

**FIRST REGIONAL CONFERENCE ON
MINIMUM GOVERNMENT- MAXIMUM GOVERNANCE**
*Catalyzing GATI (Governance with Accountability, Transparency,
and Innovation) into Action*

(14-16 December, 2015)
Venue: Conference Hall, Vikasa Soudha, Bengaluru

Conducted by
**Department of Administrative Reforms and Public Grieviences
Government of India**

In collaboration with
**Department of Personnel and Administrative Reforms
Government of Karnataka**

CONFERENCE PROCEEDINGS

1.0 PREAMBLE

- 1.1 The **Department of Administrative Reforms & Public Grievances (DARPG)**, Ministry of Personnel, Public Grievances & Pensions, Government of India (GoI) is the think tank of the Government on governance, public policy and public administration related matters. It researches the administrative and governance processes with a view to assessing their impact on the citizens, gaining an appreciation of the felt-needs and unmet gaps and gathering insights into possible alternatives and betterment measures. Based thereon, it acts as the nodal agency for the Government in advocating and advancing, formulating and facilitating, mentoring and monitoring the governance-reform agenda of the nation, leading to positive transformation of increased efficiency of processes, enhanced effectiveness of public service delivery and improved governance at large.
- 1.2 It is highlight worthy in this context that at the initiative of and under the aegis of the DARPG, the Government instituted in the Year 2005, an award titled the “Prime Minister’s Award for Excellence in Public Administration” for rewarding meritorious performance and outstanding contribution of civil servants in conceiving creative ideas and transforming them into sustainable, game-changing practices leading to improved efficiencies and enhanced effectiveness.
- 1.3 Further, with a view to promoting excellence in the implementation of e-Governance initiatives borne out of exemplary achievements in government process re-engineering, innovative use and exemplary replication of ICT-based solutions etc. the Department has been recognizing, year after year, outstanding performance in citizen-centric service delivery through a Scheme of National Awards for e-Governance.
- 1.4 Responding in right earnest to the clarion call given by Hon’ble Prime Minister for “Minimum Government – Maximum Governance” and in furtherance of its own mission to foster excellence in governance through administrative reforms and improvements in government processes, the Department has been taking the positive step of facilitating the States and Union Territories (UTs) to replicate the award-winning initiatives in Public Administration and e-Governance, so that the benefit of innovations, recognized as exemplary, excellent, exceptional, extraordinary and emulation-worthy, is available to the country as a whole, without the States and UTs having to reinvent the wheel, individually.

- 1.5 Towards this end, the Department has proactively initiated the progressive step of conducting Regional Conferences facilitating the States and UTs to gain first-hand knowledge of innovations and good practices in public administration, governance and public service delivery implemented successfully in various regions of the country, so that they could be adopted and replicated or adapted to specific requirements locally and gainfully used.
- 1.6 The Regional Conference is an enabling mechanism for the participating States and UTs, with the following objectives:
- (a) Serving as knowledge-exchange forum, experience-sharing platform and best-practice promoting vehicle for fostering good governance practices and citizen-centric service delivery;
 - (b) Promoting meaningful confluence of interactions and insights, cross-fertilization of ideas and exchange of constructive views among the policy makers, public figures, peers, practitioners and professionals who may have championed and/or facilitated the successful implementation of innovations in government processes, administrative reforms and public service delivery.
 - (c) Encouraging mutual learning among the participating States and UTs on the successful and emulation-worthy innovations in public administration and governance from their respective regions which may have led to increased efficiency of outputs and improved effectiveness of outcomes.
 - (d) Fostering mutual understanding and constructive cooperation among the States and UTs towards arriving at collective strategies and synergistic approaches on formulating and implementing administrative reforms and governance innovations in the areas of common focus and converging interest.
- 1.7 Pursuant to the above, the Department organized on 14th and 15th Dec. 2015 in the Conference Hall, Vikasa Soudha, Bengaluru, the first two-day Regional Conference on the theme of GATI (Governance through Accountability, Transparency and Innovation). The Conference was conducted in association with the Department of Personnel and Administrative Reforms (DPAR) and Sakala Mission, Govt. of Karnataka (GoK). The focus of the Conclave, with fourteen States and UTs from the Western and Southern Regions of

the country envisaged to benefit from it, is on catalyzing the “Minimum Government - Maximum Governance” mantra of the GoI into action.

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**REGIONAL CONFERENCE ON
MINIMUM GOVERNMENT- MAXIMUM GOVERNANCE**
*Catalyzing GATI (Governance with Accountability, Transparency, and Innovation)
into Action*

**DAY-1 OF THE CONFERENCE; 14/12/2015; MONDAY
INAUGURAL SESSION (IS)**

- IS.1 Delegates representing fourteen States and UTs from the Western and Southern Regions of the country comprising policy makers, professors, public figures, professionals and practitioners associated with formulating, developing, facilitating, implementing and/or using the innovations in governance participated in the two-day Conference.
- IS.2 The following dignitaries graced the inaugural session with their distinguished presence:
- Sri Siddaramaiah, Hon'ble Chief Minister, Govt. of Karnataka (GoK)
 - Sri K. J. George, Hon'ble Minister for Bangalore Development and Town Planning, GoK
 - Sri Roshan Baig, Hon'ble Minister for Information and Haj, GoK
 - Sri Devendra Chaudhry, IAS, Secretary to Govt. of India (GoI), Department of Administrative Reforms and Public Grievances (DARPG).
 - Sri Kaushik Mukherjee, IAS, Chief Secretary, GoK
 - Smt. Usha Sharma, IAS, Additional Secretary to GoI, DARPG
 - Smt. Latha Krishna Rao, IAS, Development Commissioner, GoK
 - Smt. Smita Kumar, Joint Secretary to GoI, DARPG
- IS.3 The Inaugural Session was also attended by several senior civil servants from GoK, domain experts, members of academic community and representatives from Non-Governmental Organizations, media and civil society.
- IS.4 The Workshop commenced with "Nadageethe" the State Anthem of the State of Karnataka, melodiously sung by Smt. Nagachandrika. Thereafter, as a mark of respect to the victims of the unprecedented floods in Chennai, two-minute silence was observed.

IS.5 Welcome Address

**Sri M. Lakshminarayana, IAS
Principal Secretary to Government,
Department of Personnel and Administrative
Reforms , GoK**

- After the opening remarks by the Master of Ceremonies, Shri Lakshminarayana welcomed the distinguished dignitaries on the dais as well as the conference delegates and described it as an honour for the GoK to co-sponsor the Regional Conference on Minimum Government- Maximum Governance, as part of GATI.

- This was followed by the traditional lighting of the lamp by the Hon'ble CM Shri Siddaramaiah, the Hon'ble Ministers of GoK, Secretary DARPG Shri Devendra Chaudhry and other dignitaries on the dais, marking the auspicious beginning of the Conference.
- Thereafter the Conference proceedings began. Sri Lakshminarayana highlighted that with advancements in web technologies, complex government functions are undergoing transformation and are becoming more interactive. The functionalities of e-Government are facilitating prompt delivery of citizen services.
- Robust online infrastructure with powerful computers and large data storage capabilities is helping in achieving and accomplishing the goals of transformed governance.
- Measures of e-Government are leading to increased efficiency of state governments on a variety of fronts, just like in the developed world.
- However, there is good scope for Governments to bring about mindset change in a larger measure to realise the full potential of e-Government.
- Concluding his address, Shri Lakshminarayana observed that in the light of the above, the Regional Conference is a timely response to the urgent need, providing the ideal forum for exchange of ideas, visions and good practices while serving as a springboard for continued dialogue on formulating and implementing good governance initiatives. He once again thanked the DARPG for creating such an enabling mechanism.

IS.6 Address

Sri Devendra Chaudhry, IAS
Secretary to GoI, DARPG

- At the outset, Shri Chaudhry expressed his gratitude to the GoK for the opportunity and cooperation extended in holding the First Regional Conference on Minimum Government- Maximum Governance.
- The following were the highlights of his speech:
- The motto of the Conference GATI is subsumed in and forms an essential ingredient of "*PraGATI*" (*progress*). Thus, GATI is key to progress and development. It is therefore the need of the hour for speedy delivery of quality services to the citizens.
- Across the globe, technology has become an enabler and hence the next wave of administrative reforms will also be based on meaningful leveraging of technology.

- e-Governance therefore is not just infusion of technology into governance for the sake of it, but for people to be served with better governance using the power and benefits of technology. Thus e-Governance is the future of the government and the country.
- Though India is a leading power in IT, it ranks at a low 118th position as per the United Nations e-Government Index Report of 2014 on 193 UN Member States. This Index is a composite of Human Capital Index, Telecom Infrastructure Index and Online Services Index. There is substantial ground for India to cover on all the three components, particularly on infrastructure and human capital, in that order. It is important to recognize that people and service to people comes first and technology comes next, as an enabler and facilitator.
- In the realm of online services and citizen-centric service delivery, Sakala is great leap forward and an emulation-worthy initiative recognized with PM's Award. However, it is common to find many online portals offering many services but not all of them integrated. Many applications work in silos. There is no convergence. End-to-end transactional processing is missing. It is still common that citizens need to go through the process of downloading the forms, visit the seva kendras, pay the fee and submit the applications for further processing. This needs to undergo drastic improvement.
- The citizen service delivery system of UK, where practically all services are provided to citizens on a single online platform, for a standard fee, stands as an emulation-worthy example for efficient online delivery of citizen services.
- There are success stories at home too, e.g. the National Land Records Modernisation Programme, wherein, land records are computerised in 27 states, registration records are computerised in 25 states, integration of land and registration records has taken place in 22 states. Manual issue is dispensed with in 19 states while 7 states are issuing digitally-signed certificates. We need expansion in scale and scope of the integration of such services.
- Delivery of certificates and services online translates into real benefits of technology to people, which should be scaled up. By 2030 we should aim at ubiquitous computation with all services being brought online and manual operations disappearing from our lexicons.
- Towards this end, there is a critical need to suitably:
 - Optimize the use of JAM – JanDhan Scheme, Aadhar and Mobile. With about 900 million cell phones and 950 million people having been issued Aadhar identities, there is power like never before in the hands of Indians, offering great scope for direct benefit transfers without the role of intermediation.
 - Change the processes to use technology while doing away with the intermediate non value-adding bureaucracy. E.g. Players like Big Basket, Flipkart, etc. have been successful in disintermediation, connecting consumers directly to the

sellers and service providers. This brings in efficiencies in time and cost and improved service delivery.

- Modify the processes to give power to more than 125 crore people in the country while countering the challenges of technology with regard to ease of use, authorization, certification etc.
- Despite the many challenges, there are huge opportunities for development on the e-Governance front. More and more efforts are required to bring everything together to provide ease of governance to people.
- Hence there is need for cooperation as well as sharing of vision, information, knowledge and experience among the States and UTs.
- Thus, if all the functionaries concerned act in a concerted manner putting people first, they can go a long way while making themselves happy and the rest of India too happy and prosperous.
- Shri Chaudhry once again expressed how privileged he feels to be in the midst of such august gathering and share his thoughts. The Conference is a motivation to take up the challenge of Minimum Government - Maximum Governance. He summarized the spirit behind the Conference by quoting Hellen Keller (*American author and political activist who successfully overcame many odds in spite of being deaf-blind*) that "*No pessimist ever discovered the secret of the stars, or sailed to an uncharted land, or opened a new doorway for the human spirit.*" He also quoted Gurudev Rabindranath Tagore - "*I slept and dreamt that life was joy. I awoke and saw that life was service. I acted and behold, service was joy*", closing his inspirational address with a flourish.

IS.7 Inaugural Address

**Sri Siddaramaiah,
Hon'ble Chief Minister, Karnataka**

- In his inaugural address, the Hon'ble CM expressed his delight on GoK partnering with DARPG, GoI in the first Conference on the theme of Minimum Government – Maximum Governance, which is both relevant and timely in the present context with representatives from both government/public and private sectors gathering to take forward the ideas and successes of e-Governance.
- The following are the highlights of his address:
- Good governance may mean many different things to many different people with many different backgrounds, but in all of them, technology forms the core for transforming the way India perceives and administers governance with benefits flowing to all sections of the society.

- It is heartening that several successful e-initiatives leveraging Aadhar and m-Governance are being showcased in the two-day Conference.
- e-Governance in India has steadily evolved to be more citizen-centric, service-oriented and transparent, from the days of the early stages of progress of the computerisation of the government records, dating back to the 1990s.
- Good governance means convenient, accountable, transparent and efficient service delivery. Karnataka has been on the top and has been a leader in good governance, especially in using technology in government services.
- Some of the successful initiatives by Karnataka in the domain of e-governance include:
 - Karnataka Mobile One, an initiative that was launched by the Hon'ble President, which received national and internal recognition and won Express IT and CSI Nihilent Awards. It enables mobile access to government services for the citizenry and has high scope of replication. Many states have already approached Karnataka in this regard.
 - Almost 5.50 crore mobile connections exist in Karnataka for the 6.50 crore population resulting in better reach of Mobile One. Currently, it has one lakh hits or downloads with the number of transactions picking up every day.
 - Karnataka is among the first states where the mapping of department databases with Aadhar is speedily underway with duplicates being removed and service delivery tightened.
 - e-SUGAM (Simple Upload of Goods Arrival and Movement) which won the PM's Award for Excellence in Public Administration, is another e-Governance initiative pioneered by the State that has been recording upload of forms at the rate of practically one form per second and about 30 lakh per month, while simultaneously enforcing accountability. Tax collections in Karnataka are now in the range Rs. 40,000 crore per annum through 5 lakh returns and eliminated about 1.5 lakh visits of traders every single day to government offices.
 - Some of the other major initiatives like Bhumi, Sakala, e-Khajana, e-Procurement, e-Sotthu have begun to positively change the nature of transparency and governance in the state and are making a significant impact on the lives of ordinary citizens.
- Use of integrated media would also allow governments to elicit public opinion on a continuous basis. Any government is encouraged to implement this feature as public opinion is being shaped relentlessly every minute whether or not government is tapped into it. As examples, the following can be cited.
 - Potholes on a road can be geo-tracked and tweeted to the engineer concerned as well as to people's representative. If there is a delay in repair, say exceeding a

month, matter can get automatically escalated to the higher authorities. The repaired pothole too can be uploaded again. This builds public awareness and results in the much desired citizen's audit of public works. This would be especially useful in rural areas resulting in both G2C and G2B connect for the works to be completed in time.

- The Australian Government's recent exercise to search millions of 'posts' on social media to come up with a better immigration policy is a case in point
- Another example is that of US where certain states in US are experimenting with Open 311 which allows transparent and open communication using standardised protocols for location-based collaborative issue tracking.
- Karnataka has begun designing a similar platform (I-Care) to that of Open 311 for citizen engagement through Mobile One which is an interesting innovation in government.
- 30% of India's software exports are from Bangalore and hence it is in the fitness of things that Karnataka is leading several e-initiatives.
- In conclusion, the Hon'ble CM complimented all the representatives from the States and UTs for participating in the Conference, since it is a unique platform for exchange of ideas and best practices in governance across various departments. He encouraged them to learn both from successes and failure of others. He hoped the Conference would provide a concrete roadmap to institutionalise good governance across India through enhanced transparency, accountability and participation. By definition, all governance should be good governance only. He assured that Karnataka will be at the forefront of ushering in GATI.

IS.8 Vote of Thanks

Smt. Usha Sharma, IAS
Additional Secretary to GoI, DARP G

- On behalf of DARPG, GoI, Smt. Usha Sharma proposed a Vote of Thanks, extending her gratitude to:
 - The Hon'ble Chief Minister of Karnataka for taking time off his busy schedule and gracing the inaugural event with his distinguished presence and sharing his valuable thoughts and vision and illustrating the various good governance initiatives of GoK;
 - The Hon'ble Ministers whose presence lent gravitas to the occasion
 - The Secretary, DARPG for his encouragement, guidance and support in conducting the Conference
 - The Chief Secretary and the Development Commissioner, GoK for their participation
 - Shri Lakshminarayana and all the officers of GoK who lent ready support and put in their best efforts towards making the function a grand success
 - All the senior officers, officials and staff of the State for their help and participation

- All the delegates for participating in the Conference in such large numbers exemplifying the importance they attach to GATI
 - Representatives of the NGOs and Media.
- With such a befitting beginning to the Conference and the focused and meticulous manner in which the itinerary has been drawn up, Smt. Sharma exuded confidence that it would be a truly enriching and rewarding experience over the two days for all the stakeholders.

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Day-1: Monday, 14th December, 2015

Theme:

Fostering GATI through Excellence in Governance
(Presentation of Best Practices Model)

“Repositioning E-Governance with Focus on Mobile One”

1. Introduction

- Existing cumbersome processes for citizen service delivery may not lead to development of an integrated e-society
- Need for:
 - Governance to be repositioned according to the needs of the newly emerging smart cities
 - Something different and drastic in terms of transformation of e-governance, to result in transformed government, to cater to the needs of the people in the smart cities. Transformed government is where the government restructures itself around the life events of a citizen, unlike a normal government where a person restructures his/her life to suit the way in which the government functions
 - Eliminating silo approach in the departments and looking for integrated transformed approach which would usher in the required change.
- What is needed for good governance is more of change in the mindset and not technology. ‘e’ in e-governance also stands for ego. Thus, for e-Gov to come in the true sense, ego should go.
- Going one step further, we need smart governance, which will cater to the requirements of the smart cities.
- Another important aspect is the “enterprise” architecture, where various services can be given to citizens in an integrated manner, irrespective of the departments physically existing.
- Government Process Engineering (GPE) is a serious challenge which needs to be addressed through various capacity building measures. Change in rudimentary and archaic laws and enforceable penalties for deficient delivery of services are the need of the hour.
- A roadmap is required to be drawn up with goals like e-Governance, maturity assessment, cleansing of data using Aadhar, inter-departmental data exchange through data hubs, irrespective of who provides the technology and on what platform that service resides.
- An important aspect in transformed governance is big data analytics, which can give two-way interaction and provide feedback on effective governance. Social media can be

used effectively with the right security and privacy checks enabling a better two-way interaction.

2. About the Initiative- Mobile One

- Mobile One, launched in 2014 in Karnataka offers more than 650 G2C services and various B2C services at the fingertips of the citizenry, bringing concomitant benefits to government and citizens
- It offers scope for leveraging innovation outside the government, which is very critical, thereby encouraging private participation.
- Uniqueness of MobileOne is OneApp, one short code across all telecom operators, across all circles in the country.
- It is magic created out of “silicon + fibre”.
- Other features include Integration with various payment options like mobile wallets.

3. Recognitions

- As the world’s largest mobile services platform by IAMAI (Internet & Mobile Association of India)
- NDTV Digitising Award
- mBillionth Award
- Express IT Award- Gold
- E-governance Award etc.

4. Conclusion

- With the transformation already happening through 5.50 crore mobile connections in the hand of 6.50 crore people, there is a need for:
 - Gearing up to meet the requirements of the smart cities
 - Ensuring e-Governance moves towards truly transformed governance, rising to the expectations of the people in the country.

PANEL DISCUSSION

Chair:

Sri Srivatsa Krishna, IAS, Secretary DPAR – (e-governance) GoK & KUIDFC (Karnataka Urban Infrastructure Development & Finance Corporation)

Panelists

- Sri Avinash Deepak, Vice-President & Business Head, Airtel South
 - Sri Avinash Birnale, Vice President, Endeavour
 - Sri Sudhir Agarwal, Senior Director & Head Public Sector, Business Development, Oracle
 - Sri Satyendra Verma, COO, Mobile 10X, GoK-IAMAI Mobile incubator
 - Sri Suresh Ananthpurkar, Former CTO MChck and now Independent Consultant GoK
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• **Introduction- Mobile as a game changer in the country**

- Intent of the government is to separate the point of decision of a government service from the point of delivery of government service. While point of decision of government service will always be inside the government as it is a statutory function, the point of delivery can be anywhere
- This can be gauged from the popularity of MobileOne, which has registered 98 lakh plus hits and transactions of 3.5 crore thus far.
- Initial process of service delivery twenty years ago began with breaking of silos in a rudimentary way through a website with informational services. This led to what is popularly called as “joined-up government,” where various departmental services are offered on a single platform ,
 - The state of Andhra Pradesh was a leader in such initiative few years ago through its e-Seva (earlier) and Mee Seva (now).
 - The state of Karnataka has 5.50 crore mobile connections for a citizenry of 6.50 crore. While all of them need not be smart phones, with simple feature phones too, it is possible for citizens to avail as many services as possible.

• **Maturity for mobile platforms around the world and the future for apps like Mobile One**

- Sri Avinash Birnale

- Scope exists for lot of improvement when it comes to the future of mobility in terms of governance in simplified machine-to-machine communication
- Simple services like weather forecast have large scope for improvement through setting up of dedicated kiosks in faraway places with minimum connectivity.
- Whether it is the machines being used for agriculture or factories, they can communicate with a lot of mobile solutions for several practical applications.

- Breakeven does not happen unless the Telephone Companies (Telcos) reach out to a mass where huge downloads happen
- Another way to look at is to have proper marketing and campaigning. Also, taking the case of MobileOne, if for every transaction on MobileOne, a part is given to the app developers, it may encourage more number of start-ups to put in their best ideas. With the risk factor being much lesser, it may open up good ideas.
- Technology is thus not a challenge from that perspective. It's more like building an ecosystem where developers are encouraged.
- Thus, more reform is required the way solutions are looked at.
- An important step Karnataka has taken is bringing together many departments and ministries together and bridging the gap of G2C and B2C services.

- **311 Experience of US and Lessons to learn for states - Sri Sudhir Agarwal**

- Technology has a minimum role to play; learning from others and taking the big picture and putting building blocks should be the way ahead
- Open 311, a US initiative, is not a limited web interface; it consists of all the interfaces- web, call centre, apps etc. When something is done on mobility, it is not done for each platform, but once done it gets replicated to all the technologies, since the underlying features existing in mobility are the same.
- Change management has to be the main agenda. There is a need to run a massive campaign for internal change management. This is highly recommended as the apps to be launched would be delivered by the government teams or their extended arms
- Internal capacity building at a much rapid pace is one of the critical requirements
- Convergence of SMACI – Social media, Mobile, Analytics, Cloud & Internet of Things should be the future business model.

- **Role of Telcos in revenue sharing- Sri Avinash Deepak**

- Technology changed the way organizations earn. Data revenue generation is happening almost to an extent of 75-80 per cent on a mobile platform.
- While initiatives like FaceBook may be growing big, there is a lot of scope for interventions for the fresh app developers too, who want to come up with great ideas and impact the citizens.
- There is a need to create frameworks, platforms and ecosystems wherein not only big players but also small start-ups can come up and be of relevance and survive.

- There is a confused state of mind prevailing in some quarters whether Telcos should be the app provider or the connectivity provider. However, they are emerging as the marketplace, the enabler and also the platform wherein everybody can come through the networks and through the platforms, enable the services and reach out to citizens, corporates and other stakeholders
- **Feasibility of the start-ups to engage with government and Mobile One to create apps-**
Sri Satyendra Verma
 - The Mobile Apps Incubator in Karnataka is the first of its kind. It is a Centre of Excellence for quality apps, igniting the patriotic and passionate minds of the young.
 - It is the responsibility of respective departments of the government to ensure app developers are provided with:
 - Right kind of guidance
 - Tools
 - Clear problem statements to seek specific solutions
 - Areas of innovations, so that requirements could be understood better.
 - Clear demarcation of citizens accessing mobile services, as follows, so that innovators can come up with innovative solutions to solve the specific problems
 - **Urban sector:** Use of smart phones for English-literate.
 - Problems are not basic but are urban-related
 - **Rural sector:** Use of feature phones by those do not know English
 - Problems are very basic
- **Three big things that the government should focus on when it embarks a mobile development journey-** Sri Suresh Ananthpurkar
 - Application and Platform define the boundaries. In the case of platforms, they allow government, private enterprise and entrepreneurs to enable services which are useful to the citizens at large. Unified platforms allow for the collaboration with various departments for viability of the vendor. Thus, platforms need to be generic and not apps.
 - Innovation should be continuous to upgrade applications and to bring in new technologies and new services.
 - Creation of incentive for private players as well the vendors is important, for them to be able to generate adequate revenues. There should be incentives both for marketing and use.
 - Technology has an important role to play especially in linking with the last mile to deliver information and services to the citizen.

Conclusion - Sri Srivatsa Krishna

- There is thus immense scope for technologies – be it platforms, applications or apps – to be leveraged for delivering governance. User acceptance and adoption is critical.
- Handset is the key vehicle in the digital era. Service delivery should happen through simple feature phones too and not just smart phones. This reduces the one time and recurring costs.
- Proposal is under consideration for cash-back for use of government services through MobileOne. Such measures will incentivize the use of e-Governance and release government resources for other innovations. Government should be invisible to the citizen.
- It may be in the fitness of things for Telcos to concentrate on carriage and not content. This will amplify data utilisation, thereby giving benefit to Telcos.
- Need for disruptive innovations on a continuous basis, which would result in better progress. It is critical to build the ecosystems in such a way wherein every stakeholder has a useful role to play, income is generated and operations become sustainable.

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Applications, Analytics & Big Data

“Karnataka Resident Data Hub (KRDH) and its Analytics”

1. Introduction

- Karnataka was the first state where Aadhar enrolment started; the State is at the forefront of utilising the uniqueness of Aadhar through Karnataka Resident Data Hub.
- Vision is to create single platform for all the departments and to sanitise the beneficiary data base leveraging the uniqueness of Aadhar so that transparent, accountable and streamlined services can be delivered

2. About the Initiative

- Started in 2012
- KRDH offers various services through the following functionalities:
 - Seeding activity where the beneficiary identities are mapped with Aadhar so that duplicates and multiples can be weeded out with de-duplication processes
 - Cross-referencing, a unique feature of KRDH, where all the benefits acquired by any individual appear on a single screen called as Golden Record, along with the Aadhar number
 - ‘Resident Portal’ where citizens enter the portal and find their benefits in multiple departments, thus putting a check on the misuse of benefits
 - Authentication through thumb impression, e-KYC services, demographic data, photograph pop-up, which can be used in multiple apps
- KRDH is also building up e-sign, Digital Locker, etc. and is in the process of starting a mobile app for seeding.

3. Benefits and Achievements

- 12 crore data handled since 2012
- Interdepartmental benefits, with analytics providing information on the number of people availing multiple benefits or number of people availing benefits in multiple locations. Analysis can be age-wise, gender-wise, migration-status wise, etc. Such eligibility-criteria based analysis and follow up action ensure that benefits reach only the deserving, as prescribed under law. Six departments have been analysed through KRDH, resulting in the elimination of duplicates, helping to optimize social and welfare benefits.

Panel Discussion

Chair:

Mrs. G. Kalpana, IAS, Principal Secretary, Food and Civil Supplies, GoK

Panellists

- Sri Devarathna Kumar, IRS, ADG, UIDAI, Telangana State
 - Sri Natwar Mall, CEO, Fractal Analytics (Products)
 - Sri Sanjay Jain, Director Platform EkStep, Ex Chief Product Officer - Aadhar
 - Sri Devabrata Das, Dean – Academic and R&D, IIIT, Bengaluru
 - Sri P S Karthikeyan, IFS, Regional Passport Officer
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Sri Devarathna Kumar

- Transformation through the Unique Identification System (UIS) leveraging public-private partnerships has yielded significant benefits. So far, 943 million Aadhar identities generated and this number is expected to touch one billion soon.
- Governments are evincing a lot of interest in absorbing technology and taking governance to people. The challenges however are, overcoming technology barriers and language barriers in service delivery.
- Nevertheless we need to be alive to downside risks too and address them. Just as in mythology when in “Ksheera Sagara Manthan” venom too came out along with nectar, there is a need for:
 - Taking into account the privacy and security issues of the individuals while analysing big data
 - Reforming laws and regulations to provide an enabling framework.

Probabilities and risks involved in digitisation and data sharing - Sri Natwar Mall

- Battleground in corporate world shifting to data analytics; Google’s popularity over Microsoft due its better management of data is a case in point
- Aadhar is a great concept. It is powerful tool that can charge up mobile banking. Aadhar is thus a phenomenal idea for transformation in governance.
- Data quality is reiterative process and there are many ways by which it can be achieved with lots of advanced logics and algorithms now being available.
- The key is to move from deterministic mindset to probabilistic mindset so that, given a set of probabilities, decision-making would improve with the probability of getting right gradually increasing.

- Aadhar gives a knowledge graph for the citizens. These are foundational frameworks that validate the users. Other layers (for services and uses) can be superimposed on these graphs.
- Future of analytics is artificial intelligence. Aadhar kind of systems would create checks and balances. Leveraging Aadhar, a combination of Mobile + Government Data + Banks + Services - will be the winning combination for the future.

Technological and regulatory trends- Sri Sanjay Jain

- Aadhar has scaled from 0 level to 940 million people in just over five years, demonstrating how fast we could progress if we are committed to ushering in e-Governance and good governance.
- Similarly, Jandhan Scheme too progressing well, with about 200 million people opening bank accounts, aiding financial inclusion.
- Mobile phones increased to about 900 million in the country out of which about 175 million are smart phones. It is expected that in the next 3-4years, half of the country would have smart phones. This will revolutionize the access to information, empowering the citizen.
- There are 21 new banking licenses granted by RBI in 2015 for 11 Payment Banks and 10 Small Finance banks. The Payment Banks are required to be fully networked and technology-intensive. Small Finance Banks are especially required to focus on un-served and under-served sections of the society, using tools like Aadhar. Other regulators too are coming in support of Aadhar. Thus, new business processes and technology innovations will come into play as market forces come into action. They will add to the momentum in many ways, leading to revolutionary changes in service delivery.
- Innovation is being layered on top of identity, which can be proved electronically. This thrust provides for central identity system. If made available in a distributed way, it can truly create a “presence less” activity, with service becoming available practically at the doorstep of the user.

Challenges in the way of KRDH- Sri Devabrata Das

- Aadhar brought in the gift of biometric, which was used to sanitise data through KRDH
- Technology challenges still exist including accuracy. Speed is vital in processing such humongous volumes of data. There should be response in less than 5 seconds.
- Cleaning the data is a big challenge.

- Security and privacy issues too are important, for sending information with due confidentiality, conforming to the IT Act 2000.
- Seeding of Aadhar is a massive activity which is a time taking process
- Scale up of KRDH too is a big challenge, but it is a technical issue that can be dealt with, to make it a success.

Practical Experience in the integration of Aadhar- Sri P S Karthikeyan

- Aadhar is a good source of identity for issue of passports and there is extensive use of UID by the Central Passport Office (CPO)
- Today, establishing identity, checking up details and antecedents require some documents. Integration of Passport Seva with UID database will yield good outcomes
- Database integration should be robust, which makes passport process simple, fast and reliable
- Integration of CPO / PSK (Passport Seva Kendras) with UIDAI database, National Population Register (NPR) and Crime and Criminal Tracking Network & Systems (CCTNS) would be a powerful way of delivering passport services efficiently and effectively.

Challenges & Opportunities - Dr. Ratan Kelkar, IAS

- Challenges in the way forward for Aadhar include
 - Enrolling an individual without compulsion
 - Lack of clarity (yet) on the legal aspects of Aadhar
 - Lack of comprehensive 'go ahead' which is hindering 100 per cent enrolment
- Benefits of Aadhar include:
 - Ease of access to benefits of Public Distribution System (PDS) and other social security schemes
 - Savings of crores of rupees by states through simplified processes and optimization of resources
- Aadhar can be one such mechanism, which can bring about coherence of various databases and cause transformation
- Need for Aadhar to emerge as a tool backed by legal power and the will of government. Aadhar could then be truly a master stroke as far as citizen delivery services are concerned.

Conclusion – Mrs. G Kalpana, IAS

- Efforts to enrol people in Aadhar and spreading the benefits of transformed governance should go further. Today many of them are confined to “preaching to the converted”.
- There should be strong political and administrative will to use Aadhar. For example, in a database of about 1.10 crore Ration Cards, there are only 40 lakh good matches. Thus, others could be bogus, duplicates or ineligible.
- There is a need for data sharing, which makes digitisation a reality and helps reap the benefits. Data sharing is thus incumbent on all the stakeholders so that proper cleansing takes place, which is an extremely difficult process.
- There is a need for changing the way governance is carried out. Routinizing the processes removes a lot of discretion and adverse intervention, which is desirable.
- Moral persuasion is required to be applied in the case of left-out people (e.g. from the Aadhar database); They cannot be deprived of their benefits. A way has to be found out. Educating them is a necessity, when there is a fear of people being left-out of the social benefit net. Thus, there is a requirement of additional (complementary) processes to manage the benefits of people without Aadhar
- Mechanisms for quickly correcting data in case of lack of accuracy need to be evolved.
- There is a need for alternative technologies to complement, till the stage Aadhar gets into every database in every department.
- Ease of operations is in itself an incentive for attracting people. With people on the eager lookout for better services from the government, electronic delivery of services can provide convenience as incentive.

Remarks – Shri Devendra Chaudhry, IAS

- Aadhar is designed as an inclusion product to simplify people’s lives. Seeding is not tough, if viewed and implemented as a non-linear process. Private sector participation on a higher scale can speed up the process substantially.

Session III: **Financial Inclusion through Use of IT and Mobility** **Sri Sanjay Jain, Head of Platforms Ek Step**

Technology and Innovation

Introduction

- Innovation happens in layers, which transforms the way systems work in a short span of time. Various layers of features build up the stack of solutions. The absence of any one layer in the stack can hinder innovation

- Transport Control Protocol / Internet Protocol (TCP/IP) and Global Positioning System (GPS) with maps, mobile network, operating systems (Android and iOS) and payment systems are part of the stack.
- In the case of Aadhar, which develops digital identity,
 - Application Program Interface (API) enables developing apps, forms the first layer. These apps, in turn, have been facilitating the “presence-less delivery” of services, where individuals can acquire citizen services through mobile authentication
 - e-KYC is the second layer; which comes with Adhar.
 - e-Sign is another initiative that enables digital signatures, which provides a paper-less layer.
 - The next layer is net banking, which allows for digital transfer of money (cash less mode)
 - Thus, such layered features built on a consent architecture can facilitate interactions and transactions across various platforms and deliver solutions in a ‘presence-less’, ‘paper-less’ and ‘cash-less mode’, a true form e-Governance.
- These layers built as a stack – typically an “India Stack”, on the top of identity, government regulations and RBI regulations - allows people, public and private sectors to use the services, using the Aadhar based citizen data.
- Individual should have the right to the data generated by transactions. Consent architecture for citizens seeks to inform and obtain consent of citizens for specific / defined uses of data.
- Thus there is large scope for individuals to use mobile phones and biometric data (Aadhar authenticated) and “India Stack” can enable transactions with ease.

Panel Discussion

Chair:

Sri Arvind Shrivastava, IAS, Secretary (Budget & Resources) to GoKN, Finance Dept.

Panellists

- Sri Ritvik R Pandey, IAS, Commissioner, Commercial Taxes, GoK
 - Ms Prachi Pandey, IA & AS, Additional Secretary (Fiscal Reforms), Finance Dept., GoKN
 - Sri Sarat Sharma, iSpirit
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Introduction

- Financial inclusion from the government perspective has become a very important cornerstone in the development paradigm. This is an important tool or system which helps increase efficiency and effectiveness, especially when dealing with subsidies and transfers
- System needs to become more efficient by removing intermediaries, losses, frauds, corruption etc. and also more effective by reaching out to real beneficiaries and removing those who are not.
- The most important thing that comes in the way of financial inclusion is the issue of access - there are limitations in reaching people. IT plays a vital role in bridging this gap.
- Getting linkages to banks deepens economic activity.

Challenges and opportunities in IT in the State- Ms. Prachi Pandey, IA & AS

- Financial inclusion has long been a public policy objective. Jandhan Yojana is the most recent initiative which facilitates every household to have a bank account. This is being enabled by the infrastructure of about 10,000 brick and mortar branches and 5,000 Banking Correspondents. Karnataka is home (Head Quarters) to five major banks and that's a distinct advantage.
- There is a need for financially excluded people to participate in the electronic payment process, in financial products and cycle of financial transactions.
- Introduction of products for entire life cycle of an individual (deposit products, loan products, insurance products, pension products etc.) is important. They should be made easily accessible through mobile devices.
- Jandhan Aadhar and Mobile (JAM) is a winning combination in Financial Inclusion. Internet and mobile provide the leap to last mile connectivity, bringing services virtually to doorstep.
- One key element is the transfer of benefits. These should be cashless electronic transfers, which have to come from Aadhar-seeded accounts to facilitate validity, authentication, checking of eligibility of beneficiaries

- Issues of interoperability, incompatibility issues exist with Micro ATMs of Banking Correspondents which are being addressed.

Process, challenges and experiences with regard to Financial Inclusion- Sri Sarat Sharma

- Two fundamentally different ways of operating are emerging
- Software development has come to be a readymade model, fortunately, rather than a custom-built model from first principles, for every need. It's like ready-made shirts suiting our needs better rather shirts stitched by the local tailor.
- Availability of India Stack as a public good to everybody in the industry is the key. It will have the layers of e-Sign, Digi Locker, Privacy consent, Aadhar and linkages with the electronic payment processes of National Payments Corporation of India (Unified payment Services).
- We are witnessing high rate of savings in the country but there has been very little contribution to formal savings sector.
- The big idea should be to make building blocks and use those blocks in a manner of mix and match to build custom solutions. That would change the way service delivery is done.
- Presence-less, Paper-less, Cash-less delivery of services is the key. While the core technology and rule-based processes are at the back end to verify and validate, the customer should have a simple and easy-to-use API (Application Program Interface) at the front end. This front end can be built by multiple parties. They should be open-API based, with the government building their backend systems allowing interface to open-APIs.

Experiences in Commercial Taxes- Sri Ritvik Pandey, IAS

- Earlier, there used to be issues like cheque clearances, delays and other hassles like bounced-cheque cases and reconciliation. Now e-payment of taxes is a more viable option.
- Today a truck held up for payment of taxes can be released, by receiving payment from a remote location through the e-mode.
- With e-Governance, Commercial Taxes Dept. has witnessed disappearance of agents, which was a bane.
- Goods & Services Tax (GST) without IT backbone cannot be imagined. Thus IT has a key role to play. One big tax-amount paid would get distributed on a transaction basis among the states, centre to states and states to centre in a seamless manner.

- India Stack and Building Block concept is crucial for e-Payment – Settlements to grow. The regulation needs to be an encouraging and enabling one, helping the challenger, rather than behemoths still operating on legacy systems and processes. For example, Paytm is emerging as an accepted and hence successful, innovative e-Commerce facility.
- Regulators like RBI and SEBI will have an enabling role to play in this.

Conclusion – Sri Shrivastava, IAS

- Innovative technologies and practical solutions built around them are vital for Financial Inclusion. However, there is a need for these to be well-positioned in terms of privacy and security. Also, there should be a legal framework in the form of acts or regulation on the nature and extent to which information can be shared.
- Practical challenges for creating standard stacks (where processes can be dealt with as layers in a building block) should be addressed for financial inclusion to penetrate further.

Session IV: **Use of IT in Public Transport**

Dr. Ekroop Caur, IAS, MD, BMTC

Implementation of Intelligent Transport System in BMTC

Background

- Exponential growth in the past two decades which resulted in population growth as well as increased motorization in the state
- Efficiency of all the stakeholders like citizens, government and Transport Corporation has gone down owing to the increased congestion and longer travel time on roads.
- Many people avoid public transport owing to the hassles of waiting at bus- stops with no clue when the bus would arrive.
- Route-maps (on paper) and actual routes taken by the buses were different.

About the Initiative

- Intelligent Transport System is a good solution to increase the share of public transport while enabling improvement and reliability of services.
- Service reliability is addressed through a GPS-based system for tracking the bus location, expected time of arrival and departure through website and mobile apps

- Further, an intelligent system is also being built with the ability to predict both customer and commuter behavior and also their requirements, which will help in optimizing the services
- The entire system is unique and first of its kind in India with a massive scale of deployment of 10,000 electronic ticketing systems and 6,500 vehicle tracking devices. Almost 45 per cent of the Bangalore population is going to be directly impacted once the project is implemented
- This solution entails:
 - First component as GPS, which will allow determining location of each and every bus on the road, time taken to reach next destination, expected time of departure from the next destination, alerts like speed of the bus, how the driver is driving, instances of bus missing a stop, route deviations etc.
 - Second component is Electronic Ticketing Machine or Hand-held POS (point of Sale) device, which is also GPS-enabled to improve commuter experience
 - Third component includes a Passenger Information System which will provide details on bus arrival through TV screens at bus stops and the same information would also be available on app.
- The idea is to improve the revenue for BMTC so that they are able to increase operations through introduction of electronic ticketing system and cashless solution for ticketing
- Payment of fares is through top-up cards. The next step is to get into banking network and with other payment options like mobile. As it is an open loop card standardized by NPCI for inter-operability, for the first time in the country, it can also be used for payments on other transport modes, for parking fee, toll fee etc.
- Aim is for a smartcard digital-money initiative in collaboration with financial institutions, for purchase of tickets by users. It should be like mobile top up card or a debit card linked to bank.
- Uniqueness lies in the elimination of financial burden or commitment for Transport Corporation with the financial institutions holding responsibility including system of issuing cards and publicity. The financial institution also pays a royalty to BMTC.
- Sharing of the passenger information is available through mobile apps and website, so that more and more app development can happen by private parties based on requirements.
- System of accounting and auditing become easier.
- It's a Rs.72 Crore Project being implemented over a period of five years.

Challenges

- Convincing the employees through persuasion by taking them into confidence, owing to the labor-oriented nature of the domain, with crew being very wary of resulting controls. Thus, need to overcome the resistance within organization
- Managing the behavioural change of commuters, viz. for those who are not comfortable with cashless transactions
- Backend issues like internet connectivity being poor in “shadow zones”
- Training of crew to adapt to the changes through flexible training schedules as a constant ongoing exercise.

Benefits

- New business model and win-win for both parties- BMTC and financial institution
- Improved operational efficiency in BMTC
- Improved revenue; Commuter-friendly and cashless transactions
- Neither the bus staff can manipulate money collected from ticket sale, nor will they be able to divert from demarcated routes.
- It is not necessary for BMTC officials to sit in the control room to monitor.
- Anyone who has an ID and password can access the data from anywhere. The data is updated every 10 seconds. It send alerts if a bus is speeding, diverting from the prescribed route or starting late.
- It provides real-time information update on buses to passengers waiting at bus stops. This information is accessible through SMS too.
- It addresses the common problem of load factor in the BMTC buses.
- Intelligence to be built and the analytics to be carried out with the data provided by the GPS and electronic ticketing device would result in optimization of operations for better utilisation of fleet and manpower, dynamic scheduling, dynamic fare structure etc.
- Financial institutions also benefit through the huge consumer base of BMTC
- The biggest takeaway is the financial inclusion for all those who are commuting on BMTC buses.

Panel Discussion

Chair:

Sri Ravi Kumar, IAS; ACS, Energy Department, GoK

Panellists:

- Sri Kiran Vivekananda, Director, Public Policy, Uber India Private Limited
 - Sr Arvind Singhatiya, Vice President, Ola India Private Limited
 - Sri Jitendra Sharma, Founder ZipGo Technologies Private Limited
 - Sri Vishy Kuruganti, Founder, Mgaadi Private Limited
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Introduction

- Outdated transport laws are not able to cater to emerging requirements like the aggregator models trending currently.
- Creation of disruptive innovations for alternative transport options is important, by competing with existing models and law.

Collaboration vs. Competition - Sri Kiran Vivekananda

- Scope exists for collaboration as well as competition with the public players
- Aggregators like Uber are ready to come under regulation and be accountable on compliance issues.
- The guidelines on regulation of the aggregators issued by the Ministry of Road Transport & Highways, GoI should be followed by all stakeholders, for a healthy and level-playing ecosystem to emerge.

Cooperating to Grow - Sri Arvind Singhatiya

- There is a need for law to recognize that aggregators like Ola are not transportation service providers but technology companies providing easy and viable options for transportation matching the user needs in an easy and convenient manner

Sri Jitendra Sharma

- Traffic pollution and congestion are big issues and evolving transport solutions are aiming to address them. With technology, resource utilisation can be optimized.
- It has become important to use technology in the best possible way for moving from point A to B and solve the problems of transportation through reliable, safe and affordable options.

Sri Vishy Kuruganti

- Mgaadi is the platform enabling an auto rickshaw ecosystem through a call centre
- Up-scaling of services is leading to new paradigms and throwing up new dimensions of regulation

- There is a need for optimal but not coercive regulation and progressive policies for creating win-win solutions for commuters (users) and drivers of auto rickshaws.

Conclusion – Sri Ravi Kumar, IAS

- It is in the fitness of things to facilitate emergence of a free market for the aggregators, with market determining the pricing and the government ensuring compliance with regulation that is not restrictive.
- Dynamic pricing in public transport is a reality. However, how best to optimize it in public interest would be an issue of interest to policymakers.
- Instead of over regulation, all taxi / auto-rickshaw aggregators may be provided a level-playing field with suitable checks and balances, so that there can be healthy competition.
- Regulation on service quality, liabilities, vehicle norms etc. should be policy-enforceable, with market determining the price for services.
- Public transport services should get also get into app mode, for ease of use by tech-savvy commuters. In a similar manner, car-pooling too should be permitted without restrictions (of private / commercial use) so that several benefits like optimization of fuel consumption, reduction of pollution, less congestion on roads and less traffic etc. result.
- It is worthy of exploring whether RuPay Card of NPCI could be used, as a replacement for tickets and ticketing machines.
- ICTs will continue to play a crucial part in the emergence of new and novel transport solutions in public interest.

***** Conclusion of Day-1 Deliberations of the Conference *****

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Day-2: Tuesday, 15th December, 2015

Theme:

Citizen-centric Service Delivery- Ease of Governance

SESSION-I: PRESENTATION BY STATES

1. Andhra Pradesh

e-Pragati

- **Sri Lingaraj Panigrahi, IAS; Spl. Chief Secretary to Govt. of Andhra Pradesh**
- **Ms. K Indira Devi, Joint Director (Enterprise Architecture), Information Technology, Electronics and Communications Department, GoAP**

i. Background

- e-Pragati is an ambitious e-Governance programme relating to State-level Enterprise Architecture. (APSEA). It is a pioneering initiative of the Govt. of Andhra Pradesh (GoAP) to deliver the entire range of G2C services of various departments on one single platform and under one single enterprise-architecture.
- It is the country's first state-wide enterprise architecture initiative, which will help realise the dream of government to orient its working fully towards improving the life of citizens
- It is the foundation for transformed governance, which would enable delivery of personalised services, leading to accountable outcomes.

ii. About the Initiative

- It is an e-Governance initiative approved by GoAP with an outlay of Rs.2,398 crore, comprising capital expenditure of Rs. 1,528 crore.
- It extends to 33 Secretariat departments and over 300 government agencies. It seeks to provide a bouquet of 745 services in G2C, G2B, G2E and G2G areas.
- It aims at creation of an ecosystem for integration and interoperability of all the departments of GoAP. It facilitates door-step delivery of services to citizens. It breaks the departmental silos. It is certificate-less governance, with no attachments as proof required with any application / form.
- The main objectives of e-Pragati include:
 - Avoiding piecemeal approach and working on the big picture by adopting a holistic approach

- Preventing duplication of development i.e. aim of building the applications once and using many times by all the government departments.
- Avoiding spaghetti-bowl architecture and streamlining the data exchange between applications.
- The value Proposition is to provide full range of citizen-centric services and to have a 'SMART' government
- e-Pragati revolves around 7 missions, 5 grids and 5 campaigns.
- The 745 services across 72 projects are divided into 14 packages and sub-divided into 4 'waves' for easy implementation.
- Certificate-less governance
 - Applications are categorized under enterprise, group and cross-cutting categories
 - The Project maps and captures all events from birth to death of every individual wherein every single individual will have Digital locker with Aadhar acting as the key.
 - In the absence of Aadhar, 10th Standard Exam Admit Card is used as an alternative, with the unique number on it acting as key for the digital locker
- Each department's data is to be placed in SRDH. Information would flow from individual applications to e-Highway for exchange across various departments. Each department's database would be seeded with Aadhar, followed by a due process of validation. As on date, seeding and validation / verification is completed in the databases of PDS, Land Records, Social Welfare, Pension Schemes and Utilities.
- Panchayats are being provided with tablets and mobile devices for upload of data into SRDH.
- After verification, the required services would be delivered, practically at the doorstep of the citizens.
- Currently the project is in various phases of design, development and deployment.
- Laying of a high-speed Fibre Optical Network (FON) with Wi-Fi hotspots in every village would enable citizens to log into the portals.
- Telecom players would ultimately provide high-speed FON to each household in AP.

iii. Way Forward

- Targeted execution: 2 years
- Project would be implemented in the spirit of government transformation using Enterprise Resource Planning. Thus, e-Pragati is an ERP for the government.

2. Rajasthan

e-Governance: GATI in Rajasthan

- **Smt. Sonia Chaturvedi, ACP-Dept. of IT & C, Govt. of Rajasthan (GoR)**
- **Mr. Rajeev Gujral, Senior Project Officer, Dept. of IT&C, GoR**

i. Introduction

- Rajasthan is one of the progressive e-Governance states of the country.
- The features of the e-Governance initiatives include:
 - Online transactions
 - Online monitoring
 - Online analysis

ii. About the Initiatives

- The only state with State-wide e-Governance framework and architecture adopted through:
 - Raj Sewa Dwaar: End to end Intelligent Middleware Enterprise Service Bus
 - Raj eVault: End to end Document Management System
 - Raj e-Sign: Customized QR and photo-enabled Digital Signature Mechanism
 - Raj AEM: End to end enterprise web content management platform
 - Raj Dharaa: Centralized GIS Platform
 - Bhamashah: End to end centralized benefits-transfer and financial inclusion platform
 - RAAS: Rajasthan Accountability Assurance system - End to end GPS Monitoring and Biometric Attendance Platform
 - Raj Sampark: End to end centralized Grievance Redressal System
- e-Governance architecture is segregated with sectoral approach instead of departmental approach with full automaton of public interface and mobile-ready solutions
- However, consolidation of applications is the felt need of the hour. Rajasthan single sign-on is a solution for the state portal, which provides unique identity to access any service available on the portal

- Optimum combination of centralised platforms and decentralised implementation has been ensured. Such judicious approach is ensuring efficiency.
- End-to-end monitoring of benefits transfers and centralised document management system is put in place.
- All applications and services are on centralised server with open access to public and private entities
- Rajasthan is strongly promoting Accountability & Assurance system as a key to GATI

iii. Way Forward

- All government applications are being re-engineered for accessibility through Internet and mobile applications.

3. Andaman and Nicobar

Delivery of Public Services through Common Service Centres

- **Mr. A. James, Officer on Special Duty, Department of Information Technology, Andaman and Nicobar Administration**

i. Background

- The island UT lacks good connectivity owing to poor and rudimentary presence of Internet; 50% of villages lack basic telecom facility, landlines and/or mobiles.
- Only 600 mbps of telecom bandwidth is available instead of the required 55 Gbps. This is because satellite is the only medium available for telecom connectivity with very expensive bandwidth costs (Transponder giving 35 mbps priced at Rs. 5.5 crore; Rs. 93 lakhs for 2Mbps leased line as segment charges by BSNL)

ii. About the Initiative:

- The above limitations led to the adoption of a new thought process for using intranet instead of internet.
- Establishment of a data centre and connection of all government offices and Common Service Centres (CSCs) through lease line, ensued; Far off islands are connected with ISRO satellite. Thus, VSATs are placed in 37 locations, with 75 per cent availability of VSAT and 106 government offices and 38 CSCs could get inter-connected
- High volume services are identified, with a view to optimizing resource use
- Standard Operating Procedures (SOPs) are prepared with delineated roles of all stakeholders, timelines, point of contacts, officers involved for delivery of services etc.
- Reforms were brought in with process reengineering; Electronic certificates are generated, which are also archived in the data centre and verified by various departments
- Online and offline monitoring of services is undertaken to ensure efficiency and effectiveness. Monitoring of services is being carried out by the Empowered Committee and the Apex Committees.
- In 2012, there were 41 services in 38 CSCs, which have now increased to 84 services.

iii. Way forward

- The aim is to connect all the 220 government offices including Drawing and Disbursement Offices (DDOs) in the islands by March 2016 either by Wi-Fi or LAN or Leased line.

- Target is to setup 56 CSCs, up from the present number of 38 which are fully functional
- Creating a unified island database which is seeded with Adhar and which will be seamlessly integrated with SRDH for citizen verification.

4. Goa

Fostering GATI

- **Sri Sachin Rana, IAS, Asst. Collector**
- **Sri Saieesh Gandhi, Agriculture Officer**

i. Background

- Challenges in agricultural sector are increasing in the State due to the declining status of the sector. Consequently, subsidies are provided by the government in the sector, which involve a lot of paperwork and cumbersome process both for farmers and the Department
- Revenue services are characterised by delays and long processes, rejections due to insufficient documents, lack of standard mechanisms, and poor coordination between departments
- e-Krishi (of the Directorate of Agriculture) and e-Revenue (District Administration North Goa District) as two initiatives promoting GATI through excellence in governance.

ii. About the Initiatives

- **e-Krishi**
 - e-Krishi cards are provided to all the farmers, which give the farmers unique ID, thus creating an authentic farmer database
 - Re-engineering of processes is taken up to save time and bring transparency and accountability
 - Features of the Project include application tracking and prevention of duplicates and decrease in paperwork
 - 25,000 cards are issued so far for 26,000 applications received through the system
 - 90% coverage of farmers is ensured with a sanitised database
 - Benefits include reduction of turnaround time from 100 to 30 days, touch points reduced from 64 to 6 and resultant monetary savings (direct and indirect costs).
 - Application tracking by farmers is enabled through SMS
 - Second phase of the Project is currently in progress, which covers 60 services in addition to the 16 services covered under Phase-I.

- **E-Revenue**

- It is single window system for facilitating easy partition and conversion of land, linking the departments horizontally for processing applications
- Service delivery is ensured at the village level itself, instead of the need to go to Taluka office.
- The process flow is as follows:
 - Submission of applications to Talathi with relevant documents which are filled and scanned by Talathi online, after verification
 - Approval / rejection by Dy. Collector based on the attached documents and Talathi Report
 - Approved application printed at Talathi level along with a stamp and signature of Talathi along with a facsimile signature of Dy. Collector
- Benefits
 - Reduced visits to multiple offices with the introduction of visit to a single office for the entire process of partition and conversion
 - Integration of Collectorate, Town and Country Planning (TCP), Office of the Dy. Conservator of Forest and Dept. of Survey-Settlement and Land Records (DSLRL)
 - Online monitoring of processes with fixed time limits for ensuring services in a time-bound manner
 - SMS alerts to citizens on the progress of their applications
 - Scope for easy replication
- Challenges
 - Poor levels of ICT operation capacity, call log systems for tapping the resolution period and initiation of appropriate action on errant functionaries.

iii. Way forward

- Online application by farmers or through a phone call to toll free number
- Linking of Directorate of Accounts for seamless integration of subsidy disbursal

- Logins for financial institutions for credit assessment
- Linking all the agricultural services and prices along with disbursal of subsidy at source through interface with APMC / Cooperative Societies
- Using the services of extension executives for operating at Panchayat level for bridging digital gap
- Making the agricultural sector to adopt paperless transactions for all G2C services
- Encouraging entrepreneurs for development of Apps (Application Program Interfaces) for ease of access and use by a larger section of citizens.

5. Telangana

Automated Building Approval Scheme

- **Dr Y. Subramanyam, Advisor, ASCI**

i. Background

- Elaborate processes with complicated workflows and procedures for granting permissions to buildings, layouts and for providing NOCs (No Objection Certificates) for development has been an area with substantial scope for improvement
- There is a deeply felt need for a set of codified developmental regulatory rules for granting permissions, which could be specific to every context, city and state

ii. About the Initiative

- A single-point, integrated holistic online permission-development system was created with a predictable time frame, resulting in a paradigm-shift from department-centric to citizen-centric framework for the Hyderabad Metropolitan Development Authority (HMDA)
- This facilitated online submission of applications, which are scrutinised by HMDA through cloud-based workflow processes. As a result, compliance and deviation reports could get generated in 15 minutes
- Thereafter, physical verification is carried out by field engineers and information captured on mobile apps
- Permissions with digital signatures were provided to citizens and status updated on various platforms including website, facilitating access to citizens through SMS, email and personalised mobile apps
- Payments are accepted through an integrated payment gateway
- The paradigm shift built into the system pushed NOCs to other departments and pulled the same from them, non-intrusive to the citizen.
- This resulted in reduced workflow levels from 7 to 4, processes from 14 to about 6, created citizen-enabling centres, removed cyclical processes, facilitated delegation powers from Commissioner level to the next lower level and helped timely disposal of matters
- Challenges encountered: (i) Integration of the departments for service delivery; (ii) Change management and capacity building; (iii) Inconsistency in processes; (iv) Integration of master plan and revenue departments; and (v) RTI-related issues

- Benefits for citizens included (i) Hassle-free, middle-men free system; (ii) Periodic status updates; (iii) Minimum physical visits; (iv) Transparency; (v) Direct communication with stakeholders; and, (vi) Time-bound response to citizens
- Benefits to the organisation included (i) Time-saving, data integrity and elimination of manual computation and interpretation errors; (ii) Easy storage and retrieval of information; (iii) Integration with other systems (payment gateways, MIS, GIS) with real time access to data; (iv) Better accounting and fund management with concomitant prevention of leakages and timely collections.

iii. Way forward

- Replication are planned in all Urban Local Bodies (ULBs) in the state of Telangana

6. Kerala

“She Taxi”: A women friendly initiative

- **Dr. Jaya Anand, Professor, Institute of Management in Government (IMG), Kerala**

i. Background

- Reasons like growing violence and atrocities against women commuters, scope for promoting entrepreneurship and self employment among the socially backward classes and the fact that many people [even if they are above the BPL (Below Poverty Line)], need support in the form of employment – were the genesis for the initiative to take shape.

ii. About the Initiative

- Women could own and operate taxi cabs through a PPP model and use them for transporting women commuters
- Loans are provided by Women’s Development Corporation at affordable interest rates for purchase of cabs.
- Through partnership with Maruti and other agencies who provide vehicles, women could be trained in driving, soft-skill etiquette, maintenance, health insurance and self defence
- The cabs had the advantage of enhanced security through GPS system
- The Scheme is presently in operation in Trivandrum, Kochi and Calicut
- Strengths:
 - Women empowerment, safety and security for women commuters, employment opportunities, easy accessibility, 24x7 operations, pride among owners, transparency, public acceptability, income of approx Rs. 20,000/-pm (after EMI), and nil financial implications for the government
 - Higher usage for cab owners & commuters during special events, ceremonies and festival seasons.
 - Scope for increased revenue through advertisements, in-car LCD systems etc.
- Challenges
 - Vulnerability to restrictions that might arise from new legislations
 - Resistance from taxi unions/service providers

7. Gujarat

Emotional Drive Campaign

- **Dr. Vikrant Pandey, IAS; Collector & DM**

i. Background

- There was perceptible regional disparity in Valsad district, with the tribal majority in the district unable to access government schemes. Lack of land development and human development activities gave rise to the necessity to have a smart plan for holistic development

ii. About the Initiative

- The main objective of the drive was to converge funds, development schemes and information for the benefit of the stakeholders
- Cluster-based approach with sequential analysis was undertaken for understanding the conditions of the district
- Activities undertaken include restoration of user rights of forest land, social security schemes and ' Parichay Sammelan' for differently-abled citizens
- A bottom-up approach was adopted through involvement of all stakeholders , NGOs, civil society and industrial institutions and to get funds through PPP model
- Convergence with other departments in the State facilitated easy accessibility to services
- Digitisation of records was taken up to improve accuracy and efficiency
- Third party evaluations were commissioned to understand the true socio-economic status (before and after the initiative)
- Outcomes
 - The Drive reached out to 22,000 families and almost 88,000 individuals from the backward tribal areas, resulting in allocation and restoration of lands as per rights.
 - Provision of rights to around 950 primitive tribes in the districts
 - Achievement of 100 per cent of financial inclusion
 - Model replicated by Silvassa administration

iii. Way Forward

- Some components of the Drive like Forest Rights restoration could be adopted by other districts in the State.

Panel Discussion

Chair: Sri M. Lakshminarayana, Principal Secretary to Government, Department of Personnel and Administrative Reforms (AR), GoK

Panellists:

Sri Lingaraj Panigrahi, IAS , Spl Chief Secretary to Govt of AP
Smt Shalini Misra, IAS, Principal Secretary to Govt of Telangana
Sri Sachin Rana, IAS; Govt of Goa
Smt Sonia Chaturvedi, ACP-DoIT & C, Govt of Rajasthan

Gist of Discussions & Recommendations

- Need for states to:
 - Look beyond their boundaries and pick up the relevant solutions implemented by other states
 - Take up integration of inter-departmental processes
 - Focus on what is existing and what is the scope for development as enhanced governance
 - Address lack of initiatives to make information accessible despite the technology base being already available
 - Have clearly defined measures of success to track whether the initiatives are proceeding in the right direction
 - Build ERP like a stack, layers of which are readily available in most of the states
 - Take up process-reengineering within the organisations, which is a big challenge requiring careful handling
 - Examine whether reengineering is to be supported by an enabling law for bringing in the buy in of all employees, some of whom may be hesitant to accept change due to legacy issues, vested interests, inhibitions or ignorance
 - Motivate the employees to be change agents, since sustainability can be achieved only when employee mindset changes.
 - Consolidate and converge the initiatives onto a single platform.
- A distinct benefit of e-Governance is to reduce the commuting times and costs of citizens in visiting government offices. Extending the rationale, GoK is experimenting with technology facilitating the streamlining and aiding the correction of examination papers in Medical and Engineering disciplines. Here, exam papers are randomly selected and

allotted to the empanelled examiners located in their respective places across the state rather than in being located as group at the spot valuation centres. This randomized allotment of question papers removes scope for mal-practices and also ensures substantial reduction in costs for all stakeholders.

- Repeat transactions should be the first choice for migration to the e-Governance mode.

Session II Start-up Showcase by NASSCOM

Session Chair: Smt. Usha Sharma, IAS, Addl. Secretary to GoI, DARPG

Hyper-local Property Taxation System- Amarsh Chaturvedi, Cofounder and Director, Transerve Technologies

- Aims at translating the benefits of “hyper-local” (i.e. to the granular level of each premises, floor and door) information in the context of providing smart solutions to the newly emerging smart cities
- Smart Revenue Collection is a key for Smart city administration with cash-flow being the core requirement for smooth and successful functioning
- Property taxation is identified as the key process. Accordingly, the entire city revenue collection or property tax model is treated as a strategic business model
- It is an Integrated City Management Platform with Hyperlocal Approach, for providing real time, flexible, multi-user and integrated solutions for the cities to transit from their present functioning to a strategic business unit model, with citizens being the customers. Thus, the system treats citizens as city’s customers for government transactions and services.
- Other features include - providing a mobile app-based interface to collect data from door to door and use the data for managing property transactions; facilitation of citizen participation and the collected data serving as a basis for better policy-making and providing necessary amenities to citizens
- User-definable templates with facility for integration with the existing city apps are available.

e-kisaan- Sri Ashwin Sreenivasan, eKisaan Foundation

- Mobile app suite is provided on e-Kisan tablet PCs to farmers to enable them to interact with subject matter experts to improve farming. Effective use of audio and video content is made for facilitating interactions
- Variety of apps deployed include applications for different agricultural needs, guidance on crop development, and connectivity with call centre to bring people, process and technology into convergence
- The initiative is currently helping more than 1300 villages in Bagalkot and Vijayapur Districts in Karnataka

- It has the ability to record and upload data onto a cloud, to facilitate easy remote access and high availability.
- Connection of villages to the larger ecosystem results in the government using the facility to plan its interventions in a timely manner
- The ultimate idea is to improve the standing of villages on the parameters of Water, Health, Education, Energy, Land (WHEEL) infrastructure.
- The goal is to usher in the Smart Village concept, with Engage (with farmer); Enhance (knowledge of farmer) and Empower (the farmer for more informed decisions) as the cornerstone of rural prosperity.

Mobile-Radiology Platform- Sri Kalyanasundaram, Founder and Principal Architect,
5C Network

- Huge potential exists for applications like tele-radiology on mobile platforms
- The initiative is a Telemedicine start-up to connect radiologists with the rural people, in the light of low availability of radiologists per million people in rural India
- The intent is to leverage the advancement of mobile technologies, aggregation potential and sub-optimal utilisation of the existing resources (doctors and hospital infrastructure), viz. radiologists, hospitals and radiology equipment.
- Outcomes
 - Reduced healthcare costs for rural patients, better services by hospitals for lower prices and more productivity for radiologists with monetisation of un-utilized and under-utilized time
 - Model is working successfully in seven districts, offering radiology services
- Way forward
 - Aims at connecting people from all tier 2 and 3 cities to radiologists over mobile in a completely secure manner
 - Development of an app-based healthcare quadrangle across the country, since healthcare related challenges are the same, though states may be different.

American Municipal Corporation Admin System Product- Sri Srinivas Subramanyam,
Mellow Systems

- Developed the American Municipal Corporation Admin Software, a cloud-based platform for service delivery being used by more than 200 cities in the US
- It is a web-based solution, with integration of geographical location data enabling free flow of information
- Building Permissions, licensing, business permissions based on GIS are all handled through the platform; It is integrated with Google Maps for using data from different locations
- It results in elimination of paper work; Permission letters are auto generated by the software and emailed to citizens
- Centralised data platform allows for document id-based authentications.
- It is mobile-platform enabled. Mobile apps provide for quick registration of complaints or requests to municipalities through location coordinates and images
- It is a ready-made but customizable model; Customers can also create their own fields / labels based on the requirements of the cities. Thus, there can be (dynamic) municipality web pages
- There is a free flow of information between citizen and municipality
- Provides citizens with flexible access, ease of use and facility for generation of reports
- It ensures high security for data
- It allows for generation of reports for data mining, analytics and Management Information Systems (MIS)
- Provides good scope for integration with systems in India.
- Future scope for integration with social media networks

Online RTI- Sri Pradeep Bhat

- The facility (<https://OnlineRTI.com>) is set up with the objective of contributing to the success of the RTI ecosystem by making it simple and accessible to all citizens.
- The system accepts online RTI (Right to Information) applications for all governments (Central and State) in India and processes them with the objective to simplify RTI usage process and make it truly accessible to all citizens in India

- For a lay man, RTI filing involves hassles like ascertaining the department to which the application is to be addressed in the government (central, state, local) and thereafter following different processes specific to different states. In addition, there is also a critical need for writing the RTI query properly to get proper replies.
- Citizens can file the RTI applications directly on the OnlineRTI website and/or through a mobile app in 10 minutes, which are then redrafted by experts and sent to the departments concerned
- 40,000 requests have been successfully serviced as on date. From experience, it emerges that Karnataka and Maharashtra are at the forefront when it comes to timely and quality responses.
- Future plans include setting up of call centres in different languages and coming up with tools which help governments dispose of RTI requests in a more streamlined manner.
- RTI Awards to government functionaries would encourage and motivate the best performers, catalyzing true empowerment of the citizens in this information age.

Mandi Trades- Sri Edwin Varghese, Mandi Trades

- It is a mobile-based app using open government data to provide pricing information to farmers for empowering them
- It connects farmers, government and consumers through the (mobile) GPS-enabled app
- The system generates timely alerts on pricing
- Benefits to farmers include their empowerment with up-to-date information, saving of costs and better pricing for their produce, while benefits to the government include location-based transactions. Consumers are also benefitted by availability of better product, longer shelf life and in a way, healthier living
- It creates a unique marketplace for buying and selling facilitating increased production, consumption and thereby contribution at large to the GDP.

Digitisation of Farms- Sri Kunal, CropIn

- It addresses the felt need for a connected ecosystem where knowledge about every single tract of arable land is available and the participants in the value chain collaborate with one another for a win-win outcome
- It envisions 'digitisation agriculture' by providing real-time information. It connects various stakeholders including farmers, growers and intermediaries for timely exchange of information from the time of sowing of seeds to the sale of final product

- Various steps include digitisation of farm data, crop monitoring, advisory and control, information gathering for harvest planning
- Agronomists, field officers and farmers form part of the eco-system, connected through a mobile application
- Real-time sharing of data results in guided farming at the right time.
- It helps create market linkages for domestic and international buyers
- Two lakh farmers across India have been brought on board the system so far, with majority from Karnataka
- Challenges with regard to integration of data, towards bringing better and bigger benefits to the various stakeholders, are being addressed.

Medical Data Bank- Sri Krishnamurthy R, Galactic Medical Databank

- It is a global digital health-integration system that provides seamless interface among the various stakeholders - patients, doctors, clinic, hospitals, pharmacies and diagnostic labs
- Its objective is to cater to health needs of people through online availability of: medical records; guidance for finding doctors and hospitals; insurers and insurance claim processes; facility for management of family health data etc.
- Benefits include
 - Quick and accurate access to patients' data electronically, better coordinated care of patients moving across different levels of healthcare delivery and healthcare providers
 - Up-to-date maintenance of medical records for accurate medical decisions
 - Savings by obviating the need for repeated medical procedures
 - Data generated can be used for effective and efficient management of epidemic diseases, collaborative medical research, clinical trials, patient medicine delivery, exercising control on prescriptions, insurance claim settlement etc.
- Plans are afoot to implement the system integrating various primary health centres, community health centres, district health centres and hospitals; electronic disbursement of insurance

Wrap-up & Concluding Remarks: Smt. Usha Sharma, IAS

- The innovations are very interesting and thought-provoking. But for the limitations of time, each of them can be a full-session presentation by itself.
- The information shared is worthy of being taken up in training programs on innovation. They showcase how imaginative ideas could get translated into viable solutions with the power of technology, enhancing public service delivery and bringing accompanying benefits to all the stakeholders in the value chain.
- In future, the Department would ensure that sufficient time is provided for interactions and enhanced learning.

Final Remarks

Sri Devendra Chaudhry, IAS
Secretary to GoI, DARPG

- Shri Chaudhry complimented the speakers for their content-rich, informative, educative and enjoyable presentations which have been of high standard. They enhanced the awareness of the audience and opened their minds to the scores of possibilities on how good ideas translated into action by leveraging technologies could transform governance for the better. Overall, it is a mind blowing experience.
- Shri Chaudhry complimented the GoK, especially Shri Lakshminarayana, the Principal Secretary (AR) who played a vital role in the successful conduct of the Conference, for such good choice of case studies and success stories. The presentations and panel discussions brought substantial learning value to the audience. The deliberations showcased the various challenges and opportunities in governance and the pragmatic strategies, potential avenues and practical approaches to ushering in GATI, to achieve the ultimate purpose of maximum governance with minimum government. The Conference drove home the point that the recipe for success is commitment by all the stakeholders concerned. Buy-in by the political leadership, encouragement and support by the bureaucracy, enabling regulation and legal framework, process reforms riding on the wave of powerful modern day technologies and tools, capacity building and resultant change of mindset in the rank and file, building of awareness and confidence in the citizenry, gaining their acceptance through demonstrable benefits - are all vital ingredients for transformed governance.
- However, some of the presentations and discussions showed the persistence of departments and applications functioning in silos. There is a need to break them and integrate them. The need of the hour is to bring about convergence in letter and spirit –on record and in action. Without connected working in today’s networked world, the initiatives cannot claim true success.
- Given the commitment of Government of India on citizen-centric governance, balanced development, social progress and inclusive growth, it is an ideal stage for launching Governance Reforms v2.0

- As regards the Intellectual Property Rights (IPR) issue, it is important to understand with whom the IPR lies (e.g. with the private vendor?) There should be recognition and fair reward for knowledge providers. However, the need of the hour is knowledge-sharing in the larger public interest and for larger public good. There should be inter-operability in government applications. There should be building blocks with different features for addressing any governance issue, so that the governments can choose those appropriate to them, customize them to their local requirements and contexts with minimal effort and readily use them.
- Public-Private-Partnerships with People at the centre of the service-focus – are the recipe for achieving efficient outputs and effective outcomes. Thus, government and private sector should together bring in convergence and address the challenges of citizen-centric governance.
- There is also a need for building win-win relationships for developers and users in the domain of apps, where government could encourage talent and development of technologies, products and solutions; and providers of services should adopt them, adapt to them and take them forward for use through business models that are fair to all stakeholders. Apps to facilitate good governance developed by the private enterprise should ultimately be available to all.
- The new portal for Minimum Government - Maximum Governance would provide a platform and interface for sharing of constructive ideas, proven initiatives and replicable innovations. It will have interface with stakeholders.
- Graphical representation on the portals of the progress of the various good governance initiatives by States would bring in competitive spirit through peer-pressure. For example, if OnlineRTI.com portrays on its site state-wise graphical representation of their responses to RTI queries, it is likely that there would be improvement by the States in the disposal of RTI applications filed on them.
- It is important to select the best models for replication. There are 195 e-Governance awards presented over the past decade under the aegis of DARPG. The selection has been done after thorough review, analysis and evaluation from various dimensions. It would be in the fitness of things to set up a Core Group to rate all government applications on an ongoing basis.
- To facilitate replication, a significant step has already been taken by the Department, with the Administrative Staff College of India (ASCI, Hyderabad) and the Centre for Development of Advanced Computing (C-DAC, Pune) being identified as the agencies to reinforce the efforts of the Department in helping the States and UTs adopt and replicate good governance initiatives.
- Also, a Closer User Group (CUG) would be set up so that mutual learning could take place through continuous interaction among the champions of GATI initiatives as well as through their interface with potential beneficiaries (States and UTs), helping cross-fertilization of ideas and contributing to the advancement of the good governance agenda.

- It is important that both the GATI initiatives and the knowledge-sharing mechanisms are institutionalized. Otherwise their continuation and replicability could be adversely affected by transfer of officers or other reasons.
- Ultimately, it is to be recognized that People, Process and Technology are the “Tri Murthy” that help good governance to gain traction. They are the key components of GATI for attaining PraGATI.

Shri Chaudhry once again reiterated that the Conference offered a great learning experience and emphasized the commitment of the Department to take the initiative forward. He announced that similar Conferences would be conducted for the benefit of North Eastern States (very shortly) followed by events for Northern and/or Central States.

He once again expressed his gratitude to the political leadership of the State of Karnataka and all the stakeholders connected with the Conference for their support, leading to the conduct of the event in a successful and memorable manner.

Vote of Thanks

**Smt. Smitha Kumar, Joint Secretary,
DARPG, GoI**

- The two-day Conference concluded successfully, with Mrs. Kumar expressing gratitude on behalf of the Department and on her own behalf to the political leadership, officials and staff of GoK, invited speakers, delegates, press and media for their encouragement, support and contribution to the grand success of the two-day Conference. She extended special thanks to the (i) The Government of Karnataka; (ii) The Hon’ble CM and his cabinet colleagues; (iii) Sri Devendra Chaudhry, IAS, Secretary to GoI, DARPG; (iv) The Chief Secretary, GoK and all the Civil Servants from the GoK who attended the Conference; (v) Smt. Usha Sharma, IAS, Additional Secretary to GoI, DARPG; (vi) Sri M. Lakshminarayana, IAS, Principal Secretary to GoK, DPAR and his team; (vii) The Press Information Bureau; (viii) All the panellists, speakers and delegates; (ix) All the officials and staff who contributed constructively to the event and its success.
- She highlighted that the significant take away from the Conference is that Minimum Government – Maximum Governance is an eminently achievable model of Governance through Accountability, Transparency & Innovation. Technology can be an enabler for good governance but cannot be a substitute. Buy-in by all the stakeholders is important for success and replicability of GATI. If the challenges in terms of the need for process reforms and optimized regulation, change management etc. are addressed in right earnest, citizen-centric governance would gain greater ground in quick time.

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