Government of Karnataka

Azadi Ka Amrit Mahotsav

REGIONAL CONFERENCE ON
"Bringing Citizens, Entrepreneurs and Government Closer For Good Governance"

11th-12th July | 2022 | Bengaluru

EVENT REPORT

OVERVIEW

Department of Administrative Reforms & Public Grievances, Ministry of Personnel, Public Grievances and Pensions, Government of India and Department of Personnel & Administrative Reforms (AR), Government of Karnataka jointly organized the Event "**REGIONAL CONFERENCE ON "Bringing Citizens, Entrepreneurs and Government Closer for Good Governance"** which was held on **11th & 12th July, 2022** at **Shangri- La Hotel, Bengaluru**.

The event brought together domain experts and stakeholders from Department of Governance both Central and State Industry and Startup Sector. The event created opportunities for networking and business promotion through inspiring and interactive sessions.

EVENT HIGHLIGHT

SESSIONS	• 9
REGISTERED DELEGATES	• 128
DIGNITARIES & SPEAKERS	• 35

REGIONAL CONFERENCE PROGRAMME

| PROGRAMME AT A GLANCE |
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| **DAY 1 - 11TH JULY, 2022** |
| 10.00 AM - 11.00 AM \| ADMINISTRATIVE REFORMS |
| 11.00 AM - 12.30 PM \| THE OUTSIDE IN VIEW: THE PRIVATE SECTOR & GOOD GOVERNANCE |
| 12.30 PM - 01.30 PM \| REPLICATION OF BEST PRACTICES |
| 01.30 PM - 02.30 PM \|LUNCH BREAK |
| 02.30 PM - 04.00 PM \| ADMINISTRATIVE REFORMS IN STATES |
| 04.00 PM - 05.30 PM \| BENCHMARKING GOVERNANCE |
| **DAY 2 - 12TH JULY, 2022** |
| 10.00 AM - 10.45 AM \| KEYNOTE: CREATING UNICORN MAGIC (AND JOBS) IN RURAL INDIA |
| 11.00 AM – 12.00 NOON \| VALEDICTORY SESSION |
| 12.15 PM - 01.30 PM \| STARTUPS AND GOVERNMENTS: ENGAGING FOR GOOD GOVERNANCE |
| 02.45 PM - 06.00 PM \| FIELD VISIT |

CONFERENCE

The conference sessions focused on many topics which are mentioned below each thematic session had eminent speakers both physical and virtual from across the sectors who had made presentations and there were panel discussions. Brief on each session presented below:

SESSIONS 1:

Topic: ADMINISTRATIVE REFORMS

Speaker:

- **Shri Amar Nath**, Additional Secretary, DARPG

- **Shri T.M. Vijay Bhaskar,** Chairman, Administrative Reforms Commission, Government of Karnataka

- **Shri. S.N. Tripathi,** Director General, IIPA

- **Shri V. Srinivas**, Secretary, DARPG

- **Smt. Vandita Sharma,** Chief Secretary, Government of Karnataka

- **Shri NBS Rajput**, Joint Secretary, DARPG
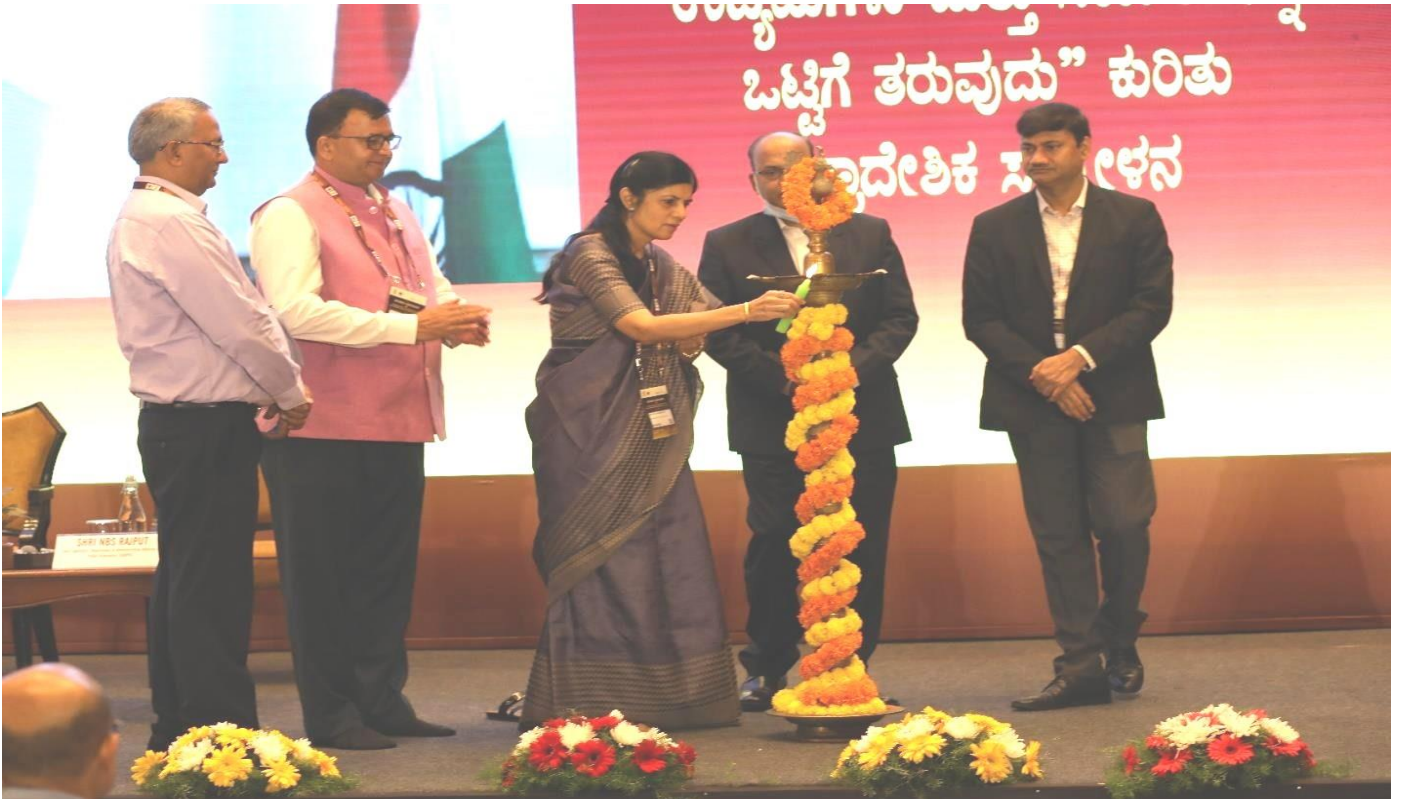
Sessions 1: Administrative Reforms

Shri Amar Nath, Additional Secretary, DARPG:
Respected Chief Secretary Smt. Vandita Sharma Ji, Mr. Vijay Bhaskar and Mr S.N. Tripathi, Secretary DARPG Mr. Srinivas ji, who is online; my colleague, Mr. NBS Rajput, distinguished participants and all those who are connected online, a good morning to all of you. I welcome you to the wonderful weather of Bangalore. And I'm sure if there is any inconvenience yesterday in your arrival, the weather might have compensated that especially those who are coming from the sultry weather of Delhi. Bangalore has always been famous for its weather. And we remember that all people, especially the senior officers, who wanted to retire, they were looking for the places to settle in Bangalore. But now it has also become an iconic city as a tech capital of the world. You name any company which doesn't have its back-office operations in Bangalore and the talent of Bangalore is fueling the growth world over in business community, in organizations and in private sectors to a large extent. Now, the confluence of weather, technical talent and the growth which it had generated in private sector, why not same magic can happen in the government! We are one of the largest countries; a democracy of more than one billion people. Why not the same magic can happen in governance? It was with this theme that we have endeavoured to organize this conference, the availability of technical talent, how this can be used for the governance. The prime minister in his last Independence Day speech said that we need to bring transformative reforms, new generation reforms. And his vision is that last citizen; the last mile must be seamlessly connected. How can we do that? What are the options available with us and technology is providing the platform for us. The expectations of society have increased. People's expectations have increased. These expectations are being fueled by the services, which the private sector is providing, the seamless service and people have started expecting. Why not the same thing by the government? And we as civil servants to think ponder and use the opportunities available with us. The technology is becoming part of our life and it is changing our perceptions, even some time without realizing it. And I would like to quote an example today morning which I experienced. Before coming here, I just wondered, okay, let me let me share. I had an apple in breakfast. So, I thought let me see what is the nutritional value of Apple? I searched apple. You know what the first 20 searches of Apple? Apple as a company, its share prices everything. It is somewhere that the 20th place, it shows that apple is an edible fruit. And I'm sure after some time if you tell your children to eat apple, they will look at phone - How do I eat it? That's how technology is changing us. That's how people have started expecting us that we deliver it and this is the context which we have taken for this conference. We are bringing entrepreneurs as a bridge between the people and governance and how do we use these opportunities? All of you are accomplished and distinguished civil servants, working in very responsible positions. And you can take a lead in this in next two days, today and tomorrow. A very wonderful set of presentations are laid out. And I'm sure it will be a good opportunity for you to learn. And we will try that how to encompass all these things together and achieve something productive with these words. I welcome you all here for a very, very fruitful discussions and knowledge sharing. Thank you very much.

MC:
Identification and recognizing the best practices in a particular district and thereafter trying to implement the same in the rest of the country. Thank you, sir, for your opening remarks and welcome address. Ladies and gentlemen, as you're all observing, we have Sh. V Srinivas, Secretary of Department of Administrative Reforms and Public Grievances. I would request Sh V Srinivas for the presentation of the session of secretariat reforms, Swachata campaign, redressal of public grievances and improving service delivery. Over to you sir, can you hear us?

Shri V. Srinivas, Secretary, DARPG [Online]

Good Morning. Chief Secretary, Government of Karnataka Smt. Vandita ji, Chairman, Administrative Reforms Commission, Karnataka Sh. Vijay Bhaskar ji, my senior colleagues Sh Amarnath ji, Sh NBS Rajput ji, Principal Secretary, DPAR (AR), Government of Karnataka Sh Srivatsa Krishna ji, distinguished delegates, Its indeed a great privilege to be at the inaugural function of the regional conference on bringing citizens, entrepreneurs and Government closer. The choice of Bangalore for conducting this prestigious conference is highly apt. We had approached Government of Karnataka for convening the Regional Conference with the intent of bringing the citizens and governments closer. The Government of Karnataka brought in a new element into this conference by adding entrepreneurs. So we have a number of start-ups, number of established companies in the area of Artificial Intelligence, Machine Learning, office automation, fintech participating in the event and would be contributing towards enriching governance in the coming days.

Karnataka for the regional conference is also highly beneficial to so many states participating in this event because of the tremendous amount of learning the Government of Karnataka provides as a state which is vastly experienced in government structures as also institution building. It is the only state in the country which currently has an administrative reforms commission. Several of its initiatives have been awarded bythe Prime Minister for excellence in public administration, the Seva Sindhu awarded in April 21 2022 as also the Sakala program, we are trying to replicate in the rest of the country. Today I wish to share with you the broad contours of what the major administrative reforms of the Government of India is pursuing in terms of Secretariat reforms, in terms of Swachata campaign, in terms of redressal of public grievances & improving service delivery in the next 5-7 minutes. Secretariat reforms particularly in the 10th Secretariat which envisages 80 ministries, about 395 attached autonomous & subordinate officers has been a major theme and driving force of the Government of India in the last few years. It has been part of every recommendation of the administrative reforms commission as also the prior reports wherein secretariat reforms and simplification of processes were felt needed. Swachata campaign with an emphasis to have zero pendency in government is a highly replicable and recommended initiative. In terms of redressal of public grievances and improving service delivery we have tried to identify how technology can bring together thousands of grievance portals working in unison which can provide a kind of linear multiplier effect providing millions of India's citizens benefits in a short period of time.

So the central secretariat for example, is a multi-layered organization and the reform of the central secretariat was envisaged to the central secretariat manual office. It envisages 4 steps. Delayering, Delegation, Desk officer system, Digitization. Those of us who joined the secretariat as down deputy secretary and rise all the way up to the chief secretary, in the state government or government of India are fully familiar with complex nuances of secretariat policy making as also the entire process driven system at the government's models envisaged. So it is important that delayering is adopted, delegation of financial, administrative powers is in place, desk officer system wherein the trust is posed on officers and digitization to create paperless offices is adopted.

In the central secretariat, we undertook a major campaign of secretariat reforms. This campaign started sometime in Feb 2021 and completed in Dec 2021 but it was meant as an ongoing exercise. The channels of submission was revised in 76 ministries and departments to 4 or below. Further it has been seen that the delegation of financial powers in terms of contingent expenditures, in terms of administrative powers was also adopted. And we found that this particular initiative witnessed 95% adoption and delayering was successful. And we could recommend this to all state secretariat. We are requesting all the state secretariats who have been invited to this event to kindly adopt this as a major step in secretariat reform in the state secretariat as also in their departments because it

brings in tremendous efficiency and agility in governance. The second one is in terms of delegation of financial and administrative powers, what we see that the delegation of power was implemented in 72 ministries. After delegation of powers, delayering was adopted. We found huge amounts of surplus staff for example; the Department of Coast said they had more than 50 Under Secretaries who were found to be surplus because the channel of submission did not envisage their role any further. The third is the desk officer system – a more complex system in implementation. The Indian Foreign Service has successfully adopted it in the Ministry of External Affairs (MEA). In fact they operationalized, 264 desk officers in the MEA. They tried to replicate it by each quality officers to take it up in a more systematic manner particularly at young levels when delegation is to be implemented. So, in those states wherein there are a number of young competent civil servants who are working as deputy secretaries, perhaps the desk officer system would be a suitable model. In Government of India what we found was, Ministries which had large number of Central Services would immediately adopt the desk officer's system. The Indian Trade Service was operating it and Commerce would be brought in, postal and posts were brought in, we could bring in about 28 ministries who had central services hopefully functional.

The next is with regards to e- office. An e-office is a transformational reform. In fact it is one of the awarded initiatives, for the Digital India awards 2021 and we found that the central secretariat had huge amounts of papers, something like 25 lakh files and today the central secretariat is carrying 27 lakh e-files and only few lakh physical files. One of the reasons was the widespread adoption of e-office. So when we shifted into the e-office version 5.6, we found further models had to be brought in so, E-office version 7.0 has been introduced which enables transfer of inter-ministerial files as also correspondence has to be handled on the e-office system. So we witnessed migration from 5.6 to 6.0 to 7.0.

The fourth is the central registration unit. DARPG itself was sending out about 33 lakh receipts by post every year. Every grievance was physically answered. A digital central registry unit meant that we could transfer that online. So the entire system was made online, receipts were received online. The files were processed online and the dispatches were online. That created a holistic paperless office system. And we do have a presentation by Zoho tomorrow, and we would like to see and understand how Zoho's office automation compares with Govt of India's office automation, central & state governments which have adopted similar office automation procedure. There were several best practices that came out of this campaign. Railways created a Rail good workportal.

The Parivesh portal of Ministry of Environment, Forest and Climate change which was a role based workflow application which provided clearances from central, state and district level authorities online. Then we had the electronic requisition system of the department of commerce, and then we had the department of Space coming up with 2 different portals called COWAA and COIN dealing with admin, finance and payroll.

The campaign for improving efficiency along with the Swachata campaign, were mentioned in the Prime Minister's *Mann ki Baat*, the 84th edition in which he commended the manner in which the central secretariat had transformed itself. The campaign for zero pendency was undertaken from Oct 2 to Oct 31, 2021. In this brief period, the central secretariat freed space of 12 lakh sq. ft. for street and Rs. 62.54 Cr revenue was earned from scrap disposal. And 6154 cleanliness campaigns were undertaken, and 21.9 lakh physical files were weeded out. So let me just run through some of the best practices.

Most of the central secretariat migrated to 7.0 and circulars were issued electronically, e-libraries were developed with international subscriptions. Then a champion's grievance portal was created with a dedicated online grievance system. An internal portal for uploading circulars, payment system for cafeteria has been cashless. Compactors were installed. Space requirements were assessed and large number of rented space was vacated particularly in women and child

development which was running multiple offices. And scrap disposal was witnessed across most ministries but one such story was that a junkyard was converted to a cafeteria that was seen with the department of posts. I was quite astounded by the quantum of development that was done. We also had rejuvenation and wellness centers being established and corridors being developed. The ministry of home affairs, tribal affairs, department of health research, legal affairs, parliamentary affairs, housing and urban affairs carried out beautification process under the Swachata campaign. Further several environmental friendly practices were implemented. Auto power turn on and off systems in the ministry of railways, desktops & laptops were turned off for an hour every day during the lunch hour.

Then you have department of space and DRDO premises equipped with rainwater harvesting facility, use of bamboo dustbins and water treatment plants. There is also a Swachata ATM wherein if you could drop waste, you could get some money back. So for every bottle of waste that was put in, you could get Rs. 1 back. And there are solar panels in the Ministry of Science & Technology. An EV charging station and Swachata ATM have been installed at Nirman Bhawan. Plastic bottle are being replaced by glass bottles. Inclusivity introduced in the washrooms designated for differently abled persons. Sanitary napkins vending machines have been installed and these are equipped with incinerators. There was daily monitoring of cleanliness protocols through whatsapp groups. Today, the Swachata campaign is monitored on a weekly basis by the Joint Secretary of every ministry. Three hours of every week a department has to devote and the officer has to review it on Friday of every week and upload photographs on a dedicated portal. We also have offline auction of e-waste. Civil aviation brought in an NGO which could transform waste and manufacture file covers, file boards. New and more innovative practices of waste disposal were identified. Compost making plants were also set up. The cleanliness campaign was quite a phenomenal one and if you visit the central secretariat, before and after, the scenario is quite dramatic. We found 1000 of useless electronics scrap that could be disposed off and you will find its quite a holistic experience. And we would recommend, in addition to the secretariat reforms, adoption of a zero pendency approach and a cleanliness campaign monitored on a periodic basis to be adopted in all states.

Most of you were part of the good governance week campaign, wherein which thousands of grievance portal functioned in unison to provide redressal of public grievances to citizens as also ease of delivery of services. In this brief period of 5 days, we found more than three hundred lakh citizen service delivery applications were disposed and six lakh PG case was redressed. Here are some of the best practices and the full document is available on DARPG website. Grievances were not only addressed on the CP Grams portal, but also on the State portals and some of the Karnataka experiences like public places being turned into dumping grounds which were transformed again into beautiful garden in Udupi, smart classes came online, training centers been commenced, then in Chikballapur, slow learners were identified and proved special students of the taskforce. It was a far reaching Pan India campaign, and what we realized was that a national campaign could be launched because the digital platforms provided us that kind of access. We also had a series of campaigns conducted in Jammu & Kashmir. In fact I could go on and on, for every state we have publication on our website. I thought I would introduce you to the broad 3 concepts that represent huge thrust areas of Government of India, in terms of secretariat reforms, Swachata campaigns, which represent some of the deepest administrative reforms undertaken in the last 75 years and having being a party to this massive experience, I thought this would be the apt platform to share this subject. Thank you very much.

MC:
Thank you, Sh. V Srinivas for the presentation. He has also complimented the efforts of government of Karnataka towards good governance. Thank you, sir, for your presentation. So, it is a privilege to have you sir. We now move on. We have Sh TM Vijay Bhaskar Chairman administrative reforms commission for his address and presentation on the administrative reforms. Ladies and gentlemen, please welcome Sh TM Vijay Bhaskar.

Shri T.M. Vijay Bhaskar:

Thank you. Welcome to all of you to Bangalore. Mr. Vandita Sharma. Sh Tripathi, Sh Srinivas, Sh Amarnath, Sh Rajput, and my esteemed colleagues and invitees from different states. It's my privilege to speak here. I thank the DARPG and the government of Karnataka for organizing this very important conference.

I would like to say that there is a long history to administrative reforms in Karnataka. The Mysore Maharajas were pioneers in administrative reforms. long back as 1881, they started the Mysore representative assembly, which was probably the first assembly in any princely state. Mysore Maharajas have been at the forefront pioneers in administrative reforms in the country. Thanks to efforts by the Maharajas especially Nalwadi Krishna Raja Wadiyar, a number of steps like girls' education, hostels for disadvantaged, adult literacy and representation for depressed classes were pioneered in Karnataka. So much so that Gandhiji called old Mysore as Rama Rajya, and Nalwadi Krishna Raja Wadiyar was called Rajarishi. So, this legacy has continued post-independence. And you may be aware that the first administrative reforms commission in the government set up by the government of India was headed by Mr. Kengall Hanumanthaiah, who was the former chief minister of Karnataka and the second administrative reforms set up by government of Karnataka was also headed by a former Chief Minister of Karnataka, Mr. Veerappa Moily formerly. So with this rich legacy of administrative reforms in Karnataka I would like to state that in the state, the first administrative reforms commission was set up in 2000. Under Mr. Harnahalli Ramaswamy and a number of recommendations made by the commission; most of which have been implemented in these two decades.

Considering the vast changes that have occurred, the government of Karnataka decided to set up this second administrative reforms commission and I was appointed the chairman in 2021 January. The terms of reference of the KARC-II are basically to review the implementation of the KARC-I, and then to give various recommendations on a broad issues of administrative reforms, rationalization of staff restructuring of departments, merger, etc. These are the focus areas of the KARC-II and we focused on, as Mr. Srinivas and Mr. Amarnath said, on ensuring that the last mile that the citizen receives services easier, faster manner. The ease of living for citizens was the focus, improving frontline officers was the focus of our work. So the approach we adopted was manifold one we had focus group discussions with departmental officials field visits to visit different frontline officers and speak to the users there. We had tele-callers calling users for getting their feedback. We analyzed the websites of the different service departments as per NeSDA guidelines. We actually looked at certain files in these departments to see how they were being dealt with the process audit. We met with senior retired officers to get their views and suggestions. We set up certain sub-committees to get the reports. We also entrusted certain research projects to reputed institutions and before we finalize the report, we had a last round of consultation with the secretaries of the departments to get their feedback on the suggestions or recommendations that we made. We submitted the first report covering the three departments which have the most public interface that is revenue, transport and food and civil supplies in July 21, and the second and third reports, covering eight more departments in February 22. These are available on our website. The total number of recommendations we made which are both goes through minor and major are 2021 in all the three reports covering all these departments.

The Honorable Chief Minister has in his budget speech in March 22, has said, that I would like to quote him, "We have shown our commitment towards people friendly administration by implementing several recommendations of second administrative reforms Commission. The chief secretary has held a number of meetings on the recommendations on reviewing the recommendations. He has also further stated our government had commissioned second ARC to reform and simplify the administrative structure. The commission has already submitted the second and third report and the recommendations suggested will be implemented stage wise." I would like

to go through the major themes that we have tried to address. These are the key themes in the reports. As Mr. Srinivas was saying 'delegation of powers', but here we looked at delegation of powers to the frontline offices. I would like to say that now even a village accountant who is the lower most functionary in the state government, we have many village accountants or Panchayat officers who are graduates and we all know that even minimum qualification for an IAS officer is graduation. So in terms of educational qualification, there is not much difference between a village accountant and the chief secretary of the state. So therefore, we need to empower the lower levels of administration. So that work gets done faster and people are able to resolve the issues at a lower level rather than coming to higher levels. So delegation of powers, one or two examples I would like to quote. Some other states have also done this.

Marriages under the Hindu Marriage Act were earlier being registered in the sub registrar's office. And we are all aware only around 30% of Hindu marriages were being registered. We have recommended that it should be delegated to the gram panchayats. Some states have already done it. And here also the state government has accepted and issued orders in this regard. Similarly, in the matter of electricity connections, earlier even a connection request for less than five kilowatts would go right up to the Assistant Executive Engineer of BESCOM. So we recommended it should be given to the section officer so people can get it. Nearly 80% of connections are less than five kilowatts and the workload on the assistant executive engineer reduced tremendously and people will get much faster service by such delegation.

I'd like to add further that the state government has linked up the pension website and family ration card websites with e-Janma, which is the birth and death registration. So as soon as the child is born, and registered on the website, the child's name gets added to the ration card. Earlier someone had to go and give an application but that we have recommended and the state government has implemented it. Similarly on death of a person, once it is registered on the portal, the social security pensions for the dead person automatically get deleted. We have also suggested integration of different databases, land and family IDs to create a family ID which is called now Kutumba in Karnataka. You may like to visit the website to see the details. It is simplification of procedures by cutting down unnecessary levels.

As Mr. Srinivas said, we have recommended and the honorable chief minister has already issued orders that in the secretariat, not more than four levels, proposals are scrutinized in the respective department before being sent to the secretariat. Proposals should be dealt at the level of the deputy secretary or Under Secretary utmost. It should not go to case workers. The ground franchise link document is another thing that we have recommended where each Gram Panchayat knows how much funds are coming to Gram Panchayat under various schemes. So this will help the gram panchayats to get funds directly from the secretariat rather than waiting for the higher officers to allocate and distribute the funds. So this is a recommendation that we have made. Participation of stakeholders is very important.

We have seen the benefits that this has brought about. We have school development monitoring committees. We have balavika samiti for schools, we have balavika samiti for anganwadis. We have tank development committees for tanks. But in urban areas, we still have to go some way in this, too. We have recommended that untied funds should be given to committees which has been done in Bangalore, but also in other cities of the state and participation of area servers and what committees in preparing the Master Plan further for the city. We have also recommended setting up of committees, mess committees, parent advisory committees and support committees for better functioning of hostels. Rationalization and redeployment of staff is something which we have looked into. We have 224 talukas. The population of talukas ranges from 20,000 to nearly 20 lakhs. So you have a large variation in terms of the population covered, you can extend this; you have PHCs which cover a population of 5000 and those which cover nearly 30 to 40,000. But unfortunately because of staffing pattern, we have the same staffing pattern for a panchayat; similarly, for a tahsildar, who manages a population of 25 thousand or 20 lakhs, we have similar

staffing pattern. So we have actually recommendedwhere, which talukas posts can be reduced and where they can be redeployed. I would like to say that what we have done is not give just general recommendation. We have actually gone into details about which talukas can be identified Taluka where staff can be reduced and where they can be redeployed. Similarly hostels, we have hostels where only the intake is just about 50% or less, and some hostels where intake is 150%. So there again we have suggested merger of certain hospitals and shifting of certain hospitals. Cutting the wastage of time, money and effort of citizens. The one stop centers in Karnataka, which are precursor to the Citizen Service Centers. Now, many of them offer nearly, as Mr. Srinivas pointed out, the Seva Sindhu, which offers nearly 800 online services as it has been awarded the Prime Minister's award recently this year. And we have recommended that these all 800 services should be delivered through various Citizen Service Centers. Gramma one, theAtal Janasnehi kendras and Karnataka mobile One was something that Mr. Srivatsa Krishna in his earlier avatar had had launched but unfortunately, it is out of date now and many other services are not available. So we have recommended that all the services should also be available on mobile oneby redeveloping it by using the latest available technology. We found that to get a subsidy of Rs. 28,000 in the Horticulture Department a farmer has to submit 31 documents. Imagine the time effort and money that the farmer has to spend to get a subsidy of Rs. 28,000. So this is where linkage of different databases which are already available in government. Once a data is available in government, we should not again ask for it. So that we have recommended Tatkal provision also for services by collecting higher fees, using performance assessment and performance appraisal, we have entrepreneurship who are talking to us.

Performance appraisal is very strong in the private sector, but in the government sector, we need to improve it. We have certain models which is early in the government of India we had the results framework document and even the CRS for instance the PRS that we all write many of them are highly subjective in nature, the format, so we have recommendedformats which are more objective in nature. And also we have tried to improve or modify the resultsframework document to take into account the objections that officers had to those ending and use it for a departmental performance assessment.

We need to reconsider the provisions for providing realistic funds for office maintenance and contingencies. When we go to frontline offices, we find this for instance, in a police station, a person who's in the lockup inmate, he has to be fed thrice a day, but the amount that is allowed allotted is just about Rs. 10 to 15 because this was fixed in 1996. It has not been revised so far. So we have recommended these rates should be revised. Office expenses, a number of these we all know that a lot of office expenditure, since they are insufficient, the employees bear them from their own pockets. And obviously no one is working for charity. And we all know that whatever is the expenditure borne by employees on Office expenditure contingency is somehow taken from other sources which we all do not want.

Similarly, revising fees and penalties. We have the Karnataka Municipality Act which was framed in 1964, penalties under this range from 10 paise, 5 Rupees, 10 rupees upward, these have not been revised. So we have actually identified the sections where the revision of penalties may be done and we don't have to increase it on a random bases we have said we can use the cost inflation index. So we look at the cost inflation index in 1964. And if you look atit now, you have to increase it by 65 times just to keep pace with cost inflation and similarly in the Act passed in 1976 Corporations Act, a better value for money in procurement we all know that the bid document in many places is or they may be manipulated. So therefore, one of the suggestions given which we have recommended is the draft bid document should be publicized on the procurement portal. Objections should be called on the draft e-bid document and the final bid document should be finalized only after taking into consideration the objections that have been received. So this will reduce allegations in procurement. Improving compliance - we have we have laws but enforcement as we all know is has to be improved a lot. So, we have to we have seen in theCOVID experience that

when masks were made compulsory there was not much of an update but only when we started using marshals, retired ex-servicemen, to collect fees to collect fines. Here in Karnataka we impose a fine of 250. We found that usage of masks improved tremendously. Similarly in helmets, if you don't start in fining we will not be able to and for building violations we have recommended that , at twice the property tax should be levied on the property the area of violation of that as occurred in the building. We know that it is impossible there are more lakhs of buildings in Bangalore which may have to be demolished if you go by law. But as a disincentive, we have recommended that double the property tax should be recalculated for the violations that have occurred. Income certificates are very important right from getting services under Social Security pensions, old age pension,s up to getting a EW certificate. But all these are mostly done on the basis of affidavits. I can give an affidavit saying that my income is 25,000 and based on the affidavit, the village accountant or the RI will give me an income certificate for 25,000. So whatever affidavit I give,he gives it because he or she feels that based on the affidavit. We have said that self-declaration should be obtained for taking income certificates. We have entrusted studies to a number of organizations in Bangalore IIM, IISc, National law school, Dr. Azim Premji foundation, Janagraah. PES etc and they have been mostly focusing on frontline offices, improvement of frontline offices, Analysis of utility of parastatal organizations, quasi-judicial revenue corps, rejuvenating Taluka level some follow up level training institutes, government litigation and improving delivery of services and bbmp. Going forward, Karnataka, the KARC plans to give two more reports covering the remaining departments. And these reports are available on our website, a PDF format both in Kannada and in English. So I would welcome those of you who are interested to go to our website https://karc2.karnataka.gov.in/ and see the records. I thank you all for patient listening and thank DARPG and GoK for giving me this opportunity. Thank you

MC:
ladies and gentlemen, you would all agree with me with that its was indeed a comprehensive overview of the administrative reforms in Karnataka. Thank you Sh TM Vijay Bhaskar. I would now request Sh SN Tripathi, Director General of Indian Institute of Public Administration for his presentation on Vision India@2047 on governance

Shri SN Tripathi :
Respected Chief Secretary Government of Karnataka, my senior colleague former chief secretary Sh TM Vijay Bhaskar, Mr Amarnath, DARPG, Mr Rajput Secretary, Joint Secreatry and dear friends. It gives me immense pleasure in talking to you today. And I have the liberty to speak slightly louder. Because so far you have just heard from the Secretary DARPG What has been done and a comprehensive presentation. What has been done at GoI level? He's just got a presentation on what has been done by a state government and in a very, very systematic manner. My task becomes easier because what has been done and what is being done in Karnataka, what more can be done? The two best officers of India one secretary DARPG represented what government of India could do and thought through a walkthrough of government of Karnataka, what is being done, but you take these two together and look at yourself as a citizen from a distance. Have you done enough? What is what nobody knows! But one thing we all know that all that need to be set has been set. All that need to be done has been done, but it shows the ease of living is not there. You talk to any certain distance from Citizen and government is increasing by miles. And not by each day, it is by every event of the God. Every act of the state every notification of the state creates one more layer of the state. So my task was to imagine or reimagine India 2047 - What a citizen thinks, what a government should be! What we call it bird's eye view and one's eye view, in between the drones eye view also because they are between the two, where is the citizen in all this plan? And if you take a vision 2047 on governments, what a citizen should expect from the government. The vision for 2047 is not only

bringing citizen closer to the government, but bringing government and peoplecloser. Here in fact one more dimension is missing – entrepreneur. But is the good governance only motive for bringing these two together? There is something more than government does. In addition to being good government. The need for single identity of every citizen. Why we ask the same citizen every time he visits to us; what is your name? What is your father's name? What is your age? Are you alive? Where were youborn? Do you have epic number? What is your per day income, per month income, per year income? Can't we use AI tools to ascertain what he does? Facebook knows more about me then my government knows about me. And if I apply for a ration card, I have to give affidavit that I'm a poor person and my income tax statements, my bankstatement, my civil behavior, my buying behavior, what do I do? What I don't do is known to the world except to the government. Why not single sign for the city and its singular identity for the citizen. At least by 2047 every citizen of India should have an identity and singular identity and not like Aadhaar here, ration card there, epic here, photo identity card there. To enter into a police station requires one more pass, how many identities you have and with each act we create one more identity. I've also served in the state government. Also, like one of you. May be after retirement, people become slightly wiser.

We should just step into the shoes of citizen, what the citizen feels and an act of omission or commission is adding to the ease of living or adding to the complexity of citizen's life. Can we go for area based approach? Roti, Kapda, Makaan are no longer need of the citizen. I'm not saying they have come above it, they still need it but they want Bijli, Sadak, Paani and now they want broadband. There are 748 acts of the government of India where people can be sent to jail for doing business. We can't give them job if they do some business here and there. We put them to jail because they violated this law or that law.

I'm not saying as a government, we should not do it. But is it a crime that they are doing their business. Theyare employing themselves. Should we not allow them full freedom to do all that they do? Produce first permission letter. Become Rich. Become a contributing citizen to the state. All your crimes are taken together. In fact, people say that they need for police verification for a passport. My idea is that the day as a child is born, he should be given passport as he doesn't need police verification because he hasn't done any crime by that time. And that's only valid for life. This will be ease of doing business; this will ease of rewarding a citizen otherwise every 20 year every five years to prove that there is no case against you. How many times does a citizen have to prove his innocence? You have to be continuously eligible to become a good citizen. I'm speaking Devil's mind because that is how it can be taking the government. You don't require a revolution of Sri Lanka type to understand the nuances of the people.

I'm not blaming anyone for that procedure. So many initiatives have taken place and every service creates one new form. And they don't want us to unlearn anything from another form created by another sister department. In fact, this has become paradise for software developers. They get lots of jobs, but it creates lots of harassment for the citizen. Why not all services unless prescribed otherwise, everybody is entitled. Only desirable services require qualification. Why should government do all the businesses? Government should confine to its core business. Government was created to provide safety and security? Why should government provide hostile midday meal? Whynot let it be done with the private sector. Many states are better off by letting this done by the private sector. In fact that is the main areas government has abandoned itself. Take the case of transportation, earlier 100% was with the government. You walk into a bus, it is government; you walk into train, same here; you walk into airline it is government. Today there is zero government in this area. Same thing is true for benchmarking regulatory. We as the government are supplier of services as well as regulator. You can't be a referee in the same game if you are playing too. You can't say that you are keeping an arm's length since regulatory is one year senior to me and he is one of us. So government has to decide whether you want to deliver service or you want to

regulate service or only benchmark and let the whole world provide. Apple only benchmarks its supplies. Let the world produce they walk away with $500 per set and those who manufacture they walk away $202 and $202 is shared by six economies. China gets only 6%. Would you like to be regulator or would like to be a provider or would you like to be a referee or elective in between? Similarly move from provider to facilitator to empowerment mindset. This requires a tectonic shift in the government. I know Direct Benefit Transfer (DBT) has removed the role of state, earlier if Rs. 100 is to be distributed to a private person, It has to be done in a function unless the photograph, you have not been given, Indira Awas is given but people are not allowed to stay in the house because it is yet to be inaugurated and who has to inaugurate has not given time. Even if he has given time that day everybody's there is a random person VIP cannot come so you cannot live in the same house. In DBT today 200,000 crores of money has gone into the account of people seamlessly. No tahsildar No talathi No collector not even securities have seen when the money have passed through. That is what we call it new age government.

Similarly digital first. why should we do something which is digitally possible? In stage one, we went for the infact, Karnataka talking about digital is like it is misuse of terms because you are more digital than anyone else could be. You are the back office of the world. You are providing software solution to all the problems that American European and Chinese everybody has, except for Indian solutions. Why not? We'll look at India's problem, solve Indian solutions and provide nation a billion plus based solution. I'd like to compliment the DARPG for taking some historic decision which need to be appreciated. Because the good doer need to be appreciated. Only then government will improve. We have wasted a lot of time that unless it is electronic it is not a government. Even talking a citizen happily in helping attitude is also a good government. There are many stories. Good government does not require electronic, it require heart. It was helping attitude and that does not require any cost. If somebody visits and chief secretary listens to him or her, his 50% problems are taken care of. And if collectors talk with them we smile 100% problems are taken care. In UP we say if you go to a thana, and you can come out without being scolded, you are so happy.

The SDA framework that DARPG doing is a very good parameter that is being developed that need to be considered and recognized. To make things happen we have to think Rule as a Code because whenever you are preparing a new rule or add new notification, how many other acts rules and notifications, this is going to impact and affect. Only then you can code the intention of the government. You can provide coded services because then logic will apply. Otherwise for the same offense there are two types of punishment. It depends on which act the police had chosen to charge sheet you. If you move fast you can be charge sheeted under this category. If you move slow, you can be charge sheeted in another category. And if we only laugh loudly, you can reach us it in another category. You only speak truth you can reach us it in a different category. You speak lies you can reach us it in different category it depends on the mood of the prosecutor. Only then code can work in this area, we have to move to a digitally empowered society, so that government does the least. Therefore we are developing good governance index, distribute governance index and many of the search initiators have been taken where government does the role of referee and services provided by the other sector be it private sector, NGO sector any other sector, governments should withdraw very quickly— as quickly as possible. When we are celebrating 100th year, people should come to the government the way they go to Estonia, either for a season of birth or for divorce.

The problem framework of our country is known. I don't need to mention here we all know that we are a $3 trillion economy that means a lot of problems. If we have to become 5 trillion or 10 trillion the rules of the game cannot be the same. We still have the legacy of British India where everything has to be regulated. Ease of Doing Business is most talked about. East India Company has the best ease of doing business. I would like to conclude here that government is thinking from aspirational to inspirational and shift by distributing everybody something so that he remains poor to shift to

where everybody's satisfied fully so that he doesn't come back to you for the same assistance again. Even Prime Minister says that if we want to be in the Government, we have to work for the same people with the mindset that as if they are our masters, we are only the servant. If pradhaan sevak can be Prime Minister, how can rest of India be only boss for the citizens? Thank you very much.

MC:
Thank you sir, Sh Tripathi ji for Vision India 2047. I would now request the chief secretary Government of Karnataka Smt Vandita Sharma for her address.

Smt Vandita Sharma:

Thank you very much, namaskar to everyone. Sh. TM Vijay Bhaskar or chairman of ARC Karnataka, Sh Tripathi Director General IIPA. Sh. Srinivas, Secretary DARPG and my other senior colleagues from DARPG who are here, Mr. Amarnath and Mr. Rajput, and of course, my colleague, who is the principal secretary for Department of administrative reforms in Karnataka, Mr. Srivatsa Krishna, who has actually toiled a lot to get this conference done in a very worthwhile manner and all the esteemed dignitaries who have come from different parts of the country, I would like to really heartily welcome you to Bangalore. Thank you very much for coming and it's a great occasion, not only to meet up, but to exchange notes and to see what we can do better in our own different states in the governance sector, how we can improve our overall governance and see that the delivery of services and the facilitation that the government is supposed to do can be done in a very effective manner. Now, my task has been made very easy and it is always like that when you are the last speaker, because my esteemed predecessors have already spelt out in a very cogent manner, what has to be done? And what should be our vision focus for the future? Mr. Srinivas made an excellent presentation. We miss you, Mr. Srinivas. But it was compensated by you talking in an overall fashion. What is the vision of the government of India and of course Mr. Tripathy party went into the same thing in a more granular fashion and it was very comprehensive. And also I'm very happy that my esteemed colleague and ex chief secretary of Karnataka Mr. Vijay Bhaskar, whom we hold in a lot of esteem has presented actually in a very, very nutshell what has been done in Karnataka, I wish we had a little more time for him, because I am privy to what all he has done not only as him his tenure during his tenure, but also subsequently in the ARC. A whole lot of recommendations have come up right down to the lowest level of governance, the sector of the machinery and the functionaries in each and every department, in all the major departments he has covered more than half and there is a lot of work which we have to do now. Now we are at the implementation side. So it's very important for us to understand what is being recommended and how we can go about it. Now I will not get into details on that. I know you have excellent sessions coming up in the next one and a half days. But just very briefly, I would like to mention, as all of us, we are, first and foremost, we are all citizens. Let's put ourselves as a citizen first. Then I will know what do I need? I should not get colored from the glasses of looking at. Yes, I'm doing so much. I'm providing so much of good governance. We are doing so many reforms. However am I as a citizen happy. As a citizen, What do I expect? What are my aspirations this has been talked about already? Let's look at that. First and foremost, we have to put ourselves in that shoes and then I think we can ourselves find the solutions. We really don't need to go out and to talk a lot amongst each other and to see what can be done in group discussions etc. Definitely, we can point out that now we have this double advantage not only of being a citizen, but of the second one of being a public servant. And I would reverse that word actually. Like you said Pradhan Sevak, we are actually the servants of the public, we should never forget that we have come into this service. And we are very blessed that we have in the government sector so that we can be of as much service to the people and to the public of this country as possible. And I would like to say that I'd want to mention here which all of you know, actually this conference is a wonderful flow from another conference which I have just come back from about 20 days back, there was a conference of all the chief secretaries of the country, which was held in Dharmshala in June. And I

would like to mention here the honorable Prime Minister sat through that conference throughout every single minute of that conference. He was sitting, contributing to the discussions and including discussions during breakfast, lunch and dinner. We had thematic breakfast, lunch and dinner and it was actually a very, very enlightening experience. All of us gained a lot from each other. So this is a very timely Conference, which flows from that. And we do get a lot of learning from that and this and now this is more granular, so that we can take all the takeaways and we can go and implement in our different sectors and in our different government departments.

I don't have to get into much more details. But I would like to say a couple of things. I don't have to talk about Karnataka Mr. Vijay Bhaskar has mentioned a lot of efforts are going on to reduce the number of schemes and we have done some exercise and we are brought down also in this budget, the number of schemes by 60 to 70. We want to do much more merging of schemes and reducing the number of departments itself we are trying to do that.

So basically, we have to keep pace with the changing society. Like he said, Roti, Kapda aur Makaan ki zaroorat nahin hai, but I would beg to differ a little much little there. We need that also. We really need to reach a point where we stop providing and the public becomes so self-independent that we become only the facilitators. However, India is a very large country and in a very, very diverse country. And we still have a huge population below poverty line and a huge population that is on subsistence level.

We need to provide a lot of service. Now that is something which is very important the transparency and there should be no trickle down. It should be completely reaching every single person of the eligible beneficiaries. For that I do agree and we must use technology. We must use technology. I would like to mention here very briefly, Karnataka has been a leader in this I would say that and I think probably we can ask somebody tomorrow to make some presentation on a whole host of E-governance and technology based interventions which have been done in Karnataka in every single sector so that Aadhaar based, DBT takes place that of course is happening in many, many states now. But the planning exercise for example, we have a Karnataka GIS system for every department and the secretaries are supposed to sit and look at that and plan accordingly. That of course has been there for several years.

We have also now agriculture. Agriculture is an area which requires so much of thinking about and how do we reach the farmer without any loss of transmission, both the subsidies as well as the technology. For that Karnataka is one state which has developed a portal called fruits which is actually called only farmers registration system, but I would say it is not just a portal. It's a huge system, where we have information of each and every farmers ownership, the crop they grow every season of every year along with a GIS based photograph so that all benefits are reaching including MSP including insurance etc. to the farmer subsidies and all the other things directly on that basis. There is absolutely no contact with the government. Now the other step which we need to move which Mr. Vijay Bhaskar mentioned about is called another intervention huge intervention called Kutumbha. Now Kutumbha will have a database of the whole population of Karnataka we have already done a lot of work in that. These things help in entitlement based delivery of services. So that there should be no application. Let me talk about it openly here that there are charges of huge charges of corruption against the government.

It's very important that the beneficiary needs come in contact physically with the government functionary also not that I'm saying everybody's like that, but there are charges against us. So this kind of an entitlement based system we have already implemented in many schemes, and majorly in the agricultural sector where no application is taken. We have the entire database, we have the crop, we know exactly what is happening when there are floods in that particular area. We know what crop has gone and who are the farmers just put the money in there. We give the NDRF subsidy directly SDRF subsidy directly, but we do send a message to them so that they know what this money is. Coming from. Similarly, scholarships are being given. So this is these are the things we have to move forward. But these are all delivery based. So delivery is for us today even today we are

at a stage where delivery of services in a transparent and a contactless and an efficient manner is so important. It should be timely and it should reach fully to the beneficiary for that there is a very good system which Karnataka has developed called Sakala, which also has been awarded at the national level. And these are some of the systems which I'm just mentioning offhand, but there's a lot of work. So, these are the systems where you know the gap there is an entitlement based as well as a guarantee of delivery of service to the public. So, these are some of the areas where we need to focus on plus we need to think about the future. That definitely goes without saying. Today we are not just in production and productivity based agriculture. I'm coming back to agriculture again. We are looking at not only modernizing agriculture, we are also looking at providing a lot of linkages for an effective marketing system for the farmers.

These are certain things so that we not really do integrated farming systems, we can convert them into business people so that the farmer, the farmer, women and men, they become very efficient in handling their produce so that they can get much more out of it. So there is a lot of focus. We need to think a lot now. We need to change with the changing society, society is moving in a different direction. Government moves very slowly. Government somehow has become notorious for not keeping pace with the changing times.

That is what we really need to think about each and every one of us. What are the needs? What are the aspirations? What are we today? Where do we focus? How do we go if each one of us can place ourselves into the shoes of the citizen and move forward as the servants of the public in that direction I think we will be able to make a lot of change. I with those few words. I'd like to close. Thank you very much and wish you all the best for a wonderful conference.

MC:
The Chief Secretary has called upon the entire fraternity to realize the importance of technology and utilize them in good governance. Thank you ma'am for your address. I will now request the Joint Secretary DARPG Sh NBS Rajput for the concluding and words of thanks.

Shri NBS Rajput:
We are a little late. I don't take much time to explain my vote of thanks. It's my privilege to propose a vote of thanks at inaugural session of regional conference in Bangalore. I on behalf of DARPG express my profound gratitude to respected Smt Vandita Sharma ji, Chief Secretary, Govt of Karnataka, for being with us and for her encouraging words.

I take this opportunity to thank Sh Srinivas ji who is our secretary, who is down with COVID and we wish him a speedy recovery. I also thank Sh Amarnath ji, our Additional Secretary DARPG. I would like to express my gratitude to Sh Tripathy ji, DG, IIPA. I would like to express my gratitude to Sh TM Vijay Bhaskar, Chairman of Administrative Reforms Commission Karnataka. I express my gratitude to Sh Srivatsa Krishna Ji, Principal Secretary, DPAR, Govt of Karnataka and his team for organizing this wonderful conference.

Thanks to all the speakers who traveled from far off areas to participate in this conference. I acknowledge and appreciate that a part of my team of DARPG. I wish to thank the electronic and print media for covering this conference. I once again thank all the participants from all Govts, Centre Ministries, Industry captains, all DC-DMs, and all of the participants who are online joined this conference.
Thank you.

MC:
Thank you, so before we leave the dignitaries, I would request them to kindly accept a memento from the Government of Karnataka.

SESSIONS 2:

TOPIC: THE OUTSIDE IN VIEW: THE PRIVATE SECTOR & GOOD GOVERNANCE

MODERATOR: **Dr. Srivatsa Krishna**, Principal Secretary, DPAR (AR),
Govt. of Karnataka

SPEAKER:

- **Shri Mario Gonsalves**, MD & Partner, Head, Public Sector, BCG

- **Shri Hari Menon**, Country Director, Gates Foundation

- **Shri Pratik Pal**, CEO, Tata Digital

- **Shri Gaurav Taneja**, National Director, Govt. & Public Sector,
Ernst & Young India

Session 2: - The Outside in View: The Private Sector & Good Governance

Dr. Srivatsa Krishna

We should have people from the private sector who interact with government on a day to day basis, coming here and giving us guidance on where we are going right and where we are going wrong. We often, including myself, all of us in the service believe that the hegemony on any kind of, you know, truth or knowledge resides in us, which is often not true. So with that aspiration in mind, I decided to reach out to four friends who are all stars in their own right, and who routinely deal with government. You can look up their bios, they're all online and all stars in their own right. Some of them are very media shy and don't like to speak in front of the media like Pratik Pal, who is the CEO of Tata digital and is working on an app to promote ease of living which Mr Tripathy spoke about. And Hari Menon is the country director of the Gates Foundation, who is doing a number of interesting things with governments across the country. And of course, we have two strategy consulting firm partners who work I dare say that Gaurav Taneja is the sort of the sinew and muscle of many governments in India. His people have penetrated almost every major government in the country and Mario from Boston Consulting Group with India public sector head. To the format of this in the interest of time, I'll try to wrap it all up by about well 45 will run over about 10-15 minutes, and then maybe we can have a shorter lunch. Since we are running about half an hour late. So I think Mario has a presentation. Everyone else is going to speak extempore. So, the format is that we'll have opening remarks by each of the panelists for about 10 minutes or 15 minutes. Thereafter, have a discussion and then open it up for question and answer.

Gaurav Taneja:

So good morning, everyone. It's great to be back in Bangalore for many reasons. One of which is the great weather and coming from 40 degrees celsius plus to mid 20s is really good but thank you, Sh Srivatsa for inviting me to speak on this conference and someone said famously that you can't read the label of the jam from within. So I'm very happy that you invited some of us to do an outside view of government. I've now been working with the government sector for about 10 years prior to that with the private sector but my firm is working with 27 state governments in 40 Central ministries with people in over 200 districts as well. So we have a really good view I think both horizontally and vertically on government, on projects and on governance. So let me start by saying which everybody is already said that, at the heart of major reforms in the last decade or so has been digital. You can call it E-governance with the past and digital of the future. But when I look at how taxes were paid a few years ago, standing in queues outside banks to pay taxes to take literally two minutes to pay your advanced tax or corporate tax. It's just a huge, huge change forward. the amount of litigation that has been reduced through faceless assessments etc. So tax I think was the first major reform and has really taken things forward. And they are now starting to use I think machine learning as well. So really congratulations to the tax department with government of India to take some of these things forward. But again, UID, which we worked on UID one and we working on UID two has been really transformational in terms of identification and then beneficiary targeting and then DBT as well because you know without that many of these things may not have been possible.

The PDS system is one of the best in the world. So Mr. Tripathy from UP, but you know, 83,000 fair price shops in Uttar Pradesh through the worst and most farthest districts have been automated and there is pointof sale Aadhaar authentication. So these are really good things that have gone. So the beneficiaries are really benefiting from use of technology. Somebody mentioned DBT - huge, huge transformation, because DBT has come into force and so on and so forth. It would be a miss not to say that UPI has driven India to have the largest digital payments in the world literally no other country has the kind of payments that we have. And this is just going to increase geometrically not arithmetically as moreand more people come into the ambit of making payments. So UPI really

has been a game changer. And there are many such reforms that the government of India, state governments continueto do. Looking forward to seeing what ONDC will do. So on and so forth. So I think at the heart of major reforms, has been technology, and this will continue to be the case. We've looked at what 2047 can look like, but I think many of those things will happen much sooner. I also want to address citizen services. And of course Karnataka government is doing really well there are other governments as well. I think Rajasthan government is also doing very well with they're starting to put citizen at the heart of everything. So you don't need to reproduce documents again and again. Ithink that's the heart of it. But the more important aspect I want to talk about here is the entitlement should be delivered by the government to the citizen rather than citizen coming forward to it. So if you're passing class 12, then what are the state level colleges available to you? If you are a person who has a reservation entitlement, than what Reservations can be there, and your mark sheets can go directly to the college. So reusability of existing data is really, really critical. And that is now possible through verification and approval process that the citizen can take. So citizen at the heart of Citizen Services clearly needs to be there. The point I want to make here is that what we are seeing is process reform with the current status in mind. That means departments are structured in a particular way. And the process reforms is having according to that. I would rather flip it on the otherside and say, what do the citizens want and what is the least they need to do to get those services? So I think that is the attitudinal change. That is the process change we need to have. And if we havethat, I can assure you that our study indicates a 20 to 30% lower time and process time is required besides improvement from a technology perspective. So I think that is important.

Why should a citizen of Karnataka be entitled to a higher quality of service then citizen of another state? I think that is a key question we need to address. Just because the government governance here is better, more transparent, more technology savvy, doesn't mean that a citizen of India but in another state is not entitled to similar services. I think we need to ponder upon that that how can we make the same service ubiquitous. Forget about citizens of a state, even within the state. A citizen in an urban local body or in a city typically gets faster, quicker service than in rural India. I'm going to come back to that point in a minute but just ponder over it that within the same state with the same level of governance, you have a big paradigm and I think we need to bridge that. What we didn't discuss in the event so far or just alluded to it. And this conference talks about entrepreneurs and citizens both but the really been talking about citizens, not as much as entrepreneurs in industry. So they definitely have been reforms in the administrative reforms and other reforms, especially EODV in manufacturing, and now the PLI schemes that are coming through but when I look at and of course tax rates in India now for corporates do corporates are fairly competitive.

But when I look at EODV for services, which by the way constitutes more than half the GSDP or GDP for most state governments and government of India, I think there is a long way to go. So there are reforms that are required in the services sector. Let me also add here that MSME is the heartblood of Indian employment and industry. The PLI schemes the other schemes that the government has looked at all two large manufacturing. MSME departments and state governments need some better understanding and appreciation of what is happening there. The move from unorganized to organized, the move from slow to larger companies is very rapid. And COVID has only accelerated that. So the whole MSME sector from a reform perspective, needs very large reforms. I think startup a lot has happened already.

A lot of the startup is focused on technology. But we need to also encourage startups solving basic economic issues, particularly in rural India. And I think tomorrow's session will kind of allude a little bit more that startup as needs to be widely. Governance in rural India needs to change. 55% of Indian citizens stay in rural India. Urbanization is a big trend, but we'llbe some time before the urban rural split swings. What we noted having worked through the country and across so many of the districts, their citizens in rural India have significantly lower opportunity are consulted less and

generally provided inferior services to citizens in urban India. We've had a similar model of governance in state governments in blocks, tahsils and districts for a very long time and obviously, a lot has happened in the last 50-60-70 years. But fundamentally, I think smaller administrative reforms and tinkering will not happen. Some of the junior most officers of the civil services are in rural India. We need to think about that if 60%-55% population is there. That's where Bharat is. That's where we need to move the country forward. Then do we need to swing that some other way! And I believe pure administrative reforms which will help which will easily ring of citizens, but will not make the transformation that is required to be made to bring the per capita up in that region.

Let me also address a few more reforms because we all know that if change within is slower than change without then we're going to be heading for trouble. And these are larger administrative reforms that have been alluded to, but not specifically addressed. So I would just say this that we need much greater accountability for good governance, which means not input measurements. Our schemes that the government of state governments and central government schemes run need to have much more output and outcome driven metrics. I think we made some start with disbursement linked indicators coming through, but unless we have more output and outcome based indicators, we will never be able to fully measure what has transpired and what is transformed and these need to be embedded from design phase itself. So fundamentally, reforms need to start with schemes itself. Now coming to more substantive reforms that I want to talk about.

I think compensation benchmarks and performance benchmarks of civil servants need to be revised and relooked at. This is very fundamental to transformation. Many countries now have compensation of civil services are far greater than private sector. And I think we should start transitioning towards that it may not happen in one year. But if we have a five year, seven year transition plan, we need to move towards that. Along with that we need to have much greater accountability. So stronger performance measure, stronger performance metrics, benchmarks and bell curves need to happen with a lot more variability in compensation. I think this is a must. And I recognize it may not happen overnight. But I think discussion around this needs to start in government and in policymakers. So, I think that would be a good segway into what the future from an internal reforms from a civil services and talk about all civil services we need to look at. Also want to talk about one other thing. We talked about Government of Karnataka set up an administrative reforms commission, look at consolidating departments. I think this is a must. Whereas in Government of India, there is consolidation at a minister level. Individual ministries are still running very separately without much cohesion. So the agriculture, animal husbandry and food processing needs far greater cohesion than there is today.

The whole energy sector needs far greater cohesion, whether it's oil and gas, whether it's PAL, whether it's renewable, they all need to talk and come on a similar plane on what is required for energy. So I think some of those deeper reforms, which are more than administrative at policy level needs to happen. I want to make one final point, because I know we're running out of time, and we already a little late, is that the government needs to get ahead on three major issues which are staring us in our face and there is no blood yet, but I can see that in the next few years. First is of the working population in India 43% is in agriculture sector. Even emerging economies like Brazil and Russia are in the 10%. Argentina is 1% forget I'm not even talking about Europe and US. 43% of people workforce in agriculture sector is not sustainable. No matter what you do. We need to find jobs. And we need to find entrepreneurship models for them to move forward.

This is a very fundamental issue that needs to be looked at. And this needs to be addressed in prioritization of other things. Second, is infrastructure. Too much money by government is being spent on non-infrastructure things. I know FRBM is there. But as a prioritization we need to build in infrastructure like either through FRBM infrastructure spent either through FRBM or through the budget with state governments and central governments. That is the biggest way to create jobs and

have a multiplier effect. I think the highway program is one of the best programs that we've seen from an infrastructure perspective, but that' sone silver lining and otherwise, an area that hasn't been looked at very well. I want to talk about Water. Water is going to be a big challenge. Not enough is being done on water. So from a prioritization perspective, agri rule employment, infrastructure spent and water. I would say that from a prioritization perspective, we need to get ahead of the curve on these things, even though they could be business as usual on most other things. So with that, I'll want to close my remarks. And thank you, Srivatsa for inviting me here.

Dr Srivatsa Krishna:

Thank you. As I mentioned in the opening remarks, government is called upon to do anything and everything starting from filling potholes, to supporting banks, which are failing to save airlines which are failing from the private sector, of course, and also to put men on the moon. So should government be doing all this. Prime Minister Honorable Narendra Modi often speaks of ease of living, which is something much more comprehensive than ease of doing business. And the Tata Super App being created by Tata Digital is supposed to foster ease of living. I'm delighted to welcome Pratik Pal, the Chief Executive Officer of Tata digital, one of N Chandra's key lieutenants to tell us how he's going to promote ease of living.

Pratik Pal:

Good afternoon, everybody. And thank you so much for the kind introductions. So all of us know that India is going through a huge digital transformation. So in Tatas, we said that if the life of every Indian is going to change significantly through digital means by 2030, how can we be part of that change? How can we be part of that revolution? And how can we be a destination for every Indian citizen? So in 2000, when we launched this company, 2000, late 201 our vision was very simple. We want to simplify and enrich the lives of Indian citizens through trust and transparency. The words trust and transparency are very important, because that is what citizens and good governance stands for. So when we said how do we simplify the lives of Indian citizens? I mean, there are lots of things that we can potentially do. So we let down four principles around which we will make the lives of Indian citizens better and easier and convenient. Number one, it has everything that he needs in his daily life. Whatever he does, he should be able to find it in one place. Number one, whether he wants to take a loan, whether he wants to buy an insurance, whether he wants to shop for his grocery, whether he wants to buy medicines, do health, whatever. Everything should be in one place. Why? Because that will simplify his life. He doesn't have to do 1000 things, go 20 different places to find the thing that he needs, because convenience was very important for him. So that was the first principle on which we started this initiative.

The second one was access to information should be easy. If he wants to know the status of his loan, if he wants to know the status of whatever he is doing, it should be very easy and convenient. He should not have to go to 20 Different places, visit 10 different banks, 10 different things to find information. So access to information, that was a second principle that we had. The third was it should save his time and money. He has got so many things to do. He should not be hassled in his daily life running around things. Really, this should save his time. He should focus his time on doing better things, not about about going around finding the status of when his installation of his TV will happen. You make 20 different calls. And that gives headache and money. How can you also become cheaper? The fourth one was how can we make the lives of the Indian citizens smarter? What does it take to make it much smarter and I will give examples of that. And lastly, we said all of this should yield.. he should be more productive in his day to day life. So these were the five principles around which we started this entire Tata Digital Initiative. Very simple vision to make the lives of Indian consumers not only digital but also digital means. So that was the rise of the Super App where we said unlike others, we said we will not only bring products, we will also bring services, which is hotel,

travel, health and a lot of things are not there yet but it will come in the next two three years. Mobility, education and financial services which is lending insurance, investments and payments for things. How can it come together beautifully. You want to go on a travel, you take a loan, you want to buy an insurance, you want to so all these things should seamlessly come together and make his life easier. So that is the Super App - one stop shop for all. He needs. He wakes up in the morning. He can subscribe to BB daily for his milk and eggs. Whatever I mean, if you really look at the life, everything is possible should be possible not is possible should be possible through our Super App is what our vision is in the next two years. The second is, how can we make him access all information? We have so much of data, so much we know. But we haven't created at least, within Tata group also, we haven't created - I mean I will use a technology term here. I'm trying I'm a hardcore technologist, but I will not try to sticking like we said we'll create a customer Giga profile. It's not Mega , Giga profile. So we created a huge customer Giga profile with around 600 attributes of what we know about the consumer because we want to give access to them faster access to information, whatever he wants, you should be available in the click of a button you should not have to make four or five buttons, clicks to understand know what, what information he wants. So that's the second point. Its in the making. It does not fully done. And when we do it, the benefits and outcomes of some of those you will see it. So for example if he wants to apply for a credit card, he doesn't have to fill up so many papers. We have enough information to prove pre approval. We have enough information to pre approve the loan. We don't have to go through all those hassles. Everything should be possible. And that's our vision. Third was we said that there are three important things of a consumers life. He stays in the home eight hours or six hours.How do I manage his home completely? How do we what solutions that we can give to manage the home of the consumer?

If you really see Tata Group has Tata play, Tata Sky in his home. We have Tata Power in his home. We have electronics from Tata in his home. We have pretty much a lot of things in a consumers home. So let's take the example of power. We all pay bills. Tata power is there in four or five states. But the problem is we are not telling the consumer what you can save, how we can be smarter. So we said that with Tata Power, since we know exactly what he does, how he does, what he utilizes, we will come up with a smarter solution to tell the person how we can be energy efficient. So I'm just giving one example of a smarter solution. So then that is then citizen saves money. He doesn't have to pay so much of money on the power. And maybe he has an AC that doesn't work. So we will probably suggest to him a better AC. So I think there are enormous things that we can do to really help and make the lives of a consumer much better. And I gave only one example there are many such examples, problems that we are solving in the lives of consumers life, which we call smarter solutions. So this is what the Super App is and this journey we have just started on April 7, of really simplifying and enriching the life of the Indian consumers with these five principles. The other initiative which I thought was worth mentioning, is a rural ecommerce. So while this is a commerce that targets tier one and tier two cities, there is this other initiative which we are participating in a big way which is the Digital India initiative, which is the CSC initiative right, Citizen Service points and the Village Level Entrepreneurs (VLE). So all of you know that it's a big initiative, where every VLE has an app in a Panchayat, he does online ordering. There is almost five lakh VLEs today in India. From a TATA digital side, we said how we can link to all these to this rural commerce from a supplier side and the inventory side and much more digital connected. So electronics from Croma, Tata Motors, Tata, consumer products, Tata Power, all of these companies are now connected to these VLEs so that the we can start the rural e-commerce in a much bigger way. It's also a TATA Digital Initiative, big initiative. And I think, at least Croma is launched to six states, into this VLEs. And other companies also are scaling up. We are focused on this rural commerce also because we do believe that that will become quite significant in the days to come. So, that's in short, how we do believe that from Tata digital, by supplying quality products, providing trust and more importantly transparency in terms of

information and convenience, we can enrich the lives of Indian citizens and consumers. Thank you very much.

Dr. Srivatsa Krishna:

Thank you Pratik. This is one of the few times he has spoken publicly about what Tata Super App is. And he was extremely hesitant to come and speak about it because it's still work in progress. I had to jump many hoops including going to his boss to ensure that he comes here and I'm so grateful to you. Okay, after hearing all the corporate honchos let's go to Hari Menon. Hari runs Gates Foundation in India, has been its muscle and sinew for over a decade. He's works very closely with both Bill and Melinda Gates. He works with a number of government from the not for profit side. And I thought his insights would add another layer of richness to this conference.

Hari Menon:

Good morning and I should start by thanking Srivatsa ji for pulling together this two day, a conclave to really focus on solutions to what one would say is at the heart of societal progress in India, but I'd say global progress over the next two, three decades. And I say that because we now have the tools and the infrastructure. That's really required to make a material improvement to the lives of all global citizens and coming out of the COVID pandemic, there is a real danger that the gains made towards the sustainable development goals might be lost and what we essentially need to do over the next eight years, is to try and make up for some of the setbacks that we've seen over the last couple of years, and accelerate progress.

I'm going to start actually on a rather optimistic note because as the Gates Foundation we work in, actually we have some footprint in over 100 countries, but we have fairly significant programs in over 60 countries. And from that vantage point, I'm actually very optimistic about where India is headed in terms of the reforms and improvements in governance that we have seen. And I speak from personal experience because I have been part of the Gates Foundation for about 18 years. And in my current stint, which started in 2013, I had two stints. I was there in 2011 and then I rejoined in 2013. I have actually seen firsthand several shifts and the dramatic differences in how we are able to work with the government, with civil society organizations, with the private sector in support of improvements in the areas where we focus, which are health, nutrition, agriculture, financial inclusion, sanitation and women's economic empowerment. So when I speak it will really be with reference to these areas.

Now one of the primary reasons I am extremely optimistic is this is all not talk. I think the transformation that has taken place in India that several people have referred to in conversations before; I think all came together during COVID. The management of India's COVID vaccination initiative is truly one of the greatest public health achievements of this generation. And what we have managed to pull off you know, perhaps, as Indians we tend to take progress for granted and we always have this tendency to focus on you know, what's not working, and surely there are enough things that could be done better. But what's happened with the immunization initiative where we've covered over 90% of India's adult population with two doses, delivered close to 2 billion doses is unprecedented and the reason it was possible was because many important and key reforms that were needed for this delivery to happen had been enacted over the last 8-10 years.

Starting from the strengthening of our vaccine supply chains, including the ramping up of our manufacturing capabilities for vaccines over the last two decades, the scale up, thanks to UIDAI of the digital ID infrastructure, which also enabled, the COVID application and the digital vaccine certificate to be rolled out, the very significant expansion in digital connectivity which allowed frontline workers in the last mile across all of India, the length and breadth of India to the districts that we consider relatively disconnected. Everyone was able to engage in a whole of society response. And the way this was all done, required the government to play the role of the steward,

the enabler, and enlist the support of the public sector, the private sector, civil society, to really get out on the ground and support actions. And this was done in a coordinated manner at a time of national emergency. So just goes to show when we set our minds to it, we can actually achieve something and it doesn't need to take 510 15 years you know, all of this happened in less than 18 months. The COVID National Immunization response was started on 16th of January 2021 by the honorable Prime Minister. And as we stand just about 18 months down the road we've delivered close to 2 billion doses. So with that as frame for, you know, important reason for optimism, I'm going to speak on really three categories. One is, you know, the part where governance touches the lives of citizens because ultimately that's where the rubber hits the road. We can do all the backend reforms in the world but it does not if it does not translate into you know, an improved experience for Indian citizens, whether it's you know, call it the quality of living. All of this is really fluff I would say, and from our perspective in the areas where we work, there are three critical areas I would say you know, you can dissect governance into you know, 12 dimensions, 6 dimensions, 5 dimensions, there are lots of global frameworks, but I'll try and focus on what I believe from the Gates Foundation's work are the most essential shifts that we should enact. One is a move towards end to end digitized payments within the public sector. When I say end to end it's not just entry of payments into a digital systems that itself creates, I would say the first point of failure. And then the fact that you know, there are often discretionary powers that decide when and how payments get made. That is really the most fundamental failure in good governance. And technology now allows, enables contactless human intervention, less payment systems to be enabled. And I think that is what the government really needs to move towards. There are initiatives in this direction, but it really needs to be taken as a a whole value chain approach where there is really no point in any sector and I would say at least prioritize the sectors that interface with citizens, whether it's social welfare, whether it's health, whether it's agriculture, where people feel the pain the most. Taking away the requirement for any kind of discretionary intervention and payment cycles would be super critical. One easy way to move towards that easy conceptually, of course, change management is complex, is moving towards smart contracts.

Sh Tripathy spoke of the rules as code approach. I think that is at the heart of this switch, which is putting into technology, natural language codes, which will be issued as bulletins or what have you by the government, but that really make it very easy to confirm if the necessary conditions for a payment to be released have been met. That is all done by machine verification, and then it triggers the next set of payments. One is that takes away you know, the requirement for any human intervention and that of course, can cut out delays. The other is it takes away the fear that many decision makers still have in government.

The people who approve payments are often at the greatest liability for future investigations, which has created a situation where not taking decisions or not approving payments is almost seen as a virtue because it doesn't get you in trouble. And on the other hand, approving anything does get you into trouble. So moving towards machine based verification of the necessary conditions for payments and enacting that for key sectors where, citizen interactions are high would be a huge fundamental shift. This is already happening, for things like payments of salaries, no government official has to, wait for necessary conditions to be met. You do get your credit, it's also happening with pension payments to a large part. So why this can't also be done for suppliers say, in healthcare. We often see, lab and diagnostic contracts, failing or, ambulance services failing because people are running around trying to prove they have done what they were supposed to do. All that could be done in a machine readable, machine transmittable verifiable format. You could really cut out this running around and that would greatly improve the ease of engaging with government. So that is one cluster of interventions. The second I would say is an institutional fix that is needed, as many people have said before, digital technologies in which India has the core competence lie at the heart of improving governance. I think we need a CTO function in the government. We need it in the

Government of India, and the splintering of digital solutions is as much a problem if not a bigger problem than not going digital, because it allows you to claim your digital whereas actually what you've done is constructed silos and bridging silos in the digital world maybe more difficult than you know working in a paper based environment. And I think the need for the government to think of an engaged CTO function that involves design, architecture, information, interoperability standards is critical if we are to realize the potential of what we can achieve as a country. Smaller countries like Singapore already did this. Obviously, there will be a lot more complexity in a country like India, given the federal nature of our constitution and how to make it happen, but again, there are enough examples that the government has shown when it really wants to solve a problem it can, and I think creating the CTO function, which ideally would also help us leverage the capacities of our private sector, in solving public sector issues, delivery challenges, when think of it how great could it be if the CTO and the team could be a part of the problem solution landscape that we're thinking about, as opposed to, just leaving it to say NICU or wherever else, so I think that CTO function is much needed.

The final one is a future looking area. I don't think there are any parts of the world that are doing a good enough job of this. But just as we've seen software as a service, I think it's time to start thinking of data as a service. And this, I believe, is not about serving up data in the form of you know, wikipedia, etc. It's really about and I think this has to be owned by the public sector, because you need adequate safeguards and regulatory frameworks, but creating a new and I would say at this part on this unenvisaged function of a data and analytics structure in our country, which has the visibility and the pipes to be able to pull anonymized data from across the public sector and the private sector, so that we are able to serve up bespoke or you know, even decision makers and citizens can pull the data that they need, as and when required to enable decision making emergency response. Just to paint one scenario of how this might work. Assuming you know we move forward with the digitization of surveillance networks that the government has started in the aftermath of COVID. If all of India's public sector and private sector labs are digitized are on one data ecosystem. They could be different applications but interoperability allows you know a central pool of data. And there is this entity of the government that has full visibility to see - are there pathogen spikes emerging in a particular part of the country? That could be the trigger for the next pandemic? I mean, we've come up we are coming out of COVID. And we have strengthened our systems. But, you know, pandemics are not over by any means they are only going to increase. Now, if you had that kind of visibility, the country would be the position to start mounting a response on day one. What we found with something like COVID is, the first six, eight months when we were pulling in place, the data systems was when things appeared most fragmented and challenged. And once we had that in place, we were able to really ramp up our response. So I think this data as a service function, would be critical for urban reform, it will be critical for, I'd say pandemic response, it will be critical for improving quality of services. I think there isn't yet the infrastructure for this anywhere. We probably need to think about it. I view India's emerging upcoming G20 presidency as potentially a point in time where we could lay out a vision for this for the world and really be at the forefront of, next generation governance. I already feel India through its digital public goods infrastructure has more in place than many other countries around the world. And I think it's really for us to now go where no other country has gone before. Thank you so much.

Dr Srivatsa Krishna:

Thank you very, thank you for coming despite a personal situation from yesterday. Last but not least, Mario. Mario works with several state governments and government of India. He's working with the Government of Karnataka for bringing in foreign investments and for powering the global investor meet. He has to tell us best practices from around the world where Boston Consulting Group has worked with different governments and also tell us how he keeps conflicts at bay. Which investment should come into Karnataka and which should not go to Maharashtra.

Mario Gonsalves:

Good afternoon, everyone. And I do hope this time technology doesn't fail me. First of all, thank you so much for the opportunity to speak to you. Thank you, Dr. Krishna for inviting me here today. Before I go to my presentation, I just want to leave you with three four simple thoughts, which I think govern what I'm going to talk about over the next 10-15 minutes. Number one, as we think of the future of good governance, this is going to be driven by digital AI, ML, Metaverse. I think there is no denying that fact. Number two, I must congratulate all of you. We have done a lot. I think the government has significantly accelerated the entire digital journey of the country over the last decade and more, whether it is Aadhaar, DBT, etc. And especially in the COVID pandemic, the entire acceleration of UPI is significant. So congratulations to all of you. At the same time, there is so much more that we can do and so much more that we can look at which other countries are doing. As we think of this, two things that will be critical. Number one, to design, citizen first versus government first. And secondly, to look at how this can be designed in collaboration with the private sector.

With those starting thoughts, what I would like to present to you is my view on an outside in perspective on what potentially good governance could be. Look, what is the challenge today of governance? As you think of how we are all set up and structured today, we have the government which is again structured across various ministries and departments. You have various enterprises, corporates, MSMEs, startups, which interact with the government on a day-to-day basis. And you have again, the public, the citizens, which again interact for various public services.

Now as we think of where the challenges are today, number one, as a citizen interacts with the government, there is no single face of government or single entity to interact with. The entity I interact with for employment versus for education, versus for birth or for death is different, and there's no single phase. Secondly, while the entire digital journey has significantly accelerated, this is still to a large extent relatively siloed. There are still a large number of services which are traditional, and offline, and paper based. Number three, as we think about collaboration with private sector, with startups, there are multiple exemplars that we see across departments. For example, the entire transformation of passport services and delivery is best in class. Someone was telling me the other day they went for the interview in the morning they received the passport in the evening. There are exemplars, but these are still to some extent siloed and lastly, there are very few horizontals that run across different government departments that actually help to integrate and deliver. So if I was to just step back and think of what potentially some paradigm shifts could be, as we think of the future of Best in Class governance, one is possibly from a set of traditional offline processes to complete Digital AI Ml Metaverse enabled ways of public service delivery. Number two, from verticalized entity centric services to actually a single multichannel face of government. Number three, from siloed examples of collaboration between government and private sector to actually engaging deeply and leveraging private sector startups, various entrepreneurs to actually deliver the entire host of services and finally, from a set of centers of excellence, to actually ensuring that there are multiple empowered cross functional accelerators in the center of government.

This would be something I would encourage all of you to think about as you go about, the next day and a half of this wonderful conference. What I'd like to do in the next five, seven minutes, is just share with you a few examples. This is not to say that we in India are not already doing this. This is just to share with you some examples of what's happening globally. You know, as thought starters for you to see what more we can do. If I first talk about moving towards digital AI enabled services. Today, many services are still traditional offline processes. Moving to the other extreme of digital and AI requires first a strong policy change, which will then result in changes in service standards, changes in service design, service delivery, the entire complaints feedback system, which then feeds back to every element of the stack. To give you an example of what Singapore has done, and of course, Singapore is at a far different scale from India. But they have created a complete digital twin of Singapore. And this helps with every form of

planning that they undertake today, right from thinking about what the next set of integrated transport should be, to thinking about how to deal with climate and sustainability given that they are under continuous threat of flooding, to thinking about even how they should plan the entire power grid. So this is just one example how a complete integrated digital ecosystem has been built around a country. As we think of this unit, and where digital AI, Ml, etc could come into play. There are multiple examples, multiple use cases. Personalized education, and curriculum based on an individual's requirements chatbots for public grievance recording and redressal using predictive traffic congestion, to see how you can replan routes operate signals and so on. Faster immigration application processing, for example, using AI where a set of evaluation can actually be done pretty automatically. There are multiple examples on this page. I won't cover all of them. But digital AI Ml etc. can significantly help to transform and accelerate. The second thought is on a single face of government. Today, like I was saying, as you see on the left of this page, if I'm searching for a job, if I'm registering a property, if I'm paying a traffic fine. Each of these is possibly a separate entity to deal with. Can all of these be under a single unified entity, a unified portal, a unified call center, a unified physical center, and mobile offices that actually moving around meeting citizens. If you take what gov.uk has done, they actually now have the single portal which is almost a womb to tomb. Every service that you could possibly need, you go on to this one portal, it then helps to direct you to the right sort of service, it also has location-based detection to then link you to the respective unit that is going to serve you. So the single phase of service backed by digital AI etc could significantly transform a citizens experience. Paradigm Shift three - strong collaboration between government and the private sector, especially startups. There are five possible roles again, that startups for example, could play. They could be service providers where they're directly delivering services to the citizens. They could be the government support or where they're enabling or supporting an implementation. They can drive an advocacy role, which is actually raising awareness of societal issues and advocating for change. There could be a conscience keeper role to track how things are getting implemented and to highlight where more can be done. And finally, they can enable the ecosystem in terms of bringing everyone together. Two examples again. Estonia has leveraged a startup called Guardtime to actually drive the entire blockchain for all the medical health records. Today, over 1 million health records are secured through blockchain and 99% of all prescriptions are digital in Estonia. I think the big advantage of this is it is now completely tamper-proof system and hence from an insurance perspective, again, completely transparent and completely secure. Another example is how the US is leveraging a startup called HAAS Alert. And this is to provide an alert to all travelers on a road whenever the first time or responders are heading towards an accident location. And this has significantly again help to reduce the number of accidents, not of the victim of course, but of the first time responder, where that ambulance or that police car actually ends up very often meeting with an accident themselves. So these are just again two examples where collaboration with startups have significantly helped. And the last paradigm shift then, is about thinking about certain cross functional or, cross department centers of excellence that can actually help to drive unified transformation across various departments. UAE, for example, has announced the UAE strategy for AI and has set up a ministry of artificial intelligence. This actually runs across various departments, ensuring that a very unified and integrated sort of planning is done on this particular team.

I'll just pause there. And those are just again examples. Again, not to say that we have not done or thought of many of these, but these are more as thought starters to say that as we think of the future of good governance or best in class governance. Potentially these are four themes under which we can then start fitting in various piece pieces of the jigsaw puzzle. So as I think about the government or the governance of the future, there is a single unified face of government. There are public services that are being delivered in collaboration with various private enterprises. All of these are enabled by digital AI Ml Metaverse. And finally, there are multiple cross functional horizontals that are running

across various ministries and departments, whether it's an artificial intelligence design thinking, innovation, collaboration, etc. I'll just end by saying this is to a large extent in your hands. Thank you so much for driving all of this. We as private sector are here to support in whatever way we can. But I wish you all the best because the future is in your hands. Thank you.

Dr Srivatsa Krishna:
Thank you, Mario. In the interest of time, I jotted down a few thoughts which I will share it with the speakers. And thereafter we go for the Q&A session. So let me start with you Pratik. You mentioned a number of interesting things the Tata super app does. As you visualize and think about this, many of these things are also stuff government should be doing or is doing. So where does the role of the government stop and the role of the Tata Super App start?

Pratik Pal:
So I think two to three things. One is the level of digitization because we as a super app, we want to digitize as much as possible, because our key theme is around simplicity. So what we have said is that we are a platform. Today, our platform only brings data services. Tomorrow, the platform will be open enough to bring any service that anybody can offer which is value adding to a company. First of all, that is the number one. So tomorrow if there are and we will, we have if there are services of government that needs to be made available to the larger consumer, it can be easily integrated on our platform. The key question is that to be made available to the platform, important is that consumers should be able to discover it, experience it in the most seamless way and we will not dilute that. So the key thing principle that we operate is we will not dilute anything that disrupts the consumer experience. So, yes we'll be open to bring all this up because they're a platform model. You want to integrate any government services on it. You can absolutely bring it on table and we have some plans. But it has to be at the level of digital maturity.

Dr Srivatsa Krishna:
Let me a push back a little. You mentioned you're collecting 600 attributes for various citizens. If government of India or Government of Karnataka even collects 20 attributes. We have every leftist every left rebel on our throat, saying that you're misusing our data. How do you protect the citizens data which is in your custody when even governments which are mandated and elected to serve the citizens collect this data face so much of criticism around.

Pratik Pal:
We have gone through this very well. First of all, no data is collected without the consumer consent. So consumers are consenting because they do believe that tomorrow they will get a value out of it. What is the value out of it, if they get a better offer, better discount, better service that's the only reason they are sharing that data. So that's the overarching principle. There are many other things that we take care of, but that that is the crux of it.

Dr Srivatsa Krishna:
Gaurav if I may come to you. You work with so many governments across the country, I think you must be probably one of the few consulting firm which works probably all the 30 government and union territories. What are the issues you face in your interactions with government? And how can we improve? What are the top two or three thoughts which come to mind when you interact with government don't tell me pending payment other than that anything else?

Gaurav Taneja:

That's a very important feature as well. I think the single biggest challenge is institutional capacity. Where we have a great agreement with let's say, the principal secretary or the Secretary in the state capital, when we have to go and implement it, I think that's where lack of institutional capacity or divergent views on how it needs to be done becomes a significant challenge. So I think the work that capacity commission is starting to do I think, and various other state governments are also is to leverage the institutional capacity, strengthen the institutional capacity and transform and modernize them is something which is very important. So I think that would be one feature. The related feature to that is frequent changes in and transfers of senior bureaucrats. Because with each new person coming in his view of how it should be implemented also changes. And the final point I want to make I'm just not getting into, like you said, smaller issues, is overarching prioritization of the state. I understand fully that we have to be everything to everybody. But when that happens, the overall impact is significantly diluted so as in private sector, as in everywhere else. We do need to follow a 70-30, 80-20 policy, whichever way it is, I think, overall prioritization of what you want to achieve in a three year term, or a five year term is very important. So I'll just pause there.

Dr Srivatsa Krishna:

Hari, if I can come to you. If you go to the citizens at large and talk to them, especially the time of COVID. Everyone wants services of the quality as is provided in the West. They would want the road infrastructure of China, they would want the health care system of Scandinavia, they would want the digital services as they're in Canada or New Zealand, but they will want the taxation to be that of Sub Saharan Africa or Burkina Faso. I'm sure Sh ISN Prasad, ACS, FD would bear me out here. Every pre budget discussion, at least in Government of India. They will say tax the other guy but not me, but give us the services of the quality which is there in other parts of the world. Since you work with governments around the world, how have other governments solve this problem of world class services without high taxation.

Hari Menon:

So, great question and there is an existential nature to that which will take up the rest of the afternoon. But I think the simple one is just hand on heart. It's tough to say that we're doing the best we can with the resources that we already collect. I think the kinds of services that people really count on, I don't think that going to require dramatically high and new levels of taxation. It's really more efficiency of expenditure, predictability of expenditure and you know what Gaurav said, prioritizing. What you can do is I think enough for, areas like healthcare, you know, there is this notional sense of, you know, healthcare expenditure should go from, one and a half percent of GDP to two and a half percent. The government is committed, the US is a cautionary example, right? You're close to 20% of GDP or declining outcomes. So expenditure is actually not, what you need to focus on quality of expenditure is and I think that's where digitization a greater focus on outcomes. And, to an extent figuring out the center state contract so the center could create digital utilities that can dramatically reduce expenses for the states and instead of everyone going and building their own app, which is what people tend to do, I think you can consolidate in a way that serves the public interest without having to increase taxes.

Dr Srivatsa Krishna:

Mario sends you to work around the world and work with government. Is there any place in the world where you've seen low taxes and high quality public services? Can these two coexist? It is the fundamental issue being faced by all government. Everyone wants everything free, and everyone wants his neighbour to be taxed but not him. And yet they want services which are world class, and the government is often criticized for not providing world class services

Mario Gonsalves:

Good question. As I look across different geographies, it is either high taxes and good delivery or compromise taxes and compromise delivery. I think to find a place where there is low taxes across the board, but outstanding delivery fundamentally budgets will not allow. I think what we definitely do see and actually that is the case to a large extent in India as well is that it is differential taxation across different segments of population. And I think very honestly in India, we are in a very reasonable place in terms of the sort of taxes that are being collected across different segments of the population. If only those like, other panelists had said could be use for right delivery. Because if we just look at the value leakage from tax collected to actual on ground implementation, fixing some of that, and ensuring there is more direct movement from tax to actual spend on ground will significantly address the issue. So I think where we are right now, which is actually differential taxation across different segments, with the more marginal segments actually having lower tax rates is sufficient for us to be able to actually deliver very good services. You know, if you are able to think through the implementation problem.

Gaurav Taneja:

Sorry for getting in here. But given my long background tax, we've seen that compliances in India on attacks are still very low. Even with these tax rates, both direct tax and indirect tax, significant levels of under reporting and non reporting happen. We'll give you one example. We set up a center of excellence with the government of Karnataka where we got six or seven revenue departments together, and just the revenue departments together building use cases based on data there was a very significant increase in terms of tax demands. And just that over many years increasing in these tax demands led to obviously greater collection, better compliance, so on and so forth. So I would say that tax are reasonable, but compliance and increasing the level of compliance using data and using I would say more than data also some will, without being in your face. Definitely, I think we can raise the tax to GDP ratio into much higher levels in the current year.

Dr Srivatsa Krishna:

Okay. I'll ask one concluding question. What is the one thing that government is not doing today, which you want it to do? Or the one thing which it is doing whichyou want it to stop?

Gaurav Taneja:

Okay, so I will use this forum once again to talk about a very fundamental issue which I alluded to my in my in my speech, but saying that we need to look at the future of rural India very differently. We cannot have this kind of disparity. If you look at the per capita income of urban local bodies, and you look at a per capita income of a district, the disparity could be 5 to 10 times. This is not reducing. This is why we need to have a very holistic approach to what we are doing in rural India and how we need to transform that and that requires a paradigm shift, it cannot happen with the current policy, current thinking and current tools. So in my view, if you want to move India forward and transform India forward, I think this requires very seriously.

Hari Menon:

I go back to what I said, I think the government does need a CTO function. I think the way things are currently structured is going to dramatically impair the government's ability to leverage digital for transformation. Second is, government's procurement norms and rules were designed for a pre digital era. You know, it might make sense maybe when you're procuring infrastructure, hard infrastructure, but not for services and not for services in the knowledge economy. I think the way procurement happens for digital services is almost guaranteed to lead to adverse outcomes. So I think those are one A and one B for me.

Mario Gonsalves:

Thank you. I'll steal an idea from what Pratik spoke about. I think if the government could have a single app, and when I say single app, there's a single piece of news he spoke about. And at the back end is integrated digital initiatives implementation happening across various ministry services. I think that will fundamentally change the way we interact.

Pratil Pal:

I think the future consumers will want a lot more I think the expectation to be much higher. So if you see in US, you order in the morning you get in the evening. The very nature of investment have done in supply chain infrastructure. Now supply chain infrastructure is a very big term. It is the combination of roads, the combination of warehouses, so much investment that can be done overall, if you really have to be in that league of providing that kind of experience to consumers, I think significant work and investment that will happen in enhancing the entire supply chain infrastructure of India.

Dr Srivatsa Krishna:

I will stop the interaction here and open it up for questions. If you have anyone in the audience has any questions, please introduce yourself and who the question is directed to.

Q&A:

My name is Balasubramaniam. I come from the corporate sector for three decades. Now work with the finance administrative reforms commission. So my question is, to the all the panelists. Corporate sector is about bottom line, top line, and customers and some of the startup new companies are born digital. You can reimagine processes, you can reimagine customer. And often funding is not an issue while the government I think has done a tremendous value in going on the digital. It's been siloed in in pockets. Of course, one of the solution is creating, as Mr. Menon said, CTO position but beyond that what do you think is the one or two top things that the government should either stop or start doing stop doing because there's a proliferation of services apps and platforms, which is department focused, while the consumer is torn between ordering from an Amazon which is seamless to having to go to a government office to get a VCR or if you have to Vision Next 10 years…And given the data Digital Initiative? What are the one or two things to be done beyond getting the CTO of course. Well, I think I would say all the panelists or maybe I would ask Mr. Pal to respond.

Pratik Pal:

Response is simple. In corporate sector what happens, you say consumer in the middle. So, the moment you do that, everything changes, the culture changes, the whole DNA of the company changes the customer service at the highest level, why? Because we have the consumer in the front. Similarly, in the garment sector, if we put citizen in the middle, a lot of things will change. And that is why a lot of initiatives have happened today.

Your question is not a non answer because your corporate sector there are different functions working hard to satisfy the consumer demands. Everything. And end of the day, the service that you get is the highest level. Similarly, and I'm sure a lot of initiatives, not too much aware, if you put Citizen in the center, then it becomes one app. Then it becomes one data foundation and it becomes one technology, infrastructure. And everything will become as one single view of the government to the to the citizen and that will automatically happen, will take time. But that's the crux. That's a mindset change, culture change, organizational change.

Q&A:

This is Bishnu Kumar from Jharkand. This is a question for the panel. In the first year of Modi Govt, there were proposal for lateral entry in the government and some entries have already taken place. How does this panel think about this as regards to ease of doing business as against current?

Panelist:

I think the question was about lateral entries into government and how that's gone. I have been without getting into the specific work. Yeah, I think in general, it's a good idea because; one should not assume that all the best talent in the country is already within the civil services or within government. I mean, we do obviously have the best and brightest joining the services. I think it's generally an area that you know, more can be done. In some departments and even institutions like the NITI Aayog or Invest India, one has actually seen, you know, good outcomes and outputs from some of this interaction. I think what one needs to watch for is a bit of what's happened in the US where there has become a revolving door between private sector and government which can lead to all sorts of disincentives. So I think one needs to watch for that carefully. But in general, creating an enabling platform for public spirited people to join, contribute to government missions is a good thing, and I think it should be built upon.

Q&A

This is Kunal. I'm working as AMC Pune Municipal Corporation. My question is primarily directed at Mr. Gaurav, but others can also pitch in if they have anything to add. You talked about using database to improve taxation and mainly tax compliance. So can you further elaborate on that matter? Do you have any example regarding that? Is there any case study using AI & ML to increase tax database or tax base?

Gaurav Taneja:

Yeah. So there are several examples. I just go back to the example that I quoted in the beginning and this center of excellence as we call it is now being established with many state governments. Maharashtra also to some extent has it in the in the DSD department, commercial tax department, but in Rajasthan, they've got multiple revenue departments together. So revenue, commercial tax, transport, stamps and registration, power, and a few others. And when different data has come from these places, we've realized that we may be paying a very low electricity bill, but from a transport perspective, what goes out is much higher. So similarly, round tripping on state excise for alcohol, the license may be x, but the tax collection there is much lower than x. So there are multiple examples of when you get data from diverse depart as a first diverse department is the first part, just look at the data and analyze the data to multiple analytical functions, you find huge gaps. So that's one. Even with government of India, both and CBDT and CBIC are using fairly advanced tools to look at the profile of people where they could be leakage and then looking at appropriate sample for assessments. So there are multiple avenues both government of India level and at state government pay data sets are being used. Besides better compliance, this is also giving us much greater insight into policymaking and benchmarking and comparisons. So for example, if you want to look at just take 30 seconds more on ethanol. Different states have now looked at ethanol policy in a very different way, because ethanol is now required for mixing etc. But what could be the raw material going to ethanol? What kind of data do we have? What kind of pricing should be for that raw material to ethanol? Is again, very data driven. So generally speaking, more evidence based policymaking and more data based policymaking is now been possible, because we've looked at the data and we've

compared the data and we've analyzed it against each other to find greater insights, both from compliance and policy.

Q&A:

Good morning, everyone. I am Kumara Shiva, IAS Officer of 2016 batch. I'm currently posted as zila parishad, Gachidauli. So I would just like to ask the question. So Sh Gaurav Taneja mentioned about performance appraisal, being very important in the government and I couldn't agree more. But what a challenge that I think that will come up is the nature of the job is very subjective. For example, I have to look at the health, to look at the education but I might have to handle a political situation very sensitively. I might have currently once this conference is over, I'll go back and I'll also be in charge of privileged situation that has arisen in my area. So given that the job is so subjective, how can we break it up objective? We have an objective performance appraisal system that has been under thought that I think has been done in the private sector, because in any organization, the job is very important at the highest level. So I would like to know about that.

Panelist:

Let me answer that. I take consulting as an example. Because every project we do is very different. And even within the project, the sort of interaction you have varies across multiple damage. So I think some of what the role is can be dimensionalized. Right? But there's a lot of it that is beyond that, then is quite subjective. And hence, even the way we get evaluated is at two levels. One is on a set of objective criteria, wherein then we can be scored. But then there are career development committees that sit and discuss individuals performance and then there is a distance across multiple different individuals based on the case presented to say where do they sit? So for example, the flood control measures that you mentioned may not have been part of the formula, but that is presented over and above the valuation that was given to you. And hence, based on that comprehensive case presented, there is a discussion about where does this individual stand in the overall. So I think some combination of qualitative plus quantitative will need to happen but with a structured sort of committee that is set up to evaluate at various levels and then help to rank across.

Dr Srivatsa Krishna:

Okay, thank you very much to each and every one of you, some of you have come from outside Bangalore for this session. Extremely grateful that you took the time and the effort to come here.

MC:

I would request Dr. Krishna to kind of give a memento to all the Speakers.

Let's give a round of applause. Gentlemen. No restrictions for that. No COVID restrictions for the private sector and good governance. That was the session. We are all set to the next session in just a bit. And we would like to thank all the panelists and the moderator for this session. Thank you very much. We have one more session before we head towards the lunch. So kindly stay back in your seats.

Sessions 3:

TOPIC: REPLICATION OF BEST PRACTICES

CHAIR: **Shri NBS Rajput**, Joint Secretary, Department of Administrative Reforms & Public Grievances (DARPG)

SPEAKER:

- **Shri Kaushal Raj Sharma**, District Collector, Govt. of Uttar Pradesh

- **Shri Lourembam Bikram**, Deputy Commissioner, Govt. of Manipur

- **Smt. Dipti Kanade**, Director, Department of Space, Govt. of India

- **Shri Anirudh Sravan**, Deputy Commissioner, Govt. of Karnataka

Session 3: - Replication of Best Practices

MC:

So in the interest of time, we move on to the speakers right away. First of all, before Sh. Kaushal Raj Sharma speaks. He's an IAS officer and is the District Magistrate of Varanasi. Ladies, Gentlemen, please note that he received the Prime Minister's award for excellence in public administration 2021 for successful implementation of Prime Minister, Swanee Yojana in Varanasi. So put your hands together and I request Kaushal Raj Sharma Ji. It's all yours.

Kaushal Raj Sharma:

Respected dignitaries, delegates and my colleagues on the dais. Honorable Joint Secretary, Sir. Today, I'm feeling very delighted and very honored to be present among you to share the best practice that we did in Varanasi. The conference as we all know that it's for bringing citizens and government together. And the session particularly this one is for application of best practices. so directly I come to the presentation. So these are the photos of some of the vendors that we see in our daily life generally. What is the first impression generally we have about them? First of all, we think that they are encroaching of the space. They are a nuisance for the city. They all are traffic nuisance. Some very sympathetically can think about them and can think that they do really hard physical hardships, and then they are very poor and marginalized people. And generally we feel that they are good workers who work from early in the morning to late in the night, but very less of us think that how well they are integrated into the government system. What social security we have for them? From where they arrange their finances? From where they arrange their commodities? This was the background of the state wedding in Varanasi just before two years. We had hardly 3272 street vendors who are registered and out of the registered vendors. We found that only 1538 were active that we could find out to our service. There was no any effective survey that was existing for them, and hardly 354 vendors were given vending certificates. The act of street vendors, was implemented in 2014. But because of the negligence because of the avoidance of our municipal systems to integrate them into the urban economy, we somehow failed. And there was no any authentic data basically, which could help us in integration of these people in our fold of our economy, and they were left to the destiny of their own. In May 2020, honorable Prime Minister announced the Aatmanirbhar Bharat package, which was in the backdrop of the COVID and COVID basically was a boon for these people. When this package was announced a whole new form of scheme, which was known as PM street vendors Aatmanirbhar Nidhi Shortly it's known as PM's Swanidhi scheme, it was launched. And basically it had a mandate of bringing these people into the formal banking system, bringing these people into the formal banking network providing them with the credit, and along with the credit later, two more additions were done for them. A digital transaction integration of these people in Digital India campaign, as well as providing social security to the families. So opportunity was extended to us, basically to the government, to bring them into the professional fold, to bring them into the into their formal economic setup and bringing the government closer to them through this scheme. And finally, the quantitative and qualitative outcome had to be achieved for the scheme essential to make them feel and to make them especially aware that the scheme is for them. Activities were undertaken and activities were started from implementation of the statement, in letter and spirit. From the act, we went on to providing them the essential spaces, different vending jobs were created for them, a short spaces were provided to them. And within a span of three, four months of the COVID we did whole lot of work to provide them all the comforts of the scheme that was due to them. And mainly the awareness camps were organized. The survey camps were organized and awareness activities were done for them. The camps for disbursement of loans were done in great detail. And that was basically through the help of the municipal officers, to the officers of the State Urban Development Authority, who are basically

responsible for poverty alleviation in the urban areas. And the employees basically who are taken from different departments.

The employees themselves had to be motivated for providing them the relief because the people, the people had different challenges altogether. The IEC and awareness camps that we had to do, the street vendors were not available at one place. So we had to do this awareness into streets into their own areas into their wards and decentralized camping had to be done. The survey that had to be done most of the time, the families would not be there most of the time the children would not be there and therefore it had to be a very patient kind of exercise. And repeated efforts had to be done to bring them into the survey and awareness activity. When this application camps were done. Again, the computer teams had to be going again and again to their places, to their areas, to their streets and many times early in the mornings to their different Mandis from where they procure the market commodities. And the time for them also had to be managed accordingly. When some of them would be available in the morning, some of them in evening and most of the time, some were available in the afternoon also when the market time was having some recession. So in small groups, the loan disbursement camps were again done. And it was very, very decentralized because there were more than 500 branches in the city and more than 30,000 vendors had to be distributed to the bank branches so instead of going for long, big programs because of the COVID sanction also, we did very decentralized camps, and apart from activities for implementation, all these were integrated together. Finally, this was the shape when the act was implemented when the modal winning stations were made when other welding stations were made. And when all the street vendors were taken into the fold. It was based mainly on the four pillars whole of the activity that I presented. It basically dependent on four pillars. The first one was the IEC and awareness activities for any of the scheme to make it dent into the public. It requires an address to the clientele basically who are the clientele we have to explain to the clientele that the scheme is for them, this is for their own benefit. And also the administrative arrangements had to be told to them that what basically are the setups in the governance we have. what government departments will be doing, what banks will be doing and how they will be doing. So IEC and awareness activities that played first pillar for this scheme. They never believed that the scheme can be implemented, particularly specifically for street vendors themselves. So there were schemes altogether going on for our all set of people, but it was specifically for them. So they had a specific clientele and IEC was requiring a very specific effort. So many physical and virtual meetings were conducted many market wise meetings were conducted, according to State Vendors act we had some town vending committees. So town vending committees sat with them. The meetings were done in very small groups, large groups through the pamphlet, distribution, and through hoardings, through digital boards and through different camps in their general offices, through mic announcements through public address systems, and through different vehicles announcements systems. So all modes of meeting were conducted. They were virtual during the COVID times, they were in small groups, large groups, they were through peer groups, and so on. Accordingly, we did a great awareness kind of activity when the scheme was launched in June of 2020. If we remember correctly, then, March 2020, was a time when the COVID outbreak happened in the country and within three months this Aatmanirbhar package was announced. In June, the scheme was implemented and from June immediately we had to pick up the scheme to provide the maximum benefit during COVID pandemic backdrop, so IEC was a great success. And second pillar of the governance was our monitoring and review. Monitoring definitely, at most of the places in most of the states, things don't move until the district magistrate to take on responsibility and give their own time. So we had an hierarchy of the system. We reviewed it personally. We reviewed through banks. Then we reviewed through the municipal commissioner and down to the line to the bank branch manager level also. These were essential for the feedback, for incorporation of the new guidelines that were coming, for problem solving, for course correction and identification of the

leftout people. The third pillar of the governance was the grievance redressal mechanism for it automatically under street vending act, had to be formed. We formed it was under a municipal commissioner, but we senior people also had to sit for that. Very specific second point is that in this we created 100 Swanidhi Mitr we created for grievance redressal. So these were the people who were early birds for the scheme. They were themselves the street vendors, the volunteers among them, we picked and chose and then we trained. They worked for all the purposes for us. They they helped in the awareness, they helped in demand management. They had in bank loaning, they helped the street vendors to take them to the banks and a number of activities. So Swanidhi Mitr was an innovation at the district level through that grievance redressal was done. Each Thursdays, there used to be camps, and then there were manual registers, Nagar Nigam Municipal Corporation teams and then district level officers teams and then a number of other mechanism through which we did this grievance redressal. And use of technology was done definitely for creation of the WhatsApp groups and different types of platforms. The fourth pillar was for use of technology in the process, and along with the fourth pillar of the scheme. It was also the second objective of the scheme that all the people had to be inbuilt into the digital platforms and digital transaction had to be told to them for digital onboarding and transaction activities included 31,000 people training for digital platforms, QR code distribution used to be done for them. The penny transaction the first one rupee transaction had to be done for them, that we did, and digital cash back also they received through that. Along with that we did a few innovations also. An online street vendors portal we invented even before the government of India portal. This we launched in June itself through our Varanasi Smart City portal. A link was provided into that initial registration of state vendors we did through this portal. So a faceless registration we did and through that we verified the vendors and started promoting the loan disbursement activities. And after the government of India Portal was launched, it was later merged into that. The use of egovernance was done to integrate the people into banks fold. Many of the people had bank accounts but not linked to the mobile network, mobile phones and aadhaar - dedicated teams we had for that. Coordination with the bank's business correspondent and some of the special banking correspondent we had for the urban areas and then different platforms were used for Swiggy, Zomato kind of tie up also. So digital transaction to a different level were taken along with these distributions and integrations that QR code sanction letter distribution, and these such activities were done to fructify the second objective. And the last objective of the scheme was also added later, which was providing social safety net to the Street vendors. They were all doing their own business, but what about their families, so families had to be integrated. So eight different schemes were launched for this social safety net, and it was called Swanidhi to Samridhi. Again the survey of all the family members were conducted and they were made replicant according to the eligibility. Banks had three services for their family members. They had to have their own Jandan account and their PM Jeevan Jyoti Bima Yojana, PM Suraksha Jeevan Yogana. These participatory insurance, social safety schemes had to be implemented for them. Then the health department had their Janani Swaraksha Yojana, Maatritva Bandan Yojana. Then Labor Department had their scheme. So PM Samyogi Mandan, which is again a participatory insurance scheme. And again, a building construction worker scheme, if there would be any building construction worker in their families. So that survey and 1,20,000 people were surveyed among the family members, application of most of them had been done and sanction letters were served to them special 84 operators were made and special teams were engaged for them. And finally, through the 168 Swanidhi to Samriddhi camps, we were able to achieve the social security for all the families. This is the progress over the time, as we can see, starting from June 20, two thirds of the work we had done within four months itself from November up to November 23,000 people had been benefited. So this provided leverage to Varanasi and Varanasi was always number one among the loan disbursement in whole of the country and that was always the leading factor. And as we see the outcomes - Nationally, it was always like one and then disbursement we so far have disbursed 32,400 loans equal

to 32 crore of rupees. If we compare it with the national average national average for disbursement is 88% while Varanasi is 97%. 31,000 plus vendors what digitally onboarded and then digital transaction you will be surprised to know that 142 crore of rupees have been digitally transacted so far in last two years and these transactions are totaling in number of 24 lakhs. These are only 30,000 street vendors out of them 22,800 are digitally active. So, two thirds are digitally acquired within them the revenue have been achieved. The Government of India has also incentivized these digital transactions and provided cash backs. 31.9 lakh rupees cash back they have received so far. So it's a great achievement for these small vendors which had not earlier the constant stream of any of the credit. So these are the happy faces now and after the scheme within last two years now they feel integrated into the city business life. Now they feel economically supportive. Now they feel socially secure and they feel digitally active. Sense of dignity of profession is the last thing and foremost thing that was secured by them. And most of the thing could be possible by these reasons the bringing government and citizens together which was through various camps, through various activities that I showed good governance which is mainly because of the grievance redressal monitoring and reviews, the stakeholders active participation to IEC and through Swanidhi Mitr innovation, the orientation of the banks which has major primary factor to run this scheme because it's mainly a credit link scheme. The background of the bankers basically had to be changed. The mindset had to be changed. They had to be motivated and that was the key factor that in the backdrop of the COVID we were able to orient them and motivate them to serve these poor people. And within four months the pace they built up that is still maintaining in Varanasi. The motivation as I told it was required for the street vendors themselves Swanidhi Mitr who were the volunteers, then staff, then the banks and government employees. Use of technology as I told it was through online platform registrations, digital onboarding, eKYC and number of other factors. So reason of success are many, but these are among few, and lastly through different platforms we later recognized them, we later appreciated them, and we later motivated them to bring further their brothers and sisters into the scheme. Thank you so much.

MC:

Indeed, Swanidhi se Samriddhi. Thank you Sh Kaushal Raj Sharma. We also have with us Sh Lourembam Bikram, who joined the Manipur Civil Service way back in 2007 and was inducted into IAS in 2019 with the allotment year of 2015 and is currently the Deputy Commissioner of Bishnupur. SoLadies and gentlemen, lets give a round of applause to Sh Bikram ji.

Sh Lourembam Bikram:

A very good afternoon to everyone. The picture that we see in front of us is that of the Loktak lake. So the loktak lake is a very picturesque lake. But something is wrong with this picture. These are the athletes practicing water sports in the Loktak Lake. But instead of using carbon fiber ores, they are using handmade wooden ores, which is very very heavy in comparison with the carbon fiber ores. And these athletes have won hundreds of awards annually at the national as well as the international level. So what I wanted to say was that the culture of sports is deeply ingrained in the culture of Manipur as well as Bishnupur district.

Comparing to Karnataka, Manipur is a very small state with lots of resource constraints. So the presentation has to be viewed in that perspective. So this is a brief profile of the district now. I wouldn't go through all the points. I will just highlight two points here. One is the population perspective and the other is the significance of the Loktak Lake. If we talk about Manipur, the population of Manipur stands at 0.23% of India and area at 0.68% of India's total area. However, the state has produced more than 19 Olympians so far, with three of them, winning medals. One is Mary Kom, bronze in London 2012, Mirabai Chanu, Silver in Tokyo 2020 and Nilakanta Sharma,

bronze in Tokyo 2020. So why I have brought this in is because we do not have state of art infrastructures in Manipur. We do not have costly equipments in Manipur. But what we have is the underlying sporting culture in our society that I will come to later on in the other slides. And as far as the Loktak Lake is concerned, this is the largest freshwater lake in the entire northeast India. So the lake is not only a major tourist attraction of the state, but its also the bedrock of the sporting culture of the district. The people who live in and around the Loktak lake they are, naturally endowed with athletic activities, especially in rowing. So, taking into consideration these natural factors, the state government has established a Khelo India center for water sports in Loktak lake. So this is a part of good governance. This is a part of best practices. But governance is not just about e-governance, as you know, as we're discussing in earlier sessions. So taking decisions at the right point at the right background is also part of good governance. So, the Loktak lake not only provides an opportunity for the athletes, but it is also a major source of proteins for the athletes in the form of a variety of fishes and iron from the various aquatic plants growing in the loktak late.

So the games and sports have been ingrained in the culture of Manipur like we have various games and sports have been played from ancient times like Mukna. Mukna is nothing but wrestling, which is becoming very very, very popular in the international arena nowadays and many of our athletes are winning medals at the international level in belt wrestling. And we have something called Sagol Kangjei which is Polo. Polo is set to have originated from Manipur, and Thang Ta which is the traditional sword fight of Manipur. This has become discipline in the Khelo India, youth games very recently. And we have many festivals wherein sports is ingrained. Why I'm highlighting these things is that the sporting culture is already there in the district in the state. So my job as a district administrator became very, very easy.

There were numerous challenges faced by the district, like poverty amongst the athletes. Many of the athletes came from below poverty line backgrounds and they cannot afford costly equipments. They cannot afford travel expenses. They cannot afford the travel expense to travel to the training centers. Forget about taking part in national and international championships. There was also low literacy rate among the athletes. So after a certain level of achievement, education becomes very, very important even in sports, especially in disciplines where, foreign coaches are hired. For example, in football, foreign coaches are hired and there is a communication gap between the foreign coach and the players, in case the players do not know English. And there has been lack of equipment and sports infrastructure. The district has adequate grassroots infrastructure, but state of our infrastructures were lacking. And there was lack of sports scientist, nutritionists and dieticians, impacting the overall health and performance of the athletes in the long term. And many of the athletes were not aware of the various schemes of the Government of India as well as the state government. Like many of them, were not aware that they were getting better benefits under the Khelo India scheme. So when we did a survey and we asked the athletes, what benefits have you got from the state government or the Government of India, they told us they didn't get anything. But on further inquiry, it was found that they had been receiving equipments under the Khelo India scheme. They have been receiving reimbursement of the travel expenses from the state government. So, awareness of the athletes was not there. So we raised those awareness and because of poor connectivity and transportation issues, athletes found it very difficult to travel from their homes to their places of training. To overcome this challenges, the district administration adopted a strategy of grassroot level interventions, multilevel and multidisciplinary approach. We didn't confine ourselves to one single discipline. We intervened across disciplines, and convergence of various government schemes to overcome the above challenges. Under the one locality, one ground, one point policy, each and every community halls and community playgrounds have been converted into training centers for the young talents. District administration, along with the youth affairs and sports department also provided motivation, incubation and funding at various levels. And presently, more

than 25 sports discipline including football, water sports, boxing, wrestling, belt wrestling, Wushu, etc, are being promoted by the district administration and various schemes assess MLA Local Area Development Fund, MGNRS, Military civic action program, CSRS having converse with the Khelo India scheme for development of sports. Here the commitment of the local MLA become very important since the MLA Local Area Development Fund is at their disposal. If once they are committed, they are also willing to contribute to the development of sports infrastructure and MGNREGS funds have been used for development of the fields. We have tried to mobilize some CSR funds also but that is very much lacking in a state like Manipur where we don't have many corporate sector or private entities. And we also have used the experts under the Krishi Vigyan Kendras. Kendras for educating the athletes regarding their nutrition. And we have also conversed with the Beti Bachao, Beti Padhao scheme, wherein women are being trained in self-defense martial arts. Now the district was awarded the Prime Minister's award for excellence in public administration under Khelo India scheme in 2021. And the prize money of rupees 20 lakhs has been utilized for establishment of a district sports development fund. And this fund will be exclusively used for meeting the travel expenses of athletes who are below the poverty line. And we are also trying to sponsor, use the prize money for sponsoring the district level competitions because it is the district level competitions where we can identify talents at the grassroot level.

Impacts have been many fold but I would like to focus on two impacts. One is insurgency and substance abuse. Manipur was affected with insurgency during the 1990s and most of 2000s and bishnupur district was the hotbed of insurgency. The islands in Loktak Lake were utilized by the insurgents as their operating bases. So with the gradual decline in insurgency in the last ticket during 2010 to 2020 sports have provided an opportunity to the youth to become self-reliant and economically sound. Now Manipur is also very close to the Golden Triangle, and the district lies directly in the root for movement of contraband substances from Myanmar and beyond to mainland India, so the user directly exposed to abuse of various narcotics and psychotropic drugs. Sports along with the Nashamukht Bharat Abhiyan have provided an opportunity to youths to move away from drugs. Now, the district boasts of more than 2000 active national players, 60 sports infrastructures at the grassroot level, and more than 25 sports discipline and these are some of the way forwards with the tremendous support given by the Government of India and the state government. The district would be able to produce more world class athletes and win more Olympic medals for the country in the near future. Thank you very much.

MC:
Ladies and gentlemen, you would all agree with me that the citizens of Manipur are blessed with the most important culture which every human being should have the sporting culture, which would probably equip each and every human being to face the challenges of any eventualities. So let's give a round of applause to Sh Bikram. Thank you sir, for your presentation. We also have with us Smt Dipti Kanade, Director, Department of Space, Government of India. She received the Prime Minister award 2021 for Seva Sindhu initiative launched by the Government of Karnataka. Its over to you.

Dipti Kanade:
Good afternoon, respected dignitaries, seniors and dear friends. I thank DARPG and DAR(AR) for this wonderful opportunity to speak on Seva Sindhu. As already has been mentioned, Seva Sindhu has won the Prime Minister's award for excellence in public administration for the year 2021. And even though I now work for Department of space, I'm today representing the Government of Karnataka.

Seva Sindhu is an ambitious initiative launched by a Government of Karnataka to offer government services to all the citizens in a paperless, faceless manner. What started with only 35 services of six

departments in March 2018 has now evolved into a full-fledged single window agency offering 798 government services across 74 government departments as well as boards and corporations. These services include G to C as well as G to B services and it has significantly contributed in reducing compliance burden for the citizens as well as in ease of doing business. I'm very happy to note that Seva Sindhu now boasts of more than 2.5 Crore transactions or applications services being delivered through the platform and the important feature of Seva Sindhu remains that it is a completely digital solution offers completely end to end processing of the entire applications. So right from the submission of applications to the processing to the final delivery of services, Seva Sindhu offers a complete digital solution. How does Seva Sindhu add value to the citizens lives or, how does it contribute in ease of living? Let's talk about the three barriers or three impediments that any government you know, service delivery space would face. First and foremost, it's the information deficit. We generally see that if I have to apply for any government service, first problem that I will face is I don't have enough information. Second problem that we generally face is uncertainty. I'll give you an example also and the third problem is digital divide. So how does Seva Sindhu address all these three issues? Let's take an example. Suppose I want to avail any government service. The first problem as I mentioned will be I don't know, where will I get the application form? What are the documents that I will have to give? How much will be the fee, so it starts from there. Second problem I will face is I don't know which government office I have to go to submit this. If I go to X office, they may as well telling me to go to Y office and I'll just keep roaming around. Third point will be the jurisdiction I would not be knowing which is the concerned jurisdictional office that I have. Fourth point will be, if I have to go there within the normal working days on a weekday which means I have to apply for leave. If I am a migrant laborer, then I have to let go of my one day's wages. Let's say I come over all of these issues and I have an application in my hand and I know which office to go to I go there. There may not be a reception desk where I can just go give my application and come back. I will be asked to wait. I may be asked to wait for an officer who for bona fide reasons is not see people have to attend meetings, people can go on leaves, so my entire day may go waste. Let's say I also find the concerned person whom I have to give my application. I think that I have filled the application properly. I will submit it, but I will still have uncertainty regarding the outcome of it. I may not really know whether I will get the service and at what time, so the uncertainty continues. And the last thing is I may not be digitally very savvy. So what do I do in these cases? So how Seva Sindhu will deal with all these problems? Let's see one by one quickly. First and foremost, talking about information dissemination, Seva Sindhu gives detailed information about all the government services, all 798 regarding the eligibility regarding this documentation, if at all you need to give it. We may just say address proof but what really constitutes address proof, what will be taken as a valid address proof, starting from all those things detailed information has been provided. Information regarding the fees that have to be given are provided. And where is the nearest service center, if I'm not able to apply online which is the nearest service center where I can go and apply also has been provided. Seva Sindhu is completely integrated with Aadhaar for the authentication. It is digilocker as well as e-sign integrated. There is OTP and biometrics both enabled now the state government is also working on the face recognition part of it. We also use Aadhaar as financial address for the beneficiary. 100% of any payments that happen are through Aadhaar as financial address. I have already talked about esign and digilocker. Every certificate that gets generated out of Seva Sindhu has a QR code for enhanced security.

We also have our Act, which we call a Sakala which is the guarantee of service delivery to citizens at. Seva Sindhu is completely integrated with Sakala. So, the moment you submit any application you know which is the outer timeline by which the concerned processing will happen. There are real time SMS and email notifications for all the application status changes. Seva Sindhu runs on the service plus platform of NIC and we also provide an option. Let's say I have submitted an application and the

processing authority needs certain clarification, so the application will come back to my login and I will also be intimated using SMS and email that so and so clarification has been sought. So this confusion or uncertainty regarding how to do the processing happens is completely done away with. I have already mentioned about digital payments. We also offer both the options for departments who do not have any kind of IT infrastructure to offer their services or certain services are being still offered manually. For those departments also we provide end to end development or there may be certain departments which already have matured in the IT space to an extent and already have their own infrastructure. Seva Sindhu can also integrate with these departments to offer the services. Another interesting feature that we offer is the automatic geolocation detection. Imagine when I come to Bangalore for work, I'm not originally from Bangalore, I will not be aware of which is my ward, wherever my residency is. I may not be aware that this is my ward. This is my jurisdictional office. So Seva Sindhu offers three options. First is using your IP address, we will fetch the information using the Karnataka Geographical Information System that's KGIS. We will tell you that this is your ward, this is your constituency and that will get auto filled in your form. If you do not want to do that or if you're sitting in Bangalore applying for Gulbarga, we also offer you know selection of location on the map so you can select on the map and automatically the information will be fetched or third is of course if you don't want to use any of these, then the manual option is also provided. I will briefly touch upon the two modes of onboarding of services on to Seva Sindhu. As I already mentioned, end-to-end as well as integration both the options have been provided to the departments. So, departments which do not have any existing infrastructure to offer integrated services, Seva Sindhu offers that. And second is for departments who already have reached a certain level of maturity in IT space, Seva Sindhu will integrate them and offer start offering these services in a short span of time. This is a small snapshot of how we go through different processes when we decide to onboard a certain service. One of the hallmarks of this process is we also encourage departments to do process reengineering. So government process reengineering is also done because technology can solve lots of issues, which otherwise are faced by the manual processing. So that also forms an important distinction and we have been able to onboard services especially during COVID times in as less as one week's time. So cooperation of the department, readiness for the technology and close working with the departments has enabled this. This is just a brief slide on you know how the Seva Sindhu deployment architecture works. I'll just skip this. This slide gives a bird's eye view of how the sectoral coverage of Seva Sindhu happens. So as you can see, we have been able to touch upon almost all the sectors it could be senior citizen welfare services, it could be labor department related services, women centric services, industry services, farmers, youth health, so on and so forth. Currently at 798 services, we stand at about 80% of saturation in the government service delivery space in the digital arena. We are working to make it as close to 100% as possible.

This is a snapshot of how Seva Sindhu has evolved over a period of time. So we started with only 35 services and it has now evolved we have reached 798 services. I would like to mention about Vijay Bhaskar Sir who is sitting amongst us who as chief secretary of Karnataka, really, understood the potential that Seva Sindhu can offer and collaborated with all the departments to onboard their services. So I'm happy to say that we have now crossed 2Cr mark this year in January. Things are going on well. One thing which I would just like you to notice after September 21, if you see we are not really going all out in adding the new services that is we're not focusing now on quantity, but focusing more on the qualitative aspects because, people have a certain expectation that, Sarkari website hai toh aisa hi hoga. So we want to break that notion and we are working on improving the quality of our portal. I would make a brief mention about COVID 19 pandemic and how, you know, save us into really stood out in offering these services which were urgently to be onboarded. Within 48 hours we were after the consultation of the departments and the overall performer was decided that this is how we want to onboard as less as 48 hours we were able to onboard these services all

of these you know, close to 50 lakh transactions, 1169 crores worth of disbursal, everything has been done using Aadhaar as the financial address and so far there have been no complaints of any of the problems faced. I already mentioned about digital divide not everybody's very savvy to go onto a portal and avail services themselves. So Seva Sindhu is also ably supported by a lot of other modes of service delivery. First one being Grama One which is setting up of single point Assistance Centers or CFC in common parlance for all the citizen centric services at the village level, and it includes delivery of G2C services, banking services, skill upgradation etc. So far 7000 centers have already been established out of 9000 centers envisaged. So another couple of months we should be able to saturate this space as well. Next, another interesting initiative which we have recently launched his Janasevika, where we are able to offer the government services at the doorstep of the citizens. I'll talk about it a little later. And we also have had our Bangalore One and Karnataka One centers which have been now almost close to some 18-19 years old, which are set up in urban areas and which are offering all of these services. Grama One was launched in November 2020 on a pilot basis in four districts, and, you know, based on the very promising response that we received has now been extended to all the 31 districts in the state. So far 7000 centers have already been established and more than 35 lakh transactions in the last six months itself we have been able to see. Now what are the benefits of Grama One? The most important being, it saves the opportunity costs for every small thing if I'm asked to go to a Taluka place, I have to let go of my day's coolie. And again, you know all those things that uncertainty, I may not be sure whether I'll really get the service on that day all those things can be avoided. If I start getting all of these services at the Panchayat level. A lot of employment has been generated. Smart governance now we are thinking about even introducing transport department services through Grama One centers. Imagine all the youth can just walk up to a center in their own Panchayat and being able to get a learner's license for themselves. So work is already going on in that direction. It's extremely convenient because these centers work from eight to eight. Most of our farmers would like to work in the fields in the morning and would come back home late evening, when all the government offices are closed. So when Grama One is operating from eight to eight every day, they are able to make use of these centres much better. They work on all government holidays as well. And financial inclusion we are almost about to include the micro banking service part also. So this will also help us in doing financial inclusion in a much better way at the grassroot level. So, this is a grama one, you know, survey being done. This is a PPP model so, government has not invested any money in this, but in fact might generate revenues for the government. So these are the Grama One operators who are entrepreneurs, village level entrepreneurs who have gone around doing survey of various households in the vicinity of their centers. Next is Janasevika, which was launched across Bangalore in November 2021. This initiative offers door delivery of Citizen Services. We realize that there are many people who may not be capable of even visiting the nearest service center or may not find time to go there. when they have time because of the working hours of the concern centers. This was launched in few constituencies on a pilot in Bangalore and again based on the extremely wonderful response that we you know, God because you know how the Bangalore traffic works, you must have seen it by now. So if somebody can come to my house on a time convenient to me, it will really add a lot of value. So we have really gotten wonderful response from across Bangalore already. How this works, I'll just explain in the next slide. And so there are three options given to the citizens. There is a call center, there is a mobile one app or we also have Janasevika website where you can log on and you can book a slot at the given time a person will come to your house, he will raise an application whichever service you're looking for. He will raise an application, scan if any documents are to be generated. Take 115 rupees plus any departmental service charges generate a receipt and give it back to you. Under Sakala, all the services are notified for delivery of service under within a certain timeline. So within that timeline, the person will come back to you and deliver the service imagine you know you are doing khatha change in Bangalore at 115 rupees sitting in your house. That's really unthinkable

otherwise, but we are getting a wonderful response for Janasevika because of all these things, which we have already discussed. This really helped a lot in COVID of course, and second thing is this has also now we are realizing, you know, what are the positive externalities out of this project, because lots of people who are otherwise not able to get things done are able to get it done. You know, we have seen homes which support mentally challenged children, or physically challenged people, divyang people as we call them, extremely old people who otherwise don't have any help are not able to not digitally savvy, are not able to walk up to a place or people who are already admitted to hospitals and are in need of some urgent documentation. They all have availed Janasevika facilities. Bangalore one and Karnataka one. I'll just briefly touch upon these are our centers in urban areas and which have been working since 2003. And they are also offering all these services. And these are also extremely popular centers. This is just a flowchart on how the operations management in training for Seva Sindhu works. I think this is selfexplanatory. I'll just skip it. Coming to features of Seva Sindhu, I have already mentioned few of them. One of the high hallmarks is integration with other government data sources. For want of time, I will not go into the details but this has really reduced. The form is almost auto filled up to the level of 80% people don't really have to fill all those fields and verification of documentation has also been made possible. It is already integrated with Kutumbha which is our integrated social information registry. Mahiti Kanaja Sakala, I think I have already touched upon most of these things. Best practices as I mentioned, we work closely with stakeholders to offer a better experience to the users it's extremely easy to access. We promote digital payments 100% and integration with all the other databases in Karnataka has really helped in enhancing the user experience. Way Forward is we are at 80 person we want to do 100% saturation in digital delivery of services space. Use of emerging technologies a lot has been discussed about AI and ML we are actively pursuing, how the user experience can be improved using all these things. Somebody also mentioned about entitlement based delivery of services, so pilots have already been launched by Government of Karnataka in this area. Suvidha, is another of our interesting projects where you know just by collecting somebody mentioned about the profiling, you know, I think from Tata digital, he mentioned about how consumer profile they are doing. So we are doing something similar for the government whereby once you give, you know simple yes, no kind of questions, your profile gets built and a list of which all services or schemes you will be eligible from the Government of Karnataka side will be thrown, then it's up to you to apply. And last is single sign on for seamless movement across various government platforms. Thank you very much.

MC:
Seva Sindhu and Janasevika - pioneering steps by Government of Karnataka. Thank you Smt Dipti Kanade. We have Sh Anirudh Sravan, who's joining us inthe virtual mode. He is a 2011 batch is officer and is currently serving as DC Vijayanagara, Karnataka mascara.

Anirudh Sravan:
To all the dignitaries on dais and also the invitees. Very Good afternoon. I have made a very short presentation on our topic I think which is multi sectoral and one which I have had the promise of the project is something I thought we should present and we should discuss. So this is a project which is going on in the district of Vijayanagara. And not only in this district but also in seven districts of the backward region of Kalyana Karnataka and I would like to share the presentation and just discuss the aspects of this intervention. Is my presentation visible? Yes.

Today I'll be speaking on an intervention, which has been made in the seven districts of Karnataka called the Kalyana Karnataka region. This region was formerly part of the Hyderabad State, which was, again, a part of the Nizam's territory and due to various socio-economic reasons, it is considered to be a backward area. And this project is, I think, very unique for it is attempting something which

perhaps is going to be the roadmap of education and the way we think of education in the days to come. To begin with the importance of early childhood care and learning is something which is realized. But still the significance of early childhood education and learning is something I think all of us can appreciate. Before the project was started, there was a small survey which was conducted in this area and it was realized but that many Anganwadi centers and several of them did not have their own premises, several of them were not in good buildings. There was very little space for them to learn. And many children who were enrolled for not attending the anganwadis for various reasons. And there were also several complaints on cleanliness, punctuality, various other things. Now this project I think, was started by Tata Trust as a pilot. And later I think I'm this was extended to all districts of Karnataka through the KKRDB – Kalyana Karnataka Regional Development Board, which is a board which specifically addresses the backwardness of this region. And the basic template of this program was to train all the anganwadi teachers and anganwadi supervisors and help them bring it structured learning and activity based learning inside all the anganwadis of this region. Now, as well on date, the project is rolled out in all the seven districts and close to 1552 anganwadi centers in the District of Vijayanagara that I have been covered under this program. The results have been very encouraging the enrollment has gone up, the way that anganwadi teachers themselves feel about their work has improved. Many of the anganwadis earlier did not have any learning material as such. Today, it is difficult to find an anganwadis district which does not have any learning material. Anganwadis were earlier seen as places where you would provide children with perhaps nutrition and there will be a little bit of unstructured play and activities. But today children are being introduced to cognitive learning numerical abilities being improved language learning is coming into their daily vocabulary. And one realizes that readiness of children to attend school is vastly being improved through this project. How school readiness is something which is being spoken about in the sector of education for a long time. And this project has become a bridge between children who are in preschool and trying to bring them into schooling. Unfortunately, in this part of the state and several parts of India, preschool availability is very poor. Of course, in urban centers, there are many creches and various other franchises which are cropping up. But in the rural areas, there is very little attention on preschool learning. So, this project provides a structure and provides a readiness sort of framework in which children become ready not only because of the activity of the school, but also it makes the parents and the families and communities ready to take up this activity. Now, I'll end with the because we are short of time. I'll end the presentation with a picture of our anganwadi teachers who are displaying their certificates and their curriculum that they have prepared together. So, it is not a curriculum which talks about apples falling from apple trees. This is the curriculum which is very local, historic talks about trees and plants and things which are available around their environment. So, I would think this is one best practice that can be emulated across. Going forward, I think if we can see education, preschool education, also, as part of the right to education mandate, and bring all children into preschools, we will surely derive democracy out of our young population.

MC:
Oh, thank you very much Sh Anirudh Sravan. Thank you very much for joining us and have a great time. Let's give a round of applause ladies and gentlemen.

NBS Rajput:
We had four presentations, one by Sh Kaushal from Varanasi PM Swanidhi Yojana. Another by L Bikram, DM, Bishnupur on Khelo India. Third one by Dipti on Seva Sindhu and fourth one by Anirudh Sravan. I think out of these four three were awarded under PM's Award for Excellence last year. Quickly we can have one or two questions before we close for the lunch. I'll request one or two questions from the audience.

Dipti Kanade:

So Seva Sindhu is backed by the service plus platform which is developed by NIC. It's a ready made platform which is available for anybody to start building on top of it.

Kaushal Raj Sharma:

There was no external agency who worked on that. It's totally the work offered the state government Development Authority and municipal corporation. So it was basically a scheme for credit linkage earlier. So we provide we got all the banks on board. Later we got these small microcredit organizations also which do this MFI's basically. so they do micro crediting and for integration of them into digital platforms we brought these payment aggregators, whether it is Paytm, Bharat pay, Rupay and all the aggregators also came on board. But all these were mostly government agencies, and they were openly available for anyone else.

Q&A:

Question is what were the main challenges you both faced?

Kaushal Raj Sharma:

Ma'am, the main challenge was the willingness of the street vendors itself. They first did not believe that the scheme can be implemented for them only then it was their finding out. It was their basic targeting and their surveys and their linkages. So they were very, very decentralized, then flexibility among the time that we had to make because time was a constraint. Most of them would be available only early in the morning for seven eight hours by the government working starts at 10 o'clock generally. So identifying them, locating them and making them aware that was the most big challenge.

Dipti Kanade:

Ma'am, I would say there were three challenges. First and foremost, the most difficult is change management. It really takes a lot for you know the departments to come on, because this is a very different space. They are used to working in a manual way and they think that is good enough, why is the need to change. So change management was the first and foremost second I would say is maturity of IT infrastructure in India. Because now we are integrated with so many entities. Failure on part of one may have some impact on Seva Sindhu. So I think we still have some way forward before we reach that maturity. And third, you know, we would like NIC to be much more responsive. Thank you.

Q&A:

My question is to the DC of Varanasi. I just wanted to know that in the PMs Swanidhi scheme, you have made vending zones. And but the problem with street vendors is that the vending zones will not be commercially viable for them. Another problem that normally the government's face is that in approving the registration or giving them an identity, they feel that especially urban local bodies feel that they may demand space, you know legal authority of the space. So how did you manage this conflict of interest and how was it managed.

Kaushal Raj Sharma:

Ma'am, the first registration was not linked necessarily with providing them the space. The registration was mainly for targeting of these people for the scheme and for the benefits. Secondly, through our survey, we got that 60% of the vendors they roam into the streets, they all don't need the space. 60% of them do their vegetable market, fruit marketing, and then the different of

readymade fabric garment and different commodities marketing. So, they roam around in their streets and wards. 40% of them need the space, we were able to provide them space for nearly 30% of the street vendors in Varanasi, not all have been accommodated so far. But the vending zone had been created in association with street vendors, because we had made area wise small associations and depending upon their deliberations with our municipal corporation and with the with the ward members and public representatives, then we created these zones. Varanasi luckily some religious sites like Sarnath. So there were multiple tourism sites available over there. So we identified mainly through them and around the religious places and then new vending zones were created near the railway stations and bus stations. And just now we have created one vending zone on the ghaat also. So in deliberation with them, we are accommodating them, the work is still not complete because they will always be more in number as the supply of their places of the vending. So these are coming more in number and different ward members are also contributing their voices in that.

NBS Rajput:
Thank you. I compliment all the speakers on the dais.

MC:
Before we break for lunch, I would request the chair to give away mementos to the Speakers. We're coming to the close of the session. So thank you very much for joining us. We are all breaking for lunch and hope you also have a good lunch at your place. Thank you very much. Thank you. I would request all the speakers to kindly come forward for a photograph.

Sessions 4:

TOPIC: **ADMINISTRATIVE REFORMS IN STATES**

CHAIR: **Smt. Sujata Saunik**, ACS, Dept. of General Administration,
                    Govt. of Maharashtra

SPEAKER:

- **Shri K. Ravindra Naik**, Principal Secretary AR, Govt. of Uttar Pradesh

- **Shri. K Jayakumar IAS (Rtd.)**, Director, Institute of Management in Govt.

- **Shri Praveen Kumar**, Special Chief Secretary AR, Govt. of Andhra Pradesh

Session 4: - Administrative Reforms in States

Shri K. Ravindra Naik, Principal Secretary AR, Government of Uttar Pradesh

Most of these MSME have been given special attention to the one particular product for each district and near about 40 products of entire state has been given special attention and with that intervention exports have increased to 1,56,000 crores from 1,21,000 crores. And this is first place in landlocked exporting states and fifth largest exporting states in the country and notable growth of 30% of exports. This is only simple concept of just floating the one district one product and the intervening in all respects. Similarly, this is all the area wise growth and these schemes dovetail with the Government of India schemes also Pradhan Mantri Mudra Yojana and Pradhan Mantri Employment Generation program and National Rural Livelihood (NRLM) program. The way forward we will be concentrating doubling production of what ODOP products in next five years, double the exports in next five years, double the number of people employed in ODOP products, create at least one CFC in each districts and addressing the gaps and challenges in ODOP products. In UP, the data center and the all other states must also be doing but here we have done excellent work and we are using it all state government departments, 155 different departments and different portals are being used. And this consolidates data application services and infrastructure of the departments. That's easy integration, efficient management, better security, adequate, and optional utilization of the resources. We are using it as an effective tool for the online services for the state government schemes. Similarly, a common service centers near about 1.5L common service centers have been established in UP and we are using these common service center for G to C and G to B services. Till now more than 34.5 crores applications have been disposed off through these common service centers. And it's continuously we are attending these services to the citizen we extending services and E offices, the government departments, the online file system is in place. Few directories are yet to be just go through E offices. Still offline is being taken place in few departments but it's in coming days we'll be going 100% E-office, even directorates also. Similarly, E tendering is a must in all departments. No without e-tendering no purchases or no procurement has taken place. So far UP is ranking first in the country, in e- tendering and the earlier also but last few years so we are dropping. In 2016-2017, we were in 13th place but now we are topping the country in e-tendering by transparency in procurement has been taken place in a big way. Similarly, in purchases through GEM portal, we are topping in country. The entire country's purchase is 4611 crores but UP state itself is 1872 crores near about 47 to 48 percentage of purchases of entire country. Its topping for last three years continuously in purchases through GEM portal. Thus we can presume that in the transparency in procurement, we are going right. There is still long way to go for achieving 100% though we are talking countries in e-Tendering and GEM portal purchases.

Similarly, in the Human Resource Management departments, the manpower data has been made to procure electronically using for transfers, postings and their other service related redressal problems. Everything is monitored with this, it saves lots of time energy and most of the things unnecessarily the grievances of the employees can take place through this HRM or the human resource management Manav Sampada portal. And similarly, the Ganna Kisaan, the sugarcane is produced in near about 40 districts of UP. Near about 60 lakhs farmers have been given one app wherein everything is recorded there - when they can send their product to the sugar factories and the coordination between sugar factories, sugar unions and the farmers. The integration ultimately benefited many farmers and that has been calibrated in terms of money that near about 3900 crores rupees worth gain to the sugar mill, the farmers and in about 3300 crores to the farmers annually, saving has taken place. That's a big achievement and national e-governance award has been given to UP for this project. And still this application has to be extended to few more farmers and the coming days it's most useful for the UP sugarcane growing farmers. Similarly education departments - the

education department particularly the students, the amount for the dresses, shoes and everything is sent by making all the students data, primary education teachers data and everything is sent to the DBT and all the schemes in UP the 100% DBT has taken place. No scheme is being manually operated. Similarly for physical department, for the students and the teachers everything is online. In UP, the land records also got a national e-governance award and the land records are 100% computerized and village boundaries in UP are demarcated. More than 10 crore plots have been computerized and directly impacts 2.4 Crore land owners, so this project already awarded national e-governance award and similarly treasuries. This also these many state governments may have already done. Similarly, we have also done online treasury poshwani. All money everything is through PFMS through Treasury and nothing is manual as on date. And commercial tax department. Now, we have Vyapyar Suvidha Kendra's to address the problems of the stakeholders and similarly netbanking e-payment, e-challan, everything has been made online. E-returns you file, these most of these early states have already done because of GST this is compulsory. And all Government Orders, once it is uploaded in one portal and all GOs are available on the website. Similarly Upahar is a scheme. With regards to deployment of homeguards, earlier there were many complaints that there is discretion to few homeguards and that only few get the work and few are not. So all the home guards applications are now, without manual intervention, made online. And similarly, they get the duties automatically through an online system and there is no manual intervention. The complaints have come down to zero level with the Upahar scheme. The urban local bodies have online payment of taxes and all other services that is there. We are also doing that. All the urban local bodies have been computerized and the services are being extended to the citizens. As I told you earlier, 100% DBT all pensions or scholarships and beneficiary related, all money is going to the stakeholders DBT account directly without any manual intervention directly from the Treasury to the account holders name. This is 100% online - all scholarships and pensions. And this is socialism we use scholarship in social empowerment. Similarly, medical health department HR management made sense and the patient's care is already online and we are using it very effectively. And the efficiency of the hospitals, doctors have improved drastically by implementing this. And transport departments all services including smart driving licenses, computerized learning license, international driving license, and all license related and payment related taxes and fitness and the permanent driving license, slot booking and 100% dealer registration is also there. No need to go to the RTO for taking a number and paying the taxes etc. Once somebody's buying a vehicle from the dealer, everything is available at dealer and no need to go that is 100% dealer registration for last five years. This we are using it and this online tax collection everything is computerized. In E-prisons also everything is online and all services are monitored and the grievance is also recorded in the online mode. Similarly, Srishti is a GIS positioning system. Village boundaries is also fixed and is also implemented specifically. Many more things are taking place in all the departments. Apart from this many districts, collectors and individuals are taking their own initiatives and they are doing in their own way. It's not only the electronical, but in manual things also new innovations have taken place. In coming days UP is coming in a big way with new innovations and new upcomings.

MC:
So, real innovative steps taken by Uttar Pradesh. Thank you Shri Ravindra Naik. We also have with us Sh Jayakumar, 1978 batch IAS officer from Kerala, who retired as Chief Secretary Government of Kerala. Now he's serving as the Chairman of Satyasahi IAS Academy located in Saigramam, thonakkal, Thiruvananthapuram. Welcome to you Shri Jayakumar towards a new ethos of governance.

Sh. K Jayakumar IAS (Rtd.), Director Institute of Management in Government:
Thank you for giving this opportunity to make a presentation about Kerala's administrative reforms, but I can assure you that I will not cover the entire gamut of Kerala's administrative reforms. It's very

selective. Mild correction in the introduction, I'm now looking after the I'm the director of Institute of Management in the Government which is the Apex training institution. So, we train around 30,000 government employees every year working under a state training policy. We are quite closely associated with the administrative reforms that are taking place to the extent we all even offered a training program for our newly inducted administers, which was a very popular program. So I thank you for the opportunity. And I also thank the audience in advance, in the sense that the post lunch session is a very testing time and assuming that you will be awake through my presentation, I thank you in advance. I'll have a very brief presentation about 15 slides. Basically, before I go into the slides, what I would like to react or rather view a few observation. Like in the morning we listened to very wonderful sessions, particularly led by the IT zealots in the private sector. So, I could not resist the temptation of making this statement here. If not here, where do I make the statement? The statement being that good governance and technology become almost synonymous. There is nothing wrong in that. But having worked in government, I would like to say like most of you might agree. While technology has all the answers, it may have all the answers it may have the solutions to offer. But governance is slightly something more than what technology can address. Technology has to be addressed. We have to use technology. It will be pity if we do not use technology, when it is readily available, we should use full utility, if you should take the full utilization of technology but at the same time, governance is technology plus there are a lot of things - areas where technology cannot reach. For example, administrators zones or governance takes place. We have to address several filters. There are a lot of filters. If you are a very well meaning moderniser or if you want to make changes in the government. Even as you embark on your very well meaning initiatives you have to necessarily encounter certain resistance. I would call them filters. We are all familiar having worked in government we are all familiar with the filters, one major filter is the political filter.

As a retired person, I think I can say that. There is a political filter everything that you say may not be acceptable politically to the leaders who are ruling. So there are political filters, particularly trade union filter, it's also political filter that has an employee Association, their interest it of course, I'm not saying that they are insurmountable, but nevertheless it is a filter which we have to take into account and technology will not be of any help there. Then secondly, there is a basic behavioral filter among the employees. As the director of a training institution, we are mostly concerned about the behavioral changes that people face and technology can offer wonderful solutions, but then it has to be implemented through human beings. And the behavioral filter is something which I think we in the government have to necessarily address where vehemently because however be the wonderful initiatives we have your behavioral patterns can kill them. And lastly, there is a moral and ethical filter. Everybody doesn't want transparency in government because of moral and ethical reasons. Everybody doesn't welcome change for moral and ethical reasons, not good moral and good ethical reasons, but analytical reasons, I would say, unethical reasons, although I'll call it as moral and ethical filters. So these three filters there might be a few more, but I just scribbled them while I was listening to the Eldorado of technology that was being painted. I thought as administrator for 40 years I've been in this job, I'd be failing morally failing in my duty if I don't at least say nothing new. All of you know this, but I thought I should say this now governance reforms. Now we're coming to Kerala, about the state as we are making state presentations. When we make presentations about state definitely it cannot be comprehensive. It should not be comprehensive, because then we should have a whole day because every state government is keeping on doing things. And moreover, the nature and spirit of the governance reforms taking place in the state will not be identical to that which are taking place in another state because every reform, every initiative has to be contextualized what is possible in UP may not be possible in Kerala, what is possible in Kerala may not be possible in Mizoram and what is possible in in another state may not be replicable. But at the same time, there is not of logic in our discussion, because out of 10 points you say two might appeal to me and I will

scribble it as saying that okay, this I can customize it for my state. I think that is the kind of exchange of ideas that is a value of the exchange of ideas. Therefore, what when I make a brief presentation about Kerala, you should understand that this is what fits into the Kerala's context. It has to be contextualized in a particular state's political culture, administrative culture a lot of other imponderables, if I may say so there are a lot of other things.

Now the new ethos of Kerala administration. I would say that there is a new ethos in the governance in Kerala and how does this new ethos as they call it, how does it manifest? I will just take three areas where I will very quickly take you the street the manifestation takes place in this in it aided administration which we are talking about e-governance plus I'm also going beyond that, the focus on entrepreneurship and startups, which is something new for Kerala. And finally, the emphasis on Mission Mode approach. Apart from the conventional approach, emphasis on the mission mode so the new ethos manifests in these three broad areas or broad types of manifestations. So, I'll just quickly take you through the IT administration because we have been listening to very high volatile ideated administration. So what I have to present to you may not may look like slightly kindergarten stuff, with higher literacy in Kerala, not only literacy, but e-literacy also fairly high in Kerala, which 50% of the population or household having somebody living in the Gulf or somewhere so, even an illiterate mother has to know how to send the email you know, at least WhatsApp. So, illiteracy is spreading in Kerala very fast, therefore, so e-governance becomes a natural imperative because people will ask why not you shift into the e-mode. So, there is e-literacy So, in response to that government launched a number of key e-governance initiatives and rolled about 80 e-governance applications for the people which are fairly popular. There are a lot more but I confined it to 80. IT touches today ordinary citizens with information, Digital Inclusion, e-governance and services. Now, I've taken just three initiatives out of the several initiatives in the IT sector. One is Akshaya centers, I think they the rudiments of this model could be in several other places. Seva Sindhu which was mentioned here is wonderful presentation. I was actually overwhelmed by the magnitude of that. So I thought making a presentation about Akshara center would be rather redundant because here is a Seva Sindhu, which is around 74 departments and 800 applications. So, Akshaya center basically is spread all over the state in every village or nearby village where if you don't have a computer, if you don't have a laptop, you go to the Akshaya center, they will do the necessary thing, get the certificate. They will send the application to the village office, receive the application and give you a printout and give you for of course a small price. So Akshaya center is becoming very popular by way of spreading your E-services. Then of course it is backed up by state data centers and Kerala state wide area network which is our internal networks because being a very hilly terrain area, our network is a big problem, which we encountered during the COVID pandemic, where we switched into the electronic mode for education then we had a lot of problems. So our cable network is a major problem. So another application is that of course, this must have been done in many states all our payrolls everything is under the state service payroll administrative repository for Kerala – SPARK - as they call it, which is very efficient. And then e-held office and the e-procurement. He was saying about my up friend was talking about E procurement. So these are all parts of the system e-tender and e-procurement. Everything is in the E mode but I will not say that they are all 100% efficient, there are people are picking holes in that. So it has to be a continuous innovation. Then, basically Kerala is a small state, but at the same time our infrastructure requirements are very high. So basically, it's a hub and spoke model with Thiruvananthapuram, Kochi and Calicut working as the IT hubs from there the spokes spread into the other districts. We have government centered IT parks and cyber parks in Calicut, Cochin and Thiruvananthapuram. Then we have also embarked on this new very ambitious K FON initiative. It's a kerala fiber optic network as a core connectivity infrastructure. Actually what is being planned is that about 12 lakh connections will be given to the BPL families free of cost. Free internet connection in the next one year, this 12 Lakh BPL families will

be given free internet connection once K FON, this fiber network is on. We are embarking on 5g and all those things but basic infrastructure, basic connectivity has to be provided and I think without any money 12lakh people will get connectivity plus K FON also will address the educational needs of educational institutions, schools and all that because that Limbo or connectivity

Then then of course public Wifi 2000, WiFi hotspots along with this will come into being that will enhance the connectivity of the state. So that part I leave about the IT applications which I have given a broad overview about how we have our emphasis on the IT infrastructure, because the E aspect is always there, and people will demand these services. Then the second aspect focus on entrepreneurship and startups. Why this is important for Kerala is because there is a general feeling that the entrepreneurial culture in Kerala is not very good, which is not very true once upon a time it might have been true. Therefore, Kerala has to work overtime to dispel that image. Therefore, now there is a greater emphasis on improving entrepreneurship and encouraging startup in a very big way. So we have started a Kerala startup mission, which is doing very well. I should say that now I am part of the government at the same time, not part of the government I mean, a very kind of amphibian in existence. I retired but at the same time I'm part of the government, but I should say that the culture and functioning style of Kerala state, the startup mission is something very unique for Kerala. It follows a different administrative culture. What we are envisaging in the IT driven world, this Kerala Startup Mission is working on that kind of ethos. It's a paperless office, and basically a lot of new entrepreneurs coming out of engineering colleges and colleges are encouraged to pursue new ideas very, very audacious ideas are being pursued. And under this there is an incubation center. So KSUM is designed to be the to mark the next quantum leap in the entrepreneurial landscape of Kerala. Now it connects academics, industries, R&D institutions, and startups and even abroad connectivity with major institutions have been established. Schools and Colleges, incubators, government institutions, startups have so efficiently have been they have been linked up. So this has created an ecosystem for the growth of innovation, investment and entrepreneurship. 2200 registered startup, three lakh square feet of incubation space, 30 Plus incubators and 200 plus innovation cells are distributed across different cities and districts. Many of these facilities also house advance labs for hardware by technology, electronics and advanced computing. In January 2019, Kerala startup mission launched the integrated startup complex in Cochin with more than 1.8 lakh square feet. And Kerala government committed to provide investment more than 1000 crores in the state startup over the next four years. Then fab labs and fabrication laboratories have been put up providing technical prototyping platform, a Fab Lab also connects to global connectivity of learners, educators, researchers and innovators. So this is a major innovation or rather initiative that Kerala has taken. Encouraging very underpricing, very out of the box thinking youngsters that will definitely create a new dawn. We are sure that KSUM is already bringing a cultural shift and a paradigm shift in Kerala. Innovative young people are being encouraged with this kind of support. Kerala was ranked as the one of the top performing states in the Digital Initiative. And funding of course, initially there is a funding of 10 lakhs of rupees upto 25 lakhs rupees is available under the state initiative. I leave that also the startup Initiative and the third aspect is the mission mode approach. That is also a Governance Initiative. Every Governance Initiative need not be IT driven. This is where we are cutting across the normal kind of departmental ecosystem into a mission mode approach, where decision making levels are naturally curtailed, and file goes up to the decision maker immediately and in the mission mode things, we have fairly experienced that the Mission Mode is a far more workable initiative. Particularly we had this under the Nava Kerala mission – the new Kerala mission, we have three missions already going on - the Haritha mission, it's an ecological mission for water conservation and eco friendliness. Then the school rejuvenation mission that has become necessary because there has been an exodus in the last 10 - 15 years into the private schools, into CBSE schools, into ICSE schools, English medium schools. State education attracts only people who have no other

go. So there is massive exodus, not drop out, but exodus into the sky high quality, high selling schools with air conditioned computer labs, Volvo buses coming and picking up student, 5000 rupees fees that is all per month and UKG admission for two lakhs rupees that kind of a new and very unhealthy trends are taking place in Kerala. So this has been the answer we thought we will strengthen the Kerala's school education system. Incidentally I worked in the school education system for seven years. So that passion is still with me. So, this new initiative by this new initiative we spend a lot of money in bringing up the not only the technological infrastructure but also the other physical infrastructure. Schools are now looking good. They are looking un-governmental, by the kind of paintings. The paints they have used, the courtyard they have done are looking very attractive. Parent Teacher associations have donated buses, the community have donated laboratories. There is a kind of mission, even the community itself to strengthen your public-school infrastructure which has been a great success to the extent that the number of students joining government schools and aided schools are going up every year, which is a matter of great relief for us. Another mission is to strengthen the primary health centers. Kerala has a primary health center in every panchayat that has been the backbone of our Kerala's public health system. Even during the COVID pandemic, we survived with much less damage because of the strengthening of the public health system. Thanks to this mission and then there is a life mission to address the housing problem of the homeless. These are all now put under the Act 2018 and 19. We have we experienced two massive floods unheard in Kerala history consecutively in 18 and 19. With massive damage 25% of the people in Kerala have been affected by this massive flood. So all these initiatives have now been subsumed under the rebuild Kerala initiative. We are getting money from the World Bank from so many sources that is also in the mission mode. And through this our focus areas have been identified as water resource management sanitation, roads, bridges, agriculture, forestry, fishery, in the attempt to rebuild what has been lost in the floods, we also thought that we will create sustainable infrastructure and also which will withstand next natural calamity and natural disaster. So disaster proof, recreation of infrastructure is being attempted under the rebuild Kerala initiative, which is again in a mission mode as I said. So mission mode is something which we find extremely useful because it cuts useless administrative time wasted in spending sending files up and down as you know. So then two more things, IT enabled responses during the pandemic days. I should just recall that, during the pandemic days when schools or colleges were shut, particularly schools, how did we survive? It is all because IT enabled education solutions were provided. Firstly, we have a television channel called Victer's channel. I think it's an internet based channel. Through this Victer's channel, which is a free channel, everybody could access the lessons that were transmitted everyday. Class one - Friday, from two o'clock to three o'clock, three o'clock, four o'clock class four so that way, by a particular timetable, almost the lessons were covered, and TV and everybody has a TV set at home, this is free. So this was one way we could reach out and plus of course, on other than this TV channel, we started giving laptops and tabs to the people, the students. Then internet connectivity became a big problem. That is why this K FON initiative came in because people came forward giving laptops or smartphones, but then how do you access it? There is no connectivity. And with this hilly terrain connectivity becomes a problem. And that is how we are addressing that you should also. E-Sanjeevani was put to optimum use of course. It's an international scheme, but Kerala because of this E electronic literacy, I think e-literacy, e-sanjeevani was a major hit in Kerala at that time. As a result of this and several other initiatives and emphasis on training. I should also say that I said ministers came for a three-day training in my institution and they were very happy because they tried to go to IBM. I could canvas them and give them a wonderful training. So, there is a lot of emphasis on training. So now Kerala is witnessing a paradigm shift in governance, highlighting the key ideals of transparency, accountability, and outcome. Whatever you may do, unless these objectives are achieved, all your initiatives are futile, because after all the governance or any governance reforms used to achieve transparency

accountability, outcome, of course, all under the garb of efficiency. So thank you very much for your patience.

MC:
Thank you, sir, for sharing your experiences with us and how Kerala is catapulting into a new era of growth. Thank you. We have Sh K Praveen Kumar 1990 IAS officer from Andhra Pradesh who is currently special chief secretary AR, Government of Andhra Pradesh. Ladies and gentlemen, please welcome Sh Praveen Kumar

Sh Praveen Kumar, Special Chief Secretary AR, Government of Andhra Pradesh:

Dignitaries, ladies and gentlemen! The most difficult time for a speaker is just before lunch and just after lunch. So, I hope to keep your attention and it so happened that the context in which we are speaking. We have got the emergence of new technology all around us. So, most of us are now familiar with artificial intelligence, blockchain, big data, biometrics, internet of things. So, people and corporates and governments are using them more and more, all around us. The second thing is the public expectations also, as a user, the experience of the public in the private domain is becoming more easy, simple. We cannot be far behind what the private people are doing. So, the emergence of technology is today such that even an illiterate today makes payments by phone pay, Google Pay and can scan QR codes. Uses WhatsApp even if you don't do it and so on. So, as citizen when it comes to government, he looks at the experience and things that okay, why is it so difficult? So that is all the more crisis for us to which we should respond and very happy to see that today so many speakers have presented so many good initiatives where we are leveraging new technologies and trying to go into the future. And especially AP's history in being a pioneer in using IT initiatives for governance is all this gives the context for what I'm about to speak today. It's an honor for me to be here among you. My sincere thanks to our Honorable Secretary government of India Srinivas sir. My sincere thanks to Srivatsa Krishna, Parthasarathy, Vijay Bhaskar and others who worked hard to make this event. We are very well looked after. Thanks to you. There are many initiatives as I mentioned to you that by leveraging new technologies. Change is inevitable. Now we can still stay with the same schemes and same ways of working because of the change all around us. And as we can see so many people have presented new schemes. So, in Andhra Pradesh we have many, but I have selected only five of them today, so I will need to run fast also. I will be talking about five recent initiatives of the government of Andhra Pradesh; Sustainable Development Goals and the way we approach that; Spandana grievance redressal methods; e-crops; Consistent rhythms in schools and YSR digital laboratories. So we have got the 17 Sustainable Development Goals, which is common to all of us, all the states everywhere. The thing is that we in Andhra Pradesh have made a great effort to map these to our schemes. And we have also realized that not each one of them is implementable through government or through government schemes. But it is good to be aware of what these are and how to get there. This is a brief glance at the rankings that we had. But I will go to the more important slide. So, these are the rankings I'll come back to this. This is an important slide I want to talk to you. So, we have started mapping the 17 Sustainable Development Goals to the programs of Andhra Pradesh and a very important package of schemes in Andhra Pradesh is called Navaratnalu.

So the honorable Chief Minister has prioritized these nine schemes and some of it is in small print. But we have if you can see - goals six, twelve and 14 are linked to one of the Navaratnalu scheme called Jala Yagnam. That's an irrigation project. On the left side, goals three and 16 are control of liquor. Goal three is YSR Arogyashri. I won't read all of them. So there is an exercise to try to see what are the schemes where we can start contributing to achieving sustainable development goals. So these are again the schemes and the goals. I shown the goal to scheme and now scheme to goal. If you look at Raithu barosa, Raithu means farmer. So goal number one, goal number eight, goal number 10. So that one scheme contributes to performance in three different goals. Now we have

gone further. So from there, we are now giving breaking the target to districts, to mandals and to different groups and different departments. So that's where you have the department groupings here. If you see, column number two. So if you have goal number two and hunger, you got agriculture, labor. So these departments are identified for these so those secretaries are supposed to concentrate on those. And there are special meetings held for this. So we have different responsibilities at national level, state level, district level, and we have got very important fundamental government orders going to give responsibilities at different levels.

So this is where even a district collector gets a specific goal and there will be quarterly targets. Some of the targets are quantified. I may not be going into those details in this session except in a question and answers later on. So we have a we have a portal, which is about to be launched. And the number of training sessions our state AP Human Resource Development Institute and State Institute, are tasked with giving trainings on how to achieve sustainable development goals and the chief minister and chief secretary hold meetings on this stuff. So, I'll move to the next initiative, which is the Spandana public grievance redressal monitoring system. So, we are familiar with these grievance redressal schemes and some of those features are same, so I will not go into those but I will tell you the unique features what we have. So, one important thing is that all departments will be following this same portal. The departments will not be having their own separate grievance monitoring systems. So everything has come into one solution. So, there is because of that, there is standardized grievance redressal process. We are concentrating on timely redressal and quality redressal. A very important feature is this being faceless, in the sense that a person need not go to do some physical office for this purpose. If you look on the left, there are multiple sources. A person can go to a mobile app, web application on the internet, you can call on a toll free number. Of course, physically also you can go to the Grama Sachivalaya, Village Secretariat, or Spandana Monday. Monday is grievance day. Other than those two physical modes, there are other modes now that's a very important feature because then we are moving forward from the old systems of governance, it is a faceless system now. One can lodge a complaint and get your acknowledgement online. So this is a sequence in which they go when they receive a complaint it's attached to a specific officer. And this is a second feature that's being seamless if he has to deal with many issue concerns, many departments, many wings, the citizen is not going to deal with all those, it is going to be seamless in the sense that there's going to be a single point of contact, which is the officer to which to whom it is attached. And at the end when there's a redressal the citizen gets a letter called an endorsement saying Your problem is solved. There is one more very new feature that is after you are given the solution. Then the citizen is not satisfied he can reopen that complaint. It's not one sided because the old system was we say it's solved and he has to give a fresh complaint or something, he can't dispute that. So here you get a receipt for your grievance. Then because of using computer and digital systems we have all these advantages naturally, the officer gets system reports, easy to navigate trying to see how many papers are pending etc. Then officer gets reports because of using a computer application. These achievements pertain to the last two years. So, we have a high percentage of redressal. Out of four lakh thirty two thousand; four lakh five thousand are solved. However, 73,000 came back. Still its a high percentage of what is solved. Very importantly, we called it an SLA, strictly not an SLA, but it's a time target by which something has to be done. So, there is also quality monitoring from that point of view. So, there is such a large volume of solutions happening most of them within timeframe. So we have feedback calling in the middle. So what happens is the officer calls them on phone and has an interaction – when he lodges a complaint and when it is solved. If you look at the left, we are talking about two aspects: timely redressal that is pending beyond SLA service agreement, redressed beyond SLA. So, the timeframes given for let's say a house building permit, maybe we give 30 days. So, this is talking about that. So, the report will show you that and the quality. The quality is when somebody goes back and says okay, it's not solved, then again, you're given a chance to reopen. I'll

go to the third initiative. This is E-crop for agriculture. We are all familiar with the manual revenue records that we have, we also record the agricultural particulars and these are not done in a methodical way. It's just done in some random way, because physically to inspect the territory is very large. And it's difficult to do that. So we have not captured exactly how many crops we have somewhere. But this is an attempt to capture real time booking of who is cultivating Rice, who is cultivating maize, who is cultivating tomatoes. It is all going to be captured here from the farmer himself. And once that is done, there are at least four programs we are running from this. One is the minimum support price. The programs for minimum support price, we can give a projection. Once we have all the crop data, when we're trying to say that we need this much money or we need to procure this much, then we have got other schemes of insurance, loans and other crop insurance scheme, programs meant for the farmer. We have got also a facility for people who are not the landowners. The tenants also can participate as a farmer by using the CCRC that is the Crop Cultivators Right Card which are issued to them by the consent of the owner. So the CCRC cultivators can also participate. We are aware of much of the absentee of landlords, and its not on record. We have got so many advantages, you can see as a snapshot the schemes that we can run for them. So on the right side you have the minimum support price using this data. Input Subsidy is given to farmers in a scheme, crop insurance. left side bottom, you can see YSR crop loans. Crop loans. So all these can be administered using the data that we capture. Coming to the fourth scheme, consistent rhythms in schools using SIRA framework - surveillance, information, response and analysis. So we have gotten Andhra Pradesh a new system of village secretariats. we have got 21,843 Village panchayats and 15,004 village secretariat's are open, they're taking a rough population of 2000 people. Every 2000 people have got their own village secretariat where you have got a village agriculture assistant, a Mahila police and different departments got their officers at village level. So these officers who are charged with looking after the schools, so this is an IT tool which helps them to monitor methodically and systematically. So we are using the SIRA framework for that. We will look at the school where inspections are going to happen from many different people's phones or all different offices. ANM is anganwadi. So this is just a diagram but later on we'll see how this maps. If you look at one example of the welfare and education assistant at the village secretariat level. So what he does is, for example, he's in charge of village schools attendance, nadenadu, mid-day meals. If you take midday meals as example, he's supposed to visit his periodicities once a week. So this will capture whether he went once in a week or not. Then there his observations will be recorded on the application we have on the computer then he upload some photographs also. And this whole thing will be monitored at district level, state level it can be aggregated and seen so this is more of the detail of what they do. Similarly a mahila police is in charge of so many different things starting from Child Safety, child marriages and awareness of POSCO act and so on. Then these are the health workers ANM, Asha and medical officers. All these people are at village level in the village Secretariat. So the actual application looks like this. These are screenshots of the application how they can get in here, and a person is now flagging a child labor issue. Now of course, the application itself doesn't solve the problem but what we are trying to do is that to see that there are no gaps. Otherwise, a lot of under reporting, so many things happen without our knowledge. So over time, if we can get a grip of what's going on where then maybe some of those things... So we are now moving to the next and the last initiative which I wanted to present today. This is called the YSR digital library. Again, using the village Secretariat and looking at the village level. So here it is felt that Digital libraries should be created, where material will be provided to the people to go for the entrance exams and also for preparing for jobs. The exams that we need to prepare for. Then the conventional education primary, secondary graduate students, then literacy – semi-literates, illiterates can start learning, then competitive examination material. Also, in general having internet connectivity for internet usage in the village. So far, this is a newly started Project. The other four, I presented are already on the way. This one is just about to take off. So, we have 4530 digital libraries. Sites are identified. The rest of

the place even land is not identified now. We got an estimate. It's an estimated cost of 101 Crores consisting of desktops UPS, printers, software costs, internet costs and so on. We also have got some furniture costs like Tables, Chairs etc. So that's another 42 Crores. So this is a plan. These are some pictures of some of the prototypes that we have. These are actual places under construction. Thank you very much.

MC:
Three sectors in Andhra Pradesh are doing a great job there. Thank you, sir. We now have the Chair of this particular session Smt Sujata Saunik, 1987 IAS from Maharashtra was presently the additional chief secretary, General Administration department, Mantralaya, Mumbai.

Smt. Sujata Saunik, ACS, General Administration Department, Mantralaya, Mumbai:
Very good afternoon. I think we had a very interesting session you heard from esteemed colleagues on the panel here and the innovations and other activities and programs that they are carrying out. And there are seniors sitting here in the audience also colleagues, members from the few states who have come in, who have also showcased their stories in the morning. So, I will be doing a disservice to my state if I don't very, very quickly talk about what Maharashtra is doing because this is the first time that Maharashtra has come for a regional conference down south. So, the last conference was in Nagpur in 2019. It had been co-hosted by the Department of Information and Technology, as well as the Right to Services Commission. They had co hosted the last conference. Then COVID came in after that there has not been any regional conference. So I don't have very many new things to tell you because in the interim we have had the lockdown, and now we are meeting here. So for me personally it has been very, very informative to be here in the morning. I have my team sitting there on the table. I think there is a very decent turnout. So IT Department officers are there along with field officers. So I will very quickly go through some of the very key points that I wanted to make and then we can have an open question answer session. I do not want to take the time off the last session. Maharashtra at a glance - it's good to talk about what the state is in Karnataka. So, you know, it's a big state - 36 districts. And currently we are focused on you know, government to citizen, government to business, government to government and government to employee activities that we can undertake as part of our E-governance. The general administration department, of which I'm a part, is one of the biggest departments of the state government. And there are actually eight secretaries who work there and information technology is a very strong pillar of this general administration department. So is administrative reforms. In fact, a lot of the work that we are expected to do is actually linked with IT. And it's very good that the organizers thought of inviting IT also to this conference. So, I will not spend too much time here. We have heard some of these things e-HRMS, e-office, we have what you call Maha part of the performance appraisal. We have also the DBT, aaplya Sarkar portal is very active. We have almost 84-85% disposable rate and we have Maitri for speeding up activities related to the industry department. So these are some of our major applications. You've seen what Andhra presented, UP and Sir presented about Kerala. In the morning you heard about you know what Karnataka is doing and this is what Maharashtra is doing. We have Sethu, which is digitalization of the front end for facilitating citizens and revenue officers. These are local centers, which are manned by a VLE who takes care of applications coming to Sethu. Saritha is for complete property documentation and registration process. Sarathy is for computerization, of driving license and vehicle registration. We just saw examples also from Andhra and UP. And computerization of Land Records is LMIS. SCAS is MIS for revenue collection, from excise duty and Rozgar Vahini is for digitalization of offerings like vocational employment guidance without any fee. So, this is the MAHA DBT architecture. This is how the process flows. I will not really go into it because we are familiar with direct benefit transfer every state has its own architecture. So this is just representing what it is in Maharashtra. And these are some of the statistics. I just wanted to put

numbers here just so you get a sense of you what really is going on but I also feel in India we need not put too much emphasis on numbers because it is a big country, number of users are going to be large, beneficiaries are large. And in fact, sometimes systems cannot cater to the demand once you open these portals, but it's good to remind ourselves how much we have done, that's why these updates. Aaplya Sarkar, which means my government or our government is the right to services portal. One interesting thing that came out recently when the chief secretary was reviewing this was that many departments have opened their own portals and uploaded their online services on their own portals and they are not interlinked with a place. So, necessity is also driving departments to put more and more services on their own websites, and it is becoming our challenge to interlink everything. So that is one issue we are facing right now. Disposal is great as you can see is 96%. E-HRMS also I will not talk about and e-Office also. Now this is one slide that I wanted to focus on. You see, no matter what all we are doing, and we are doing a lot these kinds of pictures are quite a common scenario in the places we work. So despite all of the things that we talked about since inauguration this morning you will still find record is lying somewhere unattended. And nobody's willing to go and wheat it out. And one of the main reasons I have seen in my own, period here in AR is that the entry service qualification in government services of that unit so people who come into the service do not come thinking that they will have to drive sort of e-governance initiatives using IT. They are not very much mentally prepared for it and training doesn't cover everything. So it's a work in progress. You have to continuously drive that agenda. As somebody said earlier, that it's not only innovation one time but you constantly re-assess and continue to innovate as you go forward. So one of the things we have noticed is that in the, hierarchy of the company, there are lack of IT skills and knowledge. There is also a problem of Internet, whether you like to say it or not, but there is a problem of Internet yes, there are efforts being made to overcome it. But still, this is something that creates problems. And there is also a lack of meta data architecture. What I mean by this is that every time there's a new scheme, there's a new portal, there is a new database that is created, not necessarily that they are interlinked, or you're using one master database to drive other schemes. So every scheme has its own database and that it continues to work in silos. So maybe administrative silos has resulted into digital silos. So it's very important that you build around one meta data architecture and you have your blocks talk to each other. And of course, I also feel that there is need to constantly integrate and perhaps your core committees, driving agencies, the systems that you're putting in place the processes you're putting in place need to include academia startups, to talk so much about startups since morning, corporates and citizens in this policy making and even institutions, academic institutions need to play their part. And of course, there is still absence of evidence and database decision making and very big issue of the record that we continue to generate. Despite having e- solutions, we keep maintaining manual reports. Example is, you may have a complete supply chain management of your drug procurement and transportation digitally, but still you continue to maintain manual records. So I will stop here and I will forego the right of the chair to summarize each presentation and again, present the same thing to you. I think what I would like to do at this stage in the interest of time is to open the forum for discussion and questions, if you have any, to the esteemed panelists, and I will try to make up for the time that we have spent if that's okay with everyone. So any questions for our esteemed panelists? Please use the mic and please introduce yourself. Yes, my colleague from Haryana.

Q&A:
Good evening, I am PC Gupta. I am Chief Commissioner of Haryana Service Commission. I have two questions. One to my colleague from UP, Mr. K Ravindra Naik. You have Janhit guarantee act. So how many services have been notified under the Janhit guarantee act? And what is the remedy available if the services are not being delivered in time, means what kind of penalties have been imposed on the officials for not delivering that's number one. Number two, to our senior colleague said that is

Sh K Jayakumar Sir - So you have the ambitious project of K FON the Kerala fiber optical network, but the Bharat net is already there. So, in that case, how are you utilizing it. Whether it is a parallel network or you are riding on the Bharat Net, because otherwise it will be just wastage of the National Resources

Sh. K Jayakumar IAS (Rtd.)
It's a new network. But I don't know how they prevent the duplication because the other is closer to places where the other network doesn't go. And this is free.

Q&A:
Bharat Net is also going to all the gram panchayats of the country and 1000s of Crores have been spent by Government of India.

Sh. K Jayakumar IAS (Rtd.)
But it cannot be duplication because it's well discussed. So these addressing a particular niche,

Shri K. Ravindra Naik:
In UP, we have notified 369 services for the purchasing department particularly and 10 services common to all other departments, 100% departments, and we have fixed time for each services. From 7 days to 30 days for the competent authority. Thereafter, first appliant authority is reserved 30 days. After 30 days the second appeal. So that is that we have when we have 2000 level itself and with regard to penalty because of non-popularization of the scheme we have a long way to go to popularize the scheme. So like your state Haryana. I think you had Citizen Services Rights commission. So we are on the way, we are going in the similar line to popularize this act and because of non-popularization most people are not availing this facility, rather they are going to the other portals. We have CM helplines and the AGRS. They are treating this is as a lengthy process. We are just studying this thing, how many services are registered under AGRS and CM helpline. So, in UP, we are addressing the problems fastest way in the AGRS and CM helpline. Whereas in Janhit guarantee, they need to go to the first to third authority. They ought to travel a long route to near about 60 days. So that we are going to popularize. There is a need and it's a long way to go. We are studying and a commission is also forming in coming days. Thank you.

Q&A:
The online application system. I am from Tripura. They received information from him. And that system we have lots of online system because there will be the application of mine from the first up authority there will be State information commission. Because it is a big thing that are being in the entire online system.

Shri K. Ravindra Naik:
Online few states have gone. We are one of the few states from the 4-5 states in India that have gone online. So, for one online, the enter RTI system. So UP is one of them. So the citizen, they enrol through online and he'll get the information so online from the competent our first level authority. If he doesn't get the go from first time on this online mode. So that is the systems are there. You can also adapt it anything you can approach us, and we will help you. Thank you

Q&A:
I am Shantanu Gotmare, Commissioner and secretary, Government of Assam. What we have realized that over a period of time, different departments have started different level of IDs or systems and mostly those whose started this system earlier and specifically is question is to the CTS which started the IT system service – it was Maharashtra that initially when these systems were made, they were claimed replication of the manual systems. And as Late Starters we are seeing that now it's the other

way around. First you see what how much can you digital digitally enable things and then try to do the business process reengineering so as to suit that particular IT system. So when you were pulling this together, ma'am, because you have such a big state and so many departments because we have a small state we are we are facing this problem. Land Records. I'm a DLR Assam as well and I'm facing this problem of how do I now change that old architecture which was made to cater to the manual systems, replication of manual system? And at the same time, run along with the new digital systems and there is a complete we don't know how to do it. So did you face such problem and if so, how is Maharashtra addressing it.

Smt. Sujata Saunik:

Technology is changing so fast that whatever you have had 20-30 years ago or even 10 years ago is no longer relevant. So you have to find new systems which are available today. And generally, we work with them. And generally NIC, government of India is the one which is rolling out most of the apps and software solutions, and we go by them. So if you try to fix the car, when you're still trying to drive a day, you're not going to go very far in the journey. So best is to let that be whatever has been done to get a fresh approach. That is what works best. Another thing that I found very useful, is that, you know, there's lots to learn from other states experiences, states which have successfully done this is where you should go and ask how they have done it, and maybe even take the software solution from them and adapt it to your own requirements. This is what most of us have done. Maharashtra taken so many things taken from Rajasthan, for example, but generally Maharashtra gets locked from Rajasthan, Chhattisgarh and Goa. So, you take software solutions from other states that have successfully implemented, and then use it in your own space. That that is one good approach. I don't know if anybody from the audience wants to also respond to this question. Anybody else wants to answer that question. And it's a long distance you come so it's good that you're here in this conference. You have any more questions? Okay, so then I have the pleasant duty of thanking my esteemed co- panelists who have given very detailed presentations. I know you had a lot more material than what you presented. Thank you, sir for coming and sharing what Kerala has done. And I hope that these experience sharing sessions are useful for everyone in history.

MC:

Thank you. Before we leave all of you, I would request Sh Amarnath ji, Additional Secretary, DARPG to kindly come over and give away mementos to all the panelists.

SESSIONS 5:

TOPIC: **BENCHMARKING GOVERNANCE**

CHAIR: **Shri T.C. Gupta**, Commissioner RTS Commission, Chandigarh, Haryana-Right to Services in Government of Haryana

SPEAKER:

- **Shri Rajendra Nimje**, Director General CGG, Hyderabad – Good Governance Index – An Assessment of Governance of States

- **Smt. G. V. Rashmi,** CEO, Atal Bihari Vajpayee Center for Good Governance, Bhopal – Madhya Pradesh Sushasan & Development Report

- **Shri Prasad Unnikrishnan**, KPMG

Session 5: Benchmarking Governance

Shri TC Gupta, Chief Commissioner RTS Commission, Chandigarh, Haryana-Right to Services in Government of Haryana:

Good evening friends. So this is the benchmarking. We have been talking about governance standards what all have been done, but how to benchmark and then I'll go further that is how to instill the accountability. The e-governance initiatives have been there I deliberately asked my up colleague the question, how many services have been notified and there is an act it is not a scheme. It is an act passed by the state legislature and 22 states have passed this kind of an act where the services have been benchmarked. 22 states including Karnataka, as also an act that is Sakala with the time limits have been specified. So I was talking to Dipti during last time. Seva Sindhu has been integrated with Sakala. But what if the timelines are not being followed? So, we will be talking about benchmarking and if these are not being implemented, there is a solemn guarantee given to the citizens of the state, but 22 states and the nine union territories of this country that this service will be delivered and this much of time. This birth certificate will be given to you in seven days. If the electricity goes out, it will be set right in four hours. If you apply for a new electricity connection, it will be done in 30 days. Mind you, this guarantee is there by 22 states so, this benchmarking has already been done. Benchmarking of the governance, but if this benchmarking is not being followed, then what has been done. So, in that case, we will go further. So, we request our colleagues first of all I will be speaking in the end. So whatever is the schedule which you have prepared the order so we will go.

Shri Rajendra Nimje, Director General CGG, Hyderabad – Good Governance Index – An Assessment of Governance of States:

Very good afternoon to all of you. You're hearing since morning about the performances of various states and all of us are aware that today, I mean, good governance is synonymous with the e-governance. There are so many services. We are living in the world of IT services. And we are fast enough most of the states are availing these services and providing end to end mostly citizen centric services and also business process reengineering of major schemes and trying to do the governance better and better. But when you would like to say which state has done better and how can I mean pick up from the state more or less it sounds that all the major schemes which we are passing on to the order we are implementing for citizens are similar. Though they may not be saying, there are some specific schemes for some states. So this is very important session. As mentioned by our Chair of the session, Sh PC Gupta ji, that benchmarking is very important. And I think for benchmarking, the leadership role has been taken by DARPG. Again, I'll just narrate you through the story what we did. So what is this good governance index? Can we compare states on some kind of indicators, and then say okay, this Kerala state has done something better in the education side or nutrition side. Say government of Madhya Pradesh has done good in Health. Maybe I mean, then we can say how we can pick up. It's kind of healthy competition when we compare businesses and then say this is the business leader in this particular sector. Like that can we say there is a state which is a leader in this particular sector. So, this is the idea which was, you know, 2016 December this started and then picked up. So, it's a good governance index. is a basically a composite index, but you will also see what are the ingredients of that. Uniform tool, which is across the state we can assess the state of governance and the impact of various interventions taken by state governments, which we're seeing the intervention so far and what is the impact? The objective is to compare them and collate them on a quantitative data, because if we go on a perception basis, more or less each state government who is coming even today here and representing will say they are the best. I think there is no doubt definitely there is something learning point from each one of these states, but how do we say that on a quantitative basis, so, there is no scope for saying that none of this data is not correct, the data

is coming from the states themselves. And basically it is to design the strategies for improving governance you can see there and then what we have done is there are many indicators, but we are focused on output oriented and outcome oriented only. There is a reason for that. So, this conceptualization has been done during the presentation of sectoral group of secretaries - nine on governance that they recommended that time there should be a good governance index should be prepared to benchmark compare. This has happened as I said in 2016 and thereafter, a lot of work has been done. DARPG adviced to develop GGI by the group of secretaries and then CGG (Center for Good Governance) is associated as a technical partner with this exercise. Then the first good governance index was released in December 2019. And this being a continuous exercise, it was thought that every year it should be released but because you're aware about the Corona impact, impacted here also in 2021 was the next there's a one year gap.

So now, what are these indicators? How did we select that? There were a lot of deliberations and when this idea has come, we said how do you go ahead because the state government again, think differently. They prioritize sectors also differently for somebody irrigation is a priority, for somebody maybe the industry is a priority. So depending on that then we said while choosing the indicators also because many small indicators make an index. So we have to break it down. Then compare each indicator wise. So for example, health as all of you are aware, my seniors and my colleagues that IMR, MMR, from the day we join service, they're doing same thing. But there could be other indicators also to measure these parameters. So integrator selection has done, it should be easy. Because when we had a meeting, we met almost all ministries and experts and we discussed about them. ,But how this indicator was it should be easy to understand citizen centric result driven and then of course, applicable to all the states because there might be some indicators which are applicable only to specific states or UTs. Then we cannot take as a common indicator, we wanted common indicator which can be applied across India Then statewise, time series and authentic means the data should be available. As I said, the reliable data coming from bottom up from state to the ministry and ministry to DARPG. So that is the methodology. Then stakeholder consultations, which I was mentioning, it was done with number one consultation meetings had been held with Ministries of Government of India all ministries, then we had sector experts also. The expert opinion has also been obtained whether this indicator is viable or whether other indicator takes precedence over this indicator. So these experts have given their opinion on the like SDG as you are very discussing sometime back today only finance, environment governance like that, because consultation has also been done with the state governments. Some of you might have participated. We had a four regional conferences like this and we invited the states and they gave their inputs. Then based on that we had an initial indicator and we take it to the sectoral group of secretaries in the period from 2000 - June and August, twice and based on that some requirement happened. So if you see the initially it was about 12 sectors we chose and 112 indicators. So, because everybody wanted to add something and we were in a mode of accumulating that. Thereafter, the pruning was done. When the group of secretaries were presented, it was said 112 which they said is too many and that just cut it down to the most relevant ones. And it came to 77. Number of sectors and name of the sectors are also there. They came to 10. Then we had ministry consultation as I mentioned, they further brought it down they said no there are many but some of them are process indicators, some of them are input indicators and there might be a challenge when we present something like that and it has to be acceptable across the country. And reliable so people will say okay, no, we go by this and then if somebody is number one, number two, number three, then we learn from them. Or if we're doing better, how do we consolidate our position and healthy competition can be triggered. That was the idea. So after the state consultation the number of indicator came to 50. 50 indicators, 10 sectors, and these are the sectors like agriculture and allied because it is relevant to most of the states. Commerce and Industry. HRD, public health, public infrastructure, then economic

governance, social welfare, judicial and public safety, environment and citizen centric governance. So the sectors are finalized. The next one was to pick up the indicator then assign weight to it. What we did is all 10 sectors, we treated them equally. We are not saying that this particular sector will be more though in some states, there might be more weightage internally for as I mentioned, but it was not done here for the parity. And I'll just explain this through the example only. Methodology was the data compilation we have picked up the data series which is published by government only various say for example, Urban Development Ministry they publish data annually, like that each ministry publishes data based on the state government inputs and those that data then RBI publications are there. Then we also have some other publications which are on not annual basis, but bi-annual basis. So, those are all data collection is done. Then next one is normalization has been done, because they're across some scale like zero to 100. So some weightage has been added and the last one score competition. I'm running fast because I have an example which I can the scoring pattern. This is the example, you can see and I'll just ponder over this slide for one minute. You can see that sector is a public health, what are the indicators - accessibility to primary health care, operationalization of 24 by seven facility at this PHC. MMR, IMR, TFR and then the immunization these are the indicators. Now what we did is, the score and the weight for example, the first indicator the weight added is 10% point one, second also 10% but third one MMR 30%. So this now you may question why 30% there and why not to the first. This has been done by taking the experts opinion into that and as well as the various state governments opinion to what weighs more like that we have done for the other three and then multiplied that you get a final index for this particular sector coming to 0.827 for a particular state. This is an example of one state scoring like this. So you can see 75% they are operationalizing BPSC. 87% operationalizing 24 by seven facility. PSC accessibility 75%. Like that you have to take from this slide. And then if you take state A B C like this B score, when you get like they got this course after the exercise. From that score 75 state A; 90 to state B like that, then you arrange them in order naturally the state with 90% is topping. So like that this is the methodology and based on that. And there was one more grouping of the states so happened. Earlier there were grouping of plain states, then hilly and northeastern states and union territories, which is a normal kind of grouping. We don't compare union territories with the bigger states otherwise it will be unfair comparison. In 2021, there was a suggestion from NITI Aayog that the plains states themselves you can divide into two groups based on the SDGs. So they had some divided the states in two ways group A and group. based on that only we also like Andhra Pradesh, Goa, Gujarat, Telangana were in Group A, Group B are Bihar, Chhattisgarh, like that you can read their Northeastern and hilly quite self- explanatory. Same with the UTs. So this was in 2019. Thief ministers of the state, including the chief minister of the UP has called the Secretary DARPG and said how can I come and design this indicator? That much interest has been shown by various states, most of them have not taking it lightly. After publication. It was thoroughly debated. And then they were saying you tell us how did you calculate. we don't want to accept, we have to face the public also. You say I have done so much in my state and you're putting them somewhere in the bottom. So I think after the methodology and we explained to those States. We went there and then they agreed, they said okay this is fair enough, where is the data? did you manipulate the data? And then we told them this data has come in the same manner. So I think the second one, you can see the results - In group A for example, in agriculture it is Andhra Pradesh which has topped in agricultural sector and in Group B by that grouping in agriculture Madhya Pradesh has topped. So if you see here in various parameters, say in the economic governance it was Gujarat. Group B it was Odisha. For example, environment Kerala has done better and from Northeastern and hilly states, Manipur has come ahead in environment. So like that this is a fair amount of comparison and this has I can say to a large extent propelled the growth and set up the benchmarking, then we can compare heterogeneous kind of our stage and say okay, we can compare your governance is better or his is better and there is one composite also. So based on all this parameter, who is the best? Here the best composite state

for this year was Gujarat and same in Group B it was Madhya Pradesh and UT it is Delhi. So, the composite is the summation of all these divided by those many sectors. So, accordingly these states have topped. I have given the link also in that presentation. You can download and complete report methodology in detail it is given everything is transparent and open. And based on that, people have started accepting what further we can do. The first offshoot was a district good governance index. So, what is district good governance index is within the state can you compare the districts. One way is to say take the same indicators and same thing apply to the data for the districts find out. But it is not so, the indicators are different a little bit and if you say now that this has started with Jammu and Kashmir and then we did for Gujarat. We are doing for Arunachal and DARPG has taken up for various states. I think it's going on for other states also. The idea is like we compare here regulatory function like law and order and then also land revenue reforms, excise, civil supplies, then coordinating and monitoring kind of things in DBTs, supervision of local bodies, these are something different, which is compared to the GGA. And the direct interface with citizen results in an important stored essential dimension of this good governance. So what is good governance finally, how best we can deliver our services which were mentioned here and then how much corruption can be minimized? So based on this what we did is Jammu and Kashmir, this was much smaller exercise. It was done in a span of six months compared to the earlier which took us more than two, two and a half years, because it is national level. This was done fast. And the chief secretary was very active. DARPG chief secretary and we technical partner worked on this. This was released this year on 22nd of January by honorable Home Minister. This is the first district good governance index. This is a classic case of benchmarking you can compare and the results are like this. Those who are from Jammu and Kashmir can probably make out but for those who are not may think Srinagar might be the best because when you say Jammu and Kashmir, we only remember Srinagar, but if you see there, the composite index it is the Jammu which is topping and Srinagar is at number five. It is not at number one number two. So if you can see the Jammu division, they are having two divisions. So, these are the individual districts which are the results are there for Jammu and Kashmir. Right now it is in progress as I mentioned it is progress. In Gujarat we have done 80-90% work. In Arunachal Pradesh 50-60% work is done. Uttar Pradesh, we are not doing but DARPG is doing that work. Himachal Pradesh has already been published. So, these are the good governance index. We have taken the indicators which are outcome based and output based. Which are miserable, easy, straightforward indicators, we started but they are not all the indicators because there is something work in progress also like process indicators are also important. So in the next version, we are trying to cover the process indicator also though it is a difficult task, because there is a intermix of perception also there. Because it's a process one, we have to take more care in input indicators, process indicators make this more robust. We have to also take the data series where the data is not available on a continuous basis year to year. Sometimes it is too early sometimes three yearly, that kind of data series is there. And we also plan actually can we connect the data on a continuous basis it depends. All the states, all the UTs pump the data on a continuous basis to a central portal. So that also we conceptualize dand the work is in progress. I think definitely there will be good progress. I wanted to present to you on the benchmarking how we can compare the states. The basic aim is not to say who is number one, number two. Can we learn when we know here that somebody has done better? We can go to that state in that particular sector and then say we'll do something they're already doing, but we can learn from each other and I have together and we have done it we are center for good governance is government of Telangana organization, but we work for all the states so any state wants anything in governance or anything in the e-governance. we also provide software solutions. We are working right now with seven state governments including the government of Karnataka, we are giving the scholarship solution for the Government of Karnataka. So thank you very much. Any questions I will take later when all the all of us are present. Thank you.

MC:

Thank you very much. Several new parameters are being added for the futuristic governance index mutually helping will lead to further growth and strengthening the economy of our country. Thank you, sir. I would now request Smt GV Rashmi, an IAS officer from Madhya Pradesh 2005. She is the CEO of Atal Bihari Vajpayee Center for Good Governance, Bhopal – Madhya Pradesh Sushasan & Development Report.

Smt. G. V. Rashmi, CEO, Atal Bihari Vajpayee Center for Good Governance, Bhopal – Madhya Pradesh Sushasan & Development Report:

Good evening, everyone. It's indeed a privilege to be here today. At the regional conference on bringing citizens entrepreneurs and government for good governance. I have a very challenging session. It's the last session and amongst the last speakers it but it's an interesting one, benchmarking governance. I would like to speak about a slightly different area here. I would first like to introduce the institute where I work. I'm the Chief Executive Officer of the Atal Bihari Institute of good governance and analysis. This is an autonomous Institute of the Government of Madhya Pradesh set up in the year 2007 to work as a think tank to the Government of Madhya Pradesh, promote quality research. We are also now footing into collecting best practices and good governance initiatives from across the state, across the country. And we have so far specialized in impact evaluation studies. On the topic as you know is the Madhya Pradesh Sushasan development report that is why I said it will be a slightly different take on benchmarking. Sushasan in Hindi as you all know is good governance. So, this is a report that the Institute published in January 2022. It was released by the honorable Chief Minister of Madhya Pradesh and Bhopal in Jan 2022. And thereafter, launched in Delhi, where the chief guest was Dr. Honorable Minister for Public grievances and pensions Dr. Jitendra Singh. The report is a comprehensive in-house work that we did with our research resources. And just to give an idea of what exactly this report contains, I will just briefly speak about, two reviews of the book. One is by Professor Himanshu Rai who is the director of IIM. So, as you can see, it's a comprehensive document which covers a span of more than 15 years of Governance in Madhya Pradesh, and its robust audit of schemes but also identifies roadmap for the future to address the challenges. So this report covers a period of 15 years of governance and it also undertakes a comprehensive audit of the major schemes of the Government of Madhya Pradesh. Another review it speaks about the multi dimensional aspects of governance and with significant insights on the status and challenges of governance system in MP. The way the report is organized, it's made mostly in five different parts. There are five different chapters I will just focus on the important ones. The first part of the report talks about good governance and the monitoring frameworks that are in existence today across India, the most prevalent one, the most popular ones. One of them, Nimje Sir has already presented to you. Then we've also spoken about governance at the time of COVID. I think COVID was a very, very important event in all our lives like a lot of things are today discussed as pre COVID and post COVID. So that is the reason we have spoken about governance at the time of COVID in Madhya Pradesh. Certain sectors that are extremely important for the state of MP, especially agriculture, rural development, financial inclusion with respect to tribal areas, harnessing biodiversity and traditional knowledge are used. These are the areas where the report has focused and looked at governance over the last 15 years in the State of Madhya Pradesh. Then one last section, of course, is monitoring and evaluation where we've done an in-depth evaluation of MP's performance in the sustainable development goals. The first section of the report looks at the journey of governance of MP over the last 15 years. It starts mainly with the initiation of a joint venture company called as a Madhya Pradesh Online Limited which a JV of TCS and government of Madhya Pradesh. It started with a few kiosks in a small few small city of MP and today we have about 28,000 kiosks in every nook and corner of Madhya Pradesh which provide a wide range of services, ranging from payment of utility bills to citizen services like providing Khatha, income, caste certificates so on, conducting online

exams, counseling. The next important watermark in Madhya Pradesh was the Madhya Pradesh public service guarantee act of 2010. In fact, this is quite a landmark Act, which, according to the World Bank report of 2009 18, inspired at least 20 more states to enact a similar act. And it moved from service delivery to entitlement based service delivery, asking for it as a right. There are penal provisions in this and then there are escalation metrics also there is an appellate authority.

This also was done on a PPP mode. Of course the act is there and also the service delivery we have Lok Seva Kendra's in about 440 places in every Taluka and sub Taluka, Madhya Pradesh. One more thing I would like to mention is the CM helpline This was also an initiative MP replicated in a lot of states. This too started as a pilot initiative and today we have about 600 Call Center executives working 24 by seven. We have about 18,000 officers of 52 departments of MP map to it and very comprehensive dashboards. So while it provides this facility of a hotline for public grievance redressal for the consumers, for the citizens, it also serves another purpose. If a department wants to understand what is wrong with the working of the department, where are the issues, if you just look at the CM helpline complaints and the dashboard you understand what exactly is the issue plaguing your department. For example, if you are in rural developments in Riga, you can see how many complaints are there for wage payment how many complaints are there for a corruption, how many are there for use of machines or you know, muster rolls being fabricated or payments not being done? So, these are the ways in which good governance has been has taken up was taken up in Madhya Pradesh. In the report mostly we are looking at governance in an inward way, we were looking at things so, not exactly comparing it with other states. Like Sir said, you know, states are different levels of governance, we are competing with ourselves. There are certain characteristics of good governance that are accepted nationally internationally. Some principles are accepted. The United Nations principles are the most well accepted ones which talk about accountability, transparency, participation, Rule of Law, responsiveness, effective and efficient etc. So, we have attempted to look at almost 70 schemes of Government of Madhya Pradesh, based on the data given by the department that the circulars whatever information is available online, newspaper cuttings and so on and try to monitor them as to what areas of good governance which pillars of good governance these schemes satisfy and this a totally internal activity taken up by the Institute. So if you look at the Mahila helpline you see that a lot of pillars of good governance are met in this particular scheme. But if you look at the Mukhyamantri COVID Yodha Kalyan Yojana, it was a very limited scheme. It was the frontline warriors who died of COVID at the time, so we see that it has only meeting one of the standards of pillars of good governance. So this is kind of a comprehensive evaluation we have done for over 70 schemes. I'm not speaking about all of them. I'll just give you one more example FIR Aapke Dwaar. This was introduced as a pilot in the year 2020. In some districts and tehsils of MP, people have to just make a call and they don't have to go to the Thana. The department would respond, come to their doorstep, register the FIR and give a copy of it. So this is one of I think the best example which meets all pillars of good governance. Analysis of all the schemes all these major thirds 70 schemes shows that about 75% schemes of government of Madhya Pradesh are effective and efficient. And 74% of them are responsive. Only 50% of them follow the rule of law or 54% transparency and 54% are accountable. This is basically based on the kind of information that is available at the public domain or the speed with which solutions are given and so on. Another activity that has been taken up here is, we have tried to highlight. While MP can boast off a lot of good governance initiatives and a lot of progress in every sector, we are also looking at how skewed the governance story has been or what the success should look like. We're looking at it from a different paradigm. So, this is the good governance index of the government of the Ministry of Public reforms and administrative reforms and public grievances of 2019. This is for about 36 states where MP got the 11th overall rank but you will just look at how the performance is skewed across MP itself. While agriculture and allied activities got the first place amongst all the states and Social

Welfare and Development was fourth. MP was the last but one state in public health ranking and 32nd in human resource development ranking.

Similarly in the NESDA index of 2019. This is for 18 non-northeast and non health states. The overall performance of Madhya Pradesh was 10, while it scored about third place in finance and environment it came a dismal 15th in it. So these are the areas we have tried to look at from our own perspective that how while you know we don't compare ourselves with other states and other governments also within us within the government itself within the state itself. There are so many avenues where MP needs to pull up its socks and improve governance. SDG indicators also the story repeats, overall we have the 17th rank and ninth in gender equality seventh and sustainable cities and communities but really bad performance in no poverty, Zero Hunger, good health and wellbeing quality education. With this kind of reporting and constant dialogue with Madhya Pradesh and of course initiative from the government itself a lot of these issues have been addressed. Also the MP government has come up with the IMR MMR Task Force to address these issues of health and many things that I would discuss later on. In COVID too, we have made an attempt to look at the good governance initiatives at the time. The crux of good governance in MP at the time of the COVID pandemic was a lot of community participation, mobilization of civil society organization, whether it was feeding the migrants who are coming back from various states or whether it was, feeding people during the harsh lockdowns when people could not go out of their houses for livelihood. Or even in fact, as we all know, MP was a forerunner in the vaccination drive, one of the first states to complete more than 95% of eligible vaccinations. Here to the US Civil Society well and influencers. Khatiya Baitak is something that I would like to mention here. Khatiya in Hindi is a Cot. And in tribal areas, vaccine hesitancy was much higher than in other areas and in fact, when people knew that the government functionaries were coming to give vaccination, they will just run away into the forest. So there was a lot of challenges which the state government faced in changing the mindset. So this is where we use a lot of influences, including government officials from the collector, Commissioner IGSP, and any you know, civil society persons and doctors who were doing work, NGO people who are doing work, we use these Khatiya Baitaks to go to every Gram Panchayat and change the mindset of people and therefore we're able to achieve a 10 Crore vaccination. Yog se Nirog was also important initiative, where looking at the shortage of public health workers and doctors and all that alternate medicine was given a lot of importance. All Ayush doctors were mobilized. Apart from that some techniques of yoga are also included through tele-calling, tele-counseling to help in conducting breathing exercises and giving people some information on diet and so on. These had very good outcomes for MP government. Some of the schemes and the use of IT also has been mapped but importantly this is not something that we at the Institute have done. We've taken this from the RBI, but a comparison of various initiatives or good governance activities across municipal corporations I have not put all of them due to scarcity in space. You can see some interesting things like aerial surveillance being done using drones, especially in the areas where there was quarantine or lockdown imposed, and use of drones for disinfection was also done in Bhopal Municipal Corporation. news was also something that was tackled using influencers. And these are some of the things that good governance initiatives taken across various corporations in India. We've taken from RBI, benchmarking the activities of Panchayati Raj institutions across the country. So the initiatives of various states Andhra Pradesh, Assam, Bihar, Gujarat have all been mentioned here. In Madhya Pradesh, the highlight was establishment of containment zones in villages with very high levels of infection and formation of red, orange and green zones. This gave us a lot of success in containing COVID when it started spreading in the rural areas also.

These are the various other states. In agriculture also, when we speak about benchmarking, we did not compare with other states because MP has done a very good job in the area of agriculture and

allied activities. In fact, MP has received a successively five Krishi Karman awards for production and productivity by the Government of India. If you look at it, the CAGR for agriculture between 2011-12 to 2019-20 was over 7.7% for MP the highest in India, much above the average for India which was 3.3%. The other things are that MP is the largest producer of food grains in India. It's a largest producer of pulses. It is a third largest producer of horticultural crops. The cropping intensity also increased from 143% in 2019 to 172% in 2018-19. So this looks very much like a success story, but we are again looking at it critically to see what are the issues that are plaguing agriculture in Madhya Pradesh. So if you look at the cropping pattern, we see that there's a disturbing trend. The area under wheat has increased in the same period by 9%, area under paddy by 3%, while the area under pulses has decreased. So some, you know, food for thought something that the government has to sit up and think about: mono cropping, unsustainable cultivation practices, water guzzling, and these kinds of areas is something that can be flagged for the government. Similarly, while production and productivity is increased so much, what about the income to the farmer? Is there a commensurate increase in income? So you look at the average monthly agricultural income for MP which is about rupees 7919, slightly below the national average of Rs 8391, but well below the national average of Punjab rupees 23,133 and Haryana 18,496. These are the areas that we have flagged for the government to look at to look at crop diversification seriously and provide market support and income stability for the farmer. Financial inclusion also is another area where we have just very quickly I will talk about the CD ratio while the CD ratio for MP 74.98%. In the tribal districts you will see that it is less than half. So this was something that the government has to be concerned about and which we have flagged and this is the tribal, non tribal districts the same thing again, even the key banking statistics if you look at per like population, the branches ATM VCs, while we look at the tribal districts it is nine 9913 But for the non-tribal districts it's a much better. So, if you look at MP story, probably these smaller stories more interesting and more important gets lost. So, that is what the report has tried to highlight. And in fact, we have also developed a financial inclusion index which includes all these ratios and all these key banking statistics and some more parameters. To look at where each district of Madhya Pradesh stands. We are going to release it next month, and which would probably give a better perspective to policymakers and to the government as to where exactly the intervention should come. This is another important sector for MP biological diversity and traditional knowledge because of the huge tribal population and the huge forest area. This is an area which has huge potential and MP has done very good work here. MP has been a front runner in many areas. Infact it was the leading state in preparing the MP Biodiversity Action Plan in 2002. Even UNDP in its report in 2009 says that it's one of the few states in the country with a biodiversity board. By 2020 MP had 23,557 biodiversity management committees 13,666 GFMC and BMCs. It is also pioneer in negotiating access and benefit sharing agreement between the BMC and the individuals, manufacturers pharmaceutical companies. About 1.5 crores of revenue the BMC has got in this. 23,557 digital and dynamic people's diversity registers were also created. But this also had its own shortcomings. The headstart that MP got in the early 2000s. We have not been able to sustain that and a lot of these BMCs have now become defunct. Finances become a problem we have not been able to converge the activities of the BMC's with other government schemes, nor have we been able to make any earmarking of special budgets in for these BMCs. One initiative based on these discussions is that the government of MP has recently launched a scheme called as Devaranya scheme. This particular scheme looks at increasing the area under cultivation under aromatic and medicinal plants. So this is an initiative based on these reports. This again is the IMRMMR taskforce of the government of MP based on rankings and other things. MP falls way behind in health indicators. So the task force has just submitted its report and these are the findings while the annual reduction rate of MMR in MP was 5.8%, which I believe it's quite impressive, but as compared to the national average it is just 7.5% and the reduction in NMR 0.6%. This is for the 2011-12 to 2016-17 period is well below the national average was of 3.8%. Certain areas of focus intervention have been

found by have been recommended by the task force to leapfrog into reduction of NMRMMR by 2030. I will not go into these details, just mentioning them in the context of benchmarking for better performance. Our institute was also part of the GSDP task force of government of Madhya Pradesh, which was looking at how MP can contribute to a $5 trillion economy. So the benchmark that we have kept for ourselves is an ambitious $550 billion from the $122 billion dollar now and some of the major recommendations that we have made are using of AI, blockchain and other new technologies to leapfrog into high growth rates. Role of institutional credit which will be very important in magnifying growth, taking the digitization route, good governance measures. So these are the various aspects of this particular report, which makes an impassioned analysis of governance over 15 years and looks at the shortfalls the pitfalls in governance, and in some ways is benchmarking MP against its own standards.

Sh. Prasad Unnikrishnan, Partner & COO, Govt & Public Services, Global Co-Lead, Customer centric Advisory, KPMG India:

I don't want to kill any one of you with one more presentation. And I can see most of you are in a captive environment. I see all of you are from other states. Most of you are from the other states except one or two from the festival. But anyway, having said that, I'm in. Thank you for your patient hearing. I was also here since till 10 o'clock in the morning, and I would really appreciate you because there's a lot of good content and stuff which is coming. I know something will go overboard, but this is not a sharing session, wherein you need to understand and you can replicate couple of these good ideas since morning. And I was before I quickly start I was reflecting on all the people who started in the morning and since my flight was a little delayed. Okay, I'll pick up each one of the person what is so told, as far as I'm concerned on what I'm going to talk today about it. The first thing is about, we all like to hear and ask our children, their progress reports, their progress cards, but when we ask ourselves how, what we are doing right or wrong? That happens in all the reports which has been published, and I could see the CGI he was already mentioning about it like some states are asking my data is collected. Same thing happens for every report. But the good part of it is like some 2012 to 2020, the Federal competition among the states have been instituted by creating such kind of benchmarks, and that has definitely created an environment where states start thinking of how they want to improve compared to other states. And that's what I'm going to talk about one more not a boring subject but something which is interesting if you people will like to understand it better. I'm talking about national ease governance service delivery assessment framework and other benchmarking. So I'm not going to talk to take too much of time on theory. So what happens is, we started an exercise with DARPG. NASSCOM and KPMG together way back in 2019. And we called it the national service delivery assessment framework. Why such an assessment framework. In the morning and till now, we have been looking at all kinds of administrative reforms and from 2000 onwards, the major program by MeitY, the previous department of IT and telecommunications have been primarily to deliver service on an online platform. We saw people talking about SDC strands, e-districts, etc. So over a period of time when this new government came up, Narendra Modi's government came up. what they actually mentioned is about digital government, the digital way of doing things, and that is where the DARPG instituted a study for measuring e-services also, along with CGI, which looks from the perspective of an input perspective, we are actually looking from an outcome perspective of it. Someone also mentioned I think it was Gaurav Taneja, in the morning, who mentioned we should also look from an outcome perspective of what has been achieved by the citizens or for the citizens by the government, rather than an insight, should we look from inside out of what is being achieved? So that is where the study has actually been constituted? How do we do it? I'll just quickly go through those things. So how are we actually going doing this study. This study actually had long cycles of gestation period, recent being you know, federalism in India, and states have come to come on board for any study for this. I really appreciate the effort of DARPG. What

happened is that we basically took the global benchmark, United Nations Online Service Delivery. As you know, they release a report once every two years - the E government service delivery index, and India stands somewhere, I'm not going to want to tell the ranking at this point of time, but over a period of time, we have improved drastically on that. So we have taken that as a benchmark. We have identified certain parameters we call the seven parameters which I'm going to talk about in the coming slides. And we have also identified seven sectors, and in the seven sectors, we have considered government citizen and government to business services, both at the state level as well as the central government level. And what we did. We assessed the services being delivered online through the state portals as well as the central government portals and came out with a report.

How do we go about this? So the various parameters which we looked at, it's very important for us to understand because in the morning when the person from Tata reality spoke, he spoke about something called as accessibility of services. He spoke about content availability at the fingertip. He spoke about all the seven parameters, what I have mentioned here in this framework, and he was telling government has to look at it while I'm saying government is much ahead thinking than the private sector, and that's where I feel more proud of the government because all the seven parameters which you've mentioned in the morning has been already covered in NeSDA, and that's the beauty of it. When we talk about accessibility, we are talking about access for all. I got a troll two days before I will not tell who mentioned in the parliament, but someone made a statement in 2014 in the parliament seeing a fishmonger selling his fish and asking for a credit card and the monger should have a swipe machine to get the credit card and pay the money and in 2021 and during the peak COVID period what we saw was the digital revolution in the country. That is what is accessibility is all about. We say you can pay through Paytm, Google pays, WhatsApps or anything a payment gateway in the world. How was it happening? The government paved the way the Reserve Bank, the finance minister finance all paved the way, the policies and the symptoms through which the payment would happen. That's what about accessibility is all about. I'm not talking about everything the ease of use. Today, India can be proud because of the Cowin app. And India can be proud because of the certificate which you have on your mobiles which you can show when you're traveling anywhere in the world for your COVID vaccination certificate. Simple that's what ease of use is all about. I don't know how many of you know about digilocker. But we are very bad in our marketing. If you're good in our marketing, people will uptake our services much better and I'm not talking about everything here. Okay, so we have considered the seven parameters, which actually covers or what you're talking about today is about this particular assessment. Quickly take you through the cycle. This is a very, very, very important thing I wanted to say in India all happens through a consultative process only. Thanks to Srinivas ji, in the first exercise and in the second exercise we had conducted around 40 to 50 sessions with the State governments through VCs to get this report out through a consensus process. And that has been an exercise and that has been the challenge in getting all the states onboarded, all the ministries on boarded I'm not saying beyond that. Okay, because we don't have the patience to hear but I will tell you what has changed from 2019 to 2021. And it's a good case study because he's also mentioned about the same thing. In 2019 when we did nobody thought about what is the COVID world all about? And in 2021 when you look at it, there has been a good case study of a period of two years, wherein the entire country was completely running on digital. And I'm making one more statement here which I made inside my company also - the only authority or the only agency which functioned across the globe during the COVID is government. No one else. And that's the power of the government. So all of you in this room, including me I'm working in the government sector should be proud about it. Okay, that's the big things I'm going to talk to you about. So what happened in this period of 2019 to 21. 1400 services across which means a 60% increase in the E services which you have seen. More than one lakh responses to NeSDA across all the 30 plus states and union territories. Mandatory services, most of the states have come up to 80

percentage of providing identified mandatory services. The scores have improved for almost 22 states out of the 28. All the four parameters of central government and all the seven parameters of the state governments, everything has improved. It has never gone down in this thing, okay. And look at the customer satisfaction from the citizens 74% of respondents nationwide said they are satisfied or very satisfied with the e-service provided by the Govt. So this is a very very, I would say encouraging result which you need to talk about and which you need to think about. This is where you people are on the cutting edge to provide service to the citizens. I'm not getting into the details about all these things. I'm just showing you some parameters here. 69% of all possible mandatory services were provided by states and UTs in 2021. Initially it was hardly 45% so there's an increase of around 20% on 2 year basis. And these are the various percentages which we are talking about education, environment, finance, labor and employment, local and utility, social welfare, etc. I'm just rushing through because data is there. It's already published in the website. You can see that. Now across parameters when you look at it. There has been an absolute increase in all the things like states and union territories there has been 76% increase in accessibility. And the portals have we considered the service portal and the state board to separate, the central ministry portal and their service portal separately. Every year there has been an increase in terms of accessibility. Now there are also some few areas you need to improve upon the improvement areas are also mentioned. So for example, accessibility perspective, multilingual support for a particular state. So for example, northeast most of the states will have more than three or four languages for them. So how do you accommodate for such kind of a thing whereas in if you come to South maybe we have English, Hindi and one other regional language or something like that. But in some other states, there are multiple languages, how do you reach to them? Now certain things are like for how do you people reach out to Special Needs citizens etc. So those are all couple of suggestions you have been talking about. If you see about content availability, again, the parameters have actually moved up. I'm not going into the statistics because I'm just quickly taking you through all these things, and trying to tell you what has happened in the overall thing. From NeSDA 2019, we had clearly laid out an action plan for all the states and union territories. I will say we gave two years time and that was another thoughtful idea reason being it requires minimum two years for an electronic transformation to happen because of the procurement process. The vendors getting on board, you need to change your internal processes, issue the GOs come out with new systems, analysis, etc. And what we saw is a consistent improvement across all parameters in the NeSDA 2021 study. And it has been really appreciated by all the bureaucracy at the central government as well as the different state levels. So that's what I want to tell you at this point of time. Now, this is one important thing because I heard Madam Chief Secretary also mentioned a couple of things. I'll come to that the low part of the slide, but the upper part of the state, so we have conducted a citizen survey across the country. And what it says is 74% of the respondents are satisfied with the current level of the e-services provided by the states and union territories. 90% respondent state e-services is better than service for cost, time and effort. So that's again a good thing about it. I'll just go to the below because madam made a very pertinent point still, we have a particular section of the society who are underprivileged, and they need certain access etc. And that's where I take a cue from what Mr. Jayakumar mentioned in the afternoon, about the Kerala KFON project where they were providing free internet to a lot of people who are underprivileged who doesn't get it right. So the study actually says couple of reasons why this underprivileged is not able to get access to this. So that's a point where we need to look at because end of the day, governments always think of inclusivity. Why government run a transport bus? Because the farthest mile if there is a person or a school student who wants to get to a school, nobody in the private sector is going to do similarly government has to say the same thing. When you're going to go digital. You cannot have a digital divide between the haves and the have nots, and therefore government has to take care of them. Internet is my birthright like the air water and free living etc. I'm just telling you the reasons, no regular there are certain reasons why couple of people

are not on boarded onto the internet for getting services. One is familiarity. I told you public relations or going out and publicizing what you're doing as government on the schemes and services should be much higher. And that to on a social media platform that's very important. No regular access to internet. Security and privacy concerns are an issue even today, but we have improved a lot by doing a lot of efforts. And then user friendliness and the gadgets. These are the things which people have mentioned. So I'm telling you, these are the sections of society who are underprivileged, who needs to be taken care of.

From 2019 to 2021, we had brought in a couple of additional changes. But how are we going to again further change it? So I hope all of you understand and you're aware of an India enterprise architecture. So we have been pushing for this quite some time. The reason being once that comes into place, that is like departmentless governance, which means any data of any department should be freely accessible by the other department for eg., income certificate. What are the department's you need to go through for getting an income certificate. If you want to income certificate, the village officer, the revenue department, if we have a land someday, I think then another department or if there is any other thing from a PF or it's a private sector some other income, etc. How do you get it today? It's very difficult, right? So can we have an integrated platform. So India enterprise architecture and researches and one single integrated platform for services and we had one of the parameters was integrated service delivery through an integrated platform was one of the next step builders will be emphasizing more on India Enterprise Architecture implementation in the next framework. Open government data. while we say open data, open government etc. we have still much more to do. Cyber resilience is very important. Because the Indian citizens are more vulnerable to all kinds of frauds including financial frauds, etc. So how do we protect them from doing all these things. Myself and Sir were also talking about emerging technologies. Since morning everyone is talking about AI Ml blockchain, etc. And the latest is metaverse. Now the question is, are we ready with the use case for doing that? If I say Metaverse as a use case, a classic example I leave it to you as a dream for you as the next August 15 Prime Minister Narendra Modi ji should not be physically standing, his Metaverse version should be standing at the red ford and talking to the people. And should be doing 36 languages. I was I'm just giving an example. What I'm trying to say is like all these are coming up, the government is very cautious in the way they are looking at technology. As an independent person, I'm making a statement here. While we get into online platform, we are getting more and more vulnerable in terms of our data privacy etc. At the same time, the government is also taking adequate steps of getting into the ISI to see what are the right policies for the for the nation and its people. So when you bring on more and more emerging technologies, definitely there will be a little bit of intrusiveness into the particular person's privacy data or sort of things you've talked about. However, if it is being used for the good of the citizen, there's no harm in doing so. There's a small line between what is good and what is bad and how you want to merge the two for the outcome of it. So we are going to focus on seeing how the states are going to adopt these kinds of technologies. And finally, is electronic participation when people come on a digital mode to do it. So learning from the global government practices, this is what globally government has been doing because many of the governments especially everyone takes example of Estonia. Someone told me in Estonia you need to do only three things with the government, rest everything is outside. Why can't we do it? We can also do the same because nobody's stopping us from doing it. So the integrated facility, cyber resilience, mobile first are the buzzwords of the next assessment, and I would request all of you in this room, imbibe these principles and focus on saying, how do you want to give better services to the citizens? With that I finish my presentation. Thank you.

Shri TC Gupta, Chief Commissioner RTS Commission, Chandigarh, Haryana-Right to Services in Government of Haryana (Chair):

Good evening. First of all, I am thankful to the DARPG Karnataka for giving this opportunity. And I'm particularly happy that my friend and the regional secretary is present since morning Mr. Amarnath and DGIIPA, Tripathi ji. Our very senior colleague is also with us since morning. We have been hearing about good governance and Tata digital were saying that the customer is the king. So customer is king. Yeah, as far as we the government are concerned, the citizen is the king. So citizen centric governance, I'm taking only that in which my friend Mr. Rajendra Nimje had made a presentation where Haryana was shown to be on top in the country in the latest ranking. So in that means we were able to do in Haryana. It's a very small state comprising of 12% of the population to 1 Cr population. But I take pride in that and pride into that in the sense that we have been able to keep our commitment and we have been able to deliver services to the six regions because of which they are satisfied. And we were at the top in the country in the latest ranking which were released on 25th of December. And we continue to do so in the future also. That's our endeavor. My colleague from Madhya Pradesh was stating that 2010 was the first act which was the Right to Service Act which was enacted in Madhya Pradesh. That's correct. In fact, twenty two states enacted this public service delivery act around that time 2010-11-12, because of the Anna Hazare Movement against corruption in the country around the time 2011. Then government of India they formulated a model act and circulated to all the state governments. When I took over as Commissioner of this commission, I retired from the IAS last year and took as Chief Commissioner, I was wondering why all these states have enacted these acts around that time only. Then I went to the history. Why not in 1947? Why not in 2000? Why around that time on. So at that time government of India had circulated a model act to all the state governments which had been adopted by 22 states in different forms. And there are eight states where there are independent commissions, like Maharashtra is having an independent commission. Haryana is having an independent commission, but there are some state governments where the officer is there one serving officer he has been designated as the person to monitor the delivery of services in all the 22 acts, if there is a timeline for delivery of services, like in case of Haryana, if you see and they touch upon various services with which a person is, you can say connected throughout his life. For example, in case of Haryana 573 services are notified and from womb to tomb, that is birth certificate. And there are a services as well as the benefit of schemes. If a girl child is born, in that case, 21,000 rupees benefit is given and 21,000 rupees which translates to one lakh rupees turns 18. So, at that time it is mentioned within 30 days that should be given. If the electricity goes, it should be restored within 4 hours. Normal solid waste is lying outside of a home, in that case if you call up or log a complaint on any app, so within two days that solid waste should be removed. If your sewage is blocked then in that case, seven days. For example, for each and every service there is a timeline in all the acts including Karnataka including Uttar Pradesh including Maharashtra, Karnataka, Delhi, Chandigarh, Haryana, Punjab everywhere, but the thing is, it is not being implemented. The real implementation for us I can say it proudly that some kind of review is taking place in case of Maharashtra. Some kind of reviews taking place in Maharashtra, where the chief secretary is there at the helm of affairs for last three years in Nagpur. The first conference was in collaboration with the Department of DARPG was done in Nagpur in 2019. And in Haryana we are doing it very ruthlessly. So, these kind of schemes whether it is related to farmers, whether it related to students, whether they're related to MSME. There are 22 schemes of SME, where the timelines are registration factory, your contractor labor license your subsidy payment for all the checks the timelines, the effects. This is a model which is applicable throughout the country in all the statutes that is laws. There is a timeline defined for each service. If it is not delivered then you can file an appeal with the first authority. As my colleague from UP was telling, you can file an appeal with the first authority, first appeal that authority. If he doesn't

deliver, if he decides and you're not satisfied, then you can file an appeal with the second authority. And if you are still not satisfied with the service has not delivered, then the appeal comes to the commission or where the Commission's are not there it goes to the designated officers. So this is the model because people are not aware how to file the appeal whether to engage an advocate, where is the format for filing the appeal, whether the is a fee for filing the appeal, will I have to go to file the appeal. In case of Haryana only seven appeals were filed 2014-2021 or they are forced to file grievances on CM grievance portal. You go to CM grievance portal, in case of Haryana also we have a CM grievance portal or you go to CP gram if you have applied for building plan approval. The local authority has not approved my building plan what to do. So you are just hovering in CM grievance on all those portals. We have Saral Haryana which got the e-governance award last to last year. So in that case, here it is 798 services we have got 600 Services. Application can be tracked at each step each and everything is there. But the one takeaway in the morning that is every certificate is hosted in the digilocker. This is how the Saral Haryana is. What are the scores of different districts? How do we calculate the score? Whether the services are being delivered within the notified timeline. And if it is delivered by notified timeline in that case, there is a formula which Mr. Ravindra had elaborated. It's a very simple formula. So as per that I can see across 22 districts, there so 9.8 ranking. When I took over not even a single district was there at 9.2. Then I exhorted all the deputy commissioner of the district, "I'm not going to tolerate less than 9.5". We held the meeting with all the Deputy Commissioners we went to all, the districts and I said we will be giving you a appreciation certificate if your district achieves 9.5 or more and I had to give 12 appreciation certificate within six months. Now we can see 9.8 The lowest is the Haryana headquarters. So we have 22 districts in Haryana headquarters because there are certain schemes or the approvals which have to come from the headquarters for example change of land use certificate Big colonizers like DLF, Unity, apply for licenses which are granted at the directorate level or the benefit of schemes are to be given their budget constraints, the budget is not available. So in that case, the HOD has to release the budget. So in that case, they are at 8.9. Where we have taken to towards the finance Secretary also we have issued a statutory notice to the finance up of this state. And we can track your department wise also. Forest department is at 10. So from but this is only the tracking mechanism. Now what we thought is this is only tracking of good governance index. You are at top, you are at bottom, you are at 10, you are at 8.9. But what happens from the citizen if he is not getting if it is if 99% of the services are delivered in time, but that person is part of this unfortunate 1% what to do. So in that case what we did was we developed this autofill system it has been done by NIC. That is, it is auto escalated. So if it is not done for example, if you are applying for an electricity connection, it is not released in 30 days, which was the notified time. If your birth certificate you're applying it is not delivered in seven days. If you are applying for building plan approval of Haryana Urban Development Authority which is called HSVP, if it is not approved in three days, in that case, automatically the appeal will be filed by any system with the first appellate authority. If the first appellate authority, he is not doing his job in 30 days, automatically the appeal will go to the second authority. And as the second authority is not doing in that case, it will automatically come to the commission. And this is I got it launched on first of September last year by honorable Chief Minister Haryana. This is the status. I showed you, seven years seven appeals, but now 29 entities have been on boarded, 292 services was as on Fifth of July. Today it is 307. My goal is to onboard all 573.

1,91,700 appeals have been filed, and 1,0350 appeals have been resolved. Out of that and the very fact that only 470 appeals have reached the commission. Finally, in the last 470 that means all the appeals they have been resolved midway either by the first authorities or by the second authorities. Because I have given notices to 8 deputy commissioners. they are the second authority. Why you have not taken steps because your SDM was having 30 days you are also having 30 days you are not able to resolve so I'll come down heavily on you. Even though my act does not empower me to find

the first authority and the second authority. Maharastra act and UP act empowers the Commission or the nominated officer to find the first appellate authority. The penalty can be imposed on the first authority and the second authority for not resolving the grievance. In our act it is only an officer who is tasked upon to deliver this service who can be imposed a penalty maximum by 20,000 rupees. But the thing is all the authorities have been activated. The first authority all the SDMs. if your mutation is to be done in that case, all the tahsildars. So all these tahsildars are also active. All the SDMs and DCS are active. Uttar Haryana is power utility which is in charge of half of the state where 94% disposal was within RTS. and it is 98.28% per June the rains was the rains were they so they were not able to resolve some grievances within RCS timelines. And RTS timelines are very strict in the sense billing complaint. We are getting so many billings complain - my bill is more, my meter was burnt or my meter is running fast. And the timeline closure of all that is only 10 days and I'm getting so many billing complaints and these complaints from Gurugram and Faridabad – NCR area. The disposal rate is 98% which used to be 94%. The HSIDC Haryana state Industrial Development Corporation was already at 83%, which has improved to 94% and this is the implementation of also this one housing board which has improved tremendously, from 62% to 97%. And the Haryana guess tops spot in cities and city government sector ranking as was mentioned, by the previous speaker. The thing is, wherever the appeals are filed, we are not going them unpunished. I am coming down heavily. We have penalized this sanitary inspectors, we are penalized the linemen we are penalized the junior engineers, we are penalizing the state's civil service officers and last week only which made big news in the newspapers in that part of the world we penalized senior scale IAS officer also. So, in that case and it sends shockwaves in the entire Haryana bureaucracy. We thought only the patwaris and the tahsildars will be penalized. We said no you are asked upon to deliver the services. In one case we issued a show cause notice to the finance secretary of the state. He told me how the man responsible. I'm not responsible. It is a department who has to deal with the service. I said the act says, whosoever is a hindrance in providing the service. Since you did not provide the adequate budget despite demand by the department you have become a hindrance and that is why a notice has been issued to you. Any instruction wherever a service has been notified under RTS, the budgetary ceilings will not be applicable to that particular service. So in that case, all the 550 pending application of MSME which were running in hundreds of crores were sanctioned, and the dispersal which was pending for more than two years all the benefits and the scheme were disbursed. My way forward is that we will onboard all reengineering processing that we have been continuously doing. Capacity Building of course that's a major issue of interest among public and public representatives. We held a sensitization program for all the MLAs of the state including the ministers. The chief minister was present, the deputy chief minister was present, all the minister cabinet, the MLAs were present. Even the speaker told me after the meeting to share the list of services notified. And we are sensitizing all the sarpanches, gram sarpanchas and that is our program. We will institutionalize the monitoring. So in that case, this was all which I wanted to tell you, because we are keeping the cities at the center of delivery. There are so many egovernance initiatives which have been taken by the state, almost always, the crux is the implementation. If the implementation is not done in that case, they will remain only on paper. And as I mentioned in my introductory remarks, 22 states have enacted the law. It is a solemn promise by the state to the citizen of this country that this particular service will be delivered in that time. And in Haryana, we have taken upon ourselves the service will be delivered in time, there are seven to eight lakh applications which are received for these 573 applications every month. So our assurance or our promise to the state citizen that is either these timelines will be respected or the responsibility will be fixed and the responsibility will be fixed and people will be held accountable for that. Thank you so much.

Q&A:

Good evening, everyone. Myself is without Amitabh Ranjan, Registrar, Indian Institute of Public Administration at New Delhi. My small queries is to Mr. Unnikrishnan. In your presentation you showed that you have surveyed 26,245 persons online survey, so considering the vast proportion of India, is this sample size not a little bit on lower side? Second, that survey has been online. You have done online survey. So, you have surveyed the digitally empowered person because it is online survey. So you are making the players referee itself because you are showing the improvement in E-services. There should have been some digitally unempowered persons also like grassroot persons or persons from rural side. Your sample should have included those also not only online survey there too.

Prasad Unnikrishnan, KPMG:

The first question on sample size. I'll tell you the methodology what we adopted. So primarily what we did is that we sent this link to all state governments and we gave them almost a year saying that you use this link to all your citizens, because you have the database to the email address etc. or the mobile number. And we have also asked them to centres where people are coming to avail the physical services through the physical channel. That's how the process was. Coming to the size, as I mentioned to you, anything which we are doing we don't force upon to get the response. And what we did is that we looked at the sample of each state with respect to the population. And if you compare the number of samples which have come from a different state with respect to the population, that sample is already covered by a particular ratio. I'm not saying the number of spots but the ratio as per the population size. Now if you want to say I want 1lakh or 10lakh as a sample size, we did not stop any state from doing it. The States were asked to do this as an introspection on top of the survey, of which we are actually doing. So that's the first part of it. So therefore, we are not comparing the outcome of the citizen survey with respect to the NeSDA assessment. That was an additional parameter which we're looking at the states to do an introspection and we showed that each state separately also the consolidation to an actual. The question ideally what we start with is primarily they are being asked a particular question as to Would you like to participate in the survey? That's the first thing we ask because we don't want to force anyone on anything because they'll survey the country excited to be talking about every survey also. Second thing Have you availed the service? Okay, so see, someone mentioned to me and we're talking about digital literacy in India today. When you're saying online services, and online way of doing that, the States were even free to send the link to their WhatsApp groups and other groups also, and it was a survey I don't know whether you have seen the link also. Okay, so second question we asked have you ever done an online electronic free service of any government of your state or whatever it is, like, if they say no, then we are asking the second question why? That's a separate topic. If they say yes, then that's a separate thing all together. That's the process in which we have actually done that. So in this process, if they're saying no also in some cases that's what I told you the bottom parameters where I mentioned that the downtrodden or the people who didn't have access, etc, etc. Getting a mobile and accessing your WhatsApp is much easier than failing an e-service. There are things I'll explain to you some examples, even if you want to apply for a passport today. A normal person cannot do it because the different stages in which you have to upload the photo, to upload the certificate, you have to upload multiple things. Highly tech savvy I'm telling you the MVD application of an ICT, which we have this, I forget that okay. It was a little difficult for me to do. So when you ask me, the person sometimes drops halfway for a particular service because it is cumbersome. So basically, designed in such a way that if you ever we understand the reasons you're not available service, but why you sort of different questions. Is it because you do not have the bandwidth? Is it because you don't even have a bank or is it because you don't have a link to our country which doesn't return that so to speak. So I would say it is a self-explanatory questionnaire when people are really provided the flow

through which to responses we have designed it. So they are not definitely saying that I did not like it for obvious reasons. Now coming to that point that point okay, because everyone on this side of the line, you're all including private sectors who deliver services through government. We think what we deliver is right, that's absolutely wrong. I'm telling you today, if you do an assessment, of accessibility of all the government, private sector service for that matter. The flow in which information is happening, the whole easiness in which a person should be able to use the service, someone will not like it. It is not as user friendly as whatever. Today, just because we develop and we use it on a regular basis. We don't find it difficult. I'm telling you from the example of my mother, when she wanted to re-apply for Visheshan card, every five years they have to do it, but she couldn't do it. She's a retired additional Secretary of a department. She says it's very difficult for her. We found it so cumbersome to do it. So there are multiple reasons why a person will drop off. So I would say, rather than taking it on the negative side, you should think of positive side saying if the the person withdrawn from a server halfway, and if they put a reason, it's not user friendly. We were able to find there are other things also I'll tell you a simple example. I hope you understand this case study of State Bank of India, when they moved from F1 to F12 to TCS led online banking solution. First six months they put a board in front of them were banking if I'm remembering correctly, from somewhere between then three and four. We are moved to a new system. Your service naming their employees who are the Change Manager. Who did the change management and studied the age of the customers, did not realize that the average age of those people were between 45-55 and used to the COBOL keyboard system, but when they click on the mouse, the credit will become debit. So the same thing applies for any gentleman or a woman who's over 45 years of age, who's trying to click on a mouse for this one. So the intuitivity with which you actually design system. Today you have the touchscreen. How easy is it for the concept of touchscreen and do the flow. This design competence are never taken care of in any of the government. It's not only governments, in private sector roles to some extreme, figured out the new work of swiggy. I took five minutes to figure out the new when they updated took me five minutes. I'm not joking. It took me five minutes being a person this side. If there's a genuine system, we have to study that reason and that's the intent of the study.

Q&A:
My question is to TC Gupta Sir and Smt G. V. Rashmi. Since inception, any penalty has been imposed under this public service guarantee act. If not, what was the reason? Number two, any public grievance system is in place. What was its speed and what is the decent speed because the people coming to appeal. It's generally more than 30-40 days to wait. Any other grievance redressal system is available in the state which can repress the grievance prior to 10-15days. Whereas if you simply give a telephone ring to CM helpline that is recorded. Again, people they feel bad that it has not been attended. The question of imposed penalty in UP is not popular. Are other reversal systems yet to be developed? And all of a sudden, 1,61,000 appeals have come in one year's period after 2021 and out of that. Let's suppose, the first level authority are set by who they failed in one year earlier.
What are they doing prior to that, or all of them failed and all of a sudden, the 1000s of people have come in one year. For the first level prescriber authority has failed. It's presumed by the presentation

TC Gupta:
So number one, the grievance redressal system is there just like the CM helpline and we also have a very robust system of CM helpline. And they're also presented and just telephone grievances taken care of. As far as these notified service that the Commission fortunately has the suo moto powers. So it is not that a person has to file an appeal, the first priority which I imposed within 15 days of when I got a telephone call from one person he was saying I'm stationed here in Chandigarh, last two days. I've come from Mumbai. My father has expired. Plot has not been transferred by the concerned

staff. The rate of fraud is in few crores of rupees so generally that kind of thing they were expecting. So I took cognizance of that immediately issued the notice and within seven days disposal off and the concerned person was penalized. So, in one case, took the suo moto case of a newspaper, it was written that death certificates in case of COVID have not been issued for more than one year by the number one Medical College and University of the state. So this newspaper in that case, so we take cognizance of the telephone. They take cognizance of which has received even a physical complaint or anything which is published newspaper and we think that is worthy of taking notice and the other events your decimal system is already. Coming to your point, why is this 1,91,000 suddenly, because earlier there was no monitoring now, mukya mantri vivah yogana where every marriage of daughter under privilege BPL family 21,000 assistance is given by the state that has to be given within 60 days of application. 60 days expired, and it was so in that case that appeal has been filed. Certainly, allegations have been filed because they've been exhausted. And when they subpoenaed to the authority the director saw that they have a house patient he made the director budget and they dispersed it, so the appeal did not go to the second department earlier. Now in the case of Hamari Beti, Aapki Beti, 11,000 cases in 2020 and 2021. Not even in a single time this benefit of 21,000 rupees was given in time. The average delay was one year during last three months from not even a single case has been delayed. Why? Because of the Finance department instructions that no budget can be because the bill will be filed which will be taken care of So many appeals have been filed. So failure was there earlier also the thing was, it was not escalated, but it was not coming from public domain it was not being monitored. Now the things are coming up, and we are immediately taking care of that.

Smt. G. V. Rashmi:

Sir the situation was somewhat similar. Act was passed in the year 2010. And it was monitored very closely by the chief secretary and the chief minister at that point of time. The collectors were the first appellate authority did take a lot *suo moto* action. So for the first seven to eight years of *Suo Moto* action reduced to a great extent. Only when there is monitoring you see action but otherwise it is business as usual. But I believe not just empty government almost all the governments are constantly reinventing. We cannot always have a regulatory system. This had a symbolic value in 2010 because we always believe that we're doing a favor to the people, to the citizens. But as this act, it became an entitlement. So in that sense, it was historic and now moved into some other ways of addressing issues. Like we have, I think a CM Janaseva which was started doing COVID because people could not come to kiosk to apply for caste or income certificate. So now 181 If they call within 48 hours, they are getting their services on getting the certificates on WhatsApp at home. And the fees are also much lesser than what is in the close. So by constantly reinventing the wheel very, very important thing but you just call by whatsapp you're getting all certificate. This is the kind of progress we are making in many ways. So this acts are there, but we are progressing in other ways. We're doing other things.

KEYNOTE SESSIONS:
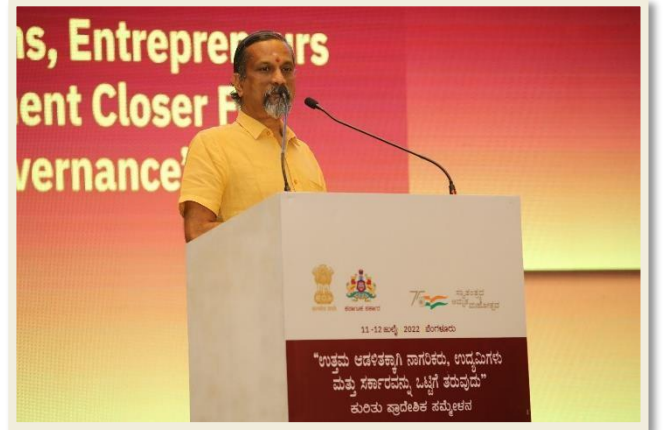
TOPIC: Creating Unicorn Magic (and Jobs) in Rural India

SPEAKER: **Shri Sridhar Vembu**, Founder & CEO, Zoho

Keynote: Creating Unicorn Magic (and Jobs) in Rural India

Dr. Srivatsa Krishna, Principal Secretary, DPAR AR, Karnataka

Morning, gentlemen, great pleasure to have you all back. The morning session starts off with Sridhar Vembu who needs no introduction. I believe he's the only startup to the best of my knowledge, who has become a unicorn and beyond is much bigger than unicorn today probably $10-20 billion in valuation without taking a single cent of venture capital money. That is extremely difficult to do. Second unusual thing about him he went like all Indians, to first to Qualcomm where he designed the chip which now is going to be used in 5g and from there went to the Bay Area as an immigrant, conquered the Bay Area and is now back, the only unicorn in the country which runs out of a village, Thenkasi in Tamil Nadu. So, I dare say with his permission, my hope and knowing a little bit about what's going on, I hope someday we see him in the Union Cabinet or as an ex Chief Minister of Tamil Nadu.

Shri Sridhar Vembu, Founder & CEO, Zoho:

Srivatsa, I thought you were a friend. How much trouble do you want me to get into. So, for the record, I'm not in politics, I'm in business and I have a lot to do in business. So just want to clarify that because comes up. Seriously, though, one reason I'm in business is because I see for countries situation, today, I mean, the sheer number of jobs we need to create. And that motivates me. That's what gets me up in the morning. In fact, I travel our rural villages, most of the travel I do is among rural areas. But I was in Gujarat two weeks ago, gone there for an event. I immediately told my host to take me to village and about half an hour- one hour away. So I spent half a day there in the village learning about Gujrati, my first visit to Gujarat. I kind of asked what are the jobs the youths are doing? What is the job you are aspiring to do? Those are the kinds of questions I asked. I get a glimpse, same thing I did near Pune, Maharashtra, but that was six months ago. So everywhere I travel, I see that tremendous power of our youth that is coming from all these places and that's where we are creating jobs now. Last about a year we have actually trained, recruited and trained over 1000 rural engineers from Thenkasi to Thirunelveli to Madurai, Tanjavur district now, which is my own native region and Coimbatore district, various places now. So that to me is the principal challenge facing our country. If you look at our demographics today, and what 24 million kids born and I bet about 60% of the kids even today are born in villages like where I live now, in proper villages, maybe 65%. Because once people come to cities, they stop having kids. So even if the urban population is growing, that's only due to migration from villages. The kids continue to be born in villages. They're not born that many in the cities. So as a business person, if you're an entrepreneur, you should go where resources so it's a very natural thing. I mean, I small get celebrated for going to a village but I just rationally go where the source of my talent is. And it's very easy to find. In Bangalore, people will complain about not having talent. I go to Thirunelveli, to put out a requisition amd we'll have 1000 people show up immediately. We have to train them of course and we train. So we have faculty, we have trainers, we do all that. And that's what we invested primarily, we invest in training. So rather than invest in real estate, we invest in training. To me, investing in people is better than investing in real estate. That's how I see the trade off. So these are all basic ideas I have. It's not anything complicated. To me, it has to be simple. It has to be reduced to a very simple something that anybody can understand. So I give you a manufacturing. In fact, we were talking about manufacturing and rural manufacturing. I'm looking at this problem right now. The rural manufacturing, for example, now is we talk about land in a Thirunelveli district, very close to

where I am about five, six lakhs on acre. And these things have close to highway access, maybe not the national highway but at least the state highway access. You're talking about five lakhs an acre. And in this can we build manufacturing and you look at the labor, you are security people, all of the graduates, college graduates in these villages are hunting for jobs that pay them 15,000 rupees a month. 10,000 rupees a month. In fact, just last week, I was shopping for my next dhothi in the local shop in Kadayam and I asked sales lady there what have you studied? She said BA English? I asked how much do they pay you? 5000 rupees a month. 5000 rupees a month in Thenkasi. And she has studied BA English. How many hours do you work 9:30am to 8:30pm, six days a week. She gets one day off for 5000 rupees a month.

And if anybody tells you that Indian labor is expensive, Indian land is expensive. Everything is expensive. They have not seen this reality. This is the reality. With this we can make manufacturing work. We can create jobs. In other words, I see on one side you see the poverty right on other side you see that this is the talent pool we can build the country on. We can build manufacturing on. Why are the pens in your pockets made in Japan, we should be making them. Why are those folders made in Japan? Again we were talking about this morning, they should be made in India and these factories are the ones we need. That lady making 5000, she could be making 20,000 rupees for the same level of education, she could be easily making 20,000 rupees, then her family just goes up instantly. So that is the challenge to me of all of this. Bringing citizens, entrepreneurs, government closer. The entire purpose is the person making that 5000 rupees job now working six days a week. 11 hour days. That's our challenge. So I always tried to personalize this, who are we really working for? It is that person. In fact that is why about two weeks ago our governor of our state Shri R N Ravi visited our village actually, he came to this last village fact they had to fix up the roads because the roads are so narrow, not navigable as far so as car could come and he spent about three four hours, there learning about what is going on. I met him at an event and he told me that he wanted to learn about all this and what I am doing there. I told him these are the people who are serving right these are the people who need jobs. These are the people who eventually show up in Chennai or Bangalore and these are the people who are staying at the bottom half of that society as migrant labor. But if you can save them there, Bangalore will get less crowded. Right from my village there is at least 20 people in Bangalore driving autos, driving taxis delivering food all of them. I know because I meet them there. When they come home. I meet them there and I ask where you are? Well, I'm in Bangalore and they tell me if you have an office there I'll visit there. So that's why I see the other side of India, where the source of all this labor is coming from. But that's where our challenges ought to meet personally. That's why I go sit there. I actually I am very happy where I am. These are where the projects are. I want to do this in 10 more places, maybe 100 more places in the next few years. That's my dream right now. But this is actually very, very fulfilling work. This work where you are taking these really raw talent, slowly shaping them up. And they can compete with the world. And this is where I'm going to share with you our Thenkasi office story. And this we started about 11-12 years ago. And I sent five engineers from Chennai and the way we start selected those five engineers they volunteered. They said I will go there this is my native region. In one or two cases I want an adventure but other places other guys because it's my region. I told them this will take a long time. You don't go there and complain that I don't have this I don't have pizza I don't have a mall all of that. I told them all this. So you're not going to miss your pizza. You're not going to miss your shopping mall, all of that. Right? So they said yeah, you don't miss any of that. So they went there. And today that office has now grown to about 700 people. At least 600 were drawn from the surrounding district. About maybe 50 kilometer radius, that's our

catchment area 600 of the 700. Remaining could have come from Chennai, Coimbatore. Sometimes North. There are people from Bengal working in Thenkasi now. You will see all of India there, but about predominantly local 80% will be local. So that is how the office has been built. But what is more impressive is the work that is being done. The software built there the Zoho desk, its now in production and they are using this, they are paying us in from Germany to US, all the leading companies. Pretty much you name a leading company, our software from Thenkasi is actually there in it one way or the other. So that is what we have been able to do in the last 10 years. And yet, when I go visit somebody people often tell me you really cannot do this. You cannot be building this from the resolve the challenges they'll tell you and I met an entrepreneur yesterday. He is from Thirunelveli and he has built a very impressive government company in Tirupur.

And one of the reasons I like this man, he told me his name is David he tells me I don't accept something that you cannot do as an answer. I want to find a way in which you can do this. It's the same attitude. If somebody tells me this kind of missionary cannot be built in India, immediately my attention goes up. Then I'll say how do we figure out how to make it here. That cannot do is not to be accepted. And we have this often defeatist mindset. Again, so many people will tell you will see editorials written, opinion written, how we cannot compete with China. I completely disagree. Actually we can compete with China. In fact we are actually profitable in China. We have about 200 people in China, we sell software there. They have been profitable for 20 years in China. So we overthink this we have not been overrun by Chinese competition. Not only that we export software to China. We export software to Japan. They have a profitable division in Japan we have about 200 people in Japan. In fact our Chinese staff are extremely loyal. The attrition rate in China is lower than in India. So that's what we are built in China. We have in both Beijing and Shanghai. Thanks to them. I visited some Chinese countryside also. As I go to China, I tell them take me to a village and want to see Chinese villages I tell them. So thanks to our Chinese staff, I visited some Chinese villages too, have also of course, taken their high speed train. So I want to experience that and they said 350 kilometers. And so, China has built all this in the last 20 years. We saw this, all of us saw this and we can do this here. And we must do this here. I want to take a train from Chennai to Bangalore, which comes in one hour. It's only 300 kilometers so it's one hour, easy. I want to come like that from Thenkasi to here is about two to two and half hour tops and it should be possible. From Kanyakumari to here is maybe three hours max can actually train can do this in three hours. All of this we must ask where to build. And if we have that mindset we can do this. And I when I go to for example Coimbatore district which is the industrial Capital. In fact it is becoming the industrial capital of India as a whole not just Tamil nadu. Remove the IT industry and you will look at traditional industry, the Coimbatore belt has so much of industry. You will be surprised how much is that? And I visit entrepreneurs and their challenges of course, now, cost of living because Coimbatore has become as expensive as Bangalore. You visit it, you will see how much building is going on there. And they complain about it. I say, well, you shouldn't be here. Go fan out to other parts of India. No, don't bring labor here because you're just overcrowding your city here. Go fan out to other parts of India. I will set up a factory for you. Go to Bihar, go to UP. In fact, I'm taking that advice. Right now I'm actually scouting for locations in UP for our next northern adventure. And again, I'm not looking in Lucknow, I'm not looking in Kanpur, we are going to tier 2-3-4. Like that go down the list. So that is how I think. And it will take three four years longer. Maybe two years longer, right. But it's well worth it. Those two three years are well worth the learning experience. This is something I've repeatedly observed. I'll give you a latest story. This actually happened during the pandemic. I

went to my native village in Thanjavur district. I said we are going to start a center here, because you know the people there will always complain. See the press reports come they tell you're a native often Thenkasi, we get so hurt. You are from our place. And people don't even recognize that you're from our place. People think you're from Thenkasi so what have you done for us? So I said okay, we'll start an office there. And these are during the pandemic, during the pandemic How are you going to hire or how are you going to do anything? Well, it turned out in the villages people pretty much ignored the pandemic, which is why I got on this early. In fact, it's approximately two months into the pandemic, it disappeared from these villages. Absolutely nobody paid attention. I tell you because I was traveling all over and not a single person cared. And the reason is very obvious. The agricultural workers they have to work in the field anyway. How are you going to stop them. If they don't work there, we don't eat. So because of that alone, the pandemic disappeared. And all these villages there was nothing so when we started the office, we drew talent from the neighbouring villages, they started coming to the office. So there were lockdowns in Bangalore, Chennai in IT sector the government had relaxed it. IT sector was still in lockdown, but we had our offices open. So we could do that. Right in 2020. Later today that officers, 30 engineers now working, more impressively their build software now that's deployed in the Tirupur garment belt, automating processes and they got us into a sector ERP, we actually did not have product before. This was all done in that small village orchestrating, but 30 engineers, all drawn locally. This was all done in the last two years. And we could find the talent, we could train and we could do all this. So that is the game. We did this in the last two years. This was not like not 10 years ago story. So I think this is what we need to aspire for. And the critical thing that I have a clear conviction of where we are going to head and communicate that. So a leadership to me is about having that internal conviction and communicating that to our people and I also don't ask people to believe, instead, I asked if you believe join. So that's a difference right? I don't say you must believe this. I say if you actually believe this, come join here. So there is a difference. Whoever comes is whoever is meant to come. When you open a village office, whoever comes there is always meant to come. I don't complain that this person or that person didn't come. I find whoever is coming there is the one who was meant to come. So we build with them. And that's how we have built all this and the same story go back 25 years ago. The same story in Zoho if you look at our staff from the earliest days almost all of our senior leadership their original claim to fame would be I got rejected by TCS I got rejected by Infosys. I got rejected by Wipro. That would be the story because nobody would join a product company in 96. Product companies didn't exist. But even then I made it very clear we are going to be building products. That's going to be our mission. So we never wavered in that objective. We are going to be building these products. It will take us a long period. And we will stick to this. It's the same thing. Yesterday I spoke to our school teachers. I told them I want you here 30 years. I want your 40 years we want to build 100 schools like this. 100 village schools like this. So you are going to be here. That's what I told them. So once there is a very clear sense of purpose, people align and ultimately that is all there is. I don't consider myself a great administrator. In fact, I'm a lousy administrator. Our administration in Zoho knows very well, to not leave matters to me. You can ask our vice presidents, if they leave it to me, I'll screwup. But then why are they here? Because they believe in the purpose. They'll say will articulate the vision it will give you a sense of purpose. That is that is the most important thing in this, because once you have that then slowly you can find the talent to do this to do that. For example, our real estate team, our construction team. They know what my vision is. They know what I want. They go make it happen. And I don't know how to make it happen. Actually. I don't know how to go, for example, build these buildings in rural office get all the permits, all of that there is 100 steps involved. But our real estate team

knows all that. The real estate team knows how to get the permitting and all of that. But what they know is that this is the vision, they know we have to achieve this. We have to get this office up and running in six months. Let's do whatever it takes. That is the purpose that leadership has to convey. A clear purpose. The second most important and this is again, why people believe in a mission. If they see any hint of selfishness that I'm in this so that, I'm going to leave them all out to dry. I'm going to be only personally benefiting from all this. Nobody will believe. So for leadership governance, it's extremely important ultimately it is people have to believe that we are in this together. Our leader is in this with us. He will go down with the ship and if the ship goes down, he will go down with us. That is important. People want to live around this cost. And so everything we do every project, it is that I convey that we are in this together. I'm going down with the ship, figured out if this product fails, my neck is on the line, not just yours. So those are the things that we convey. Once that is clearly conveyed, once that belief system takes hold, magical results come and it will take time again, the next ingredient is time. There are projects where we worked on the first round failure, the second round failure, then the third round, we got it right. And this has repeatedly happened and maybe it takes 10 years sometimes and if there are products which have been not profitable for us more than 10 years, and we are continuing to invest in R&D. Why do we invest in that product? We believe in it, we know that the market is there, we just haven't gotten the formula right. That can happen that you feel good to start something like I want to do this microphone here, right? Well, this looks trivial, but I'm sure there's a lot of intricate stuff here. I'm sure this is German made very likely. Right? If I'm going to start this, well, I don't know anything about it. The engineers are going to come in and know very little about this. They'll build crude prototypes, very crude products. But the key is not that your first product is screwed. The key is you persist in it so that the third of the fourth iteration is good. And then maybe by the seventh iteration you are better than them when they learned this, it's from Japan. You study Japan, you will realize how many of their companies, they actually became world class only after the third, fourth, fifth, sixth. So they had impossible levels of patience. And that's something that we need to inculcate, this is something that I keep saying this is something our engineers or managers would have heard this lecture for me 100 times 500 times. The next round of attempt at this. And in these markets, there is a sort of a winner take all dynamics and a lot of this. Once you become stronger, you tend to become even stronger, more talent tends to accumulate towards you. This is also something I've seen in Zoho some effort takes off. In Thenkasi, we are building 1000 seat facility because lot more people want to come and work there is becoming a hub of software development. So where it was nowhere on the map, now it is a hub of software development. Lot more people want to work there. And sure enough, you will find within five six kilometers more office you find shopping malls, very slick movie theaters, all of that have come up now in Thenkasi. So all this nobody could imagine 10 years ago. And this is happening. Even new highway is getting built. It became a district I mean we were a small town. It became a headquarters of a new district carved out of Tirunelveli district. All this happened because it managed to put all these jobs there and they went and built houses. The real retail happened, there was a local development. We measured the impact actually, we hired a socio economic survey firm. Incomes jumped about 50-60% real incomes, over a seven year period in that area. And people visibly could see from auto drivers to everyone has more business now. Simply just more business for all of them flow through the income that we are injecting. I developed a full economic model around this. It's simply a district like this has no balance with the rest of the world. What we sell is agricultural products. What we buy is everything else. From tractors, to cell phones to motorcycles to medical equipment. We are buying. We are only selling agricultural products. This is a path to poverty, there is no balance in

the system. What we need is far more expensive and far more complicated than what we sell. The farmer put it very simply this way. When we go buy seed and fertilizer and pesticide all of that they named the price. When we go sell our crop, they name the price.

Very simple, it's a 10 second economic lesson. The farmers lot is that. They get the price named for them. Whether they buy or whether they sell under one only way out of that is to create balance, get some economic measure of economic control. And I always felt this is my 25 year lesson. The only way to gain economic control, whether it's a district, whether it's a village or whether it's a nation is to master technologies, critical technologies. If we don't master critical technologies, we will never gain our own economic control. People who control technology will control us one way or the other. And you see that is another challenge to governance today. The big tech platforms - the big tech platforms today operate on a global basis. They are accountable to no one. That's the reality. They'll give you nice sounding lectures. But I'll ask you in our Indian government or state governments, they are subject to democratic law, what law is Google or Microsoft or Facebook accountable to or Twitter? You can say American law but then they will they have Europe they have everywhere right operations. So it's extremely important for us to master technology in order to bring accountability to our own governance. Whether we like it or not a lot of things we have to fight it out locally. Whether we want something we don't want something, there has to be local technology control. Developed world understands this. By the way, France understands this, Switzerland understands this. So we must also understand this, which is why one of my thing is not just building technology, building very core technology. And that technology is what brings balance to our economic development. And so this is also a key passion of mine. So now what the next project I'm on is to master capital goods. The goods that go to factories. So I mentioned Coimbatore district. I visited about 15 factories 90% of the capital goods are made abroad. Could be German, it could be Swiss, it could be Japanese. And those it is mastery of those capital goods are essential for our economic future. Very graphically illustrate this way. The tripper businessman complained to me, I pay 20,000 rupees for a tailor in my garment in Unit, Bangladesh pays 6000 rupees. Africa pays 3000 rupees, how do I compete? Then I asked him what machines do you buy? Do the Germans have to compete with Microsoft, Bangladesh or Africa? Why don't you look at the Germans as your competition. Not the Bangladesh is a competition. That's what I told them. If you compare to Germany then if your labor is too expensive compared to Germany, don't compete with Bangladesh. Right? So because 20000 and 6000, already you can see the stark difference between Tirupur and Bangladesh in terms of textile. And sure enough if you go to Reliance showroom, you will see made in Bangladesh. Now textiles, which is the jobs that Tirupur has lost now. So they have no option but to move up the ladder in those belts, and moving up the ladder means technological mastery. There's no two ways about it. And what this requires investment in R&D. And I'll tell you one thing R&D is not as expensive as you think. It is actually one of the lowest cost investments you can make. I'll give you an example. I did a test. I hired a group of very really solid engineers, asked him to design a washing machine. And the entire budget for creating and designing washing machine is about 3 crores. Look at the market size for it. And look at this. Three crore investment in R&D can actually get your washing machine designed. And maybe I have three items I'm going to make a mistake first time, make a mistake second time, third time. It's a 10Cr investment and look at all the venture capital floating around and set it against this 10 Crore here. This is what our own businesses have to attempt. Why is this important in this thing, this is entrepreneurs is important because once we have these entrepreneurs, you have natural leadership for governance too. Ultimately I look at every company is a mini governance unit. Right we take care

of a lot of problems for example we donated in Thenkasi district because I'm there now. We are actually creating a lot of public infrastructure. We donated 25 of these trash collection machines for our local panchayats. We donated a food truck for food delivery to poor orphanages and all that. Excess food from restaurants we collect and donate now, but we donated the food truck that's operated by the government but we donated this. We donated oxygen concentrators. All that is because there is a company there that's rooted in that soil. And if 800 districts that are solid companies then our governance problem is half solved already. And you also have a natural leadership to draw from for future leaders, be it all ministers or whatever, you have these entrepreneurship base that is where the leadership should come from. Because you've already been trained for leadership in a way you are running teams you have 100 people organization to 500 people organizations. That to me is a natural path to leadership. So that's why I think that it is important to build these institutions, and it is important to build them long term. One last word in Bangalore we are building a lot of companies. The thing I see missing is it's all to exit focused. There's too many VCs floating around with too much exit driven. That's the incorrect strategy for our nation. We need companies that stay the course. We don't need companies that sell out and exit and yet a lot of our venture capital is driven around exit. which is one reason I stayed out of the VC ecosystem is I fundamentally don't believe in it. I told VCs in Silicon Valley when I was there. It's a religious difference. We come from a different religion. I come from a different religion. I don't accept your religion. That's what I told them. So and that we need that religious conviction. Yeah. It is religious almost because their approach even in Silicon Valley, it has issues. But in our nation, we need companies that stay the course, that stay the 30 years, attempt these washing machines, the third time. Those are the kinds of companies we need. So we have to rethink how we are financing this whole we are building these companies, because that is critical to our nation building, not just company building. So with that, these remarks I'm going to leave it open for questions. And maybe a fireside chat. Thank you.

Shri Sridhar Vembu:

Thank you Sridhar, for a very inspiring talk. Yesterday when we were chatting, you mentioned something very unusual, which I've never heard before. You said leadership has to come from those people who don't get it passed highly competitive exams like the IAS and IITs, those who get into the IITs and IAS of course, go into doing different things. You said those who don't? The leadership is there to bring it out of them. What are lessons from those entrepreneurs whom you have created as leaders, which we in government can learn from

Shri Sridhar Vembu:

So one issue I see. Life is not a competitive exam. A company is not a competitive exam. In fact, I went to GE, I went through Princeton. I pretty much burnt my PhD to start a company. I said I need to unlearn all of that. Essentially throw it out. Throw it all up. That's why I don't use PhD in my nametag. Truly, I kind of liberated myself from it. Because that's actually not what I do. Here the challenge is a completely different nature. It requires thinking on your feet, it requires all of these. The particular system of what we have competitive exams doesn't necessarily prepare you for that. Our greatest leaders didnt do very well in exams.

Dr. Srivatsa Krishna:

So what are those qualities which you see your leaders, which are worth emulating?

Shri Sridhar Vembu:

The first thing is that they have a burning desire. I mean, I have person, actually a guy who is awesome software engineer and has built brilliant teams. And he will tell you, he flunked several of his whatever 30 classes and it took two or three extra years to even clear them. Let's say from him to UPC will be a distant dream, but yet he now runs a 200 person team and he delivers really impressive software absolutely world class. This is the type of talent that exists. Yesterday, I met the entrepreneur David I mentioned, he told me he is running a project in government schools where he specifically targets the boys are doing a lot of the boys are core. If you go you'll see the visible difference. Girls are doing well academically, the boys are doing core. You can see in government schools, so he's targeting them to get them into activity outside of school, tree planting, cleaning the villages. All of these are there is creating award specifically for those. I don't care how well you do in your exams, but you plant 1000 trees. There is a district award for that. He is creating this with the district collectors because he realizes this is a valuable effort. And these boys now more motivated to be trying these extra non-academic activities. To me, that builds leadership. The formal stuff for example, if you didn't require mathematics, I could even get you into a remedial class of 20-25.

Dr. Srivatsa Krishna:

The other thought I have is that you've created millions of dollars in wealth for the common man and lots of jobs in rural India, which even government hasn't been very successful in doing. Suppose you were to be asked to replicate the same magic in Karnataka. What are the prerequisites required?

Shri Sridhar Vembu:

Well, the prerequisite is at least five passionate, I need the starting seed. The seed is a few people who are willing to move and stay the course. That's the starting point, anywhere even the office, which are in my village where I started, there was one person, this one person actually had returned from US. He spent 10 years in Silicon Valley. He came back. He was visiting me .. social visit. He wasn't actually thinking about anything. He saw this that I'm building something in that village. He said I will stay here. I asked him - Are you serious? He stayed and he has built a 30 person team and he actually is built another 20 person team in another village. Now we have 50 people he has built in the last few years. He had about 10-15 years. It is that one person was acted as a nucleus. So those are the people we need. People who are willing to do this and then willing to stay the course.

Dr. Srivatsa Krishna:

You spoke about the pens being made in Japan. Now the magic you've created is through Services. Now so can you create the same magic in manufacturing, is that some of the structural constraints of India?

Shri Sridhar Vembu:

Take Japan today, these prints are made in Japan. Does Japan not have any structural constraints at all? Their labor is costlier, that demographics is extremely poor and cost of living is extremely high compared to India. How are they able to compete? How are they able to supply us pens? How are they able to compete in manufacturing? How was Switzerland able to export machinery to us? Swiss labor is a costliest in the world. You're talking about $100,000 salaries for factory workers. How are they able to export machinery to us? So the structural constraints are in the

mind? Not in reality, if you analyze the numbers. If Japan and Switzerland and Germany can compete in manufacturing, so can so we. One critical lesson - I'll tell you what is Japan doing right? They invest heavily in tool making. If you take major Japanese manufacturers, whether it's Nikon, whether it's all of these cameras, all of these, they invest heavily in their own machine building. That's very critical. When you invest in those you learn a lot. In fact, Zoho invests heavily in our own framework. Zoho does not just ship products people use, Zoho builds the products that make those products. It builds the databases underneath. Most of that software is never shipped, means there were never seen as products, but there are vast themes. For example, all the security tooling, Zoho is built on top, which means that the way we secure our software, that's tooling that's running all of that. There are about 50 engineers who work full time in security, but their products never see the light. We may eventually ship them as product. So the tool making culture is very, very vital. And we have to make our machine tools from that end products. So this is what I'm investing in – tool making.

Dr. Srivatsa Krishna:

Last question, which, with your permission, I'll ask you, you have a huge following on Twitter. You have a huge following among youth in India. You've been going across the country, the sun loves you. What is next? If it's not competitive politics, you have said you want to keep away from office. What is then the next logical step for a dollar billionaire who gave up everything from the Silicon Valley came back to transform India.

Shri Sridhar Vembu:

So I want to do this in about 100 districts. What we have been doing in Thenkasi in 100 district that's my goal. So that'd a 25year target I have kept. So let's see. So I'm on maybe three right now so another 97 to go. Seriously. If I can create 1000-2000 jobs in each of these places. That will transform the space because you are creating the talent pool like that. And to me that is much more useful doing those things. There is a lot of talent like you in the Government and so I think more of us are not needed.

Dr. Srivatsa Krishna:

Thank you Sridhar. In the interest of time, I'll have to stop now because we have the next valedictory session. I'm very grateful to Sridhar Vembu for having driven all the way from Thenkasi to come here to do this session for us.

VALEDICTORY SESSION

Two days of Regional Conference concluded with a Grand Valedictory Function graced by all the stakeholders. On this occasion, there was **a Release of E-Magazine "Minimum Government-Maximum Governance", Jan-June, 2022** by **Dr. Jitendra Singh,** MoS (I/C), Science and Technology; MoS (I/C) Ministry of Earth & Sciences; MoS, PMO; MoS, Ministry of Personnel, PG & Pensions; MoS, Department of Atomic Energy and MoS, Department of Space, Government of India.

An Inspiring and Visionary Keynote Valedictory Address was delivered by **Dr. Jitendra Singh**. His address depicted commitment to this sector by the Government and promised full support in all possible ways. Special Address by **Shri Basavaraj Bommai**, Hon'ble Chief Minister of Karnataka.

There was also an Address by **Smt. Vandita Sharma,** Chief Secretary, Govt. of Karnataka; **Shri Amar Nath**, Additional Secretary, DARPG; **Shri V. Srinivas**, Secretary, DARPG; **Shri NBS Rajput**, Joint Secretary, DARPG and **Dr. Srivatsa Krishna,** Prin cipal Secretary, DPAR AR, Government of Karnataka proposed Vote of Thanks to conclude the Mega Show.

Valedictory session

Sh Amarnath, Additional Secretary, DARPG

Honorable Minister Dr. Jitendra Singh ji, Honorable Minister Dr. Sudhakar. Chief Secretary Government of Karnataka, DG IIPA, Secretary AR, Karnataka, Sh. Srivatsa Krishna, Sh. Rajput ji, my colleague, distinguished participants, and all those who are connected online. Very good morning to all of you. I welcome you to this valedictory session of this two day regional conference. This regional conference is actually inspired by Honorable Minister Dr. Jitendra Singh ji, who has been inspiring us and guiding us to involve the startups and technology in governance. His constant guidance to us that how do we involve startups and technology in delivering seamless services to the citizens and this workshop and conference is actually a result of that. So you will be happy to know that yesterday we had good deliberations and a large number of private sector participants were there. And it was a very good and fruitful discussion yesterday and I'm sure the officers who have come from various states will find it interesting. And will take note of the developments which are happening in private sector, which can be applied in the governance. DARPG will hand hold all those officers in the states who are interested in this and it will be our endeavor, that the lessons which are being taken from here can be taken to a logical conclusion. I take this opportunity to welcome Honorable Minister once again on this valedictory session.

Smt. Vandita Sharma, Chief Secretary, Govt. of Karnataka:

Honorable Minister, Dr. Jitendra Singh ji, Government of India, Honorable Minister Dr. Sudhakar from Government of Karnataka, Mr. Amarnath and Mr. Rajput from the DARPG and Mr. Srivatsa Krishna, my colleague from Government of Karnataka who has coordinated and got this conference organized and all the other dignitaries who are present here. I would say it's a great pleasure to participate in this conference. And it's a matter of great pride for Karnataka that we are organizing this conference here jointly with government of India and of course, the learning experience for us also has been wonderful. It's a little differently organized conference this year. As we all have seen, the participation of the private sector has been very, very warmly accepted and warmly welcomed. So, this actually is a pointer to the direction we are moving. Yesterday I was talking about very citizen centric governance that we have to look at. And we were talking about how the aspirations and expectations of the citizens need to be kept in mind by placing ourselves in the shoes of the citizens first and then behaving like public servants. So here we had since yesterday, and today also, we have had a lot of interaction with not only are contributing citizens of this country, but also a lot of partnership that has been developed between the government and the private sector. So this is another way forward that we need to look at, of course, governance itself a lot of thought has gone in a lot of deliberations have gone in yesterday also on internal improvements in our systems, but at the same time we really need to look at how we can join hands with the private sector and ensure that our country progresses and moves in the right direction. And also the public benefits in the short run because this is not the age of long run anymore. We are now expecting things to happen today. There were times when we were very patient and our public was also very patient and cooperating with us. Yesterday we mentioned Roti, Kapda aur Makaan, we definitely do need Roti, Kapda, Makaan but we have moved a long long way ahead. So keeping that in mind, not only the corporate private sector, not only the non governmental social sector but the corporate private sector also has come forward and joined hands and collaborated with the government in a very significant manner. And some examples of that have been shown. And since Bangalore is a hub for such activity, I'm glad that our department for e-governance or administrative reforms has harnessed that talent that is available here and showcased it. It is it's important for us to see that we take the best incorporated and implement it within our systems. Like some of the things that we spoke about. Of course, technology is a very, very important part of today's progressive view that we're looking at.

Technology alone can lead us to a very good contactless, paperless and faceless delivery of services and also very timely. For example, all the Aadhaar based DBT that we do, the moment we release it here it reaches the concerned beneficiary and immediately side by side, SMS is sent to the beneficiary that money has been transferred to your account. So these are some of the things which we see are great benefits of technology. So today's world is moving towards a whole lot of improvement within our systems. So we not only see what is happening outside in the world. Yesterday I was saying that, that we really have to move along with the changing world. The world is changing very fast. So technology has to be harnessed and we do need to do that. Also at the lowest functionary level that is very important too, we need to train our field level ground level functionaries in the use of technology. For example, somebody may have mentioned yesterday about the Grama one centers that Karnataka has actually. This is not just Karnataka do I have taken the liberty of giving the entire booklet compendium of the Karnataka interventions to Mr. Amar Nath. So, he will take it forward after that, whatever you want to do, we are here at your service, we will happily participate with Government of India to ensure whatever is to be done in the rest of the states. And so these are some of the things. Grama one I mentioned only because that is a service oriented intervention which reaches the last person. So it is the last mile connectivity which we have always had a problem. Governance has always been great at the top level policymaking, how do we implement it, project making, program making. Wonderful! as it comes down as it trickles down, we know what happens the dilution of the quality of the intervention starts taking place. And when it reaches the ground level functionary as well as the ground level beneficiary, we know that the quality deteriorates quite a bit. So that is where we need to harness technology and use technology. This is the world of technology to ensure all this. So and also at the same time. I would certainly like to say we need to work together even with the non-governmental sector, in the social sector, not just the corporate sector. We have been doing that. India has been a pioneer in this in this line for a very long time. We should not give up that because there a huge qualitative change takes place. Technology based interventions will give you a large quantitative based approach and reach to the ground level. Whereas the working in collaboration with NGOs in small projects also gives you a very highly good quality approach as a kind of showcasing in a small area which we can replicate which we need to learn to replicate. And I would like to thank the Honorable Minister for choosing Bangalore and Karnataka for this great, wonderful conference. Thank you, sir. And thank you, all of you for coming. I hope everybody's happy and good takeaways are there.

Sh V. Srinivas, Secretary, DARPG:

Respected Minister of State, Personal, Public Grievances and Pensions, Minister of State, Prime Ministers Office Sh Jitendra Singh ji; Hon'ble Minister for Health and Family welfare, Govt of Karnataka, Dr Sudhakar ji; Chief Secretary, Govt of Karnataka Smt Vandita Sharmaji, my colleagues Sh Amarnath ji, Rajput ji, Dr Srivatsa Krishna ji. I seek permission of the Hon'ble minister to address this regional conference valedictory session by video conference on health grounds. I am deeply privileged to welcome Dr Jitendra Singh to this valedictory ceremony of the 2 day regional conference of bringing citizens, entrepreneurs and government closer which is being held in Bangalore on July 11 & 12. An insonium with a tremendous passion for public administration, public policy and good governance Dr Jitendra Singh ji has left a huge footprint on the governance landscape of India. Under his leadership, the DARPG has successfully pursued next generation administrative reforms to best fulfil the Prime Ministers vision of Maximum Governance, Minimum Government. The 8 year achievements DARPG represent the many successful administrative reforms taken in implementing secretariat reforms, swachhta campaigns, benchmarking governance, redressal of public grievances, improving service delivery, recognizing meritocracy, and replication of good governance practices. The Vision India @2047 of DARPG with emphasis on digital transformation and agile governance, young officers collaboration with entrepreneurs was possible due to the

leadership role played by Dr Jitendra Singh ji. He has driven DARPG to focus on the use of artificial intelligence and machine learning in CP grams. He integrated portal creation in pensions like the Bhavishya, office automation with the e-office version 7.0 and the single sign on for providing government services. The CP grams and e-offices have grown into very large digital platforms benefitting millions of India's citizens and bureaucracy. This is the 11th regional conference that I have organized in my tenure in DAR since 2018. Regional conferences represent the India's bureaucracy's quest for a new narrative through shared, collaborative learning. Bengaluru's regional conference is unique in its conceptualization as it is the first time we have had 2 sessions, with private sector entrepreneurs which has been curated into the conference theme. Besides the Govt of Karnataka has brought in its inherent and traditional strengths in governance as symbolized by the recommendations of the administrative reforms commission of the state government. The near 100% saturation of services, and Prime Minister's awarded initiative of Seva Sindhu, Technology and Industry interface. And today we heard the inspirational Sridhar Vembu, on how a unicorn can be developed from a village in Thenkasi, if Technology and Research can be put to right use. And I thoroughly enjoyed how a washing machine can be designed with a research cost of Rs 3 crores. Let me summarize the learnings from the conference for the consideration of the Hon'ble Minister. Secretariat reforms must focus on office automation. The e-office version 7.0 has significant benefits. This coupled with digitization of CRUs can result in paperless office. It must be remembered that e-offices has enabled the operationalization of few secretariats in Jammu and Srinagar in eliminated kardar movement. The central secretariat manual of office procedure must be constantly updated to ensure the process of digital secretariats is fully realized. This was the same emphasis that was seen in the administrative reforms in the commission reports of the govt of Karnataka. Now an agile state secretariat is vital to good governance. Every state government that participated in the regional conference, has focused on going digital. Creation of integrated portals with datasets interacting with one another is very important. The findings of the national e-services delivery assessment that was released by Jitendra Singh ji on June 13th, provide the roadmap for digital governance, with accessibility, contemptibility, information security and privacy. It had many state governments which tried to adopt the recommendations of the NeSDA as we heard from the presentations of government of Uttar Pradesh, Andhra Pradesh, Maharashtra, Haryana, Tripura and each state has focused on going digital. Benchmarking governance in a digital age is very important. A good governance index and a district good governance index reports which has been released by Dr Jitendra Singh ji, have found widespread resonance. Madhya Pradesh has produced similar state level report and also Telangana has participated in the exercise. Recognizing meritocracy through Prime Minister's award and e-governance awards has been highly motivating. Many young civil servants who are recipients of the Prime Minister's award including the district collectors of Varanasi and Manipur have participated and spoken in the Bengaluru regional conference. Each of their governance achievements is inspiring and represented case studies of service above self in the service of the nation.

The national good governance webinar series have provided very exciting opportunities for young civil servants to showcase their talents. And massive responses were received for each of these webinars. Dr Jitendra Singh ji had asked us to focus on young civil servants and the young civil servant's imagining India@2047 through innovations is a pioneering initiative and we found quantum benefits from this conference. This regional conference has reiterated the benefits from the focus on innovation, academics, technology and civil services. Looking to the future, Bengaluru regional conference will represent a landmark in DARPG's history of events because Govt of Karnataka has brought in so many new features into the conference agenda. This was possible due to the unstinting support received from the Chief Secretary, Govt of Karnataka Smt Vandita Sharma ji, Principal Secretary Sh Srivatsa Krishna ji, Chairman Administrative Commission Sh Vijay Bhaskar ji, and my

colleagues Sh Amarnath, Sh Rajput and Sh Partha Bhaskar. In the backdrop of above narration, I greatly look forward to drawing greater inspiration from the address of Dr Jitendra Singh ji in taking India's governance model forward.

MC:
Benchmarking governance in the digital era, rising importance to service above self. Thank you Sh Srinivas, Secretary for your address. Ladies and gentlemen on this occasion of the regional conference here at Bengaluru a e-magazine has been brought out I would request the Honorable Minister Dr. Jitendra Singh ji to kindly release the E-magazine.

The E-magazine, ladies and gentlemen, Minimum Government, Maximum Governance on Prime Minister's award initiatives 2021.

Release of the e-magazine: minimum government, maximum governance on the Prime Minister's awarded initiative 2021. Thank you Dr. Jitendra Singh. We have with us Dr. K. Sudhakar, Honorable Minister of Health and Family Welfare and medical education. I would request Dr. Sudhakar to address all of us.

Dr. K. Sudhakar, Honorable Minister of Health and Family Welfare and medical education:
Good morning to all of you. Sh Dr. Jitendra Singh Ji our Hon'ble minister for personal public grievance and pensions, Chief Secretary Smt Vandita Sharma Ji, virtually the participant Sh V Secretary DPR, Sh Amartnath ji Additional Secretary DPR, Sh NBS Rajput ji, Sh Srivatsa Krishna Ji our Principal Secretary, Dr. Vijay Bhaskar who is our chairman, administrative reforms commission, Sh Manjunath Prasad Ji, all the senior bureaucrats of this beautiful nation and some successful entrepreneurs and friends from media. It's a great pleasure and honor to be amongst this useful regional conference on good governance in Bengaluru and Bengaluru and State of Karnataka has always shown the path of governance. Governance for India itself is not new. We know that Raja Dharma, Rama Raja, Kalyana Rastra these were all the concept of the good governance in the ancient India and we all have studied Chanakya Niti, Shukraniti Sara, Ramayana Shanti Raya, Mahabharata and even Buddhist scriptures and texts where they have laid emphasis on what good governance is all about. And they've also laid the emphasis on the role of the kings and his council of ministers. Karnataka is really a welfare state. we go back to 12th century and I have to really acknowledge in the memory of Basavanna, a social reformer who conceptualized the idea of parliamentary democracy in 12th century. The Anubhava Mantapa was a true testimony of democracy. We can even say that we were the oldest in practicing democracy. It's not any other nation, it is India. So Basavanna has been a great architect. And Karnataka has learned a lot of it from Anubhava Mantapa and his preachings. That is kayakave kailasa. Smt. Nirmala Sitharaman Ji, recently in our budget speech, mentioned kayakave kailasa which means work is worship. This culture has been imbibed in all of us. So what really governance means is to listen to the common men. What is their requirement? What is their grievances, and how do we address those issues. So for a common man, he does not really wants to understand if he wants all his issues to be sorted. It should be the collective responsibility of government and bureaucracy.

We all know that it should be a minimum government and maximum governance. So if that has to really sprinkle down or percolated down below. This has to be transparent, the transparency system should be adopted. And similarly, the justice we all say justice denied. Justice delayed is justice denied. So the rule of justice should be in place. So, Karnataka, we have been following a very good principles and it has been a people centric approach than process centric. So this is very important. And if you observe our Hon'ble Prime Minister, ever since he has taken over, he has led by an

example because any programs that he has started he has ensured that those programs have been saturated and we are all working towards the saturation of the schemes. For example, I would like to quote such a Swacch Bharat mission. So it was a small idea to begin with building toilets. But today it has become the people's movement, social movements, social change. Where in the last seven, eight years, we are gone ahead to build 10 Crore toilets. This has improved the lifestyle, this has helped a woman's health and hygiene. So this has contributed to the social health of this country, not just the physical health of this country. So similarly, his programs like one nation, one grid, one nation, one card that ABRK card, Ayushman Bharat, digitalized health card that we are issuing today. So similarly, one nation one ration card. These were all dreams of the leaders, but today it is being realized. A politician or a leader is a dreamer. Such dreams can be fulfilled and realized only with the relentless work of the bureaucratic system in this country. So similarly, Karnataka, for example, our chief minister also has introduced a scheme called scholarship scheme for farmers. The empowerment can happen in education, healthcare, housing, good infrastructure, access to the financial institutions and access to the markets. So, realizing this our Hon'ble Chief Minister ensured that all students who pass out of 10 standard and 12 standard for their higher education, he has introduced a scholarship program for the former's children. This is the first time in the country. This has been helping lakhs of students for their education and empowerment through education. Similarly, during healthcare we have all witnessed the COVID. During COVID times nobody knew how COVID would react. But the response system of the country was unique. Even today, I read in some paper in parts of China, they're trying to, partly shut their provinces. But today we can say, India has come a long way. And we are close to winning over this pandemic. This huge country of 130 crore people, 1.3 billion people still, we went ahead and vaccinated almost 200 Crore doses today. So, this is the new India that we are all in. We must be really proud of our bureaucracy, our health system, and most importantly, the participation of the people. We have seen in the developed countries, even today their vaccination is not beyond 30 to 40%, but in India, where they say it is a developing country, it is not so wealthy nation but we have gone ahead and vaccinated 90% of our population. So, the people's participation is very important. That is why I said people centric approach should be the model of the governance that any government should really consider. And that is why if you observe our Hon'ble Prime Minister has started making India healing India, Digital India and Karnataka also is the right place. We were the pioneers of decentralization of administration. Right from our Panchayati Raj system way back in late 80s and 90s, early 90s, we had this decentralization of power. We had the three-tiered system in the districts, taluks and gram panchayats. So, Karnataka has been at the forefront of undertaking the administrative reforms, whether it is G to G, or whether it is G to C, or whether it is G to B. So the startup clusters also, if you witness, Karnataka has the highest number of startup companies. Almost 13,000 companies are in Bangalore alone. So it means to say that the ease of doing business, the conducive ecosystem that is there in the Government of Karnataka, it is robust and it is really helpful. That is why the likes of even the chip makers, there are about 85 plus chip makers who are in present in Karnataka, and 400 odd research and development Multinational companies have set up their units in Bangalore because we have the right ecosystem be it HR, the weather is blessing for Bangalore. So we also have a very advanced manufacturing IoT automation, industry and skilled craftsmanship. And Karnataka believes in RRR model of governance. The first R is to recognize the issues and opportunities. The second R is respond to them effectively. And Redress is the third R where if there are concerns, concerns to be addressed and solved holistically and comprehensively.

And as I already told you, our Hon'ble Prime Minister has banked the unbanked. He has insured the uninsured segment of this country. He has vaccinated those unvaccinated people. So this is the new hallmark of our new administration and good governance we all know that any good governance to measure the good governance there are eight principles or eight pillars where there is a participation,

rule of law, transparency, responsiveness, accountability, consensus oriented equity and inclusiveness effectiveness and efficiency. These are the eight pillars where we can measure our way of governance. We need to have a short term, midterm and long term goals of the state and the nation. Our Prime Minister, in one word if I have to say as Plato says, King should be like a philosopher, philosopher should be like a king. So he is the true Rajarishi that we have in him and our Hon'ble chief minister is also following his footprints. Similarly, reform, perform and transform is the mantra of our prime minister. Similarly, it is the guiding principles in administration, because only reforms can bring in and can handle any kind of challenges in the post COVID era. We have reformed so much, the augmentation of health infrastructure and human HR personnel would happen only with our reforms to ensure that there is a last mile care delivery. And similarly because of the prosperity of India, as John F Kennedy says, American roads are good, not because America is rich. America is rich, because American roads are good. That is the whole mantra of our prime minister who feels that India can be wealthy, if India is healthy, and India is healthy not because just India is becoming wealthy. So that is the concept that we should go ahead. India should become healthy in the next 25 years. We should be the most healthy nation in the world. And as our Honourable chief minister also wants that our government, our every program, our every scheme, should be Sarva Vyapi and Sarva Spakshi. It should reach the last mile and the last person in the society. We are few weeks away from the 75th Independence and this seminar will lay the foundation to script the next chapter of new India in the Amrit call. That way, our Swaraj and Suraaj can be the two faces of the same coin. And lastly, I would like to conclude by saying sub ke prayaas se hi sabka vikas hoga. Jai Bharat. Jai Karnataka.

Dr. Jitendra Singh, MoS (I/C), Science and Technology; MoS (I/C) Ministry of Earth & Sciences; MoS, PMO; MoS, Ministry of Personnel, PG & Pensions; MoS, Department of Atomic Energy and MoS, Department of Space:

Honorable Minister for Health and Medical Education Government of Karnataka and also a fellow colleague from the medical profession I'm glad to see a young Medico heading the medical department in the State. Secretary DARPG Mr. Srinivas I know is connected to us. Actually, he had been very passionate about this conference, and really eagerly looking forward. But as he tends to sometimes do things to the last perfection and sometimes also overdoes, he went in for a COVID test before traveling, which if none of us did. I don't know otherwise, how many others also would have turned positive? But that speaks about his ethical integrity. He underwent, found positive, though being asymptomatic, he's chosen to stay back. We miss you Srinivas. Even though while you're speaking, you are not looking like a COVID patient. I hope your report is trustworthy. We have with us Chief Secretary Mrs. Sharma, Dr Srivatsa, my colleagues from Delhi, Mr Amarnath, Mr Rajput, I can see the Director General IIPA Mr Tripathi, and the well known Mr. Manjunath and all the other senior officers from the Government of Karnataka as well as representatives from different States. I'm glad to see this gathering. Now the basic question is why these periodic conferences? Because I will not deviate from the subject because as students of science we are taught not to do so. I think the basic issue is that from each day that passes when you wake up in the morning, your role has undergone some kind of a revolution. And it started happening right from the day of the dawn of independence. The very fact that your name, your nomenclature changed from collector to district urban Commissioner, because prior to independence, you were supposed to collect revenue for the British Empire and to impose the grit of British Empire. Overnight, you were expected to collect revenue for a welfare state and become messengers between the ruling polity and the masses. And this evolution though we realize or not has continuously even though subtly going on. I was keenly listening when Mrs. Sharma said we should try to slip into the shoes of the citizen, but I think the matter of fact is the citizens already slipped into our shoes, and we have no option. Absolutely no option but to partner him. If we don't, he is ready to make us irrelevant. And that is why governance

is no longer confined only to the bureaucrats and the civil servants. And I'm glad the IIPA has taken a healthy initiative of also designing training programs in governance for people's representatives, for the counselors for the corporators and I'm glad saying this while addressing you in Bengaluru because I think this was one of the first states in the country which implemented 73 and 74 amendment soon after Rajiv Gandhi took over as prime minister. As those being rightly mentioned by Dr. Sudhakar, I think one of the earliest statements that Sh Narendra Modi made after he took over as prime minister was maximum governance, minimum government. And right from that moment, the government started working to reach out to the last man in the last few which was also of course the envisaged, the sacrosanct ideology which this government was committed to follow.

And the second advice that Prime Minister Modi though informally gave us was to move out of Vigyan Bhavan, and I'm glad we have successfully done that. And this meeting today is a part of that intention. Because otherwise, over the last six, seven decades, you will be expected to come over to Delhi and squeeze yourself into that small chamber of Vigyan Bhavan. Now we are reaching out to you. So that is the change. When we recall the last eight years of the Modi government, I think the best way is to compare it with the earlier eight years or to go still further and then you would appreciate because otherwise you'll get used to it. You never had these kinds of events prior to 2014. And therefore, I'm glad that Mr Srinivas and his team have managed to hold such conferences in every part of the country virtually. It's been Srinagar from North, it's been Jammu, Chandigarh, its been Guwahati northeast, it been Shillong. It's been Hyderabad it's been Nagpur in central India. So in Chennai, is in Bengaluru today and that has also given a feeling of belonging to the bureaucrats in the different states and the civil servants. And when the local media covers these events, the citizen inadvertently becomes a party to it, which is of course one of the main objectives that we have. And when you talk of maximum governance, what does it mean? It means of course, more and more citizen involvement. more and more of citizen participation, more and more of transparency, more and more of accountability and when we talk of, as the Honorable Minister was saying, reform, perform and transform, one of the dictums given by the honorable Prime Minister, how do we achieve that? I think the easiest way is just to watch others and try to adopt the best practices of each other and that is also one of the goals that this conference is trying to endeavor for or aim at. We even started with coupling of different states. Like what two years back, we made state couples like for example Haryana and Andhra with similar issues. Like Jammu Kashmir and Tamil Nadu because they had the issues of cleaning waters, lakes and cleaning of the seashores. So we perform and we learn from each other and help ourselves transforming the manner the other one has done. And when we say reaching out to the last man in the last queue. How do we do that being a part of the governance instrument? Essentially it would mean to carry the state welfare benefits to the last man. It will mean to make him a part of the governance and to empower him. And I think one of the greatest attributes which Prime Minister Modi will be created in the history is that he has successfully changed the work culture and to a great extent even the political culture in this country, of reaching out to the most needy. Its just like you'll see symbol of the court blindfolded. We have reached out to the neediest of the needy blindfolded. Like for example, when Ujjwala scheme was launched, nobody asked whose house it was, whose household it was. What was the religion what was the cost? Didn't even ask whether you voted for us or not. As would have been expected from a political dispensation. When the collectors were asked to prepare list for PM awaas yogana, the list were prepared depending upon the requirement on the strata to which the household belong. The political leadership never asked, didn't even know doesn't even know even today whether they are going to vote for us or not whether they voted for us in the last election. So that's a huge huge departure when we talk for the last eight years. Because Prime Minister Modi came from Gujarat with a huge penchant for governance. And this is something which we have tried to introduce, a new culture and I when I look back 8 years, I think we can reasonably claim having walked the talk.

The other part which I think very often we tend to not realize but we have to make the citizen, if you're carrying the citizen along you have to make him realize some of those aspects which he which may not have occurred to his consciousness, because a responsible leader or a responsible administrator is the one who studies who researches and then educates the citizen what is he looking for, or what should he be looking for. Otherwise, if somebody comes outside your office and burns your effigy for two three days, you will respond to his demand. But I think now looking ahead, we have to have the aptitude and also be prepared to see what the citizen is looking for. And there when you link entrepreneurship, with governance, that is where it comes in, is for you, the civil servant, the political leaders. We started aroma mission in CSIR. Nobody knew what it was. We tried to educate the farmers look here, this is a great avenue for you. The agri tech startup because somehow in our mindset it has gone and thanks to Bangalore being very dominant. That startup means only IT. But in India the huge potential of startup is outside Bengaluru, in agriculture, in a dairy. When we try to motivate some of the farmers they were not ready for this new concept of agri tech startup. But in the hills we had because lavender came from abroad. It could be cultivated here, It didn't require much of education didn't require much of nutrients. It didn't even require pesticides because even the monkeys run away from it. You call it perfume but the monkey finds it offensive. When we force some of the youngsters to give a part of life then and then started making lakhs. We know how 5000 In a hilly terrain of Jammu and Kashmir and you will be amused to know, two boys having done BTech working in a corporate sector in Bangalore have quit their job and gone to the hills. I drew a saddist pleasure when I learned that. And the third one having done MBA, also working in corporate sector in Bengaluru, also left this city went to the hills. Since I always try to reach out to them because for my own learning, I asked me What are you going to do now? The two B Tech boys said we realized the Barabara ghate company ke liye kaam kar rahen hai and yeh bada aadmi kama raha hai [hindi]. And the MBA said I can do marketing for them. So there's a huge new boom also coming again, thanks to Prime Minister Modi. He gave it that kind of dignity and that kind of priority by making a call for Standup India startup India from the ramparts of Red Fort on the 15th of August 2015. And when the Prime Minister of India says anything from the red fort during his independence address, it becomes a declaration of intent of the government in place, and the movement has gone from barely 400 startups we are now into 70,000. And then how do we manage them is again a part of the governance. Dr Sudhakar is a medico, the book by Mudaliyar was being taught in abstract, now it's no longer taught. Mudaliar was the ex Vice Chancellor Madras University and Bangalore was part of it. So he had coined a dictum for a good obstetrician. How to deal with a patient in labor pains during delivery. He said exercise masterly inattention and obviously you got it. Masterly intelligence, remain inattentive, let her go through the natural process and deliver but at the same time, it should be masterly do not become so inattentive that if she requires your assistance, you don't reach out. But inattentive because otherwise you might rush in to do a cesarian.

So here again, the governance with regard to these entrepreneurs and the startups, as your theme suggests, will require masterly inattention. You have to allow them to do what they are and step in where they actually require you. That also, I think, sums up the sense of maximum governance, minimum government. The other aspect which is often not talked about, I'm sure next time I'll suggest to Mr Srinivas is that we have a team on this also. Most of the governance reforms which have brought in in the last seven, eight years, under Prime Minister Modi are actually social reforms as well. I think it'll be too miserly to call them merely governance reforms. For example, within three months of this government having taken over somewhere in the month of August of September, in 2014, we did away with the practice of getting your documents attested by the gazetted officers. It was a dubious legacy of the British Raj. It should have been done away with seven decades ago. But nobody had the courage. When I announced that somebody from the media said, What if some youth

forges the certificates. I said look here the message should go to every corner of the country that now we have a prime minister, we have a government which has the capacity to trust its youth. When we talk of India, which has more than 70% population below the age of 40, we are all on the odd side, though all sorts of colors are available in the market. So you can choose to remain white, black or gray. But the matter of fact is, how can you deal with a nation without learning to trust the majority population which happens to be that of youth and that also is relevant when you talk about startups and also talk of governance reaching out to them. The other reform which was brought in within six months, and implemented from the first of January 2016 was the evaluation of interviews, many of these reforms Prime Minister Modi had already implemented during his tenure as Chief Minister of Gujarat he had abolished interviews. And by abolishing interviews, a level playing field was handed out to the youth of this country, regardless of whatever their socio economic strata, because otherwise the complaints would be that the candidate would score 100 Marks in return, he would be failed in interview and somebody who had worked as a domestic servant in a bureaucrats house or a minister's house would get the job. So that day I said, now the problem will be that these government functionaries will not find it easy to get a domestic help. CP Grams as Srinivas was hinting at, when we came in, there were only two lakh complaints being filed in the entire year. So in a country with more than 1 billion population, only two lakh complaints. Today we have 25 lakh. Somebody asked me does that mean that number of complaints has gone up against the Modi government? I said no. The complaint is live when you think the response will come. Because we've been prompt we have been responsive. We have followed a timeline. I used to personally make random calls when we started off in 2016. We give it a new format. Every Friday evening, I would make random calls to check. They would then check my profile whether I was fake or real. Because we were passionate about. We wanted to prove a point. The PM Excellence Awards has been given a different format, again to make governance closer to citizen which is the theme. Earlier on it was given more or less on the profile of the individual collectors. Now you have to put in your entries depending on the district's program or the flagship program carried out by the district and there's a competitive sense in almost all the 750 odd districts compete now. That is the kind of enthusiasm. Ma'am was talking of technology. The matter of fact is that we do have to adopt technology, technology is taking us over. We have no option.

I'm glad that in our departments in the department of Srinivas, we were the first to introduce which should have been some other department, to introduce face recognition technology. Because when I came because I was also a professional we had to sign certificates of life for the pensioners, as you would also be asked to do and I didn't find it very comfortable. I said death certificates is important because the survivors would get insurance benefits other things, but nobody asked you to produce a certificate of you being alive. So, we use digital methods. In fact I was not personally also in favor but then I was told that there was some reports of having misappropriations done, so we introduced digital technology. You can sit at home and send your digital proof. Later on, we started living long because lifespan in India is increasing. Few moments back, I said we have 70% below the age of 40 but that does not mean the oldies are giving face. They are also staying there. Why he was telling this the medicos goes the other day. The graph of age in India is biphasic. If you take the percentage, the 70% is below 40. But if you take the whole number, then at the time of independence. Most of the deaths are happening in the 60 that is in the 50s. Many people died before superannuation. now average is gone about 65-70. So after 80, the Digital marking is not accurate. When this occurred to us we were the first to introduce face recognition technology. Then for the benefit of why this government has followed a policy of zero tolerance towards corruption. We are also conscious of the fact that a well performing officer should be given a friendly work environment. And that was one of the motivations why in 2018 We brought in an amendment for Prevention of Corruption Act 30 years after it was formulated in 1988. And now even the bribe giver is equally culpable as the bribe taker.

And I think all this has been possible and is going to be possible and we are going to achieve optimum results only when we stopped sermonizing each other. We have to break the silos and then we have no option because as the technology is taking us over, the citizen is taking us over we are being taken over by unknown forces, the intelligence being taken over by artificial intelligence. Someday it will be difficult to say how much of yours is born intelligence that you're talking and how much is somebody having a spell over you? And that is why I'm glad we have tried to consciously make ourselves part of this new trend. That is why the Department of administrative reforms did not only confine itself to sermonize on the governance reforms we took up the initiative of Swacchta and you will be glad Dr Sudhakar, we have earned 62 crore rupees only by selling off this crap. That the new startup avenue. I'm sure next time the swacchta campaign starts there will be a startup group which will come forward. Like yesterday I was at ISRO. We have a startup company which has come forward to help us in clearing the space debris, which is a very new area. The equipment has been just installed because so many rockets and satellites in this space from all countries, they are throwing that debris. Only a few months back we had some debris from a Chinese rocket falling in Gujarat and Maharashtra. Of course it didn't cause any harm. We have a private startup who's offered to do this for us. Now they realize and you know how we earned 62 Cr more or less from electronics crap. Because if you go home also you will find so many of the mobiles lying here and there.

You discard the earlier one you started the new one you even forget where you left. We took the same, gave it to some of the people who are in the business of assembling it. And Mr. Srinivas donated 62 Cr and 54 lakh rupees to be precise to the government exchequer. So that has been possible because of the integrated approach in working. And that also is in tune with the cooperative federalism, which Prime Minister Modi spoke about soon after he took over. And then when you involve the citizen, is it only the citizen of Bengaluru? Who is the citizen? That itself is a dilemma particularly in a heterogeneous country like India. So I suggested to Srinivas that we should start moving downwards. So, we moved to districts. We prepared a district governance index. The first territory was Jammu and Kashmir because they came forward being a UT. Second one Uttar Pradesh. We are now working for Madhya Pradesh also. And it has been designed very scientifically, somewhat inspired by aspirational district approach because I was part of that team. We are aspirational is not necessarily backward. We have over 40 odd indices. Maybe you're lacking in education, you are high up in health. So in the index in which you are lacking, how do you come at par with the state number one and then at par with the country number one. So following the same pattern we have designed and now I was discussing with Srinivas that will go down further. And we have named it Prashasan Gaon ki Aur [Hindi] We will expect the Panchayat heads the DDC heads to get involved with us and to prepare this governance index. And of course, I'm sure in this conference, you must have been made aware of the other thing activities that this department is already engaged in. This mission Karam Yogi for the bureaucrats, civil servants shift from rule to role. Otherwise what would happen when you become health secretary, you have to pose that you can write a better prescription than the doctor. Not your fault. Here we will give you the confidence because you will be updating yourself continuously you're also grading yourself through this module. And when we talk of citizen, this year by end hopefully, the same ministry through of course, the other sister organization DOPD will be holding the first ever common eligibility test. Because otherwise what would happen one day you have railway services exam the centre is Bangalore, next day CSS headquartered Delhi centre Madras, nowadays known as Chennai. So I'm an old timer so I tend to speak Bangalore for Bengaluru at the risk of annoying some of the… Anyway, so third day you have an exam related to banking, the centre maybe somewhere else. Everybody can't afford to appear in every exam and mostly the daughters. So we would have to begin with all these three largest services single exam and then we will extend further. We will also include all the languages, almost 22. So that will also address the complaint which has been happening of language bias, particularly from

the South India. And we'll keep the validity of that exam for three months, three years sorry. It'll be something like your NEET, as you have. So we will form a pattern and I'm sure in course of time even the private corporate will use that list of merit. So wherever the advertisement happens or requirement happens, they can refer that parameter. And before I conclude, as was said by the earlier speakers, Amrit Mahotsav. The point is where do we go from here? Because the next 25 years, and I'm glad that on my suggestion, Mr. Srinivas took over a very honorous task of formulating what is going to be vision document for India 2047. But to prepare this document also we have to train ourselves. Because we tend to look at 2047 through the prism of 2022. Just as we are saying we should step into shoes of the citizen without realizing it the citizen has already stepped into my shoe. 25 year hence what it would be like? So we have to first prepare indices for 2047. What will be the role of civil servant? How much would be the role? Whether at all he would be rendered a role or become irrelevant? He would just be a facilitator, because this gap between the citizen and the administrator is getting breached very fast. And is happening faster than we realize. And therefore, now the focus has to be on the administrators and civil servants who are in their 30s. Why this bias because they have assured more or less 25 years of active service. And therefore, when India celebrates 100 years of its independence, we may or may not be around but these lot would be the ones who would have the privilege to call themselves the architects of new India. And they would also be having the challenge to live up to that new India and its requirements. And therefore what is our task right now is to help them in that capacity building. Because they will be the enacters of that. what can we contribute to their capacity building? And to begin with for that, let's visualize what are going to be the indices, what is going to be the parameters, what is going to be scenario like of 2047 and of 2047 India when by and large India will be part of a global, small family. I leave it that I'm sure the next conference will carry this thought forward and you will also go home and try to visualize 2047 as 2047 and not through 2022. Thank you very much.

Dr. Srivatsa Krishna, Principal Secretary, DPAR AR, Karnataka:

Honorable Dr. Jitendra Singh ji, Honorable Minister Dr. Sudhakar, Distinguished colleagues on the dais, friends and colleagues from around the country. Before I go and propose a formal word of thanks. I'd like to summarize two things. Good governance used to be a very fashionable thing to say before this government came to power. Now it's become a fashionable thing to do. And I'll give you just two examples. One from government of India one from going to Karnataka. Government of India, I had the privilege of spending the last year abroad at Stanford. If you see the vaccination certificates being given in the US, they are mostly cards handwritten in most of the states, except a few. In India, it's QR coded, digitally signed and that is what is accepted. Now, It's becoming the gold standard everywhere, which is one example of good governance. Good governance is a journey it is not a destination. That is a second big change. Our Prime Minister sits through IAS officers make very boring presentations. Our Prime Minister still sits through all of them, of secretaries presentations, engages with them in more subjects. He knows more than what the secretaries know. And he corrects them and makes them change persuades them to change their point of view. I haven't heard of a prime minister doing this before. That's another example of good governance for you where the leader leads by example. Let's take the case of Karnataka. Mr. Bommai has been in position here only for a year. Already the focus is on good governance. We have seen Grama one which as the chief secretary mentioned, is our outreach to the last citizen. Within one year, thanks to the efforts of Karnataka government, Grama one is galloping forward to deliver citizen services to those who are often missed out. Another example of good governance. So I think you've all heard of Karnataka being a leader in E government, and there are many such projects CCMS, Bhoomi, which you can talk about. I'm going to tell you one example which most of you would not have heard about. In 2010, Karnataka decided to get a gas pipeline. In three years, the MOU was signed in 2010, there were 400 clearances across two state governments and one government of India 17 departments 400

clearances, and they were spearheaded and made to happen by Chief Secretary Vandita Sharma, who was then leading that effort. That's an example of good governance. So ladies and gentlemen, good governance from being something nice to say fashionable to say it was like abolishing poverty. You would never disagree with it. Under the leadership of Prime Minister Modi and under the leadership of Shri Bommai, we have made it a fashionable thing to do, which is what makes a difference to the lives of the people. I'd like to thank Honorable Minister Dr. Jitendra Singh ji for taking time out and coming here to address us and inspire us coming here all the way from Delhi. Dr. Sudhakar, he was told late last night because the honorable Chief Minister had to go to visit the flood hit areas for agreeing to step in at short notice and giving a very, very nice talk. V Srinivas, my counterpart in Government of India, who despite having COVID from his bed has been chasing us relentlessly, making sure that we all do what has been promised. It shows great commitment on his part. He himself comes from a very distinguished political family, which started reforms in India in 1991. And Srinivas's enthusiasm is infectious. All his colleagues from DARPG Amarnath, Rajput G, Partha, Priska, everyone here who helped us. Government of Karnataka, all our team members, my team is here from the department. I'd like to thank egovernance department, which helped us put up the egovernance showcase which you will be seeing in the afternoon. The startup warehouse team which has curated startups for you, the drone demonstration, which is being done by Aarav unmanned systems, one of the best drone companies in the country and by my colleague Munish Moudgil, who has led the Bangalore drone mapping and you will see a presentation on that in the afternoon as well. Apko for managing the media. Jagdish of coffee board who has given us some wonderful gifts as also Jagadeesan team from KSTDC for taking care of all the arrangements here. MMActiv, the event managers for putting together such a fabulous show, high grid for helping us and the LED team here which helped us put up a fabulous presentation. Thank you very much to everyone. I'm grateful. Last but not the least, any conferences made good or bad by the participation of the audience. In this case, for the first time, probably in the regional conference we've had startups coming and you've had the top most startups, including Sridhar Vembu of Zoho who has created a unicorn in a village in Tamil Nadu as also you're going to have soon Sujeet Kumar, the founder of Udaan, and many other leading startups addressing us. So thank you one and all for coming here. Hopefully you will go back with the spirit of Bengaluru, the spirit of entrepreneurship and definitely India is going to go to 2047 as a much stronger country than where we were in 1947. And indeed where we were in 2014. Thank you very much ladies and gentlemen.

SESSIONS 1:

TOPIC: STARTUPS AND GOVERNMENTS: ENGAGING FOR GOOD GOVERNANCE

MODERATOR: **Dr. Srivatsa Krishna**, Principal Secretary, DPAR (AR), Government of Karnataka

SPEAKER:

- **Shri Sujeet Kumar,** Co-Founder, Udaan and Tanglin

- **Shri Rishi Agrawal,** Co-Founder & CEO, Teamlease RegTech

- **Shri Krishna Kumar,** Chief Executive Officer, Cropin

- **Shri Sandeep Dutta,** Chief Practice Officer, Fractal

Session 1 - Startups and Governments: Engaging For Good Governance

Dr. Srivatsa Krishna, Principal Secretary DPAR AR, Government of Karnataka (Moderator):
So this session will hopefully be the crowning glory and the highlight of the last two days. The good governance conference never has people from the startup sector or seldom has them. Because we like to believe government can alone give gyan to government and IAS officers alone can give gyan to other IAS officers to tell them how to improve. I thought we should do it a little differently. So yesterday you had CEOs of well-established companies including Tata digital, you had the country head of gates foundation, you had the managing partner of Boston Consulting Group and Ernst and Young. Today it's a completely different segue from that. If you look in social media, there are always questions as to why can't startups engage more with government? Why can't startups do things which government is doing and do them better? So that was the broad sort of theme with which I put together this panel, and each of them is a star in their respective areas. Three of them have powerpoint presentations, and the format is like yesterday. They will speak for about 10 to 15 minutes and thereafter we will engage in a short chat and then open it up for everyone. We are starting about 30 minutes late and hopefully we will not go beyond by more than 15 minutes or 20 minutes. Before I start the panel, I'd like to tell you the driving distance from here to the startup warehouse is about 45 minutes. So please have a quick lunch and move. There is a three hour programmes including a drone demonstration and workshop waiting for you there. So, I would request everyone to leave by 2:15 latest where to get there by 3:00PM. Let me begin first with Sujeet Kumar. I called Sujeet Kumar, the badshaah of the startup sector. Sujeeth is a badshaah who's come from Bhabua in Bihar. He had no Godfather like the badshaah of Bollywood, Shahrukh Khan. He came to Bangalore without any godfather. He wasn't born into a wealthy family. His parents still do farming in Bhabua. And he set up both Flipkart and Udaan two multi-billion dollar startups. And many startup founders regard him as their godfather. Sujeet despite all his wealth, all his fame is one of the most down to earth people I have known and met, and he engages frequently with government. In fact, he is known to be one of the best names when it comes to supply chain management. I requested Sujeet to talk to us today about his experiences in Flipkart and Udaan. where is government? what can government learn from his experiences? So ladies and gentlemen, I'm delighted to present Sujeet Kumar, the badshaah of the startup world.

Shri Sujeet Kumar, Co-Founder, Udaan and Tanglin:
Hello, thank you, sir. I never had this kind of introduction in any other conference. I never thought government was boring. In fact, I wanted to join government. I come from Bihar. And after my engineering from IIT Delhi, I wanted to appear in UPSC but figured it out that's not my cup of tea. Then I started my own company in 2005. And then came on board with Sachin and Binny in 2008 with Flipkart, I was there for almost seven and a half years and then started Udaan. I'm also an angel investor. But that's a different story. Like, like Srivatsa Sir said that in my long career of almost 17 year of startup of various forms, one was KPO. There was no investment and venture capitalist at that time in 2004-2005. In 2008, recession time, we were not having projects, everything had dried up. So we decided to move on, and then came in the new world called Startup funded by venture capitals. And we started learning how to raise money. What is the meaning of raising money? What is the purpose of… how big the product is? Everything we started learning from the scratch we call ourselves very fortunate and founders of startup also I call myself because that was the day zero. Literally when Flipkart started and that time whole ecosystem was emerging from venture capital ecosystem as well as startup and the talent also because talent at that time was not attracted by startup because whole ecosystem was driven by good job, campus job. You are going abroad or not. You will be judged in the society how worthy you are if you are not going to USA or anywhere outside in European country, then you haven't done the good study. I think that's how we have been judged.

When we started Flipkart, I think almost like two or three years I had to convince my father what we are doing and ultimately I had to make him understand like, we sell books because Flipkart has started with the books. And he was saying that after doing all this engineering for 4 years, you are selling books. So, I think that was the state of affair and from there and now middle class family or lower middle class family, or whichever the family, they ask their son, daughter, why don't you start something or why don't you work with the startup so that you will learn someday you will start your own? I think that's a phenomenal change in the ecosystem. I think that was not the time. I have seen how the government has made it happen.

So pre 2014 and post 2014 I call it, so when we are building Flipkart, we have decided to start our own supply chain logistics and believe me, it was a nightmare. We sit in the room and decided if we wanted to continue this business, we have to start our own logistic because current logistic ecosystem is not supporting our cause. And we should not continue like this. When we have decided, we have come to know that there are around more than 30 state boundaries. Every state has their own laws. And you have to do somewhere 5000-25,000 entries. Somewhere the VAT is 9%..12%..18%. Where to store, so building supply chain was like nightmare, you cannot build it because too much of taxation optimization. And that's where I call it government when they have taken one decision, one reform GST, one country one tax, everything had changed. You will see last, I think July 2017, when it got implemented, but announced much before that, in anticipation of that we started Udaan as a business. It was always existing opportunity. In 2008, I still say that time, broadband was 8-9 million in 2007-08. Now it's more than 800 million internet users. So you can build anything. That's the one infrastructure. Second is reform and government brought this reform like one tax, infrastructural several reforms. I think some are very institutional like GST, I always call it because that has opened the door for lots of investment in very fundamental infrastructure like warehousing or long haul, and building a logistic as a business. When our prime minister says that minimum government maximum governance, I think this is the apt example. I call it always I think we need more reform but several have already happened. As a progressive country, definitely we are working with the closely with the government, it has made lots of like Digital India, startup the where government start talking from the startup in Karnataka, so much initiative and proactively the reach out. There are vision group, where they are easing out … how to ease out the business, how to retain more, but still, I believe there are more like web three. Still our central and state government has to find it out how to not allow the talents which is the future, like blockchain based startups. Crypto is not only just a currency, but like several application of that should also be here. Metaverse, I think all those things has to go through the reform and government has to progressively give incentive to start here so that we can give a equal fight like today India is the third largest ecosystem of startup, I think in Web 3.0, if you will not bring the reform it's very hard to retain that position.

Dr. Srivatsa Krishna:
But thank you Sujeeth. I'd like to mention here many politicians, especially from Bihar, reach out to him for advice, help, and he selflessly generously gives his time and his money to build Bihar and to rebuild Bihar. So the natural question, which you should all ask him is, when is he going to jump into competitive politics in Bihar? I'd now like to introduce Sandeep Dutta. Fractal was unknown six years ago, or seven years ago. Thanks to the leadership of Srikanth Velamakanni, Pranay Agrawal, and Sandeep Dutta, it is now a unicorn. And fractal has been working pro bono with many governments around the country at the time of COVID. All of you heard about the ward rooms which were used to do contact tracing and the dashboard which was set up they were all largely done by fractal and Sandeep and his team had a great role to play in it. So, Sandeep has another very unusual quality, which is, he has worked on both sides of IT fence. He's worked in HP. He was the Global Head for

offshoring for HP. He's worked in Indian companies like TCS, Mphasis, and then went on to a startup like Fractal when it was relatively unknown. Today it's a unicorn and I request Sandeep to talk about how using analytics, government and AI, how can governance in government improve the data?

Shri Sandeep Dutta, Chief Practice Officer, Fractal:
Unfortunately, I didn't have the guts to be an entrepreneur. So I really admire the journey that many of you had. I was interested in b2b e-commerce. We tried to do it back when there was no broadband. Before 1999 we launched something called seekandsource.com. I was a part of Citi at that time. So you can imagine the problems where it was dial up, try to do something very interesting, flop when everything fell down for web 1.0 So been through that journey. So thank you for this opportunity today. And I know that all of us are standing between you and lunch. So I'll try to make it very quick. And hopefully a bit interesting. I'm going to talk a little bit about data led decision making in governance, right, and how can we bring technology how can we bring the power of data into governance and I'm not going to talk theory I'll talk about a few examples, including the one that was Srivatsa referred to which was on the COVID ward room. So taking you back to those unpleasant initial few days of COVID, there was a lot of confusion. Nobody knew what to do. No one was prepared for the kinds of problems that we were facing. And that's when the industry's right to start to jump in and decided to help along with NASSCOM on how they could help respond to this new problem that we're facing. And the problem was also changing shape. Right when we all initially started looking at it, it was about bracing that I was tracking people where they were going to be the upcoming hotspots quickly morphed into matching the hospital capacity to where it was needed. And then to the problem of how to be unlocked. Right. We can't stay this way throughout. How do we unlock intelligently how do we how do we use data to make those decisions? Data itself was a problem. It came in various shapes and sizes. There was no single source of truth. It was all over the place. Just to give you an example, it's very difficult to tie it down to one single person, they will duplicate records, etc. So if I look at the Karnataka ward room, and what was the early situation there, there was a scramble, it was still very manual process. There was there things coming on Excel or WhatsApp. People were extending themselves and really making things happen but very difficult to say that yes, this is the right way this is the right patient records a lot of duplication etc. In short, I think what is commendable was how the industry and the government rallied together and made things happen. This platform was put together in three weeks, and I won't go into the technological details, but in three weeks it will reach the stage of automated data being available, a single source of truth in form of a golden record for a patient and bringing in dashboard. So the idea of a dashboard is to improve a lot decision making, so bringing in dashboards for different levels to see the data that they need to see. So if it was a chief secretary review or a CM review, the data had to be shown differently versus if it was at the ward level. So all of this came together in three weeks. I think, of course, the technology part, harnessing data that was something which was very interesting, but I think was what was most commendable was how the government and the corporate sector came together to make this happen. And I think that's a model. We came together at a time of crisis. How do we make that happen in the business as usual scenario. And the Karnataka government officials were gracious enough to acknowledge the role that Fractal played. So my submission to you is that AI analytics and data can create a significant social impact and we are seeing that around us, I'll take a couple of more examples where Fractal has been involved. About 2015-16, when we saw that deep learning was going to really revolutionize how images were recognized and leveraged by machines we took a big bet. We said this is going to change the face of healthcare in radiology. We were a small company, but we took a big bet, say, let's put our money where our mouth is. Instead of we advise our clients to do this, let's do it ourselves. And we just launched something called pure.ai. Now pure.ai there are algorithms that have been trained on millions of images that can read and automatically diagnose from X rays, CT scan and ultrasound. Essentially, it's one of the most deployed

examples of AI in healthcare in the world. It's deployed across 60 countries, 200 million images, which are processed annually. Bank of 1 billion images that they learn from, and 4 million human lives impacted every year. Just a spread of how global it is. So what is it exactly? One of the leading algorithms that pure has is called QXR which is AI for chest x ray. Now what is the problem it is trying to solve? Chest X rays are by far one of the most widely used radiological intervention globally.

And the problem is that the X rays are increasing exponentially. And the people who can read the X rays are only increasing linearly - the technologist or radiologist they only there are only so many seats they come out after so much of a grading and the gap that is happening is leading to delay. The gap is leading to mistakes. The gap is leading to poorer outcomes for patients. That AI algorithms that QXR has developed can actually read an x ray in less than a second and it has passed various tests for accuracy. It has passed various tests against other AI algorithm because passed tests against human radiologists and it is now recognized by the WHO as a tool to read an x ray if the radiologists is not there. So look at the kinds of benefits it can bring. I will just talk about two problems one of the biggest problems that we face and the developing world is tuberculosis and the problem with tuberculosis is that the standard cold test has been a pathology test you take you do the test and the patient goes away. If it is positive will be infected he or she will be infecting people for another two, three days, or they may never come back. The X ray was always available as an alternative to indicate tuberculosis but you need to have somebody who can read it and find that out. Now this AI enables that and that's something which is actually most widely deployed across the world today in many developing countries and recognized by WHO. Let's look at scenario in a large government hospital or a large tertiary hospital 1000s of x rays get taken daily. Some of them not even for the intended cause you go for a surgery they'll be a chest X ray before somebody. If you could have an algorithm look through and people are just looking for very specific things that they need to clear it for. Yes, it's clear. But you've got if you have an intelligent algorithm read through it, you could actually first of all try out and find out which are those 50 out of those 1000 who need attention immediately. And then put them ahead of the queue. And secondly find diseases that you are not even looking for because the machine be unbiased. It's going to look at every pixel like it or not, it does which is not CP optimal because not at the end of the day, it's gonna do its job. And once again, what I want to point out is this is not about replacing video. It is about enhancing the capability of radiologists because you take the more mundane task away from them, they can focus on something which is what more needs their expertise. I will take another example. We all know Umang is a brilliant initiative by GoI one of the biggest egovernance initiative I think globally. Today Fractal is extending this by adding voice. It's going to reduce the digital divide. It's going to make this available to everyone regardless of their ability to interact with the app they can interact with voice, launched with a few languages initially read to all Indian languages. So look at what kind of scale and improvement this brings to our ability to interact with. And this is powered by practical sense, which is one of the leading platforms.

So we saw some good examples of AI at scale. But I want to submit to you again that AI alone is not enough at a public level at a citizen level. We need to keep in mind human behavior. And let me illustrate you with another area that we worked on. In Mumbai we know that local trains are the backbone of life one of big problems is people crossing on man crossings and losing lives. There have been eight people dying by train tracks every day. One of the interventions that have been done traditionally have been put up signages, put up fine. Create a pedestrian crossing which nobody uses etc. And the data shows some interesting aspects, data shows that the problem is not with old people trying to cross and not being able to see the train or it's not happening in the night. It is happening in broad daylight young people, people who stay across the train and say work business or a small shop and they walk across every day. They are the ones who die. So what created a change, was a

behavioral intervention. Essentially one of the facts that was found out was that the human brain over the years of evolution does not expect large effects to move fast. And hence we are not able to estimate the speed and acceleration of a large moving object very accurately. And when we when a very simple scalable intervention was done, you see those yellow lines on the graph they create a speed reference for the human brain to now estimate the speed of the train very accurately. Essentially what is happening here is, we always direct all our interventions towards the conscious mind with a rider which is trying to control the elephant which is the emotional mind right a non conscious mind with there's actually a larger portion of our decision making. All our interventions are directed towards the conscious mind. I'll tell you it is good for you to do this, stop smoking and you will stop. Exercise every day you will start exercising. None of it happens, because the emotional mind has its own energy, it will take its own course. And unless you have intervention directed at a non-conscious part, you will not get the desired result. Another example is on road safety. Data Analytics can take you up to identifying where are those blind spots but changing a blind spot that's an infrastructure investment change that will take many months and you can go ahead and do interventions that can help save human lives even with no other change except bringing in some of these nudges that I talked about. This is another example that we have been a part of where in this case you see nine they're actually reducing investment, which gives the vehicle driver that impression that I'm going faster than I actually am a non consciously. It has been tried by many people, not consciously you will slow down because your brain is telling you to slow down even though your speed is the same. And this has led to 50% less fatal accidents over the last five years that we've been involved. So my submission to you in the end is that to create real public impact, we have to bring data which involves analytics, AI engineering, but you also have to take into human behavior angle to make it effective and get the desired outcome. And there have to be avenues for better public private partnership to bring all of this. Thank you very much.

Dr. Srivatsa Krishna:

Now I'd like to pivot a little and take you to a very unusual speaker Rishi Agrawal. Rishi is perhaps the only one in the country who has analyzed in great detail the act, the rules, subordinated legislation, which government has enacted across almost all 30 states and the government of India and has brought out some astonishing findings, including showing us how doing business simply doing business can put one in jail. And he has many examples of that as well. Ease of doing business again, like good governance is the fashionable thing to say. But he's the guy who is making ease of doing business a fashionable thing to do. It's his data which is used by government of India largely to go into the nitty gritty's of where it needs change.

Shri Rishi Agrawal, Co-Founder & CEO, Teamlease RegTech:

Thank you Dr. Krishna for having us here. Really delighted. In the few minutes that I have. I will talk about the problem in the first few minutes and ideas for better governance in the next few. Let me start with some quick data points. I'm sure a number of us have seen these data points before. But I would like to bring the context to the conversation with this. So a lot of us say we need more enterprises and I'll break that myth today. India has 63 million enterprises today. However, among the 63, 12 million are registered for GST, only 1 million which is under 2% are registered for Social Security. They are actually formal enterprises. Some of you who need to make a connect between what is Social Security ESI and PF are two major milestones when you become a formal employer. Only half a million are active contributors to Social Security. So the other half while they are registered, they have become fairly dead and are not contributing. There are only 70,000 enterprises out of 63 million who have revenue of greater than five crores and only 22,500 with a paid up share capital of 10 crores and above and one startling fact on top of it under 10,000 are actually listed companies. So what India needs is not more enterprises. What India needs is more formal enterprises

because an informal enterprise does not have access to capital, Talent, does not have access to supply chains, domestic or international market. They employ under three people on an average and all we need to do is go from 1 million to 2 million in terms of formal employers or formal enterprises and the employment will skyrocket. But what's preventing this problem? What's preventing this will happen. It's the informality of Indian ecosystem. And the question is why are Indian enterprises informal? Because of a word that I often like to use the regulatory cholestrol of India. When you move from informal to formal ladies and gentlemen it's not just switch over. It's not just crossing a line. You become encumbered, believe it or not by hundreds of compliance's a year. The cost of staying small and the cost of becoming formal the difference is so high, most companies, most entrepreneurs like to fly under the radar. They don't want to take ESI they don't want to take PF they don't have access to formal capital and so on and so forth. So with this problem, let me now in a data driven manner, talk about what's the problem here. So this is a regulatory ecosystem of India. The country has 1536 unique acts and rules. Among them there is a maze of 69,233 unique compliances with about 6618 unique filings across the law of the land between union, state and local laws. So when I started this company, one of the binding constraints and you know, we heard Sujit talk about some of the binding constraints of his time. One of the binding constraints for us was there is no database in the country today, which can tell you what is the regulatory statutory requirements for an entrepreneur. So, we hired a battery of 50 lawyers. It took us six to seven years, deep research went from act to act and just so you know, those of you are not aware, a single factories act with the factories rules, read with the state rules is between 200 to 300 pages. Try reading it once and there are 1000s of compliances embedded, too much legalese. If you want to ever start a factory try reading factories at once and you will know the problem.

Right next to it the map of the country you see the heat map of compliances, you will see certain states and unfortunately some of the more industrialized states have greater compliance obligations. Another day, another discussion we'll have but this is the first thing that we needed to do to make sure that we can start solving the regulatory problem. So just some numbers here 1536 acts, close to 70,000 compliances. Believe it or not 26,134 can send an entrepreneur to jail. That means two out of five compliances in India can send you to jail. Our Prime Minister honorable Prime Minister has used some examples from a recently published report by us but examples of not having whitewashed your latrines for contractors once every four months and keeping a record of that whitewash can send you to jail from anywhere between one three years. And that just one example. If you fail to reconstitute the canteen committee of your factory canteen once every two years, you can go to jail. Now tell me if the food is fantastic. Everybody loves it in the factory. There's probably no reason to reconstitute that canteen committee, but guess what? Don't do it. And there will be a factory inspector at your doorstep. And with all the rent seeking and corruption that we often hear about that could happen to you. All of these are examples of the ingrained hostility, distrust in our regulatory environment. And it has not happened overnight. It's a legacy of over 70 years, we are going to celebrate Azadi ka Amrit Mahotsav very soon. The question that really occurs is does the 21st century Indian entrepreneur need to grapple with the colonial or near independence time regulations? That's a question here. Now just bringing some focus on Karnataka does a better job than most states about 37 unique acts and rules over 2000 unique compliances with about 227 filings. Please compare these to the numbers that I gave earlier. But unfortunately Karnataka is one of the top five states where criminality is high and over 1000 provisions with criminal provisions for non-compliance and about average number of compliance based on work done by us across 10 different industries MSMEs is about 778 unique compliances for an MSME. Here's some more light on Karnataka data. Across 10 industries - It's about 778. We've taken the liberty of using one example of a pharma industry a savior during our COVID times kept us going became the factory to the world. If you needed to set up a pharma company in the state of Karnataka today, let's look at some

numbers you will be dealing with about 87 licenses. And you heard me right 87 unique licenses about 998 unique compliance between union state and local where the state compliances are over 400. The Union compliances are about 500. They are between labor and others labor finance and tax environment health and safety and so on and so forth. And the entrepreneur is dealing with close to 1000 compliances and a few 100 filings in a year. We have done a cost estimation of this. You cannot do it by yourself. Given the ambiguity, complexity of our regulatory environment. You hire a battery of between five and 10 consultants. It takes a couple of years for this factory to go live before it goes live and once it goes live, it takes few lakh rupees a month in order to stay compliant. And that's the reality of one industry in a single cent by the way, no state is doing a markedly different job from the other. This is the legacy that we all have own. But the good thing is ease of doing business as a word has become an essential part of our lexicon or parlance at the government level. I'm so happy to see that in the last few years. The focus on governance, the focus on compliance, the government is willing to listen to the pain of an entrepreneur. Try doing business for one day and I have spoken to hundreds of entrepreneurs around the country with lots of sob stories where people think it's better to be in a job than to try and do business. So if we have to promote entrepreneurship, startups to create jobs, which can take us to five and $10 trillion economy. This is an urgent and an important problem that we need to solve. With that said I will highlight one more complexity and then move to solution.

India's regulatory environment is not static. The laws of the land change 3500 times a year. A pharma company that I just demonstrated is affected by 600 to 700 changes in a year. That's about three changes on a typical business day. Imagine going through hundreds of websites to find those and how many websites are there 2233 websites between state union and local laws. That's a problem that we are dealing with. There is no single digital platform to get this and one of the binding constraints we try to deal with is create that central platform to scan these websites, find the changes have 50 lawyers deal with this every day and publish them free of costs on our website, so Indian entrepreneur can benefit. So I'm going to just quickly go through some ideas. We have a problem. But the good thing is there is a government with an intent to solve this problem. What are the solutions? The first solution is we need to rationalize our compliance burden. There are way too many compliances. The question is do does India need 70,000 compliances. Our assessment says 30 to 40% of them have redundancy. They have overlaps, there is it they've become irrelevant. They've lost their welcome and they need to go. But unfortunately, we do a good job of slapping new regulations. We don't do a good job of eliminating the existing ones. So the first thing we need to do is set up commissions at state and Union level to reconcile to rationalize to assess the relevance and fix this once and for all. Second, we need to rationalize regulatory changes. There are too many changes. It's like a plane in air with somebody constantly trying to tinker with your engine. If your compliances are going to change 600 times or 700 times a year for a small MSME. Where does the MSME have the resources to browse through these hundreds of websites and find the relevant change? It's like finding a needle in the haystack. We need a central platform at a Union level with search Sort Filter capabilities to find the applicable changes assess their relevance and take the necessary decision. Then we need self-certifications and third party certifications. You know PUCs. You're all familiar with pollution under control. Why is that such a brilliant idea. Imagine government was owning one PUC center. Every so often Bangalore you'd have a line a queue of 1000s of vehicles trying to get that PUC certificate once a month. The brilliant idea was spread this concept make, micro entrepreneurs out of it, have third party certification agencies which can do it. Why do you need a electrical inspector of the government of India certify your lift? Every colony every township needs a DG set? Why do we need an electrical inspector certify a DG set? All of these are things that need to be a two week the capacity creation in the private sector has to happen and we are far from where we need to be. Then inspections is a huge problem while we got rid of the license Raj in 1991

We still have the ghost of Inspector Raj bothering our entrepreneurs, we need to create faceless risk based digital inspection systems so that an inspector just can't show up. We did an assessment in the state of Maharashtra guess what there are 50 inspectors that can show up at your doorstep. The number of inspectors are as many as 50 at any point in time. Heard about digilocker. Fantastic idea. We are all using it in our private life. Let's ask ourselves, why can't we have an enterprise digilocker. every license that the government gives needs to go into a digital world so that next time you apply for a new license you don't have to produce a copy of that do attestations and fill out a 300 page form in order to get the license you want. The digilocker needs to have all the authentic documents and the corresponding authorities should simply read the digilocker get the validation from there.

We need to improve our commercial courts. There are crores of cases which are pending. A commercial dispute takes years before it is resolved. The last few EODB report by World Bank said it takes an average over 1400 days in India to resolve a commercial dispute as against 120 in a country like Singapore. Why is that a problem? Because commercial disputes they go on and on and the entrepreneurs don't get an exit out of them. So we need to seriously digitize the commercial code infrastructure, take it to masses take it to various cities reinforce that judicial infrastructure so that this can be done. Universal enterprise number. Aadhaar gave us a single identity for an individual we use it everywhere in the world saw how we use Aadhaar successfully during the times of COVID to track everything. Ask yourself one question. Do we have a digital identity for an enterprise? The answer is no. We have 23 identities for an enterprise. We have a SIN number, the TAN number, the PAN number, the PF number, the PT number, and the ESIC number and the list goes on. There is no way of creating a corporate profile, the risk identity that is an idea for good governance, we need a single identity for the enterprise. It's easier to do than if we did adhaar for 130 crore Indians. There's no reason why we couldn't do it for 1.1 million enterprises. Last couple of items. National Open compliance grid, interconnect everything create a API based open systems so that a document a compliance document can be created on erected platform with a click of a button using an API it can be filed. You can get a timestamp notification acknowledgment; government can identify defaults government can do a risk profiling. All of those are benefits of an open compliance system, which needs to be done and last item is decriminalize India's regulatory ecosystem we don't need two compliance out of five that can send an entrepreneur to jail, tactical non compliances procedural lapses can send entrepreneur to jail and that is creating disproportionate power in the hands of inspectors, this needs to go. So those are some of the key points. Thank you for being such a wonderful audience.

Dr. Srivatsa Krishna:

That is eye opening as always. Karnataka recently came up tops along with Gujarat and Meghalaya in the ease of doing business. We were number one. So I wonder if that is the state of Karnataka where the other states are. I shudder to think about that. Okay, last but certainly not the least, I invite Krishna Kumar, who was partner was supposed co-founder was supposed to come today, but he had to go to Delhi for an agri tech conference. So in his place, we have Krishna Kumar, he's one of the most thoughtful startup founders who are working in a very, very difficult area of agri tech. And they have set up the first agri cloud, which he's going to talk about and how his interactions with government and where agriculture which is such an important sector, for government and for the people can be made better using technology.

Shri Krishna Kumar, Founder & CEO, Cropin:

I'm Krishna who is representing Cropin today. We are a b2b, deep tech company and we are trying to solve many of the complex challenges in agriculture sector using agri science, Earth observation and AI sciences together and I'll walk you through, how we do it and what are some of the impact

we have created? So the vision of Cropin is to layer intelligence on every farm asset which is producing food today for us globally. We have already process intelligence on 200 million acres of cropland where the customers and the growers are taking advantage of it. We have built the world first industry cloud for intelligent agriculture. You have heard about Retail Cloud or healthcare cloud. This is the first industry cloud where we have already built various applications to digitize farms, build traceability provide advisory to the farmers and blockchain traceability of the seed traceability. There is a Data Hub, which has got, which has ingest pipeline to computer at the scale of a country at the 10 by 10 meter. Many of the pipelines which has already sorted graded clean to be machine learning ready. And then we have got an insight layer. we have already built 22 Different in our deep learning models, which we have sipped in more than 12 countries on 32 different crop commodities for our customers. From the impact point of view, we want to improve the per acre value for the ecosystem where the farmer draws the value from farming grains, quality at the farm so that he can get a better price in the market. A bank who can underwrite a risk using the data so that he can source better loans and take a better decision and probably give more loans, faster loans to the growers, or the insurance products can be created or, a CPG company can have a full traceability and control on the quality and give back the traceability back to the consumer that you serve organic or certified crops. So there are many a number of challenges which we are trying to solve using technology. Why this is needed? So if you if you look at we are going to be 10 billion population by 2050 and we have to double the food production. But there are many headwinds which this industry is facing. There is efficiency issues there are in some very, very low, there is a climate change. So every one degree rise in temperature is going to bring down your productivity by 15 to 25% of most of the crops are commodities. There is a lack of traceability and compliances and there are many more right so no banks wants to lend to a grower because the risks are very, very high and they are very costly as in dealing with those growers as well. So we are trying to bring data and intelligence at the scale so that various industry stakeholders can plug into that use it to make a better decision and also impact the outcome at the farm level. In order to do that, we built a global agri stack platform, where you can have we build SOP, how are you going to structure the so much data which is getting generated from every farm in a manner a way where you can build intelligence on top of it, right, so structuring of data and looking at it as an asset. So we build a global platform for that and when we started back in 2010, everything was on the silos, pen and paper, excel sheet and it was very hard to make any decision basis that right and every season data is getting lost. So how do you build the crop Knowledge Graph? Over Year and Year and season in season. we build a very advanced technology stack because we are talking about computing, petabytes of data when you talk about computing a country like India or Nigeria or Bangladesh. And you are computing every 10 by 10 meter to build intelligence. So you need a stack which can scale very, very fast. You're dealing with a big data not only big data, but you're also doing a lot of pre processing and cross processing to create the good data, which will make sense and give you a much more consistent and scalable or AI with the context right. So that kind of solution. You need to build a capability to have a convergence of data. So there are a lot of data getting generated at the farm level right there are satellite images and every satellite and they are giving you 12 different bands which tells you about the crop. There are weather data which is changing every minute every hour. There is a ground of data which is scouting data which farm managers are scouting at the farmer the farmers are observing at their farm right. So all the drones are flying or the IoT machines or tractors are generating data of harvest or the sprays. All this data has to come together and then make sense for the farmer and the industry or the government to make various decisions. And then last, when we started there was no data at all in the industry. I'm not talking about Cropin but I'm talking about even the large enterprises, the government, there was no data to even start where to start building the intelligence right and for building models and AI deep learning models. You need tons of data and when we started back in 2010, we realized that the first thing we need to build is a digital transformation tools and applications so the industry can

adopt. And at least we start structuring the data in a manner that tomorrow we can, you know, build intelligence on top of it and we waited for four or five years. We now manage this technology which is getting used in 56 countries. We manage around close to 488 different crops, 10,000 varieties of those crops on almost 25 million acres in 56 countries. And that brought a massive data on the platform which was ground observe where we combined the data with the satellite and the weather and all the oldest data set which is generating around that farm to build that intelligence. Even start talking about the intelligence and it took another four or five years to have that learning curve. So it was a very, very difficult journey. Because saying AI is easy, but you know building those fundamentals to even you know, feed the feature sets into your black box is very it's a difficult journey to be like when there is no data. So we were talking about we are the world's first intelligent agriculture cloud and this was inspired by you know, when we are cloud agnostic, so we sit on Azure or we can sit on GCP or we can sit on Amazon and we have built a lot of solutions working with the large client government agencies and the applications which are getting used in the farm today. There is a ingest pipeline which we have built for the scale and there are models we have built but we can't solve all the problem. So what we did was we brought all this together as a box and we're calling everything you know industry cloud where not only Cropin is going to build solutions for the industry, but even the developers or analysts, the enterprises who can extend this solution. So, if they want to solve certain problems you don't have to come to Cropin but our Cropin lab is going to interface with them to solve those problems as well. While they are data scientists, analysts can have hands on, open a digital notebook and interact with the data and build new insights on top of it. So today, when we started, we're quite small. I think attic was not even the term nobody wanted to invest in agriculture because it was more government driven, a lot of risk politically motivated and no investor wanted to touch the sector neither there was any fun dedicated towards agriculture right now that these terms were coined post 2014 and 15 when mainstream investors started looking at it. We bootstrapped for very long time. Today we operate in 56 countries. We manage 7 million growers on our platform on 25 billion acres of production. We manage every year 448 crops and 10,000 plus odd varieties. We have office and we operate from Hague subsidiary and we recently created a subsidiary in Singapore in the US and we have sales and marketing in Brazil and in Africa, Kenya and Nigeria. If you look at you know, we started with India we have crop Knowledge Graph for more than 300 crops. We went to Africa, we went to Latin, we got ACFS, you know Europe now we are in US as well where customers are using it. Now this is very important. To understand when you are building a large scale AI platform, you need to have a diversity and the scale of the data and that has to keep growing because there is a climate is changing the crop patterns are changing and in order to feed all those changing patterns in your model. And keep it abreast for giving a consistent result is very, very important to have the cyclic data refilling machine. These are some of the client base which we work globally. We have also done a lot of study on what kind of impact we are creating to right from you know optimizing the cost on the farm growing the revenue, reduce risk. So we predict disease for the what disease can hit your farm in next 15 days which can lead to loss of 30 to 40% or the quality loss which will lead the ability to earn more. Right and are multiple value. We have generated through our data and technology. We do a lot of work with Dev agencies like WWF, World Bank's Mercy Corps where we engage with the smallholder farmers and we try to either build a climate smart agriculture with climate adaptation in agriculture to support the small holders or working on building a traceability for them so that they can crop can be exported. So we are already working. We are working globally with the small holders. In Africa we are working with 3 million farmers and agri program so that we can build a market linkages and all this right advisory for the better quality can be created. These are some of the programs we are working in India. So we worked on the climate smart agriculture where we help smallholder farmers to adapt to a changing climate in Bihar, and MP and like currently we are working with Jharkand government as well. We work with Punjab agri export Corporation, which is pyridoxal government body where they want to create risk,

whatever seeds they are producing. They want to have a multi generation traceability of those seeds so that the counterfeit doesn't go into the market. So we provide them at the scale. We work with SBI for lending in eight of these circles where we provide data intelligence for them to underwrite a loan. And there are various products. So we also support Pradhan Mantri Fasal Bima Yojana where we give them, intelligence on every Gram Panchayat, which crops are growing, what is the yield so that the payout can happen faster? Very quickly. You know, this is some of the screenshot of the products or when there are applications where you can manage your growers. You can see intelligence on every farm asset which you're managing on our platform. There is a traceability solutions. This is the intelligence platform where you know you can compute at the scale of a country and you will know that which farm has gone for soyabean, sugarcane. what is the health, when the sowing happened? What is the yield forecast for this particular farm and then that farm cluster builds a village and this pin code, district, state and the country. So we can do it at the scale. To give you an example this is a Pradhan Mantri Fasal Bima Yojana. We have taken example of one of the Gram Panchayat, where we worked in 8 state and more than 10 crops for them. And we are predicting soyabean here. What is the total acreage of soyabean and what is the yield at the Gram Panchayat level, so that the payout can happen faster. We also did a lot of analysis, what is the impact of the high rainfall and the flood?

So we completed the whole Nigeria for the wheat, which farms are gone for wheat and what is the yield prediction for the government and that data is published on the national statistical Bureau as well. We have already saved this intelligence on 34 crops in 12 countries so right from develop nation to developing nations and different crops, different use cases. And yeah, we want to compute 1/3 of plant by 2025 when we want world to plug in to solve some of the complex challenges in agriculture together. Thank you.

Dr. Srivatsa Krishna:

Thank you. In the interest of time, we're going to do a quick discussion with the panel and then I'll open it up for a few questions. And then, of course, they're all available over lunch for you to ask him. Let me start with Sujeet. Sujeet mentioned that it took the IAS exam and didn't make it which is why he decided to set up $100 billion company and one about five or $6 billion company, which is not a bad thing to do if you fail the IAS exam. He's created so many jobs well for himself and well for others. I want to ask Sujeet, if he were to put himself in the IAS and back in government, suppose he were what was the one thing he wants government to do which government is not doing so far? And one thing which government should stop doing which it is doing?

Shri Sujeet Kumar:

That's a difficult question. So, like I said already, I was not fit into UPSC I realized after going into the process, but definitely when you have grown up our childhood image was, the IAS officer can change. I think that's how we carry that to me. Definitely when you grow up you have biases, you know, more and more details. But, if you asked me in my journey, and definitely I'm talking about the ecosystem, which is growing and creating lots of modern economy, modern job defining what is the direction? I think one thing I realized as a feedback from the investor community from the startup outside a startup wanted to come to pitch their product and all. I think policy consistency is one of the most important aspects, the consistency and the enforcement both and the clarity, because most of the time the the problem is the clarity and consultancy thrives on though in absence of clarity. And that's where I think there are lots of efforts going on more everyday passing the clarity is coming. But still we have to do a lot. That's I believe, I think certificate you can say that the award or the recognition of the policy consistency, if we'll see today, we are the largest FDI attractor, so means definitely we are in the right direction. And it's like we want more definitely that's where I'm asking. And I'm not

comparing anything. I'm just saying that our current government which is has all the mandate and have all the power to do bring the changes, which has happened almost after 30 years of getting the clear mandate. And this is a great opportunity. I think, as a policy makers, policy watchdog, I think we have to bring those clarity. They're always positive and definitely we can ask for more. But the intent of the government I have seen where the government is reaching out to the door and have putting the effort to understand what they want. I think it's a great it has started almost five, six or eight years back and it's yielding already lots of results. Definitely we need to speed up our execution. I think that the only thing. so policy, clarity, policy consistency, policy enforcement. I think those are the things and database decision like lots of compliance is already Rishi has said that. I never realized that though we run the organization. But one thing I agree the compliance costs are very high. The number of vendors, kind of direct vendor, indirect vendor, optimizations, lots of creativity goes your executive itself suggests, we should not enroll them. These are the problem. These are the things I think we have to make it more clear to generate better employment, quality employment, graded employment. So I think we are on the right path. This we have to do more.

Dr. Srivatsa Krishna:

Rishi, If I were to come to you, you gave specific examples of why should government be checking lifts or an electric DG set? You're assuming that the private sector will do it better? Now we see enough examples every day, just open the page three of any paper, you see buildings falling down, you see people getting trapped in elevators, then it comes down to who is supposed to regulate them. If you leave self regulation to the businesses, how are you so confident that they will do it themselves which is why you probably need government in the first place. So why do you presume, self regulation is a better path towards these agreements?

Shri Rishi Agrawal:

So I'm talking about creating capacity to do a good job of doing whatever you are doing? Today a legal metrology officer who is responsible for Weights and Measures. Can you believe one legal metrology officer oversees about 50,000 to one lakh devices, there are only 230 business days in the year. That individual has to certify new devices, certify new vendors, new manufacturers, at the same time, recalibrate the existing ones. Under no circumstances and government can do a deep study on that. Even 10 people can do a decent job of doing what is required. So basically, whoever can pay the convenience fee stands in front of the line and gets the job done. Now, the question is the PUC model, right, where you have millions of micro entrepreneurs, lots of convenience and a technology based framework which has evolved. I'm sure a number of you have had an experience where you can get a certificate without actually putting a probe in the exhaust of your vehicle. But today with technology coming in pictures being taken the probe data directly getting available to RTO. All of that is happening and that's where the framework the control has to be built in technology, so people cannot do whatever they want, but capacity gets created so that opportunities for rent seeking can go away.

Dr. Srivatsa Krishna:

So let me push you back a little since you work with many state governments. And we have in this room Maharashtra. I see Commissioner industries Karnataka who led the ease of doing business report where we were ranked number one, despite all the problems that you showed us. We have officers from UP, Andhra Pradesh from the northeast. So in your interaction with various state government, who do you find which state government you find is the most proactive in wanting to do ease of doing business in the real sense not in PowerPoint?

Shri Rishi Agrawal:

Sure. So we did a lot of work with the state government of Punjab, about a couple of years ago. I focused on MSME. I've been working with the state government of Karnataka on the same subject. And where I'm coming from is these are states which are acknowledging that we have a problem. Lots of states think and I have had interactions with other states and I'm not going to name them here. People think they don't have a problem. If I show them the data, they will tell me Oh, I have done 200 things. But some of the arguments I have is slip in the shoe of an entrepreneur and feel the world of regulatory cholesterol from their perspective. You will not dare do business another day.

Dr. Srivatsa Krishna:

So Dutta, if I may come to you. Many people believe analytics and data science is something like a snake oil. It is not something which really happened but it's manipulation of data. We have some of the most prominent private equity funds in the country, talking about analytics being snake oil, whereas you've shown some very impressive examples where you have collaborated with government. Where do you fall in this debate? Is it snake oil? Or is it actually something where you mine data and find out actionable insights which even government can act?

Shri Sandeep Dutta:

So your questions are becoming more and more dangerous. So, I think I forget who said it, but somebody said that any sufficiently advanced technology is indistinguishable from magic. And I think maybe to some it appears as magic and to some it appears as snake oil. I think to a certain extent. I think the enemy of the industry has been the overall hype because for media & people, it's the science fiction side of where things can go that gets a lot of attention and detracts from the real sincere efforts that are happening on the ground like what we heard about agriculture. Look at what ability it has revolutionized the lives of the farmers. And similarly the kinds of things that we show. So I think there is a lot that data has to tell us a story on its own. And we should harness that. And the only thing I would add what I showed in my presentation that don't forget the human. If the narrative becomes machine against human then we are bound to fail. The narrative has to be machine plus.

Dr. Srivatsa Krishna:

if I may push you back a little bit. You're probably on the way to become the Palantir of India, if not the Palantir of the world and you're very much going in their footsteps. However, when I look at your balance sheet and your numbers, your business from government is tiny. You showed some very impressive example. What is holding back Fractal from becoming the Palantir of India when it comes to doing more business with government is a problem on the government side, or is there a lack of appetite from companies like Fractal and others?

Shri Sandeep Dutta:

So I think I would honestly welcome any suggestions from the government on how we could do things more. We've tried to work with the government, we have done some very successful work. I mean, I'll be very frank easier to work when it is pro bono than it when it is paid. So there is some soul searching to be done on both sides and how we can make it more successful. I think we are missing an opportunity here. Look, we are becoming the powerhouse to the world in AI and analytics if we don't do it in our own backyard and there is a sincere interest in giving back to the country for all of the people who came from our education system, our society value, etc. I think we have to come together and see how to make that happen. Because applications especially in areas like defense are humongous.

Dr. Srivatsa Krishna:

Krishna to you before I open it up to the audience. You have all the building blocks in place you've pivoted a couple of times, which I'm aware of, why aren't you creating National Digital Agri marketplace? You have all the elements of it. You're doing traceability. You're bringing together various aspects of the agri value chain. What is stopping you from actually becoming a market?

Shri Krishna Kumar:

Well, I think we want to stay where we are. we want to go deep in what we do. We are building a technology stack which today almost all. Amazon is my customer. They have Ninja cart and all these guys are talking to us. We had some good interaction with our team as well. Right so we are building the stack on which the innovation in agriculture will get paid. And we want to devote more time you know, a lot of focus is on building these AI models to understand building the crop Knowledge Graph to understand and bring the predictability and capability of prescription so that the customers can take advantage of it. They are busy doing their e-commerce or solving many other challenges of supply chain. And we can be that core engine at the center. Whether it's government, whether it's dividend agencies or whether it's enterprise.

Dr. Srivatsa Krishna:

Can I have couple of quick questions from the audience. Yes, Mrs. Sujatha Saunik, additional chief secretary government of Maharashtra.

Mrs. Sujatha Saunik:

Thank you very much. So this has been a very provocative session. And as I'm sure everyone in this room will agree. So lot of food for thought. Very interesting ideas presented here. So my question, first of all, is to Mr. Rishi Agrawal. A couple of years ago, Maharashtra did a whole ease of business, you know, easing of regulations, and it was a very comprehensive exercise where each department was asked to look into its regulatory framework and reduce the number of permissions required, so you didn't specifically mention if Maharashtra had improved or not. So I was curious to know about that. That's my first question.

Shri Rishi Agrawal:

So Ma'am, you're putting me in a tight spot here. But, you know, last few years, as I mentioned, literally every state in the country has added ease of doing business towards lexical. And I've been a party to some of these conversations at the Union government level and a couple of states that we have worked with. The intention to transform regulatory ecosystem is absolutely there in majority of the states that we work. However, it is easier said than done. If you give a list of compliances to a department, they will come back with 4%-5% reduction here and there, because the lens with which the rationalization needs to be done in majority of the departments as an actor, that lens is very limited. They do not understand the fact that there is so much duplication and redundancy I'll give you an example of just wage register and not taking a specific state example here. Every state typically has 10 to 12 register formats for just wage register. And an entrepreneur is supposed to produce the wage register in 10 to 12 formats because the ESI CNPF needed at a central and Union level. But you know the acts like payment of wages, Equal Remuneration payment of bonus, all of these departments and their inspectors have specified formats. Now if you look at it from an entrepreneurs perspective, I pay wages one time in 30 days, but I produced 12 different register to certify to 12 different departments that have paid it correctly because they have a form 5 here and form 10B there and form 15 C, you go to every department, they will tell you that I have only one wage register but from an entrepreneur's point of view there are 14.

Amit, Secretary Administrative reforms and Secretary mining, J&K:

I was listening and I came a little bit late, but I just want to push me to government. We have incorporated a lot of administrative reforms in the past and we are in the middle of it. Like one of my deliverables in the AR department is introducing GPR. So which is part of your domain, which we're just talking about? So here I would like to take this opportunity to welcome any of the startups who are sitting here to JK with red carpet welcome and we have lots of things to offer. We have lots of things to offer, but the thing is how early you come so I think sir has given me very limited time to make a pitch for investments for J&K.

Q&A:

Good afternoon. I'm Shantanu Gotmare, Commissioner and Secretary, AR, Government of Assam and DLR, Assam. So when we talk about startups and the government working together there are three things personally as a bureaucrat which have failed, which stops me from working with any new enterprise. And these three things are essentially we talk about precedents in the government, we need to have a precedent of certain that we have done. Second thing about the risk of failure of because you talk about enterprise it's essentially we cannot afford to risk a failure. And third thing we focus on cost as vis-a-vis value. We don't focus as much on value. So if we want to work this together, are there any legal frameworks or anything that really needs to be created? Where, because there is a proprietary solution. I'm working with someone the perception doesn't go that I'm working for someone and thereby, you know, compromise on the integrity part.

Shri Rishi Agrawal:

Different governments have been working there are frameworks there are precedents. I mean, we've done formal projects with certain state governments. So I think the precedents are there. On the financial side these numbers that we talk about are very, very low numbers. I mean, these are not high numbers for any of these projects to happen. Experience precedents. All of these are there I mean, I can talk to you offline and discuss some of these examples. But if there is an intention, things can be figured out.

Dr. Srivatsa Krishna:

Thank you so much. I'd like to thank the panel for their time. A couple of them have come from outside Bangalore. Sandeep has come from Delhi. Rishi has come from who Pune specifically for this event. I'm extremely grateful to all of you.

SESSIONS 2:

TOPIC: FIELD VISIT

- Visit to NASSCOM- Government of Karnataka 10K Start -Up Warehouse, IOT Center of Excellence, RBI Innovation Hub and Showcase of Karnataka EGovernance initiatives.

- Presentations by select Start-Ups in Government related sectors

- Drone Demonstration & Workshop: **Shri. Vipul Singh**, Co-Founder & CEO, Aarav Unmanned Systems

- Eye in The Sky: How to use Drones for Good Governance Applications

- The Drone Mapping of Bengaluru Experience: **Shri. Munish Moudgil, IAS**, Commissioner Survey, Settlements & Land Records

MEDIA COVERAGE

ವಿಶ್ವವಾಣಿ

ಉತ್ತಮ ಆಡಳಿತ ಕುರಿತು ಪ್ರಾದೇಶಿಕ ಸಮ್ಮೇಳನ

ಪ್ರಾದೇಶಿಕ ಸಮ್ಮೇಳನಕ್ಕೆ ಚಾಲನೆ

Good governance indices to now rank districts, villages: Minister

EXPRESS NEWS SERVICE @ Bengaluru

Think beyond Bengaluru

Health Minister Dr K Sudhakar greets Union MoS Dr Jitendra Singh in Bengaluru on Tuesday

ಸಂಯುಕ್ತ ಕರ್ನಾಟಕ
Tue, 12 July 2022
epaper.samyukthakarnataka.

ಯುವಕರಿಗೆ ಸಮಾನ ವೇದಿಕೆ ಮೋದಿ ಗುರಿ

ವಿಶ್ವವಾಣಿ
ನವ ಭಾರತ ನಿರ್ಮಾಣಕ್ಕೆ ಭವಿಷ್ಯದ ದೃಷ್ಟಿಕೋನ ಸಿದ್ಧಪಡಿಸಿ

THE NEW INDIAN EXPRESS
Good governance indices to now rank districts, villages: Minister Jitendra Singh

Union Minister of State for Science and Technology Jitendra Singh said the Centre is prepared to decentralise good governance indices.

Published: 13th July 2022 | Last Updated: 13th July 2022

By Express News Service

BENGALURU: Union Minister of State for Science and Technology Jitendra Singh said the Centre is prepared to decentralise good governance indices. He was speaking at the valedictory of the two-day regional conference, 'Bringing Citizens, Entrepreneurs, and Government closer for Good Governance'.

ಅಧಿಕಾರ ವಿಕೇಂದ್ರೀಕರಣದಲ್ಲಿ ದೇಶಕ್ಕೆ ರಾಜ್ಯ ಮಾದರಿ: ಸಚಿವ

ವಿಶ್ವವಾಣಿ
ಗೆಜೆಟೆಡೇತರ ಹುದ್ದೆಗಳಿಗೆ ಆನ್‌ಲೈನ್ ಸಿಇಟಿ

ಪ್ರಾದೇಶಿಕ ಸಮ್ಮೇಳನದಲ್ಲಿ ಸಚಿವ ಜಿತೇಂದ್ರ ಸಿಂಗ್ ಹೇಳಿಕೆ
ವರ್ಷಾಂತ್ಯಕ್ಕೆ ಗೆಜೆಟೆಡ್ ಅಲ್ಲದ ಹುದ್ದೆಗಳ ನೇಮಕ

ಕೇಂದ್ರ ಸಚಿವ ಡಾ.ಜಿತೇಂದ್ರ ಸಿಂಗ್ ಹೇಳಿಕೆ ಪ್ರಾದೇಶಿಕ ಸಮ್ಮೇಳನ ಸಮಾರೋಪ
ಯೋಜನೆಗಳು ಕಟ್ಟಕಡೆಯ ಪ್ರಜೆವರೆಗೂ ತಲುಪುತ್ತಿವೆ

Hindustan Times
Govt to hold 2-day conference on good governance in Bengaluru
Union Minister of State for Personnel Jitendra Singh and Karnataka Chief Minister Basavaraj Bommai will grace the valedictory session on Tuesday.

File phot of Karnataka Chief Minister Basavaraj Bommai (PTI)

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EVENT GLIMPSE

VENUE INFRASTRUCTURE & BRANDING

Digital Branding in Hall Entrance
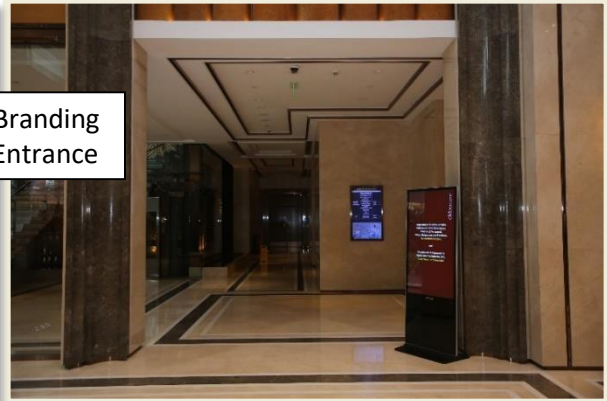
Dias Seating

Audience Seating Plan

LED Screen

Standee Branding

Digital Branding

Lighting of Lamp

Podium

Department of Administrative Reforms & Public Grievances