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## On time Delivery of Services

**CIVIL SERVICES DAY**
20th-21st April 2016

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## India has one of the largest public service delivery system globally

**5,00,000 centers of public health and nutrition support**

**Employment security for 5 crore households every year under MGNREGA**

**11 Lakh Schools**

**2 Crore houses to be constructed under PM Awaas Yojana**

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2

## However, on-time and effective delivery of services still a big challenge

14 Lakh children die every year before the age of 5

< 40% labour force participation rate

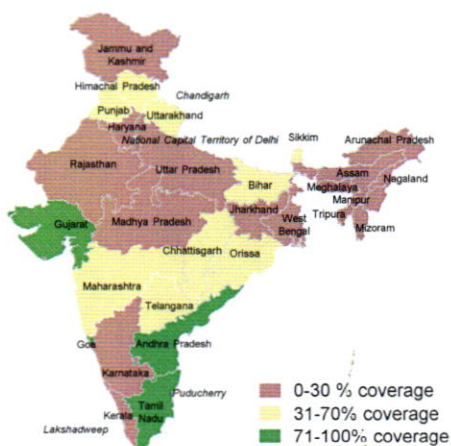50% of Government school students in class V have class II or lower competencies

1.9 Crore housing shortage

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## Wide variation in On-time delivery of Services

**Priority Program Implementation (SHC)**



Jammu and Kashmir
Himachal Pradesh   Chandigarh
Punjab   Uttarakhand
Haryana
National Capital Territory of Delhi   Sikkim   Arunachal Pradesh
Rajasthan   Uttar Pradesh
Bihar   Assam   Nagaland
Meghalaya   Manipur
Jharkhand   Tripura
Gujarat   Madhya Pradesh   West Bengal   Mizoram
Chhattisgarh   Orissa
Maharashtra
Telangana
Goa   Andhra Pradesh
Karnataka
Puducherry
Tamil Nadu
Kerala
Lakshadweep

- 0-30 % coverage
- 31-70% coverage
- 71-100% coverage

**Replication of Innovative Local Programs**

20 localized Programs awarded by PM in last 2 years

↓

14 Programs taken up by States for replication

↓

55 progress reports evaluated (18 states)

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Only 10 (<20%) effective implementation

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## Why are some districts/states achieving better results than others?

### Achieving excellence in public service delivery

1 Comprehensive Planning

2 People Mobilization

3 Use of technology

4 Robust Monitoring and Accountability

5 Sustainability measures

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## Successful examples of 'replication' of citizen services in two states

1 Sakala in Karnataka (original champion)

2 Aaple Sarkar in Maharashtra (replication success story)

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**Maharashtra Success Story**

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# Aaple Sarkar Video

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## Aaple Sarkar framework – unified citizen centric platform



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## >80% on-time delivery of citizen services in first 3 months of 'Aaple Sarkar' portal in Maharashtra

### Context and challenges

**Context**
- Maharashtra Right to Public Services Act was passed in 2015

- 319 services brought under the act to ensure timely delivery

**Challenges**
- All offline processes

- Non Intelligent reporting, dashboards about delivery of citizen services

### Approach and Interventions

**One stop solution**
- Online platform for citizens to apply online, to seek information about services and procedures, delivery dashboard, tracking of application

**Accountability**
- Penalty to designated officer for non justified delay in delivery of service

### Impact

- 156 services of 22 departments and 50+ urban local bodies are available to apply online
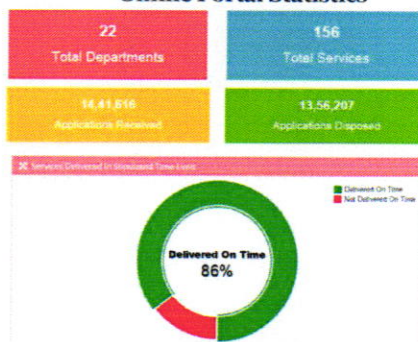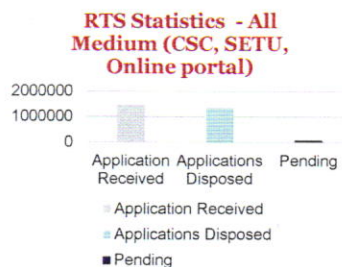
- >80% on-time delivery of services

# Right to Services Online Portal – Your Service, Our Guarantee

आपले
सरकार

### Online Portal Statistics

| 22 | 156 |
|----|-----|
| Total Departments | Total Services |
| 14,41,616 | 13,56,207 |
| Applications Received | Applications Disposed |

✖ Services Delivered in Stipulated Time Limit

- ■ Delivered On Time
- ■ Not Delivered On Time

Delivered On Time
**86%**

### Overall Statistics

**RTS Statistics - All Medium (CSC, SETU, Online portal)**



| | Application Received | Applications Disposed | Pending |
|---|---|---|---|
| 2000000 | | | |
| 1000000 | | | |
| 0 | | | |

- Application Received
- Applications Disposed
- ■ Pending

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11

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# Maharashtra has incorporated the SAKALA critical excellence factors and also introduced innovations

**Local adaptation of Critical Excellence Factors**

**Efficient implementation**
- Process – Unique application ID for tracking
- Technology - Consolidation of existing portals to one portal
- Monitoring – Daily status reports to nodal dept.

**People Mobilization**
- Display of citizen charter in prominent places
- Leveraging social media

**Sustainability**
- Extensive training program of state officials
- Low cost of execution

**Challenges in replication**

- Change management
- Legacy system did not have tools for centralized monitoring of SLA Compliance

**Innovations to address the challenges**

- Business process review to simplify processes & align with IT
- Change management strategy put in place through training at district levels with support from YASHADA (State administrative training institute)
- Ad campaign and training programs
- System based SLA calculation
- Dashboard and MIS reviewed at all levels

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12

## Session 1: On-time Delivery Service

### Introduction

The topic of the Panel Discussion - "On time delivery of Services", is not just an objective but a big challenge for all governments – for India and many nations around the world.

"Sakala,"- Online on time delivery of services, is the initiative of the Karnataka Government, which got the Prime Minister's Award for Excellence in Public Administration in 2015. It was felt that the replication of this initiative is equally important so that excellence in one state brings its benefits to the common man across the country.

### Attendees

Delegates from the Government of India, Department of Personnel & Training, Department of Administrative Reforms & Public Grievances, Department of Pensions & Pensioners' Welfare and a cross-section of participants attending the Civil Services Day function.

### States

Kerala, Maharashtra, Rajasthan, Haryana, Daman Diu, Dadra Nagar Haveli, J&K, Mizoram, and Sikkim

The panel discussion included the Panel Chair- Dr. Jitendra Singh, Hon'ble Minister of State (Independent Charge) for Development of North Eastern Region, Minister of State (Independent Charge) for Youth Affairs and Sports, MoS in the PMO, MoS for Personnel, Public Grievances, Pensions; Atomic Energy and Space; the Co-Chair- Shri Siraj Hussain, Retired Secretary, Ministry of Agriculture; Shri Devendra Chaudhary, Secretary,  Department of Administrative Reforms & Public Grievances and Department of Pensions and Pensioners' Welfare, Shri Vijay Kumar Gautam, Principal Secretary IT, Govt. of Maharashtra; Mr. Adrian Brown, an expert in Administrative Reforms, Centre for Public Impact, a not-for-profit organisation of the Boston Consulting Group (BCG); and Mr Arindam Bhattacharya, Sr. Partner (BCG).

### Objectives

- To understand and learn about best practices implemented in different states
- To understand the approach that can been adopted for successful replication
- To understand how the lessons can be taken forward to the other states and districts

### Outline of the Session

- Context Presentation
- Presentation on the Maharashtra initiative
- Questions & Answers

- Closing Remarks

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## Context Presentation- Mr. Arindam Bhattacharya, Senior Partner, Boston Consulting Group

- India has one of the largest public service delivery systems anywhere in the world. It basically revolves around four areas- employment, education, housing and public health. It is a hugely complex and large scale delivery of public services that the Government of India and the states undertake.

- The challenge is, of course, that the outcome from all these services is still not where India wants it to be. There is still a long way to go and that is the reason for on time and effective delivery to become extremely important.

- The Priority Programmes, which have been announced by the Government have been progressing as well as the replication of the awarded programs of the last two years has been happening on the ground.

- In the case of Soil Health Card, one of the Priority Programmes, the variability of delivery, i.e. on time delivery varies across different states. There are states which are at nearly 100 percent and there are states which are in single digits, as far as coverage is concerned.

- In the case of the awarded programmes, which are local innovations that happen and were awarded by the Prime Minister over the last two years, 14 of them were picked up for replication by the states. While some states picked up a couple of initiatives, other states picked up many more.

- 55 of the Priority Programmes and the Replication Projects were reviewed. Out of this, the team felt that about 10 of them had actually been implemented to the level of effectiveness. So, the key question that arises - why don't and why are these services or programs not moving forward at greater pace and impact?

- Five key themes stood out – that drove successful implementation of the services. First, it is the ability of the project team which has been implementing it at the district level or the state level that did a comprehensive planning of the program.

- Often, it is observed that projects are launched into implementation without really thinking through all the road blocks and all the elements of the ecosystem that have to be managed. Also, the deadlines and timelines are from the start, unrealistic.

- An important element of success particularly of these public service delivery programs is mobilisation of people. Even after using all the different levers like online, offline, mass

movement, and social media for the public services, the governments cannot guarantee the ownership until the people who benefit from them use of these services own them. This is the reason the mobilisation of people is so important.

- There are instances of some very successful examples of how technology is used. How the shift is made from offline to online and how technology is used for communication. So, the key is, how can technology be used for fundamentally changing the processes for implementation? It is monitoring and driving accountability. What gets measured gets done. One of the big success factors that has been seen and heard about is how can systems to monitor progress be created and how can accountability of those who are responsible for the implementation be driven?

- There have been a number of examples of projects, programs and initiatives that have been really well done. But after couple of years, it can be observed that they have fallen apart or slowed down or they have not been done properly. How do the metrics and measures of sustainability be built? For those who are going to use them, and also for those who are going to provide them, measurability is something that isn't thought enough before being implemented.

- Sustainability is absolutely important if one wants to see a program that has been implemented, continue working, say, even after a couple of years. There is a very structured process that needs to be followed. It's not very difficult. It has been done many times.

The introductory remarks were followed by a presentation from Maharashtra, which highlighted the on-time delivery platform of Mahrashtra, "Aaple Sarkar."

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## Presentation on Maharashtra- Shri Vijay Kumar Gautam
### Principal Secretary, IT
### Govt. of Maharashtra

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A one-minute video on the initiative was played followed by a presentation on "Aaple Sarkar" - initiative of Maharashtra.

- "Aaple Sarkar" is an integrated web-based platform developed on a very old theme, known as three golden pillars of e-Governance during late 90s and early 2000s, when the e-governance drive was embarked upon.

- The three golden principles or the three components of e-Governance include: 40 percent business process review and re-engineering, 45 percent change management and, technology occupies about 15 percent. One percent may be the luck factor!

- As time progressed, adherence to these guidelines got lost with the overwhelming muscle power of technology. So, putting the cart before the horse started and

everybody would talk of how robust and scalable the technology should be, which is actually in the moving time frame, available off shelf.

- Though the political executives come in very small numbers, a visionary political leader can drive a great vision and the word "Aaple Sarkar" was coined by the Hon'ble Chief Minister of Maharashtra, Shri Devendra Fadnavis as a mark of dedication of his government to the people.

- The vision of Governance with Accountability, Transparency and Innovation (GATI) , was brought into the initiative.

- Accountability was brought in through the Right to Services Act 2015. Then, came the five main components - e-Information, e-Service, e-Grievance Redress, e-Collaboration and e-Consultation. On the 26th January, 2016, e-Consultation and e-Collaboration were added as the fourth pillar and the fifth pillar respectively, to facilitate ease of doing business. These five elements constitute the ultimate drive for a transparent, accountable and innovative web-based platform for e-governance.

- The Right to Services Act was launched on 15th August 2015. Nearly 47 activities were made online through a well-engineered business process revamp on 2nd October 2015. The business process reengineering included picking up a lot of ideas from "Sakala", the Karnataka experiment that helped reduce the steps of any process in the government.

- Gradually, 323 services were made online. Out of these, 156 activities or services of 22 departments and 50 plus urban local bodies are online with a three-step process on integrated enterprise architecture platform with pan-state metadata modelling. So, the whole silo functioning of the various departments has given way to an integrated platform. From the figures from 2nd October, 2015 till the present day, about 14 lakh applications were received. This is the popularity of this model. Nearly 80- 86% services are being provided on time.

- With the experiment of last six months, nearly 86 per cent services are being delivered on time. The popularity is so much that despite a provision of penalty on the competent authority up to an amount of Rs. 5,000/- for failure, citizens have still not used the option. This is because of the confidence level of the system, which is working transparently. In many cases, 89 percent expressed satisfaction in the feedback as the government focuses on monitoring the satisfaction and seeking suggestions.

- With an idea to bridge the last mile gap, 35,000 digital assistant centres were created. Each of the 28,000 gram panchayats today has a "Sangram Kendra". These Kendras have been bridging the last mile gap in the service delivery as many people are still not very familiar with the services being provided because they are not tech-savvy.

- Based on the "Sakala" experiment of Karnataka where Unique Application ID is being generated, Maharashra too adopted it. It has been integrated with the Jan Dhan Yojana account numbers. The Aadhar numbers, ration cards, the National Rural Employment Guarantee Act (NREGA) IDs are being integrated so that there is now one-stop innovation in the form that the application being created actually through an ID. Maharashtra has so far achieved about 88 percent success in Aadhar with 99 percent above the age group of 18 years, 93% tele-density and mobile penetration in the state.

- One can see that a number of features have been introduced in mobile governance and mobile apps are being used right up to the Taluka level.

- To ensure sustainability, a dash board has been created at the backend. All the activities notified by the Department under Right to Services Act are part of the Key Result Areas (KRAs) which has been committed by the Secretary of the Department with the Chief Secretary and the Hon'ble Chief Minister. These KRAs have been converted into Key Performance Indices (KPIs) at the taluka level and at the field level. The Chief Secretary and the Hon'ble Chief Minister get real time performance on all of the areas through the departmental dashboards. The Hon'ble Chief Minister takes a note of the critical pendencies and takes them for his monthly Lokshahi Day. So, rather than having a heavy Lokshahi day where people come for redress of vague grievances, this model facilitates the critical grievances moving up from the KRAs to the respective Departments, further to the Hon'ble Chief Minister level. The people concerned are called through video conferencing at the district level and the Hon'ble Chief Minister tries to understand the reasons why the cases are not getting completed within the response time. This has built a lot of confidence in the system in the people.

- Maharashtra has a very strong Panchayati Raj Institution. The last mile digital assistance centres have been created in all the 27,913 gram panchayats. The Panchayat Raj Institutions have been getting people into the fold and mobilisation of the people has been the key plan of the whole program.

The session concluded with the presentation of mementos by Ms. Usha Sharma, Additional Secretary, Department of Administrative Reforms and Public Grievances to the panellists.

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