National Conference on "Improving Public Services Delivery– Role of Governments"

Held at Nagpur on 21st & 22nd Dec. 2019

Jointly organized by DAR&PG, Govt. of India; Government of Maharashtra; and Maharashtra Right to Public Services Commission

Shri Nitin Gadkari, Hon'ble Union Minister for Road Transport & Highways and Micro Small & Medium Enterprises and Dr. Jitendra Singh, Hon'ble Union Minister of State (Independent Charge) Development of North Eastern Region; MOS-PMO, Personnel, Public Grievances & Pensions, Department of Atomic Energy and Department of Space with participants in the Regional Conference

PREFACE

Twenty Two States participated in the National Conference on "Improving Public Services Delivery – Role of Governments" held at Nagpur on 21st& 22nd December 2019. This Conference was jointly organized by the DAR&PG, Government of India, Government of Maharashtra and the Maharashtra Right to Public Services Commission. It was inaugurated by Shri Sanjay Kothari, Secretary to the Hon'ble President of India. The valedictory session was graced by Hon'ble Union Ministers - Shri Nitin Gadkari ji and Dr. Jitendra Singh ji to guide the participants. Chief Commissioners of Maharashtra, Punjab, Haryana, Uttarakhand, West Bengal and other senior officials of States and Government of India participated.

For two days the conference deliberated upon 'Improving Public Services Delivery'. Best practices were presented by all the participating states. It was a great learning experience for everyone. Presently Twenty States in India have enacted a Legislation giving Citizens the Right to Public Services Delivery in a time-bound, transparent and efficient manner. Five States have set-up independent Commission to monitor the implementation of the RTS Act – Maharashtra, Punjab, Haryana, Uttarakhand and West-Bengal. States which have made use of information technology and are providing on-line Public Services have witnessed significant improvement in delivery of Public Services.

The Conference unanimously adopted the major recommendations in 'Nagpur Resolution' which describes the way forward. Hope the proceedings and recommendations of this conference will help in further improving the delivery of Public Services.

INAUGURATION OF THE CONFERENCE

Lighting of Lamp by the dignitaries

Shri Sanjay Kothari, Secretary to Hon'ble President of India, lighting the lamp in the Inaugural Session.

INAUGURAL SESSION

1. Welcome address by Smt. Renu Arora, Dy. Secretary, DARPG, Govt. of India.
2. Address by Shri S. S. Kshatriya, Chief Commissioner, RTS Maharashtra.
3. Inaugural address by Shri Sanjay Kothari, Secretary to Hon'ble President of India.
4. Vote of Thanks by Dr. Sanjeev Kumar, Divisional Commissioner, Nagpur.

Welcome Address by Smt. Renu Arora, Deputy Secretary to the Government of India in the Department of Administrative Reforms & Public Grievances

Smt. Renu Arora, Deputy Secretary extended a warm welcome to Shri Sanjay Kothari, Secretary to Hon'ble President of India, Shri S.S.Kshatriya, Chief Commissioner, RTS, Maharashtra, Smt. Medha Gadgil, Commissioner RTS, Konkan Division, Smt. Anshu Sinha, Secretary, GAD, Government of Maharashtra and Dr. Sanjeev Kumar, Divisional Commissioner, Nagpur.

Smt. Renu Arora also welcomed the senior officials of Ministries, Government of India and Government of Maharashtra who were present for the conference. She further extended welcome to all the participants for the conference from 21 states of the country. She stated that it is a good opportunity for all to come together and have active participation and deliberation. She stressed that the theme of the Conference, "Improving Public Service Delivery - Role of Governments" was of immense importance for the Centre as well as for States as it covers various aspects of public service delivery along with building a culture of citizen centric governance.

She thanked the Chief Commissioner RTS, Maharashtra for making excellent arrangements for the Conference. She expressed hope that participating States will be benefited from the outcome of the deliberations and will be inspired to create success stories on the topic.

Address by Shri S. S. Kshatriya, Chief Commissioner, RTS, Maharashtra

At the outset Shri S.S. Kshatriya, Chief Commissioner, RTS, Maharashtra, extended warm welcome to all the dignitaries who had come to participate from different parts of the country. He also extended warm welcome to Shri Sanjay Kothari, Secretary, Hon'ble President of India. He admired the passion of Shri Sanjay Kothari to improve delivery of public services. He extended a warm welcome to Smt. Renu Arora, Dy. Secretary, DARPG, Government of India, Smt. Sheela Thomas, Member Secretary, ARC Kerala, Smt. Medha Gadgil, Commissioner RTS, Konkan, Government of Maharashtra, Smt. Anshu Sinha, Secretary, GAD, Government of Maharashtra, Dr. Sanjeev Kumar, Divisional Commissioner, Nagpur. He also extended special welcome to his counterparts Shri Mandeep Singh Sandhu, Chief Commissioner, Punjab Transparency & Accountability Commission and Shri Hardeep Kumar, Chief Commissioner RTS, Haryana.

Shri Kshtriya informed that in India, Five States namely, Maharashtra, West Bengal, Punjab, Haryana, and Uttarakhad have formed Commission for Right to Services and 20 States of India have enacted the law under Right to Public Services. All the RTS laws are almost similar in nature with some minor differences and they endeavor towards imparting right to citizens for delivery of public services in a transparent, time bound and efficient manner.

He explained the objectives of the Conference and the commitment of the government towards transparent, efficient and time bound public services. Further he explained the Maharashtra Right to Public Services Act as citizen - friendly, citizen centric, and truly making the administration responsive. In fact the RTS Act translates these objectives into reality.

While discussing importance of this Act in the state he added statistical information. In Maharashtra 486 public services which have been provided to the citizens under this Act. More than 7.55 Crore online applications have been received till now out of which 98% are disposed off positively and services have been provided. The rejection ratio is very negligible. For helping the citizens to apply online 30,878 centers have been set up across the state. This was a huge figure and without getting the help of information technology it was impossible to dispose of the cases. Therefore, he said, in this Conference during next two days we will discuss use of the information technology for bringing our dream into reality He explained process of application under RTS in the State. The application can be made with two modes for electronic delivery of service. First mode is an applicant applies through mobile application "Maharashtra RTS App" – which can be down loaded freely. Another way is applicant can apply online through web portal "Aaple Sarkar" for which applicant has to register himself on this portal only once. For citizens who need help in applying online there are 30,878 centres in the state. Shri Kshatriya emphasized the main objective of this conference will be to implement the Act effectively so that the purpose behind enactment of the Act can be served.

While discussing activities of the commission he added that Commission is regularly carrying out monitoring and evaluation of departments and has categorized the performance of the departments in three categories, i.e. "very good, "ok" performance" and "bad" performance with different colours. The commission also demands explanation from low performing departments on the disposal. The commission prepares the annual report which is presented to the Government and then finally goes to the legislature. He further added that Commission evaluated departments, districts, and various services and accordingly informed the Government to take steps and make changes required in procedures. Commission recommended for simplification of procedures.

Commission has always appreciated innovative practices in the service delivery. Competition in use of information technology and encouraging innovating practices is the way that the Commission has adopted to achieve the goal of the Act. Shri Kshtriya appreciated that with the help of "touch screen" it is possible to provide services to the citizens without the application. He urged all the participants to share such innovative practices. He also urged to have holistic approach towards providing public services. He informed that the recommendation adopted in this Conference will be sent to Government of India for further appropriate action.

Shri Kshatriya expressed confidence that the next two days would be extremely useful, educative and make important recommendations for improving Public Services Delivery.

Inaugural address by Shri Sanjay Kothari, Secretary to the Hon'ble President of India

Shri Sanjay Kothari, Secretary to Hon'ble President of India inaugurated the National Conference by lighting a lamp. He expressed happiness that such a Conference has been organized jointly by DARPG, Govt. of India, Govt. of Maharashtra and Maharashtra Right to Public Services Commission at Nagpur. He congratulated and thanked the organizers for the excellent arrangements.

On the theme of the National Conference on "Improving Public Services Delivery – Role of Governments", he expressed his happiness that 20 States have enacted the Law giving citizens the Right to Public Services in a time bound manner. He stated that such an Act is necessary for benefit of the citizens. Giving example of Maharashtra Right to Public Services Act, 2015 he described it as a comprehensive Act. He added that the Act brings about a shift of power from bureaucracy to the Citizens. It also provides that the services be delivered within the time frame or rejected after recording reasons. It makes the system transparent and provides information to be put in Public Domain. He also pointed out that the MRTPS Act provides penalty to be

imposed on the Designated Officer and the First Appellate Authority. However, he said that the objective of the Act is not to punish Officers, but to motivate them.

Shri Sanjay Kothari emphasized that the objective of improving Public Services Delivery is to make life easy for citizens. He suggested that all application forms for services must be very simple, not more than half page and should be available in Public Domain with facility to download them. He drew attention of all participants to the policy decision of the Govt. that citizens should not be asked to furnish affidavits for public services, instead they may be asked to file self declaration. He also suggested that students belonging to SC/ST/OBC categories may be given Caste certificate in the school. He emphasized the need for encouraging innovative thinking and advised all the participants that field visit is essential to find out whether the Act is being implemented in letter and spirit.

Vote of Thanks by Dr. Sanjeev Kumar, Divisional Commissioner, Nagpur

Dr. Sanjeev Kumar thanked Govt. of India (DARPG), Govt. of Maharashtra and Chief Commissioner of Right to Public Services, Maharashtra for having selected Nagpur as the venue for the National Conference on 21st & 22nd December. He conveyed a special thanks and gratitude to Shri Sanjay Kothari, Secretary to Hon'ble President of India for having spared his valuable time and inaugurated the conference and for his excellent guidance to all the participants. He thanked the Chief Commissioners of Punjab and Haryana for being present and all other participants from different States. He mentioned that all the Logistics arrangements have been made by his team of several Senior Officers and Supporting Staff. He announced that on 22nd morning a visit has been organized for all participants to Gorewada Bird Sanctuary and the historic Deeksha Bhoomi Site. He requested all the participants to join. He also announced that a Cultural programme has been organized on 21st evening depicting the history, traditions and culture of Maharashtra State. He requested all the participants to attend the cultural evening.

SESSION - I

How enactment of Law has helped in improving delivery of Public Services

Chairperson: Shri Sanjay Kothari, Secretary to the President of India

SPEAKERS

1. Shri S. S. Kshatriya, Chief Commissioner, RTS Maharashtra.
2. Shri Mandeep Singh Sandhu, Chief Commissioner, Transparency & Accountability Commission, Punjab.
3. Shri Hardeep Kumar, Chief Commissioner, RTS, Haryana

Address by Shri S.S. Kshatriya, Chief Commissioner, RTS, Maharashtra

The Madhya Pradesh Public Service Guarantee Act, 2010

Shri S.S. Kshatriya said that he has already explained the important features of the Manarashtra Right to Public Services Act, 2015 and the role of the Commission in the Inaugural Session. Hence, he would now touch upon aspects not covered in his inaugural speech.

Shri S.S. Kshatriya, stressed on the importance of having the Logo and the Tagline for the Commission. He appreciated the Tagline of the Karnataka state and suggested that all states having the Act should insist on having logo and tagline. Tagline and logo help people to remember and reach people. Further, he explained the process adopted for getting the best tagline and logo for the Commission from the public. A competition was held amongst citizens to suggest Tagline and Logo and the best entries were rewarded Rs.25,000/- each. He explained meaning of the Logo and Tagline of MRTPS Act. Government employees are not doing favour to the citizens when they offer the services to them; rather it is their prime duty. Therefore, the Commission picked up the tagline from the citizen that "Your Service is Our Duty".

He admired and complemented the decision taken up by Punjab that within three years, they are going to have all the services online. He also urged all the states to go for online services. Government departments notify services and then software is developed which results in delay in making the service online. Giving example, he added that in Maharashtra 486 services have been notified but for some services software development, its approval by the department is in process. As such, he suggested that notification for services, development of software for its execution and its approval should be simultaneous process.

He referred to Tamil Nadu, where they have done away with offline services, which is the ultimate objective of the Act. Haryana Government has already decided that all services notified should be online. He has also made the same recommendation to the Government of Maharashtra. He opined that objective of the Act should be that all services, over a period of time, should come under the Act. He added that Act and Commission inspires confidence in the people. He also informed that he requested the Government to have only one portal for offering online services. He admired that the disposal of applications in the state is excellent and rejection is almost negligible. Further, he suggested that online process for appeal should be adopted so that applicant need not go to lawyer and appeal process also becomes transparent. Mr. Kshatriya suggested to have alert systems at every stage for the responsible officers so as to know the status and monitoring of application.

He added that our Act says every government department shall provide delivery of services electronically that means it is mandatory for all departments to provide public services electronically. He further added that there are 30,878 centers in Maharashtra to help citizens to avail online services. He pointed out that percentage of timely disposal is around 64%. He told that there are two exceptions to timely disposal, if there is a natural calamity and Conduct of Elections. The process of application under RTS is also made simple with the help of Aadhar one time registration, storing of services in digi–locker, reward system for excellent worker, are main features of the Act in the State. Lastly, he showed picture of Seva Adhikar Bhawan, of Uttarkhand, which is situated at Deharadun and he said that having a Bhavan is a major step towards institutionalizing the concept.

Address by Shri Mandeep Singh Sandhu, Chief Commissioner, Punjab Transparency & Accountability Commission

The Punjab Transparency and Accountability in Delivery of Public Services Act, 2018

While discussion, Shri Mandeep Singh Sandhu, Chief Commissioner, Punjab Transparency & Accountability Commission threw light on formation of the Commission for Right to Public Services, which was set up in 2011, with Shri Subodh Agrawal, Chief Commissioner and 4 Commissioners. They laid a strong foundation of this Act in the small State like Punjab. From 2018, the Commission is known with new name "Transparency and Accountability Commission for delivery of Public Services" and also enacted the new Act.

In the new Act, three things have been specifically mentioned. The first is the provision of 2nd Appellate authority has been removed. In the new Act there is only one Appellate Authority. The second most important provision of this Act is that now all the services are mandatory to be in the electronic mode within 3 years from 1st January, 2020. For this the E-Office system developed by NIC shall be implemented in all the offices. It is expected that with implementation of the E-Office system, the disposal of the cases and services will be very quick and efficient. The third aspect of the Act, is to develop a new work culture of time bound delivery.

Shri Mandeep Singh urged the need to set up quality standards for governance and also have a mechanism to seek feedback from the citizens regarding the services delivered. He gave various examples of how citizens faced problems for various services and the way Commission helped them to obtain services. He was happy to note that people have more faith in the Commission. In Punjab initially in the year 2011, only 67 services were notified. Now in the new Act, 568 services are notified and new 70 services are expected to be notified. He opined that the concern officer should be heard before taking any punitive action.

In Punjab during 2011 to 2019, 13.18 Crore applications were received in various offices and only 2,31,000 were pending. For the effective implementation and to promote awareness about the Act, various training programmes, workshops, seminars have been arranged along with the distribution of pamphlet, display of hoarding, and other means of advertisement.

ADC is the nodal Officer and he is responsible to collect Monthly Report of disposal of application from District Level Offices. Regular review has been taken from the various departments. The Vision of the Commission is to ensure 100% delivery of services to the citizens within a stipulated time in a transparent and hassle-free manner. The Commission will focus on integration of data from all departments at one centre point.

He appreciated the initiative of Maharashtra Commission for evaluating the performance of departments on certain parameters. He envisaged developing good work culture so that speedy and transparent services can be provided. He stressed on the need to make systems and processes simple, user-friendly, easy to understand and simple to operate.

Address by Shri Hardeep Kumar, Chief Commissioner, RTS, Haryana

The Haryana Right to Services Act, 2014

Shri Hardeep Kumar gave brief history of the Haryana Right to Services Act, 2014. The Act was enacted in March, 2014 and the Commission was constituted in July, 2014. As on today 370 services are notified by 27 departments. Under section 3 of the Act, the designated Officer is responsible to provide the services. Designated Officer have to mention the reason for not providing the services if services are denied. There is a provision in the Act that every department should display a document required for a particular service on the website and also display the same outside of the office. The services which are notified are displayed on website of the department.

The endeavor of the Commission is to include all the services under the Haryana Right to Service Act. He admitted that the Act is a copy of Punjab Right to Service Act, 2011. However, in Haryana, there is provision of two Appellate Authorities and also revision by the Commission. The first appeal is to filed within 30 days of decision made by the designated officer and first Appellate authority has to decide the matter within 30 days and the second appeal can be filed within 60 days and the 2nd Appellate Authority has to decide the matter within 30 days. If the citizen is not satisfied, he can move appeal to the Commission for revision. There is also a provision of suo-motu action by the Commission.

He said when the Commission receives application; the Commission often takes suo-moto action in such cases. He also mentioned about the powers of imposing penalty given to the Commission under the Act. He opined that there is no need of imposing penalty, but the stick should be visible to the person. He appreciated that most of the officers are doing great work and offer services within stipulated time.

In Haryana the Commission has greater power. The Commission can impose fine up to Rs. 20,000/- and also recommend disciplinary action against the Designated Officer. He also added the Commission can also recommend changes in procedure to make delivery of services more Saral, more simple and more transparent.

In the end he summarized the impact of the Commission as follows:

1. Every Office has a notice board, where they have displayed the services and the time frame.
2. Every designated officer has to maintain a Register in form "A" so that it can be checked by any Inspecting Officer.
3. In order to enforce display of proper notice board in the required proforma, a lot of inspections were made.

Shri Hardeep Kumar suggested that there should be automatic appeal system and have only one Appellate Authority so that person get his service delivery at the earliest. He told that the Commission is confined to provide the services electronically so as to endeavor to cover all the departments.

Session - II
Electronic Delivery of Public Services

Chairperson - Shri Mandeep Singh Sandhu, Commissioner, Punjab Transparency & Accountability Commission

Speakers

1. Shri S.V.R. Srinivas, Principal Secretary, IT, Government of Maharashtra
2. Shri Santosh K. Mishra, Commissioner, (IT), Govt. of Tamil Nadu.
3. Shri Nand Kumarum, Managing Director, M.P. State Electronics Development Corporation and CEO, M.P. Agency for Promotion of IT, Govt. of Madhya Pradesh.
4. Shri Varaprasad Reddy, Addl. Mission Director, Sakala Mission, Govt. of Karnataka.

Shri S.V.R. Srinivas,
Principal Secretary, IT, Government of Maharashtra

Electronic Delivery of Public Services in Maharashtra

At the outset, Shri S.V. R. Srinivas, pointed out that when we deal with electronic delivery of services, the legal framework is two basic Acts. One is Electronic Delivery of Services Act, and other is the RTS Act. The basic reason for the need of electronic delivery is to value and respect citizen's time and secondly reduction in transaction cost as well as in the opportunity cost. It is also possible to have real time monitoring, avoid discretion of the officer, and real time governance.

He informed that digital platform requires a robust communication platform as backbone of the system. Bharat-net, in Maharashtra, which was called as 'mahanet' connects each and

every Gram Panchayat with optical fiber network and earlier it was called by name NOFNCP (National Optical Fiber Network Connectivity Project) Presently, government is providing optical fiber network with minimum speed of 100 mbps scalable up to 1 GB, which makes electronic delivery of services possible and covers sectors like school, education, health, telemedicine because these requires a very high bandwidth. Another requirement is the robust network, which will reach the farthest of the villages.

He further added that Aaple Sarkar RTS portal, grievance redress system and Maha-Mygov (for citizens to interact with the government) are integrated with CM helpline. These four wheels run the entire electronic delivery of services. At present through Mahanet optical fiber connectivity about 28,000 Gram Panchyats have already been connected. Within one year every Gram Panchayat in the State shall be connected with Mahanet. Similarly, through the Urban Mahanet, each and every government office, are connected at extremely unbelievable low prices. So, citizens are connected through Mahanet and government offices through Urban Mahanet.

He suggested having a Cloud Policy which means not to build data centers but to have Cloud as data Centre. With the help of Information Technology urban life can change drastically. Under the Smart City projects life cycle of urban residents can be transformed. For these changes among the citizens and in government digital literacy that is required.

Shri Srinivas gave importance to the Single Window Clearance system for all applicants for any service. He pointed out that in Maharashtra the Government has policy to provide all services using single platform.

Santosh K. Misra,
CEO, Tamil Nadu e-Governance Agency & Commissioner, e-Governance Govt of TN

Electronic Delivery of Public Services: Opportunities & Challenges - Moving Forward

Government of Tamil Nadu provides all services online to the citizens. The State Government Tagline is "No line …only Online". The officers help and convert applications online for those who are not conversant for online application formats. The main category of services is Government to Citizen, Government to Government, and Corporate to Government. All these services are now made through one shop stop and quality is monitored by the district collector through dashboard https://www.tnesevai.tn.gov.in/Default.aspx. There are more than

12,000 Common Service Centres (CSCs) in Tamil Nadu which help citizens to avail online services. The State Government has distributed 16 lakh Laptops to encourage online applications and delivery of public services.

He explained delivery of public services in Tamil Nadu under three categories:-

1) G2C Services
2) G2G Services
3) CTO to Govt.

There are more than 12,000 Common Service Centres (CSCs). It provides one stop shop for all Govt. services. Every year more than 1.5 Crore applications are received from Citizens.

For the digital divide the problems and challenges faced by the administration are building trust for online, capacity building of government officers for which Youtube, NLP Chatbots, Digi Volunteers are used. Since government owns huge data, its integration and analysis are challenges that need to be addressed in future.

Shri Nand Kumarum

Managing Director, Madhya Pradesh State Electronics Development Corporation and CEO, Agency for Promotion of IT, Government of Madhya Pradesh.

Electronic Service Delivery – A mandatory step for transformation of the society

Madhya Pradesh is the first State in the country to have a Right to Service Act, in 2010. The state has a public portal 'Samadhan' operated through Chief Minister's office and Grievances of citizen are solved online every month on a fixed day. The Information – Technology System indicates the best performing officers (like Karnataka). The best performing officers are felicitated on Civil Services Day.

All the Government services are to be made accessible to the common man, through Common Service Delivery Outlets and ensure EFFICIENCY, TRANSPARENCY & RELIABILITY of such services at AFFORDABLE COSTS to realize the BASIC NEEDS of the common man.

The approach adopted by the government is:-

- Non Electronic to Electronic Services
- Translation oriented to Transformation oriented approach through BPR/GPR
- Reactive to Proactive service delivery
- Individual services to Integrated Services
- Improve the citizen experience in Government transactions, reducing time, costs and administration burden
- Safe & Secure Cyber Space

Technological considerations

- Promoting in-house development
- Conversion of the process into IT solution by transformation not by translation
- Robust but simple Architecture to reduce the development time
- Capable to handle different scenarios
- Integration with other application
- Security by Design

Administrative considerations

- Elimination of Affidavits by self declaration, if possible
- Document's Authentication through Web services
- Distance calculation by GIS Technology
- Online Fund release preferably centralized, through a single click
- Implementation of DSC/eSign
- Promoting SSO/LDAP

Further, he discussed Land Use Certificate, Layout Planning Permission, value addition in service delivery through emerging technology-DRONE, Revenue Demand, Generation & Payment. Through these cases he emphasized use of IT and ease of business.

Shri Varaprasad Reddy,
Additional Mission Director, Sakala Mission, Karnataka.

<u>The Karnataka Sakala Services – 2011 (Amendment) Act, 2014</u>

Shri Reddy made detailed presentation on the important features of Sakala system in Karnataka. The Tagline of Sakala is: "No more Delays… We deliver on time". In Karnataka 1033 Public services have been notified. At present 846 are available online. To ensure accountability in administration compensation of minimum of Rs. 50/- per day and maximum Rs. 500/- is given under the act for delay. However, concerned officer is consulted before as motive is to provide service in time and not to punish. The Act is citizen friendly as it has

mandatory acknowledgement receipt with 15 Digit unique number, payment of compensatory cost to citizens, more than 7 defaults lead to disciplinary action, fully operational Call Centre for Clarifications/ Complaints through unique number (080-4455 4455).

The success of Sakala can be replicated because of following points:

- Simplification and faster Service delivery mechanism
- Enhanced Transparency and Accountability
- Transforming work Culture- Change in Employee Mindset
- Empowering citizens- "Services as a matter of right"
- Robust MIS Data Analytics
- Happy Citizen – "Participative governance"
- Reducing multiple visits of citizens' to public offices
- Redressing grievances- online Call based appeals

Shri Reddy mentioned some of the reforms viz., Anywhere Anytime Services, Self declarations in place of Affidavit, Services earlier given in Taluk now in Village Panchayat office, SC/ST Caste Certificate valid for life, Issuing of Birth Certificate in Govt. hospitals itself, Exemption of Domicile Certificate by Housing Board & Police verification for passport time reduced from 90 to 20 days.

Karnataka Evaluation Authority appointed International Market Research Bureau (IMRB) for Third party Survey of Sakala implementation in Karnataka. The success of Sakala system in Karnataka is widely acknowledged and appreciated. More than 20 crore applications have been received since the inception and the disposal is 96 percent. The Sakala system also generates the best performance among Collectors, Tahsildar, Designated Officers and they are rewarded every month.

Session - III
Creating awareness in the Society regarding Right to Public Services

Chairperson Smt. Sheela Thomas, Member Secretary (ARC), Kerala

Speakers

1. Shri Debajyoti Dutta, Addl. Secretary (Pers. AR & Trg.), Govt. of Assam.
2. Shri Supriyo Ghoshal, Secretary WBRTPS Commission, W. Bengal.
3. Shri Pankaj Nathani, Secretary, RTPS Commission, Uttarakhand.
4. Shri Sanjay Gihar, Secretary (Public Grievances) Govt. of Goa.

Shri Debajyoti Dutta, Additional Secretary (Personnel, AR & Training), Government of Assam

The Assam Right to Public Services, 2012

Addressing the Conference, Shri Debajyoti Dutta informed that in Assam, Right to Public Services Act was enacted in the year 2012 and it is amended in 2019 and hope will also have the commission very soon. He added that Government initially notified 55 services which has now increased to 506. He informed about various difficulties and challenges faced by officers while implementing the Act in the field. He mentioned the project Assam Citizen Centric Services Delivery project of e-Seva. After the project initially 15 sevas are planned through Seva Kendras named Public Facilitation Centers.

He stated that though the Act came in force in the year 2012, the level of awareness among citizens was only 7.34 % about the existence of such Act. As such, community awareness programmes, group discussions, series of meetings, workshops, and seminars were held with different groups of people representing different sections of the society. On

the basis of the findings of Communication Assessment Needs, now the State is taking action in this regard. Measures like strengthening the linkages and conversions with special categories, women classes, Self-Help Groups, persons with disabilities, senior citizens were on priority and soft IEC tools like deliberations, messages, SMS services, radio messages are being used. He further added that to promote awareness, audio-video clippings have been prepared and Whatsapp is also used and now they are planning to publish quarterly newsletters. He stated that this Conference has been a great learning experience. He found the Best practices presented by various States and GOI Departments were very educative and would help in improving delivery of public services

Shri Supriyo Ghoshal, Secretary WBRTPS Commission, West Bengal

The West Bengal Right to Public Services Act, 2013

Shri Supriyo Ghoshal gave detailed information on WBRTPS Act. He described the genesis and need for the Act. The common questions for any person are what is the process? How to apply? Where to submit the application? What is the stipulated time limit? Whether there is any way of getting the service as early as possible? How many times I have to go there to get my services done? What are the reasons of rejection of application? and if service is not getting in time, if it is delayed or denied, where shall I appeal? The Act provides answers to these questions.

He specifically added the often quoted line 'justice delayed is justice denied' similarly "service delayed is service denied" is motivated by the RTS Act. He added the citizen should also to get know why their application is rejected and services denied to them. He admitted that problem of awareness about the Act and recommended awareness programme for common people through advertisement and IEC programme and for officials who are to deliver the service at cutting edge level.

He added that logo and tag line is developed by the Hon'ble Chief Minister of West Bengal. He submitted that transparency, accountability and time limit are the measure attributes of the good governance and the back bone of the RTS Act. He informed that Chief Minister's Office, in West Bengal have a grievance redressal mechanism in addition to that there is RTPS Commission.

Mr Ghoshal informed that so far 23 departments have notified 206 services. Explaining the role of Commission, he told that regular inspection of the offices have been made about the service delivery at the cutting edge level, conducting regular workshops, conducting regular follow-up of out-comes. For promoting awareness among the public about services, a committee has been set up and it regularly develops radio jingles, video-clippings apart from leaflets and other means of advertisement. He added that services are notified in vernacular and local languages including Nepali, Bengali, Urdu & Hindi. He added Government has been requested to develop single window mobile App for proper implementation of the public services.

Shri Pankaj Nathani
Secretary, RTPS Commission, Uttarakhand

The Uttarakhand Right to Service Act, 2011

At the outset, Shri Pankaj Nathani informed that on 4th October, 2011, the RTPS Act was enacted in Uttarakhand State. The State Government of Uttarakhand has notified 242 services so far. More than two crore applications have been received for Notified services under the Act since inception. He added that unfortunately Act does not have a penalty clause for 2nd appellate authority.

He compared role of Commission like the soldier / prahari at the border who ensures that everything is going well. He added that Secretaries at the Government level are given charges of various departments and have very limited time to actually monitor what is happening at the grass-root level and as such the Commission can play very important role.

The Commission has made 21 recommendations to the Government. Some of the important recommendations are:

- maximum services should be notified by the departments;
- processes simplification for the delivery of the public services and
- disciplinary action/punishment to the designated officer for delay or denial of services

The commission has come-up with advertisements from time to time, various booklets, pamphlets, hoardings and boards are displayed at various tehsils and public places like bus stand and railway stations.

Similarly, orientation programmes are organized for designated officers and appellate authorities as well as for civil society, public representative and NGOs. For wider publicity of the provisions of the Act, posters, jingles on FM Radio and Press releases are brought out. He also informed that bulk SMS's are being sent to public representative and officials at grass-root level with the help of NIC to make people aware of the provisions of the Act.

Shri Sanjay Gihar,
Secretary (Public Grievances) Government of Goa

The Goa (Right of Citizens to time bound Delivery of Public Services) Act, 2013

Shri Sanjay Gihar stated that Goa is a small State with a population of a few lacs and the complexity of other States are not found in Goa. However, delighted to attend the conference for learning experience rather than showcasing achievements. He quoted Mahatma Gandhiji's message *"A customer is the most important visitor on our premises. He is not dependent on us. We are dependent on him. He is not an interruption of our work. He is the purpose of it. He is not an outsider of our business. He is part of it. We are not doing him a favour by serving him. He is doing us a*

favour by giving us an opportunity to do so." This philosophy was given many years back and we are to fulfil it by putting all our efforts in system. The objectives of the Act are:

- An Effective, Efficient and Prompt service delivery system which derives its moral and ethical basis from the "Gandhian Philosophy"
- It is the duty of every government to ensure delivery of quality of public service in a stipulated time frame.
- Reduce corruption, increase transparency and accountability.

He further pointed out that The Goa Right of citizens to time bound Delivery of public services Act 2013 is enacted by the State. He added that like other State's Act, this Act deals with various aspects like, defining Right to Public Services, notification of Public Services and time limits, Appeals, Powers of appellate authorities, Penalty for non-compliance of orders, penalty for not providing public services and compensations. Goa has few departments which are more critical like Municipal Bodies, Panchayats, and the Licensing Department. Eighty percent of Goa is covered by Panchayats. He then added there is a issue of realistic time line; he told some departments are overloaded with work and some have less volume of work but the timelines are same for all the departments. He stressed the need for rationalization of time limits taking into consideration the volume of work on the Department.

Session – IV

Centralized Public Grievances – Redressal and Monitoring System (CPGRAMS)

Chairperson - Smt. Anshu Sinha, Secreatary, GAD (O&M), Govt. of Maharashtra

SPEAKERS

1. Smt. Prisca Mathew, Deputy Secretary, DARPG – CPGRAMS
2. Shri Vivek Srivastava, ED, Ministry of Railways
3. Smt. Alka Mishra, DDG (NIC)
4. Shri Ganesh Dutt, Scientist 'F' NIC, Haryana.

Shri Vivek Shrivastava,
ED, Ministry of Railways

Public Grievance Management of Indian Railways: Rail Madad

Indian Rail is the 4th largest Rail network in the world. It is world's largest employer with over 1.4 million employees managed by single management. It has longest running train by distance (Vivek Express – 4243 km). It is operated through 68,000 KMs of route and it transports almost 2.3 Crore (23 Million) passengers daily. The total earning in 2018-19 is USD 27 Billion. In the year 2018-19 freight carried was 12 Lakh tonnes (1.2 Million tonnes) and passengers carried were 8.1 Billion. It has 68 divisions, 17 zones, and 13 departments, some are involved in customer activities and some are in management.

The railways has well established Public Grievance Management system based on imperatives like easily accessible to everyone, availability at little or no cost, supports all languages, acknowledgement to complaint, objective definition of complaint, identification of deficient unit/worker/root cause, alerting the response unit, redressal of complaint & closure and feedback mechanism.

With changing aspirations and enabling technology, new avenues are being explored and are made available. These include manual system, telephone helpline and webportal and app.

Rail Madad is a portal for passenger grievance Redressal. It converges all channels of grievances and all Railway Helpline numbers. It connects complaint directly to concerned person therefore it is fast. Since it is integrated with NTES and MIS it is Real Time Assignment.

In future Chatbots, improvement in feedback mechanism and use of social media are expected.

Ms Alka Misra
Deputy Director General National Informatics Centre
(She was unable to attend. The Presentation was made by Shri Ganesh Dutt, NIC, Haryana on her behalf)

LEVERAGING TECHNOLOGY FOR DELIVERY OF SERVICES

For E – Kranti lot of activities are undertaken by NIC. India Broadband Highways are created in all rural as well as in urban areas using National Information Infrastructure (NII), under universal access to mobile connectivity cheap mobile and mobile internet are made available. Post offices (Multi service centers) and common service centers are connected for faster delivery of public services.

To achieve E – Kranti NIC has to undergo government process re-engineering using IT and to simplify and make the government processes more efficient various applications were developed. Various online platforms, digital repositories and communication without language barriers were developed.

For E – Kranti following principals were adopted:

- Transformation and not translation
- Integration and not individual service
- Cloud by default
- Mobile first approach
- Fast tracking applications
- Language localization
- Government process re-engineering
- Mandating standards and protocol
- Security and data preservation

Under E –Kranti Finance, Education, Health sectors are covered. Technology is being used for farmers.

CM Window Haryana

Shri Ganesh Dutt,
Scientist 'F' NIC, Haryana

Shri Dutt explained a customized Public Grievances Redressal & Monitoring System which is Flagship Programme of Govt. of Haryana where citizens can directly connect to the office of the CM and lodge complaint and get their problem solved**.** CM office directly monitors the grievences and directs the concern departments. Silent features of the system are :

1. Reduced *Cost of Service* delivery by eliminating multiplication of efforts by Departments/ Organisations
2. Time bound delivery of Redressal mechanism
3. Citizen friendly tracking of status of grievance redressal online (website and Mobile)
4. Strengthening back office operations for timely availability of information.

5. In house development by NIC Haryana State Unit Team. Solution implemented in all Departments/ Organisations of Haryana State.
6. Uses open source software and hence no expenses.
7. CM's Good Governance Associates are helping.
8. Assembly Constituencywise 'Nigrani Samiti' have been set up to monitor and give feedback.
9. Call Centre provides information and guidance to Citizen regarding the system.

Smt. Prisca Mathew
Deputy Secretary, DARPG-CPGRAMS

Central Public Grievance Redressel & Monitoring System

The CPGRAMS was established as the Allocation of Business Rules, 1961, allocates DARPG inter alia, the responsibility for policy, coordination and monitoring of issues relating to

a) Redress of public grievances in general,
b) Grievances pertaining to central government agencies, in particular.
c) Citizen Centric Initiatives which includes Citizens' Charter.
d) Enhancement of Public Service Delivery Capability involving systemic changes to ensure better service delivery.

Following mechanism was adopted for the Redressal of Public Grievances:

- An online Central Public Grievance Redressal and Monitoring system (CPGRAMS) facilitating lodging of grievances from anywhere, anytime 24x7.

- It interlinks 86 Central Ministries/Departments and all States/UTs.
- More than 51,000 Sub-ordinate users have been created on CPGRAMS.
- The PMO, President Sectt., DPG of Cabinet Secretariat, DARPG & the Pensioner's Portal are integrated through CPGRAMS.

During implementation issues faced are:

- ▶ The Federal principle of governance provides only for forwarding of grievances to the concerned state governments-review/monitoring not taken up
- ▶ The standard of the mechanism set up for the redressal is largely driven by the purpose of quick disposal which does not ensure quality disposal.
- ▶ By and large the authority to which the grievances are lodged, are not the ones who resolve the same but only facilitate the travel of the grievance to the appropriate authority for its redressal.

While discussing reforms of CPGRAMS it was stated that proposal is to streamline grievance redressal process by mapping various grievances to field level so as to improve grievance redress time and enable citizen for lodging a grievance through drop down menus. Further plans are to execute revamping of CPGRAMS in a phased manner with priority on maximum impact.

Benefits of CPGRAMS are :

- Citizen friendly/Questionnaire guided registration process
- Capturing of grievance precisely through drop-down menus.
- Automatic Escalation of the grievance to the next higher level in case not resolved by the field office will enable supervision and monitoring by higher
- The process re-engineering would enable both identification of gaps between policy and delivery and enable grievance analysis
- Reduction in redress time because the grievance is mapped to the concerned redress office.

Reforms have started first in Postal Department and soon will be implemented in the Departments of Telecommunications and Financial Services.

Session – V

Innovative practices regarding delivery of Public Services

Chairperson: Shri Swadheen Kshatriya, Chief Commissioner RTS, Maharashtra

SPEAKERS

1. Ms. Anandhi, DC, Udaipur, Rajasthan.
2. Shri Ramesh Mirza, Add. Collector, Kheda, Gujarat.
3. Shri Alok Srivastava, NIC, Haryana

Ms. Anandhi,
DC, Udaipur, Rajasthan.

CHUPPI TODO, KHUL KE BOLO ABHIYAN

The purpose was to establish a public grievances forum for those who cannot reach our offices, closing the gap between people and government and provide door step delivery of services on the day of the chaupal. The same situation was used as an opportunity to share government schemes/projects with public, understand the gaps in effective implementation of schemes, to experience firsthand, the local issues in their context and be able to give feedback for policy decisions and quick ground-truthing of departments' functions and functionaries.

Prior to the day of chaupal information about the day was given to all concerned. Similarly, directions were given to all departments to visit, rectify issues/educate people

beforehand. During the chaupal all things which are related with everyone were discussed along with the tasks carried out by each department. Similarly, all schemes of all departments e.g. Transport voucher scheme, Insurance schemes were told in the meeting for creating awareness. This is the time where other grievances from the people, to be resolved immediately were took over and solved. After chaupal the issues resolved were entered in Public Grievance Portal and compliances reviewed weekly. For example, laying of pipeline obstruction case and Palanhaar annual verification matter.

It helped the officer to experience local issues first hand and be able to give feedback for policy decisions.

The Collector of Udaipur, Ms. Anandi, made an excellent presentation on the innovative programme called "Chuppi Todo, Khul ke Bolo".

Shri Ramesh Merja,
Addl. Collector, Kheda, Gujrat

SWAGAT SYSTEM

Shri Ramesh Merja gave information about Gujrat Right to Public Services Act, 2013. He discussed about the salient features of the Act. Every individual citizen has a legally enforceable right to time bound delivery of services and redressal of grievances so as to improve their quality of life. Systemic changes are made in the administration for Citizen Centric Governance. The services and the time limit for rendering the services are notified by the government. All offices must display boards giving information about the services / officers under the Act. Administrative set-up was made for responsive and effective implementation of the Act.

While giving information about implementation of the Act, he stated that 368 Public Services of 18 departments are notified and all departments have appointed Designated Officers. Similarly, Secretaries of the concerned departments act as State Appellate Authority. At the same time for effective implementation of the Act training was given in all Talukas. To create an awareness display boards giving information about the services/officers under the Act have been put up in all offices concerned across the state.

There is grievances redressal mechanism for solving problems of the citizens called State Wide Attention on Grievances by Application of Technology (SWAGAT) The SWAGAT initiative started in 2003 by the then Chief Minister and present Prime Minister Shri Narendra Modi is a very effective mechanism that enables direct communication between citizens, Hon. Chief Minister & other functionaries of the Government. On every fourth Thursday of every month is designated as SWAGAT day, wherein highest office in administration attends to the grievances of the common man. This is done through effective use of IT.

Various measures have been taken along with various administrative reforms for effective implementation of the act those are:

- Public accountability of the administration has been strengthened as Systemized process ensures administration is well organized.
- The authorities become much more aware of the nature of problems at local level and of practical issues of local administration
- Citizen satisfaction increased as grievances were attended at the highest level.
- Timely redressal of grievances & accessibility of public services at all levels has significantly improved the quality of life of people across Gujarat.

Shri Alok Srivastava
NIC, Haryana

ANTODAYA SARAL SYSTEM

The situation of service delivery in Haryana was largely sub-optimal. Different services were available at different touch points. Complex and non-standardized application forms were prevailing in all departments. There was no mechanism to track the status of the services applied for. No dedicated helpline for queries related to Service Delivery was available. RTS Timelines were also not being adhered to in Service Delivery. Therefore, the government launched Antodaya programme, which is a prestigious project for the government. Now when an application has been submitted, a govt official has to act on it. Hon'ble CM gave the vision to 'Completely Transform Schemes and Services Delivery' in the State.

Antodaya Saral will provide the Accessibility, to get services anywhere at multiple physical as well as online touch points, Timely delivery, by RTS compliance and feedback to department. It will also provide Good User Experience by offering Standardised services and Active communication with government.

Similarly Antodaya offers easy use of system to government officials by Complete Digitization for transparency and efficiency, standardization across departments and data analytics for visibility and better decision making.

The State Government has set up 150 Antodaya Saral Kendra. They are state of the art centres where citizens can avail of the services. The Government Departments do not accept any physical application. All applications have to be presented to Antodaya Saral Kendra.

Session – VI

Ek Bharat-Shreshtha Bharat

With focus on **Improving Public Services Delivery** in the District of Maharashtra

Chairperson Shri S.S. Kshatriya, Chief Commissioner, RTS Maharashtra

SPEAKERS

Shri Rahul Dwivedi, Collector Ahmednagar, Maharashtra

Shri Shekhar Singh, Collector, Gadchiroli, Maharashtra

Shri Rahul Dwivedi,
Collector, Ahamadnagar

All Time Document Machine (ATDM): Improving Public Delivery System In Ahmednagar District

"One-click One-Stop Machine for getting documents by touch-screen"

The basic aim of the administration under this innovative initiative is to deliver public service in a Transparent, Accountable, efficient and a Time Bound manner. For the effective implementation of MRTPS, Ahmednagar District Administration has made a unique innovation in service to the Residents of the District.

All Government documents are extremely important to every common citizen in the remote villages across the district, land-related documents like the 7/12, 8A, Kadaipatrak, along with other documents are even more important. Earlier these documents had to be obtained from the Collector's Office. These documents are now available from an automated machine by a very simple process eliminating all the hassle to visit different tables in the office. This unique innovation will now cater to thousands of visitors and also reduce the work stress of the office employees, making them more efficient in all other assigned tasks. This innovative idea under the 'DIGITAL INDIA' blanket has brought a permanent solution to this seemingly never ending rounds to the office tables.

Under the supervision of district administration all documents are scanned and processed by a scanning agency. The machine is confined in a Fiber body cabinet similar to an ATM cabinet, which is integrated with an all in one computer and cash acceptor machine for accepting cash. It is customized for offline application for scanned data-retrieval. There is an integrated cash acceptance hardware attached to the ATDM which works in synchronization to the ATDM.

A receipt of payment is also printed on demand and MIS is also generated automatically by the machine. It has access to all the documents of the 14 different Tehsil's from Ahmednagar district. Only 60 seconds are required to get a document from the machine. For any document uniform fees of Rs 20 /- per page is charged. The ATDM has a database of more than 1.75 crore documents starting from the year 1930 to 2013. Documents ranging from a span of 80+ years are now available on the click of a button. All the documents of the revenue department have been scanned and stored in the hard drives and saved.

The ATDM was inaugurated on 15th June 2019. It has reduced the period of procuring the aforementioned documents from 15-30 to days to 60 seconds.

Shri Shekhar Singh
Collector, Gadchiroli, Maharashtra

Delivery of Public Services in Tribal District of Gadchiroli

Shri Shekhar Singh is the Collector of most challenging district of Gadchiroli, in Maharashtra. It is the farthest district from the state capital of Mumbai and located at the "Tribal-trijunction" of Maharashtra, Telangana and Chattisgarh. The district has an area of 14,412 Sq. Km. - similar to state like Nagaland or Mizoram. The population of the district is 10,72,942 (Census 2011) In the district total rural population is 89% and the population density is 74 persons/Sq. Km. The literacy rate in the district is 66.03% (M: 72.98% & F: 58.92%) Total forest area of Gadchiroli is 75.96% (Carbon Sink) and the SC-ST population is 49.96%. There are various tribal groups namely Gondi, Madia (PVTG), Oran, Kolam and they speak various

languages. The seven major languages spoken are Marathi, Madia, Gondi, Hindi, Telugu, Bengali and Chhatisgadhi. The district is Naxalite affected district. These facts pose innumerous challenges to the administration.

Challenges for public delivery system in Gadcharoli Disrict

- Difficult geographic terrain
- Issues for forest diversion for development projects
- Left wing extremism district
- Road as well as internet connectivity
- Poor rate of awareness among people
- Cost benefit ratio of public delivery of services
- Multi lingual area

However, to face these challenges administration needs to take multi-pronged approach and tackle the situation for the development of the area and residents. The issues need to be addressed by the administration are human resources, social, cultural and many more.

The administration organized campaigns at different locations for specific purposes to overcome these difficulties. Caste certificates issued through "Doorstep Delivery" approach in the remotest hamlets and villages in 100% saturation mode. Through Maharashtra Energy Development Authority (MEDA) solar based electrification was done in 71 villages. Street plays were used as awareness campaign to overcome linguistic barriers for social and cultural issues related to education, health and disaster management.

VALEDICTORY SESSION

SPEAKERS

1. Shri V. Srinivas, Addl. Secretary (DARPG), GOI
2. Shri S. S. Kshatriya, Chief Commissioner, RTS, Maharashtra
3. Dr. Jitendra Singh, Hon'ble Minister of State (Independent Charge) of the Ministry of Development of North Eastern Region; Minister of State in Prime Minister's Office; Ministry of Personnel, Public Grievances & Pensions; Department of Atomic Energy; and Department of Space, Government of India
4. Shri Nitin Gadkari, Hon'ble Minister for Road Transport and Highways and Minister, Micro, Small and Medium Enterprises, Government of India

Welcome Address by Shri V. Srinivas, Additional Secretary, DARPG

(Read out by Shri S. S. Kshatriya, Chief Commissioner, RTS, Maharashtra)

Regional Conference on Improving Public Services Delivery – Role of Governments

On behalf of the DARPG, I rise to extend a warm and hearty welcome to Shri Nitin Gadkari ji, Hon'ble Minister of Road Transport and Highways and Minister of Micro, Small and Medium Enterprises, Government of India; Dr. Jitendra Singh ji, Hon'ble Minister of State for Personnel, PG and Pensions; Shri S.S. Kshatriya Chairman, Maharashtra State Commission for Right to Public Services; Smt. Anshu Sinha Secretary, GAD; Government of Maharashtra to the

valedictory session of the 2 day Regional Conference on "Improving Public Services Delivery – Role of Governments'. I also extend a hearty welcome to Secretary to the President of India Shri Sanjay Kothari ji, Additional Chief Secretaries, Principal Secretaries, Secretaries and Commissioners of the Right to Services Commissions representing 22 States and Union Territories and senior officials of the Government of Maharashtra to the valedictory session. The presence of senior Ministers of the Government of India highlights the importance accorded to this Regional Conference by the Department of Administrative Reforms and Public Grievances and we greatly look forward to hearing them.

This Conference is possible due to the support and encouragement of Dr. Jitendra Singh ji, Shri S.S.Kshatriya ji and Shri Anshu Sinha ji. The subjects for the Regional Conference were carefully chosen after due consultations with all stakeholders – How the Enactment of the Right to Services Law has helped in Improving Delivery of Public Services, Electronic Delivery of Public Services, Creating an Awareness in Society regarding Right to Public Services, Centralized Public Grievances – Redress and Monitoring System (CPGRAMS), Innovative Practices regarding Delivery of Public Services, Ek Bharat-Shreshtha Bharat with focus on Improving Public Services Delivery in the Districts of Maharashtra and Odisha. The Regional Conference will adopt the "**Nagpur Resolution – A Holistic Approach for Empowering Citizens**" in this valedictory session.

The foremost objective of this Regional Conference is to bring about significant improvements in service delivery and further empowerment of the citizens by ensuring that timely services are delivered in a transparent manner, beneficial to the citizens. It has been the objective of the Government of India to bring to citizens, a multi-channel single window delivery structure for channelizing all types of government services at the local level in the most efficient manner possible using modern IT technology so that the citizens can access these services easily and conveniently at their doorstep and even on the run through the use of mobile telephony. The

Jan Dhan – Aadhar - Bhim Trinity, along with Common Service Centres delivering digital services through Digital Merchants, Banking Correspondents and e-Mitras has transformed the dynamics of program implementation in rural and urban India. The concepts of good governance, improved service delivery and citizen centric administration are intimately connected. India has the pre-requisites of improved service delivery – sound legal framework, robust institutional mechanisms for proper implementation of laws and their effective functioning, competent personnel staffing these institutions and strong personnel management policies, as also constitutional safeguards for decentralization, delegation and accountability. The Government has made significant efforts to make institutions vibrant, responsive and accountable, adopted civil service reforms, placed a lot of focus on ethics in governance, process reforms, zero tolerance to corruption and independent evaluation of the quality of Governance.

The Department of Administrative Reforms and Public Grievances has in 2019 undertaken several important steps to re-engineer processes to make governance '**Citizen Centric'**. Steps in this direction include, adoption of the "**Shillong Declaration"** in the National e-Governance Conference in August 2019 laying down the e-Governance roadmap for the Nation for adoption of appropriate modern technology, adoption of the "**Jammu Ghoshna: Sushasan Sankalp**" for replication of good governance practices in the Union Territories of Jammu & Kashmir and Ladakh in November 2019 and "**CPGRAMS Reforms**" for adopting CPGRAMS version 7.0, a bottom-up approach demarcating a number of grievance officers for improving the quality and timelines of grievance disposal launched in September 2019. Further the DARPG has placed a lot of emphasis on "**Ek Bharat Shreshtha Bharat**" for taking forward the national integration efforts, by conducting a Regional Conference between Governments of Tamil Nadu and Jammu & Kashmir with focus on "Jal Shakti and Disaster Management" and adopting the "**Sahyog Sankalp**" following the deliberations. The DARPG successfully handled an all-time high of 18 lakh public grievances in 2019 and monitored redressal of 90 percent of

grievances. Several Ministries/ Departments like the Ministry of External Affairs, the CBDT have reformulated their Citizens Charters with greater focus on improved service delivery. The Department of Posts which has delineated 1.5 lakh post offices of India on the CPGRAMS 7.0 version has reported that process re-engineering has resulted in a saving of 2323 man-days for the Department annually and reduced timelines of grievance disposal by 7-10 days. I am happy to inform the delegates that in each of these endeavours, Dr. Jitendra Singh ji, Hon'ble Minister of State for Personnel, PG and Pensions has played a significant leadership role in guiding the Department to scale new heights and pursue new policy challenges.

When I met Shri S.S. Kshatriya ji in Thiruvananthapuram, I was quite fascinated by the efforts of the State Commission to empower citizens with improved service delivery, ensuring the rights of vulnerable sections of society, bringing government services to the doorsteps of the citizens ensuring maximum citizen's welfare. His enthusiastic response to the DARPG's request for collaboration coupled with Government of Maharashtra's willingness for convening this Regional Conference made this event possible. I am personally grateful to all delegates and the authorities for making the deliberations in the 2 day Regional Conference, cordial and constructive.

Let me take this opportunity to wish all the delegates a very happy and prosperous 2020.

Nagpur Conference Resolution

Address by Dr. Jitendra Singh, Hon'ble Minister of State (Independent Charge) Development of North Eastern Region; Minister of State in Prime Minister's Office, and for Personnel, Public Grievances & Pensions, Department of Atomic Energy and Department of Space, Government of India

Dr. Jitendra Singh thanked the Hon'ble Minister, Shri Nitin Gadkari for having spared his valuable time to guide the national conference. He expressed his happiness that this conference has been jointly organized by Department of Administrative Reforms & Public Grievances (DARPG), Govt. of India and Govt. of Maharashtra. He appreciated the Chief Commissioner, Shri Swadheen Kshatriya for organizing this conference in a very successful manner at Nagpur. He recalled that in 2016, Maharashtra State had supported the decision to abolish interview for recruitment of Group 'C' & 'D' when Shri Swadheen Kshatriya was the Chief Secretary of Maharashtra.

He stated that Hon'ble Prime Minister has emphasized the principle 'Minimum Government, Maximum Governance.' The important aspects of maximum governance include transparency in functioning, use of digital platforms for grievances redressal and monitoring, follow-up and random cross-checking. Accordingly, the grievance redressal system has been made more responsible and prompt. The number of grievances lodged with the Govt. has gone up from 1.5 lakhs to 16 lakhs. He described the objective of governance as "Perform, Reform and Transform". He also described the success of Centralized Public Grievances Redressal and Monitoring System (CPGRAMS) introduced by Govt. of India. He felt confident that the message of "Perform, Reform and Transform" will be adopted by all the participating States.

The DARPG is continuously promoting simplification of procedures and reforms. He pointed out how GOI has substituted self-declaration instead of Affidavit and self-certification instead of attestation by Gazetted officer. During the last few months the DARPG has organized Conferences at Shillong and Jammu. He expressed confidence that this Nagpur Conference will help the GOI and State Governments to move forward with the agenda on "Improving Public Services Delivery".

Address by Shri Nitin Gadkari, Hon'ble Minister of Road Transport and Highways and Minister of Micro, Small and Medium Enterprises, Government of India

Hon'ble Union Minister, Shri Nitin Gadkari, presided over the Valedictory Session. In his address, he thanked the Hon'ble Minister of State (Independent Charge) Dr. Jitendra Singh, Chief Commissioner, Shri S. S. Kshatriya and all delegates participating in the National Conference on "Improving Public Services Delivery – Role of Governments". He pointed out that administrative services are a very important stake holder in the development of a country. He also compared the role of administrative services to that of a Railway Engine because administrative services play a leading role in accelerating the development of a country. He emphasized that such National Conference provides a platform for providing training to the administrative services and sharing innovative/ best practices.

In view of the revolution in the field Information Technology, a major challenge before the administrative service is the use of new Technology for providing better services. Another challenge of new technology is how to convert knowledge into wealth

for development of the country. He gave example of 'Fastag', which resulted in increase of toll collection from Rs. 58 crore to Rs. 81 crore per day. Hence, technology enables providing convenience to the citizen, transparency in delivery of services and also increases revenue of the Government.

Describing essentials of Good Governance, Hon'ble Minister appreciated the need for positive approach, transparency, corruption-free-system, fast-track decision making, time bound implementation of decisions, good leadership with emphasis on human relationship and social sensitivity. He advised the administrative officers to adopt these essentials of good governance. Administrative Officers need to be good leaders to get the work done from subordinates. For this purpose, they need to inculcate collective team spirit for human approach towards subordinates. At the same time the administrative officers also need to take decisions in a fast-track manner. The officers need to understand the Law in letter as well as in spirit. He also emphasized that performance audit was more important than financial audit. He expressed hope and confidence that this Conference will inculcate positive approach amongst the officers and bring about Improvement in Public Services Delivery.

The National Conference held at Nagpur on 21st and 22nd December, 2019, unanimously adopted the 'NAGPUR RESOLUTION' recommending the way forward to improve delivery of Public Services.

REGIONAL CONFERENCE
ON
"IMPROVING PUBLIC SERVICES DELIVERY – ROLE OF GOVERNMENTS"

JOINTLY ORGANIZED BY

DEPARTMENT OF ADMINISTRATIVE REFORMS & PUBLIC GRIEVANCES GOVERNMENT OF INDIA

GOVERNMENT OF MAHARASHTRA

MAHARASHTRA STATE COMMISSION FOR RIGHT TO PUBLIC SERVICES

DECEMBER 21- 22, 2019
NAGPUR

NAGPUR RESOLUTION

A HOLISTIC APPROACH FOR EMPOWERING CITIZENS

Dated - December 22, 2019

The Department of Administrative Reforms & Public Grievances (DARPG), Ministry of Personnel, Public Grievances & Pensions and the Government of Maharashtra and Maharashtra State Commission for Right to Public Services organized the Regional Conference on "Improving Public Services Delivery – Role of Governments" at Nagpur during December 21 - 22, 2019.

The Conference has unanimously adopted the Nagpur Resolution: A Holistic Approach for Empowering Citizens outlined below after intensive deliberations during the sessions held over two days.

The Conference resolved that the Government of India, the Government of Maharashtra, the Maharashtra State Commission for Right to Public Services and the participating State Governments shall collaborate to:

1. To empower the citizens by policy interventions for better service delivery through timely updation of citizens charters, implementation of enactments and benchmarking standards for continuous improvement;
2. To empower citizens by adopting a bottom-up approach to bring massive improvements in quality of grievance redressal and reduction in timelines of grievance redressal;
3. To adopt a holistic approach of systemic public grievance reforms through improved mapping, formulation of monitoring matrix, data collection and evaluation in quality of grievance redressal;

4. To provide an enabling environment for States and Ministries/ Departments of the Government of India for creating web portals and to adopt a holistic approach for improved service delivery through digital platforms;
5. To focus on dynamic policy making and strategic decisions, monitoring of implementation, appointment of key personnel, coordination and evaluation;
6. To achieve a sense of common identity by exchange of technical expertise in the areas of Improved Service Delivery between the paired States under the Ek Bharat – Shreshtha Bharat Program;
7. To work towards long-term engagements in the areas of Improved Service Delivery for Empowering Citizens through greater cooperation between the DARPG and the participating States and,
8. To ensure timely publication of Good Governance Index to identify the quality of governance in 10 sectors especially those pertaining to welfare and infrastructure at the Union, State and District levels.

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