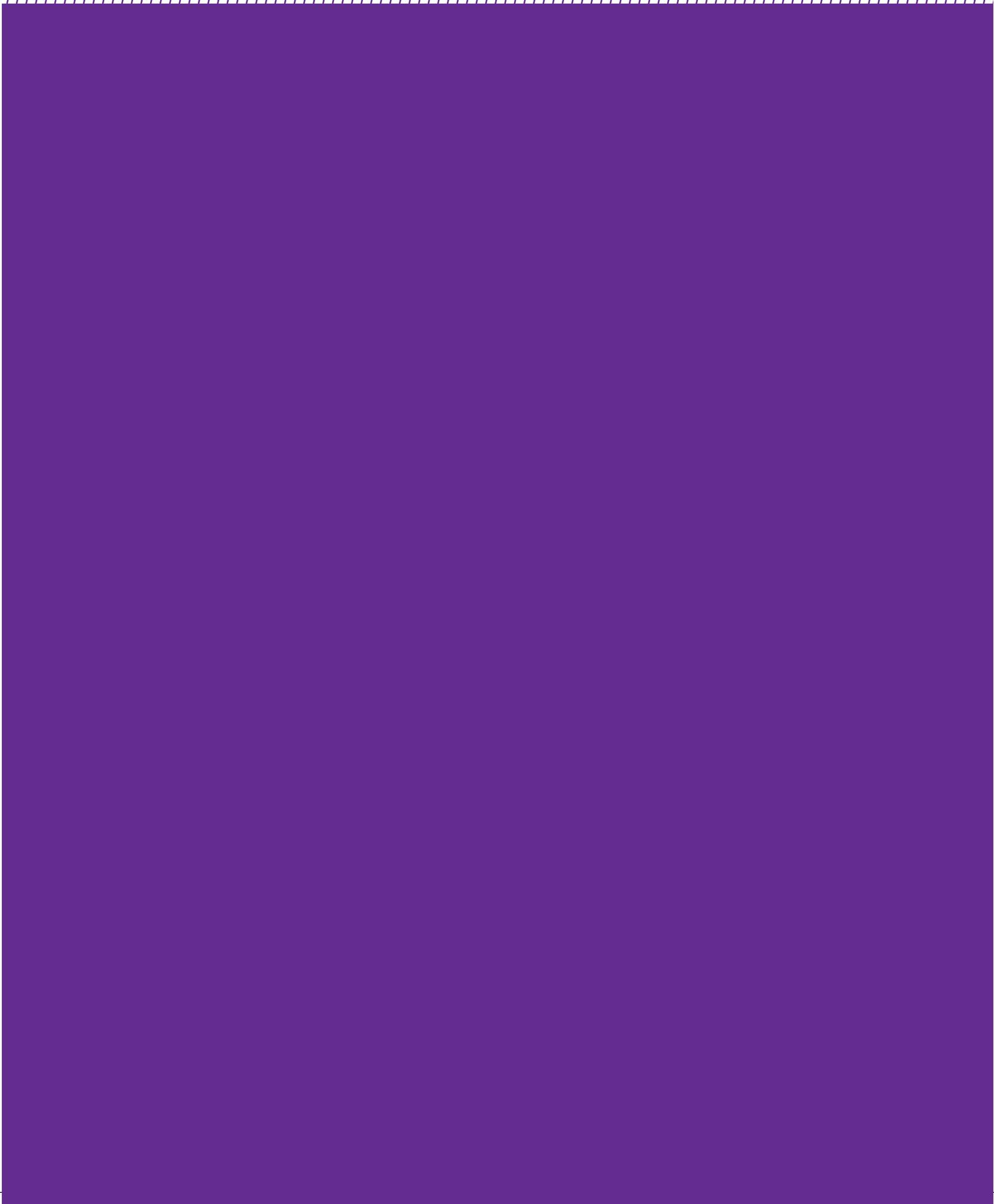




Department of Administrative Reforms and Public Grievances



**Ministry of Electronics
and Information Technology**



Contents

01

Introduction

04

Deep Dive Grievance Analysis

05 Data Analysis

07 Root Cause Analysis

08 Systemic Reforms Recommendations

09

Systemic Reforms

11

Case Studies On Reforms

12

Conclusion

Introduction



1.1 CONTEXT

The Department of Administrative Reforms and Public Grievances (DARPG) received 11,94,931 (related to central government) grievances in 2016 across 88 Ministries/Departments through Centralized Public Grievance Redress and Monitoring System (CPGRAMS). This department's role is to facilitate the pursuit of excellence in governance through improvements in government structures and processes, initiatives and dissemination of best practices. Moving towards this goal, the department commissioned a grievance analysis study of top 20 Ministries/Departments receiving high number of citizen grievances. The study involved identification of top grievance categories and recommending systemic reforms. The Parliamentary Standing Committee for Personnel, Public Grievances and Law & Justice recommended conducting similar study for next 20 Ministries/Departments.

1.2 OBJECTIVE

The study carried by Quality Council of India, as per the mandate given by DAR&PG, was conducted from August 2016 to March 2017, covering more than 100 grievance categories across 20 Ministries/Departments. A team of consultants was deployed to understand issues in depth from the officials and collect information from more than 70 domain experts. Moreover, this team of consultants conceived the methodology, process and outcome of the study. It is hoped that this study will bring the necessary third party evaluation into picture for guiding the schemes and providing useful lessons for similar evaluations on a larger scale in future.

1.3 IDENTIFICATION OF 20 MINISTRIES/DEPARTMENTS

The grievances received on the portal provided the source for data analysis. The top 20 Ministries/Departments were covered in the earlier grievance study. This study identified next 20 Ministries/Departments, based on the number of grievances received by the particular Ministries/Departments (from 01.04.2012 to 31.03.2016). For the scope of this particular report we will be focusing on the Ministry of Electronics & Information Technology (S.NO 27).

Table 1: List of 20 Grievance Study Ministries

S.No	Ministry/Department	Number of grievances
21	Information and Broadcasting	18,567
22	Financial Services (Insurance Division)	17,840
23	Environment, Forest and Climate Change	17,323
24	Corporate Affairs	17,084
25	Consumer Affairs	16,047
26	Agriculture Cooperation and Farmers Welfare	14,342
27	Electronics & Information Technology	12,729
28	Social Justice and Empowerment	12,637
29	Civil Aviation	12,448
30	Rural Development	11,646
31	Drinking Water and Sanitation	10,723
32	Power	10,392
33	Women and Child Development	9,773
34	Economic Affairs	9,553
35	Commerce	9,509
36	Water Resources, River Development & Ganga Rejuvenation	9,265
37	Food and Public Distribution	8,292
38	Housing and Urban Affairs	7,287
39	Defence Finance	6,604
40	Coal	6,346

1.4 INTRODUCTION TO MINISTRY OF ELECTRONICS AND INFORMATION TECHNOLOGY

The vision of Ministry of Electronics & Information Technology is e-Development of India as the engine for transition into a developed nation and an empowered society. It's mission is to promote e-Governance for empowering citizens, promoting the inclusive and sustainable growth of the Electronics, IT & ITeS industries, enhancing India's role in Internet Governance, adopting a multipronged approach that includes development of human resources, promoting R&D and innovation, enhancing efficiency through digital services and ensuring a secure cyber space.



11,94,931 grievances were received on PG portal in 2016 across 88 Ministries/Departments

83% of the grievances were disposed by Ministries/ Departments in 2016.

Rank 27 of 88 Ministries/ Departments (based on the number of grievances received from 2012-16)

2,862 complaints were received by Ministry of Electronics and Information Technology in 2015-16

26% of grievances were received by division of e-governance

20% of the grievances were received by division of National Informatics Center

24% of grievances were for category- need of centralized portal

24% of the grievances were for category- banning porn websites

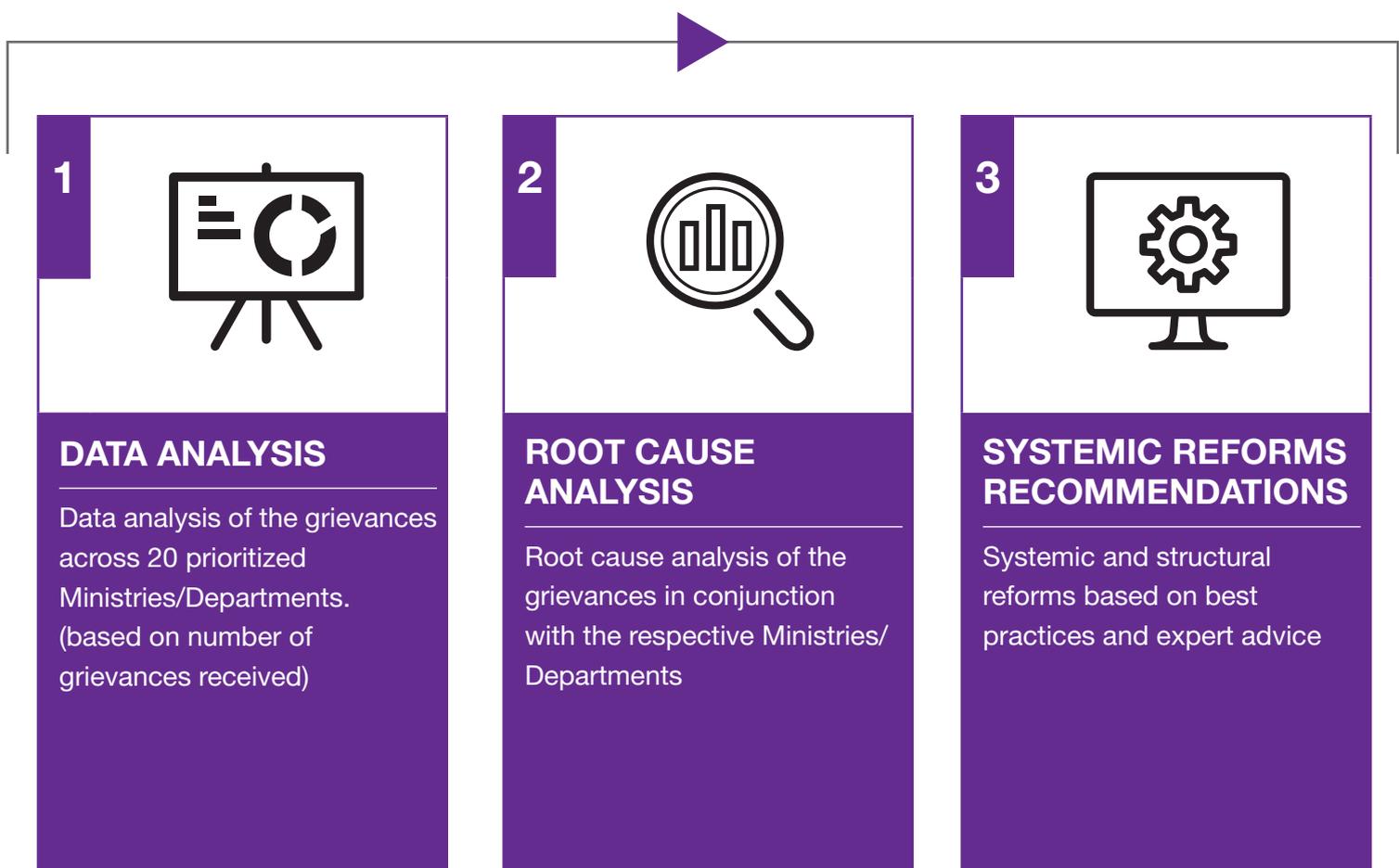
41%* of the grievances will be impacted, as and when suggested reforms are incorporated

*The percentage has been computed after multiplying a) Percentage of grievances under shortlisted divisions with, b) Percentage of addressable grievance categories

Deep Dive Grievance Analysis



The three point approach for grievance analysis study includes data analysis, root cause analysis, and systemic reforms recommendations for the service issues.



2.1 DATA ANALYSIS

2.1.1 IDENTIFICATION OF TOP DIVISIONS

The shortlisted divisions were the ones receiving maximum grievances (from 1.4.2015 to 31.3.2016). The highest grievances were received by department of e-governance, which accounted for 26% of grievances received. Another 20% of the grievances were received by National Informatics Centres division and 16% by division of Cyber Laws and Security.

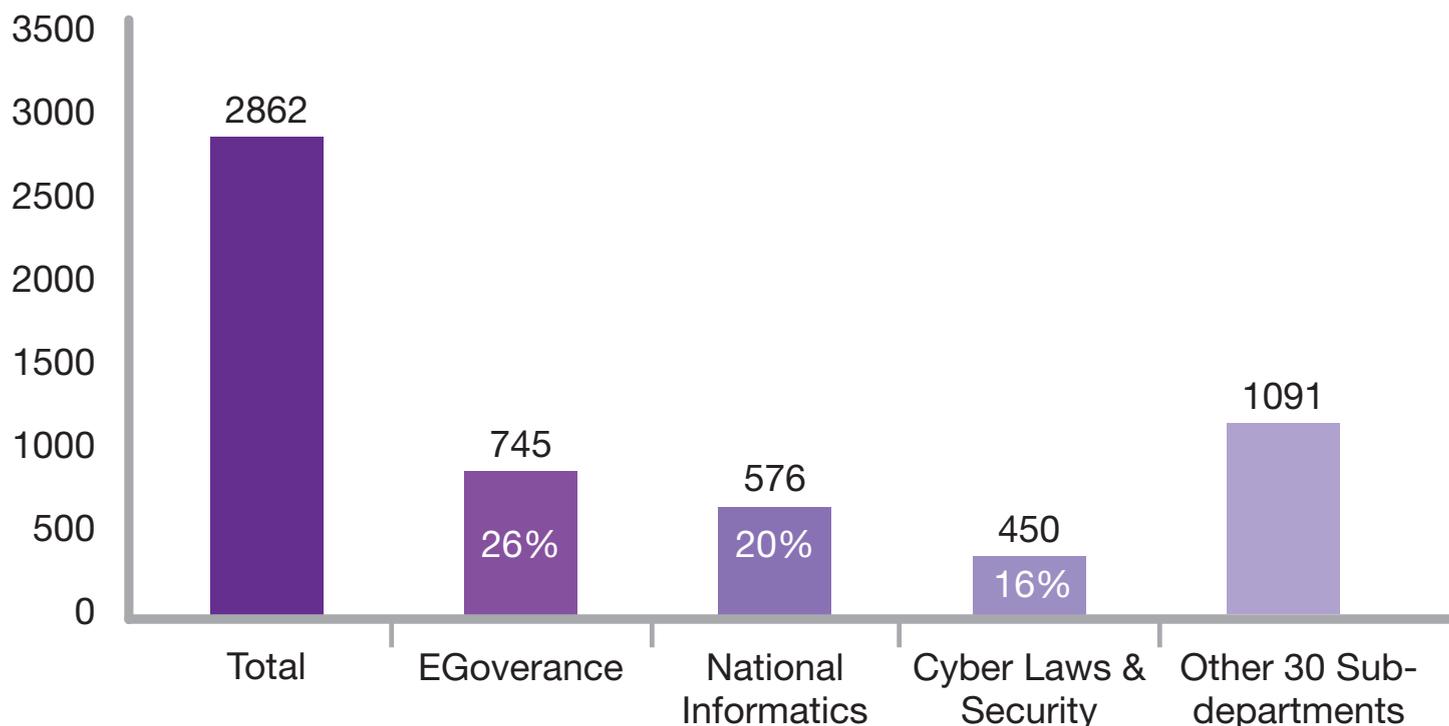


Chart 1: Categorized grievances received by divisions from 1.4.2015 to 31.3.2016

2.1.2 IDENTIFICATION OF FOCUS SERVICE

Grievance data in top 3 divisions was deep dived and 10% of sample was analyzed.

Table 2: Sample size selected for the study

MINISTRY OF ELECTRONICS & INFORMATION TECHNOLOGY	2862	280
	NUMBER OF GRIEVANCES	TOTAL SAMPLE GRIEVANCES ANALYSED

The next step was grievance-by-grievance analysis for a sample of the grievances received by the top three divisions, namely, e-governance, National Informatics Centre and Cyber Laws and Security.

AN EXAMPLE OF A GRIEVANCE ANALYZED IS AS FOLLOWS

“Kindly refer to my complaint no PMOPG E 2015 0047635, which was closed with the comment that the problem was identified with the DigiLocker site and that it has been resolved. However, the problem is still persisting, even after DigiLocker upgraded their site. You are requested to kindly look into it as the support mail to DigiLocker is bouncing back. RECAP of problem My aadhaar card number 4158 9240 2897 is linked with my mobile number 9823919760 but eKYC or OTP when registering at Digilocker is failing, giving error that no mobile number is associated with my aadhaar card. Whereas, UIDAI website is correctly generating OTP for my aadhaar on my mobile number. Please help.”

ACTION BY MINISTRY OF ELECTRONICS AND INFORMATION TECHNOLOGY

The issue/grievance has been resolved, complainant is now able to sign up on Digital Locker portal (a copy of mail is attached).

For the Ministry of Electronics and Information Technology, the top most issue accounting for 24% of grievances was need of centralized portal, followed by banning porn websites, which accounted for another 17% of the grievances followed by government website issues, digital locker issues and digital India campaign related issues, accounting for 10%, 9% and 7% of the grievances respectively.

Table 3: Focus service for root cause analysis

S.No	Grievance Causing Issues	Impact*	Details
1	 Suggestions	24%	<ul style="list-style-type: none"> A centralized portal should be there for accessing information. Willingness of youth to help the government by enrolling in Digital India
2	 Banning Porn websites	17%	<ul style="list-style-type: none"> Ban all Porn websites Porn should be chargeable and payment should be made via official bank account to prevent usage by teenagers.
3	 Government website issues	10%	<ul style="list-style-type: none"> Websites are not updated and key features do not work. Websites are not working and links are broken Slow and poor quality of websites: National Digital Literacy Mission(NDLM), scholarships , Jeevan Pramaan etc.
4	 Digital Locker Issues	9%	<ul style="list-style-type: none"> OTP generation issues because of change in number. Inability to change passwords
5	 Digital India campaign related issues	7%	<ul style="list-style-type: none"> Slow website of Digital India

* Grievance Sample analysed: 280

2.2 ROOT CAUSE ANALYSIS (RCA)

With regards to grievance category- Digital India campaign; the issue has been de-prioritized for reform recommendation exercise as the issue has been resolved by introducing new servers.

The root cause of the other addressable focus issues was dug deeper for root cause analysis. For this, the study team spent time with each implementation body within that division to understand core processes, accountability and performance tracking. Domain experts were also consulted to understand root cause for each grievance category.

The questions revolved around policy, process and people problems that were leading to lack of quality implementation

Table 4: Root Cause Analysis of grievances related to Ministry of Electronics & Information Technology

Issue	Sub-Issue	Root Cause
Suggestions around centralized portal	Need of centralized portal for accessing information to government services.	<ul style="list-style-type: none"> Highly segregated and decentralized information and websites leading for inconvenience for the citizens
	Willingness of youth to help the government by enrolling in Digital India	<ul style="list-style-type: none"> Lack of opportunities for today's youth to get involved with government
Banning Porn websites	Ban all Porn websites	<ul style="list-style-type: none"> Cumbersome legal process involved for banning each and every porn sites
Government website issues	Websites features are dysfunctional	<ul style="list-style-type: none"> No centralized ownership of website content.
Digital Locker Issues	OTP generation issues because of change in number	<ul style="list-style-type: none"> No recovery process in case of mobile loss.

Grievances issues of website and digital locker are mapped to Digital India Programme.

The Digital India programme is a flagship programme of the Government of India with a vision to transform India into a digitally empowered society and knowledge economy.

Chart 2: National schemes for catering grievance



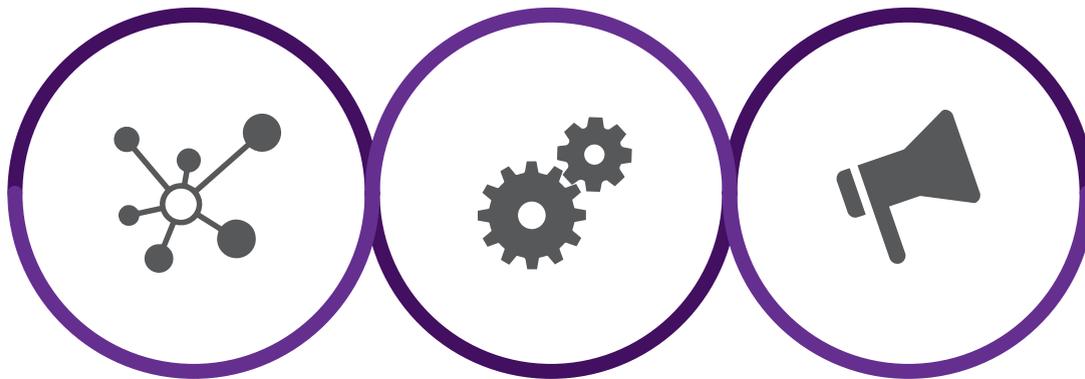
Website and Digital locker issues
-Digital India Programme

2.3 SYSTEMIC REFORMS RECOMMENDATIONS

Based on the key root cause for improper delivery of service, corresponding recommendations were identified and designed. These recommendations were arrived after discussing with the Ministry/Department representative.

For each issue, the problem was broken into multiple parts to ensure that each aspect of the problem is addressed independently, while ensuring maximum impact. Systemic and structural changes reform recommendations were made for the central portal INDIA.GOV.IN and government websites and digital locker across the following areas.

AREAS ACROSS WHICH SYSTEMIC REFORMS ARE SUGGESTED



DIGITIZATION

OPERATIONS
IMPROVEMENT

AWARENESS



Systemic Reforms



Centre government's digital schemes directly impact each citizen. Therefore, it is of utmost importance that the process is streamlined and monitoring is tight knit.

Digital India programme has been one of the key missions of the current government. There are areas in terms of policy formulation, implementation where few reforms can bring a major impact. Seven recommendations have been made based on best practices adopted by state governments and other stakeholders.

Table 5: Systemic Reforms for digital and website related issues

S. No	Reform Category	Systemic Reforms for Digital Issues	Ease of implementation
1	Digitization	Enhance website's usability as a centralized information portal. (Eg: www.australia.gov.au)	Medium
2	Digitization	Replicate recovery password process of GMAIL to resolve digital locker login via OTP issue. This will aid in user's ability to login to Digital Locker in case of mobile loss.	Medium
3	Digitization	Ensure that JS- Admin from every Ministry is the owner for resolutions of website grievances.	Medium
4	Operations Improvement	Launch Hackathon where youngsters can spend solve 10 technological government problems.	High
5	Operations Improvement	Institutionalize process of banning porn websites by using advanced technology and firewalls.	Medium
6	Operations Improvement	Setup a Project Management Unit to drive compliance of all 88 Ministries websites.	High
7	Awareness	Spread awareness about India's services portal via youtube, newspapers etc. (services.india.gov.in)	Medium



Case Studies On Reforms



4.1 AUSTRALIAN GOVERNMENT LEADING THE WORLD BY HAVING CENTRALIZED WEBSITE PORTAL



Australian Government

Australian government website (gov.au) helps the citizens by finding government information and services. This website is a central portal has a list of state, local and central government websites in Australia. Few of the websites are australia.gov.in, business.gov.au, my.gov.au. The website has central information around payments, environment, communications, public safety, business and industry, family and community, workplace, arts etc. This website also has the latest promotions from the running government.

4.2 MINISTRY OF HRD ORGANIZING SMART INDIA HACKATHON COMPETITION



Ministry of HRD, All India Council for Technical Education (AICTE) is organizing Smart India Hackathon in February 2017, a unique initiative to identify new and disruptive digital technology innovations for solving the challenges faced by our country. This initiative aims to institutionalize a model for harnessing the creativity and technical expertise of 3.0 + million students for direct benefit of our nation. Students from 6400 technology institutes in India are expected to participate. Mentors from IT companies will help students refine their solutions.

Conclusion



This Grievance Analysis Study analysed 280 grievances of Ministry of Electronics and Information Technology, spanning across poor government websites, digital locker and banning porn. Following key systemic reforms have been recommended, implementation of these will make an impact in reducing grievances.

KEY RECOMMENDATIONS

This report evaluates the grievances of Ministry of Electronics & Information Technology and recommends the following priority systemic reforms:

- 01 Spread awareness about India's services portal via youtube, newspapers etc. (services.india.gov.in)
- 02 Emulate Australian government's centralized website dashboard on 'INDIA.GOV.IN' website. This will enhance website's usability as a centralized information portal.
- 03 Launch a Hackathon where youngsters can solve 10 technological government problems.
- 04 Replicate recovery password process of GMAIL to resolve digital locker login OTP issue. This will aid in user's ability to login to Digital Locker in case of mobile loss.

LIST OF EXPERTS CONSULTED

Table 6: List of experts

Ministry of Electronics & Information Technology	Outside Ministry	Quality Council of India
<ul style="list-style-type: none"> • R.K. Sudhanshu- Joint Secretary 	<ul style="list-style-type: none"> • Vadiraj Muthya- Director, Deloitte 	<ul style="list-style-type: none"> • Adil Zainulbhai- Chairman
<ul style="list-style-type: none"> • M.R. Anand - Economic Advisor 	<ul style="list-style-type: none"> • Vikram Singh- Business Head- Adobe 	<ul style="list-style-type: none"> • Dr. Ravi P. Singh- Secretary General



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