maternal Mortality Ratio (MMR)</b>	Directly calculated figure	SRS Bulletin, Ministry of Statistics & Programme Implementation
3	<b>Total Fertility Rate (TFR)</b>	Directly calculated figure	SRS Bulletin, Ministry of Statistics & Programme Implementation
4	<b>Immunization Achievement</b>	Directly calculated figure	Immunization Technical Support Unit, Ministry of Health and Family Welfare

# Indicators of Public Health

#	Indicators	Data Items Identified	Data Source
5	<b>Availability of Doctors and Paramedical Staff at PHCs</b>	Total No. of Doctors & Paramedical Staff Sanctioned for PHCs	Rural Health Statistics 2015-16: Ministry of Health and Family Welfare
		Total No. of Doctors & Paramedical Staff Available at PHCs	
6	<b>Operationalization of 24X7 Facility at PHCs</b>	Total Number of PHCs Operational at 24X7 Basis	MIS of National Rural Health Mission (NRHM)
		Total Number of PHCs	Rural Health Statistics 2015-16: Ministry of Health and Family Welfare



# Identified Governance Sectors



# Indicators of Public Infrastructure and Utilities

#	Indicators	Data Items Identified	Data Source
1	<b>Access to potable water</b>	Total No. of Households (HHs) – rural	Baseline Survey Conducted by Ministry of Drinking Water & Sanitation (MoDWS)
		Total No. of HHs – urban (500 AMRUT Cities)	State Annual Action Plan (SAAP) under AMRUT Mission: MoH&UA
		Total No. of HHs having access to potable water – rural	Reports of MoDWS
		Total No. of HHs having access to potable water–urban (500 AMRUT Cities)	SAAP under AMRUT Mission: MoH&UA
2	<b>Towns declared Open Defecation Free (ODF)</b>	Total No. of statutory towns	Census of India 2011
		Total No. of statutory towns declared as ODF	Reports of Ministry of Urban Development
3	<b>Villages declared Open Defecation Free (ODF)</b>	Total No. of villages	Census of India 2011
		Total No. of villages declared as ODF	Reports of MoDWS

# Indicators of Public Infrastructure and Utilities

#	Indicators	Data Items Identified	Data Source
4	<b>Connectivity to rural habitations</b>	No. of habitations having road connectivity	Report of Ministry of Rural Development
		Total No. of habitations	
5	<b>Access to power supply</b>	Total No. of households	Census of India 2011
		Total No. of households with domestic power connection	Ministry of Power
6	<b>Availability of 24X7 power supply</b>	Directly taking calculated average hours of supply for domestic consumption in rural areas	Progress Report of Rural Electrification (RE) Monitoring (Rural) by Ministry of Power
7	<b>Energy availability against the requirement</b>	Actual energy required	Load Generation Balance Report 2016-17 by Central Electricity Authority
		Total Energy available from all sources	
8	<b>Growth in per capita power consumption</b>	Ultimate electricity consumption	Report of Ministry of Power
		Mid year population	



# Identified Governance Sectors



# Indicators of Economic Governance

#	Indicators	Data Items Identified	Data Source
1	<b>Gross State Domestic Product (GSDP) growth rate</b>	Comparable GSDP (at current prices) for current year	Central Statistical Organization
		Comparable GSDP (at current prices) for previous year	
2	<b>Growth in per capita income</b>	Directly calculated figure of per capita Net State Domestic Product (NSDP) at current prices in current year	Central Statistical Organization
		Directly calculated figure of per capita Net State Domestic Product (NSDP) at current prices in previous year	



# Indicators of Economic Governance

#	Indicators	Data Items Identified	Data Source
3	<b>Fiscal Deficit as a Percentage of GSDP</b>	Fiscal deficit	State Finance:A Study of Budgets: Annually published by the Reserve Bank of India
		Nominal GSDP (at current prices) for current year	
4	<b>State's own tax revenue receipts to total revenue receipts</b>	State own tax revenue receipts	State Finance:A Study of Budgets: Annually published by the Reserve Bank of India
		Total revenue receipts (all sources)	
5	<b>Debt (Total Outstanding Liabilities) to GSDP</b>	Total Debt liability	State Finance:A Study of Budgets: Annually published by the Reserve Bank of India
		Nominal GSDP (at current prices) for current year	



## Additional Indicators under Consideration

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#	Indicators
1	Ratio of capital expenditure of the State to the total expenditure of the State or GSDP
2	Ratio of social sector expenditure of the State to the total expenditure of the State or GSDP



# Identified Governance Sectors



# Indicators of Social Welfare and Development

#	Indicators	Data Items Identified	Data Source
1	<b>Sex Ratio at Birth</b>	Directly calculated ratio	Health Management Information System (HMIS) of Ministry of Health and Family Welfare
2	<b>Health insurance coverage</b>	Directly calculated ratio of households with any usual member covered by a health scheme / insurance	National Family Health Survey 2015-16 (Round 4)
3	<b>Rural employment guarantee</b>	Directly calculated figure: (Average no. of days work provided to registered and worked households)	MIS of MGNREGA
4	<b>Unemployment rate</b>	Directly calculated figure	5 <sup>th</sup> Annual Employment-Unemployment Survey published by Ministry of Labour and Employment

# Indicators of Social Welfare and Development

#	Indicators	Data Items Identified	Data Source
5	<b>Housing for All</b>	Total number of households in urban areas	Baseline Survey 2013-14 by Ministry of Urban Development
		Total number of households in rural areas	Baseline Survey 2013-14 by Ministry of Rural Development
		Total demand for houses (Nos.) in urban areas	Report of Ministry of Urban Development
		Total demand for houses (Nos.) in rural areas	Report of Ministry of Rural Development
6	<b>Economic Empowerment of Women</b>	Female Labour force participation Rate	5th Annual Employment-Unemployment Survey published by Ministry of Labour and Employment

# Indicators of Social Welfare and Development

#	Indicators	Data Items Identified	Data Source
8	<b>Empowerment of SCs, STs, OBCs and Minorities</b>	No. of beneficiaries provided credit support for self employment ventures / income generation in current year	Ministry of Social Justice and Empowerment for SCs and OBCs, Ministry of Tribal Welfare for STs and Ministry of Minority Welfare for Minorities
		No. of beneficiaries provided credit support for self employment ventures / income generation in previous year	
9	<b>Disposal of SC/ST atrocity cases by courts</b>	No. of cases in courts including brought forward related to SCs	Annual Report 2016-17 of Department of Social Justice and Empowerment, Ministry of Social Justice and Empowerment
		No. of cases in courts including brought forward related to STs	
		No. of cases in which trial completed (Convicted + Acquitted or Discharged)at the end of the year related to SCs	
		No. of cases in which trial completed (Convicted + Acquitted or Discharged)at the end of the year related to STs	



# Additional Indicators under Consideration

#	Indicators	#	Indicators
1	No. of SC/BC Beneficiaries Getting Skill Training during the Year	4	% of Total SC/OBC Beneficiaries Received Pre-Metric Scholarship through Direct Benefit Transfer (DBT) and having Aadhar Seeded Back Account
2	% of Skilled SC/BC Beneficiaries Getting Placement (Wage/Self-Employment)	5	% of Total SC/OBC Beneficiaries Received Post-Metric Scholarship through Direct Benefit Transfer (DBT) and having Aadhar
3	% of Total SC/OBC Beneficiaries Received Pre-Metric Scholarship through Direct Benefit Transfer (DBT) and having Aadhar	6	% of Total SC/OBC Beneficiaries Received Post-Metric Scholarship through Direct Benefit Transfer (DBT) and having Aadhar Seeded Back Account



# Identified Governance Sectors



## Indicators of Judiciary and Public Security

#	Indicators	Data Items Identified	Data Source
1	<b>Conviction rate</b>	Directly calculated figure	Crime in India 2015: Statistics published by National Crime Record Bureau
2	<b>Availability of Police Personnel</b>	Sanctioned strength Police (Civil & Armed)	Data on Police Organisations in India: 2015 published by Bureau of Police Research & Development
		Actual filled strength Police (Civil & Armed)	
3	<b>Proportion of women police personnel</b>	Actual filled strength of Police (Civil + Armed)	Data on Police Organisations in India: 2015 published by Bureau of Police Research & Development
		Actual filled strength of Women (Civil + Armed)	

## Indicators of Judiciary and Public Security

#	Indicators	Data Items Identified	Data Source
4	<b>Disposal of court cases</b>	Cases pending more than two years (opening balance + cases that become pending that year)	Report of Department of Justice
		Total No. of cases disposed pending for more than two years in current year	
5	<b>Disposal of cases by consumer courts</b>	Cases pending more six months	Report of Department of Consumer Affairs
		Total No. of cases disposed pending more than six months old in current year	



## Additional Indicators under Consideration

#	Indicators
1	Disposal of Court Cases
2	Availability of Judges
3	No. of ICT enable e-Courts
4	Online availability of court cases
5	Average time taken for disposal of court cases



# Identified Governance Sectors



# Indicators of Environment

#	Indicators	Data Items Identified	Data Source
1	<b>Availability of State-level Action Plan for Climate Change</b>	Developed Action Plan	Ministry of Environment, Forest and Climate Change
2	<b>Change in Forest Cover</b>	Total area under forest cover in current year	India State of Forest Report by Ministry of Environment, Forest and Climate Change
		Total area under forest cover in previous year	



# Additional Indicators under Consideration

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#	Indicators
I	Availability of implementation mechanism, timeline for monitoring the State Level Action Plan for Climate Change



# Identified Governance Sectors



# Indicators of Citizen Centric Governance

#	Indicators	Data Items Identified	Data Source
1	<b>Enactment of Right to Services Act by the States</b>	Information regarding whether, the state has enacted the Right to Services Act	DAR&PG
2	<b>Number of services provided through electronic / Mobile medium</b>	Total Number of electronic / Mobile technology enabled services that are provided by the state	DAR&PG



# Way forward

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- ▶ Focused sectoral consultations with domain experts
- ▶ Ministry level consultations to assign weightages
- ▶ Grouping of states (3 groups)
  - ▶ UTs; NE and hill states and rest of the states
- ▶ Establishment of Electronic Platform for GGI process
  - ▶ Dynamic e-Gov Solution for Online & real time monitoring of GGIs

**Thank you**

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CENTRE FOR GOOD GOVERNANCE

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CENTRE FOR GOOD GOVERNANCE

# Our Vision & Objectives

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To be a world-class institution to  
guide governance reforms by  
bringing together and harnessing  
the power of knowledge,  
technology  
and people for good governance



# Sustaining Interventions for 15 years

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## Phase I (2001- 2005)

- Institutional Building Phase
- Grounding of key ideas of governance reforms
- Setting up of functional areas
- Strengthening with key personnel

## Phase II (2006-2009)

- Financial Autonomy and self-reliance
- DfID – Second Grant to GoAP (DISA Project)
- CGG's role – Project Manager
- Government Departments took up reform projects
- CGG's revenue model included projects for Gol and other States
- Strategic and Performance Innovation Units (SPIUs) in 15 Depts.

## Phase III (2009 onwards)

- CGG manages Reforms Incentives Fund to sustain governance reforms
- CGG continues to undertake major consulting projects at Gol and State level
- CGG also develops key IT applications for State Departments and Organisations with main focus on Telangana State
  - NSP
  - ePASS
  - HOMES
  - GHMC mobile apps

# Our Uniqueness

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Board is headed by Hon'ble Chief Minister of Telangana



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graph TD; A[Board is headed by Hon'ble Chief Minister of Telangana] --> B[An autonomous & financially self-sustaining Institution without regular Govt. budget]; B --> C[Think Tank for Governments with unbiased & neutral analysis]; C --> D[Interface between bureaucracy & information technology]; D --> E[Forward looking & client satisfaction oriented with cost effectiveness service outlook];
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An autonomous & financially self-sustaining Institution without regular Govt. budget

Think Tank for Governments with unbiased & neutral analysis

Interface between bureaucracy & information technology

Forward looking & client satisfaction oriented with cost effectiveness service outlook

# Resource Group & Activities



Governance



Agriculture Management



Human Resource Development



Organisational Development



Monitoring & Evaluation



Urban Management



e-Governance

Governance Reforms

e-Governance Reforms

Process Re-engineering

Accountability & Transparency

Innovations in Government

Public Service Delivery

Performance Management

# CGGs Value Creation Journey

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## Policy Review/Formulation

- ▶ Preparing Good Governance Index for DARPG
- ▶ Ensuring Effective Administration at State Level: 2<sup>nd</sup> ARC
- ▶ National Training Policy 2012
- ▶ Formulation of State Right to Public Service Policy, 2012
- ▶ Preparation of Rajiv Awas Yojana Guidelines
- ▶ Rent Control Law, Govt. of Jharkhand
- ▶ AP State Disaster Management Plan

## Assessment & Evaluation

- ▶ State of Governance Report
- ▶ e- Panchayat MMP Implementation Evaluation, MoPR
- ▶ State Civil Services Survey 2012
- ▶ National e-Governance Award Evaluation
- ▶ Strategic Assessment of Health Sector for the World Bank
- ▶ Telangana Evaluation Network (10)
- ▶ RKVY – Farm Viability Centric Interventions in Agriculture

# CGGs Value Creation Journey

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## National Level e-Gov Projects

- ▶ National Scholarship Portal – a Digital India initiative
- ▶ IPoMS - Integrated Poverty Monitoring System, MoHUPA
- ▶ Slum Survey MIS for Rajiv Awas Yojana, MoHUPA
- ▶ RTI online Certificate Course for DoPT, Gol

## State Level e-Gov Projects

- ▶ e-PASS – Electronic Payment & Application System of Scholarships
- ▶ ORPS –Online Recruitment Processing System
- ▶ DEABAS – Double Entry Accounting System in ULBs
- ▶ HOMES – Housing Online Monitoring Electronic System
- ▶ e-Hostel, OGRTS, OLCMS

# Infrastructure & Facilities



## State-of-the-art Data Centre

- Capacity details
- DRC details



## Conference Halls, Knowledge Resource Centre

- Operates from fully equipped 2 campuses
- State of the art meeting/conference facilities (200 capacity)



## Latest IT licenses and softwares

- Operates with current and latest IT licenses and softwares
- Adequate hardware availability/backup



## Human Resource Policy for Quality Manpower

- Right mix of Government officers and private professionals



**Thank you**