

Regional Conference on Good Governance and Replication of Best Practices

PROCEEDINGS



GOVERNMENT OF INDIA

**DEPARTMENT OF ADMINISTRATIVE
REFORMS & PUBLIC GRIEVANCES**

22nd - 23rd December, 2017

Assam Administrative Staff College

**Regional conference on Good Governance and
Replication of Best Practices at Guwahati**

Day-1: 22nd December, 2017 (Friday)

09:30-10:00: Registration

10:00-11:00: Session I –Responsive Public Service Delivery

- Presentation on CPGRAMS by Smt. Meenakshi Mahajan, Sr. Tech Director NIC (15 min)
- Presentation on CM Helpline – Implementation of Integrated Grievance Redressal System by Shri Nand Kumarum, Deputy Secretary, CM Office, Government of Madhya Pradesh (15 min)
- Presentation on Effective Online Service Delivery by Shri Anthony James, OSD (IT), Andaman & Nicobar (15 min)
- Panel Discussion/Q&A: Moderator: Smt. Smita Kumar, Joint Secretary DARPG

11:00- 11:15: Tea

11:15-12:15: Session-II – State Collaboration Initiatives (SCI) in Administrative Reforms

- Presentation on State Collaboration Initiative Scheme by Shri Satish Jadhav, Deputy Secretary, DARPG (10 min)
- Presentation on State Collaboration Initiatives by Dr. Ram Mohan, Professor Institute of Management in Government, Thiruvananthapuram (15 min)
- Presentation on Service Oriented architecture for Document Repository system for the State with special attention to application for state Service Commission by Shri N. Deben, Director (IT), Government of Manipur (15 min)
- Panel Discussion/ Q&A: Moderator: Smt. Smita Kumar, Joint Secretary DARPG

12:15-13:15: Session-III – Presentation on PM Awarded Initiatives, 2017 (15 min each)

- Startup India - by Shri R.D. Barhatt, Joint Commissioner (Industries), Government of Gujarat
- Pradhan Mantri Fasal Bima Yojana - by Shri Goutam Majumdar, Deputy Director (Agriculture), Gomati District, Govt. of Tripura
- Pradhan Mantri Krishi Sinchai Yojana –by Shri PVLH Klangte, Addl. Deputy Commissioner, Siaha District, Government of Mizoram
- E-NAM by Shri Rakesh Kanwar, Deputy Commissioner, Solan District, Himachal Pradesh

| | |
|---------------------|--|
| 13:15-14:15: | Lunch |
| 14:30-15:15: | Inaugural Session <ul style="list-style-type: none"> • Welcome Address and felicitation by Shri Tapan Sharma, Secretary, Personnel, Admn. Reforms & Training., Govt. of Assam (5 min) • Address by Shri Vinod Kumar Pipersenia, Chief Secretary, Government of Assam (10 min) • Presentation on theme of Conference by Shri K. V. Eapen, Secretary, Department of Administrative Reforms & Public Grievances, Government of India (10 min) |
| 15.15-15:45: | Tea |
| 15:45-17:00: | Session-IV – Presentation from North East states on Governance Initiatives (15 min each) <ul style="list-style-type: none"> • Nagaland model of National Information Infrastructure(NII) by Shri K.D. Vizo, Secretary (IT), Government of Nagaland • SDGs, Innovation and Future ready Government by Dr. R.M. Dubey, Consultant Centre for SDG's, Government of Assam • e-ILP and e-Cabinet in Arunachal and Street Vending Policy of Municipal Corporation, Itanagar by Shri Prince Dhawan, Special Secretary (IT), Deputy Commissioner, Itanagar District, Arunachal Pradesh, • Integrated Basin development and Livelihood Programme: Citizen Centric Governance by Shri Aiban Swer OSD to Government of Meghalaya • Good Governance Practices in North Eastern Council by Shri D. Khound, Economic Advisor, North Eastern Council |
| 17:00-17:15: | Citizen Services Monitoring and other e-Governance initiatives in Telangana by Dr. Sreedevi, Commissioner & Director of Municipal Administration, Government of Telangana |
| 19:00-21:00: | Cultural programme followed by Dinner |

PROGRAMME

Day-2: 23rd December, 2017 (Saturday)

09:00-10:00: Session-V – Developing Good Governance Index for ranking of States

- 09:00-09:30: Presentation on proposed Key Governance Sectors and Key Governance Areas for Good Governance Index by Shri Shabeer Sheikh, Director, CGG
- 09:30-09:45: Presentation on Good governance Index for Districts-An Initiative of State of HP by Smt. Purnima Chauhan, Secretary (AR), Government of Himachal Pradesh
- 09:45-10:00: Discussion/ Q&A: Moderator: Smt. Smita Kumar, JS DARPG

10:00-11:25: Session-VI – Issues on Good Governance in North East States

- 10:00-10:40:** Panel discussion on Connectivity – A Prerequisite for e-Governance
Participants: Shri Edwin Swer, GM, BSNL (Eastern Telecom Region), Shri Mohit Bansal, Asst. DG (DoT), Shri Pabitra Dewriary, Dy. CTO Wireline, Reliance Jio Infocomm Ltd
Discussion/Q&A: Moderator – Dr. K. K. Dwivedi Commissioner & Secretary Personnel, Admn. Reforms & Training., Govt. of Assam
- 10:40-10:55:** Presentation on e-Prastuti by Smt. Suchitra Pyarelal, Sr. Technical Director, NIC Assam
- 10:55-11:10:** Presentation on Ease of doing business by Dr. K.K. Dwivedi Commissioner & Secretary, Personnel, Admn. Reforms & Training., Govt. of Assam
- 11:10-11:25:** Presentation on the functioning of National Centre for Good Governance by Dr. A.P. Singh, Associate Professor, NCGG, Mussoorie

11:25-11:50: Tea

12:00-12:45: Valedictory Session

- 12:00-12:20: Address by Shri K. V. Eapen, Secretary, Department of Administrative Reforms & Public Grievances, Government of India
- 12.40-12.45: Vote of Thanks by Smt. Smita Kumar, Joint Secretary (AR&PG), Gol

12:45-13:45: Lunch

14:00-17:30: Field Visit

INTRODUCTION

Presentation on theme of conference by Shri K.V. Eapen, Secretary Department of Administrative Reforms and Public Grievances, Government of India,



**Shri K.V. Eapen, Secretary
Department of Administrative Reforms and Public Grievances
Government of India**

Shri K.V. Eapen, Secretary to the Government of India, Department of Administrative Reforms & Public Grievances welcomed all the participants and acknowledged that a number of participants had travelled from far off places to attend this Regional Conference. It was a pleasant homecoming for the Secretary (AR&PG) as he belonged to Assam Cadre and was happy to be amongst many familiar faces.

The Secretary explained the purpose of organizing the Regional Conference on Good Governance and Replication of Best Practices at Guwahati. He said that he had joined DARPG around one and a half months back. He was told that Regional Conferences on Good Governance and Replication of Best Practices were held at Nainital in July, 2017 and at Goa in September, 2017 but not in North East and representation of most of the North Eastern States was missing in these Conferences. So, it was decided that since Guwahati is a place that is easily accessible from all the State Capitals of N.E. States, the third Conference should be held at Guwahati. The idea was to share the best practices and especially awarded winning practices to the larger group of North Eastern States and States who have come from other parts of India.

The essence Good Governance can be explained through 3 Ps:

- a) Simplification of **PROCEDURES**;
- b) Simplification of **PROCESSES** and making them more transparent; and
- c) **Redress of PUBLIC GRIEVANCE**

These three Ps (Redressal of Procedures, Processes and Public Grievance Redressal) form the core of Good Governance. Fortunately, technology is available as an empowering tool. Technology was always there but in the last few years development in the mobile and main technological area, particularly IT has made it transformational. In last three years after Hon'ble Prime Minister took it on war footing and launched Digital India, more and more Government Services are now available to the citizens electronically. This effort assures an era of *Sushasan* and has become highly successful. In Government of India entire procurement of Goods and Services has moved online. Earlier DGS&D used to fix rates but after launch of Government electronic Market (GeM) place entire system of procurement has become transparent. It is online, the prices are fixed by a system of quotations between the suppliers and the buyers and more importantly, the procurement has become pan-India. Earlier the procurement used to be just concentrated from a few states in and around Delhi. These are all elements of Good Governance made possible by technology. The Department of Administrative Reforms & Public Grievances is at the centre position in this entire development. It serves as a repository of best practices and works closely with the State Governments, particularly Administrative Reforms Departments of State Governments. Often most of these initiatives are driven by the IT Departments of the State Governments or the Industries Departments of the State Governments. It is important that the Administrative Reforms Departments, or by whatever name they are known in different States, take the lead in driving the elements of Good Governance in the States just as in the Government of India DARPG take the lead in driving the elements of Good Governance.

The Secretary said that the Good Governance is not limited to relationship between the Government and Citizens (G2C). It is equally important for Good Governance to happen within the Departments. For example, system of e-Office in the Government of India is a paperless system in which the files within the Ministry move online. So much so that from Section Officer upto the level of the Minister all files move in eOffice and there is no paper movement. DAR&PG in the Central Government monitors implementation of eOffice in other Departments. This is an area where the State Governments could also help.

Prime Minister's Awards are part of the core activity of DAR&PG. Basically these Awards are given to recognize best practices and replicate them. There are three Categories of contestants viz., North Eastern & Hill States is one category, Union Territories are another category and Other States are the third category. Since, a good number of officers from North East States were present; they were requested to take part in these Awards.

The Public Grievances handling mechanism in Government of India has been developed by NIC for Ministries and Departments of Government of India. CPGRAMS (Centralized Public Grievance Redress and Monitoring System) is a very effective mechanism for monitoring and seeing disposal of Public Grievances.

Most of the States have their own system of Public Grievances (PG) redressal and many have online systems. To make it smooth and hassle free the PG Systems of States should be integrated with the CPGRAMS portal of the Government of India so that there is a smooth and much more effective system for monitoring and disposing of public grievances. Some of the details regarding receipt and disposal of grievances on the portal are given below:-

| Year | Receipts | Disposal | %age Disposal |
|------|----------|----------|---------------|
| 2014 | 301398 | 285325 | 95 |
| 2015 | 1049751 | 797453 | 76 |
| 2016 | 1483165 | 1229428 | 83 |
| 2017 | 1862237 | 1756645 | 94 |

It is observed that the situation is constantly getting better and the number of public grievances is actually increasing. That is a good sign because earlier most people didn't know what to do about their grievances. Because of awareness, number of grievances is increasing and the disposal is also increasing at the same time. Disposal for DAR&PG means the information has been received from the other Department or States that the grievance is redressed. Whether complainant is satisfied or not is a separate issue and has to be understood as we go along. Number of receipts and disposals has been increasing year by year and in the last three years, it has really improved. Some of the improvements/ reforms that could be done with this is Call Centres, Mobile Apps and above all the State Governments integrate their Public Grievance Redress systems with CPGRAMS so that there is smooth, better and effective way of handling grievances for all the citizens.

For development of Good Governance Index, the Department of Administrative Reforms & Public Grievances has been working with Centre for Good Governance and the officer from the Centre for Good Governance, Hyderabad had specifically come for making presentation on the same. Like Ease of Doing Business (EoDB) Good Governance Index (GGI) would help us to improve the system in the States.

Similarly, this type of system of GGI would also improve the quality of Public Administration in the States. But it is complicated because there would be different indicators for different departments and different sectors and this has to be linked to Sustainable Development Goals (SDGs) and we are working with various Ministries.

On 12th Civil Services Day this year on April 21st, 2018, the Prime Minister's Awards will be presented by the Hon'ble Prime Minister in five Schemes viz., Deen Dayal Upadhyana Gramin Kaushal Yojana (DDUGKY), Promoting Digital Payments, Pradhan Mantri Fasal Bima Yojana

(PMFBY), Pradhan Mantri Awas Yojana Urban and Pradhan Mantri Awas Yojana Gramin. These Awards would be given to the Districts i.e., District Collector or District Magistrate.

Two awards would be given for innovative practices. The Secretary encouraged the participants to apply for the Awards. Idea is to encourage better practices at the district level. Out of the 718 Districts, 677 Districts have registered for 654 selected priority programmes. The applications can be submitted from 1st January to 20th January, 2018. He requested the participants to write to the District Collectors/ Magistrates when they go back to their States and ask them to apply for these Awards, of which the details are given on the website of the DAR&PG.

The final thing that the Secretary talked about was National eGovernance Conference. eGovernance is at the core of Good Governance. The present technological advancements offer an advantage to use them effectively to bring in Good Governance. National Conference on eGovernance would be organized at Hyderabad in February, 2018. National eGovernance Awards would also be given in the Conference. He encouraged the participants and the Information Technology and Industries Departments to take part in large way. This would expose the participants to best practices of eGovernance in entire country and abroad. The DARPG would also provide a platform for replication of some of these Awards later in some of the States.

DAR&PG is not a well-known Department but it could be at the core of modernizing and looking at the future. Future is now the key and it is the need of the hour. The Secretary invited all the participants to enter into correspondence with the Department on any of their activities that they wish to start and wish to do in future.

Address by Chief Secretary, Government of Assam:



Shri V.K. Pipersenia, Chief Secretary Assam

Shri V.K. Pipersenia, Chief Secretary Assam welcomed all the participants to Guwahati and stated that it was a very good time to visit Assam. The weather was good, the air was clean and better. He suggested that participants should visit some of the attractive tourist destinations in the state like Kaziranga, Pabitora and River Cruise etc. He expressed happiness over choice of Guwahati as venue of the Conference. He shared that Shri K.V. Eapen, Secretary, DAR&PG was working with him till one and a half month back and had excellent involvement in achieving Sustainable Development Goals (SDG) and his posting at Department of Administrative Reforms & Public Grievances was the best for the Department. While all other Ministries do things, provide services and take up assignments, AR&PG is the only Department which is a thinking Department, which thinks ways to improve the output of the efforts of everybody else. So, in that sense, this Department plays the role of the brain of the Government, while other Departments are the limbs. He told that Shri Eapen has a profound knowledge and experience of SDGs and how to reach there, which is unmatched. His knowledge, experience and understanding of SDGs could turn the Department of AR&PG into the focal centre of thinking on how to achieve SDGs and how to bring about Good Governance.

The terminology, Good Governance is repeated so often that it has become clichéd and lost its essence. Of his more than 37 years service, he could not review which work of his could be categorized as Good Governance and which could not. He inquired that if there is good governance, by the same analogy was there something called Bad Governance also. Are best

practices good Governance? What should be done to satisfy oneself that he reached 10 on 10 level in Good Governance.

He said, the Government of India is in the process of developing Good Governance Index and once it is there, it will enable to decide as to what is good and what is bad about Governance. There is Constitution, Constitutional Laws, Courts and Legislature so what is missing? The context of Good Governance is that people are not getting true value of investment; and so return on investment is not adequate. In corporate sector, It is called Corporate Governance and in Government it is called Good Governance.

There are four things which can contribute significantly to Good Governance, i.e:

- a) Structure;
- b) Systems;
- c) Skill; and
- d) Supervisors.

STRUCTURE: He said, complicated structures with multiple layers of hierarchy like from the level of Section Officer to Under Secretary to Deputy Secretary to Director to Joint Secretary to Additional Secretary to Secretary is neither a good structure nor in sync with modern thought on management. It is not conducive to innovation and empowering people to take initiatives. Success of an organization on an index of Good Governance should be assessed in terms of how much freedom it gives to the people in experimenting. How empowering it is for the people and how flat the structure is because hierarchical structure is based on feudal philosophy i.e., the philosophy of Command and Control, philosophy of lack of trust. Today all sections of organizations have flat structure. Anybody can approach anybody but today if an Under Secretary approaches Secretary directly bypassing Director and Joint Secretary, it will not be appreciated.

He said a governance structure which is as flat as possible, gives freedom for complete vertical interaction; even a peon should be able to talk to the Head of the Department without being questioned for bypassing the channels. There will be a modern structure, democratic structure and anything else is feudal. And when a structure is enabling structure, it is an empowering structure. It will collate innovation. So, structure is fundamental to Good Governance. An organization is not very high on Good Governance even if lot of things are being done but it is not attacking the basic problem that is the structure is not being attacked. Bureaucrats are protecting themselves and the structure because it gives them fiefdom and no one is really ready to give up this fiefdom, which is a reminder of feudal times, a vestige of feudal times, totally out of sync with modern times.

SYSTEMS: He said, there are systems for recruitment, performance appraisal, promotions and management of human resources etc. But the personnel management systems are not empowering. They tend to curb innovation and promote sycophancy and are totally out of sync with the modern thinking in management. Unless all these structures, Annual Performance Appraisal Reports (APARs) that are word pictures, are reviewed it will not be possible to achieve

Good Governance. It needs fresh thinking. Administrative Reforms Departments should commission a study to find out how the appraisal systems can be in sync with modern system of management assessment and evolve a system to assess an employee so that his/her initiative is not curbed and the best comes out of him/her.

SKILL: How much investment should be made in improving the skill of the people? Stating that the life of knowledge is very short, he said, every two years, everything changes. All good companies, modern companies and growing companies like Google, Facebook have an ongoing skill improvement system and that is the only way to remain relevant. Otherwise, whole company can be wiped out with onslaught of more disruptive technology. The Government has not been wiped out and the jobs of bureaucrats have not been lost in the Government only because of the protection by the Constitution. But, the society considers it irrelevant. The total contribution of the government in economy is shrinking. Whether the government office functions or not, hardly matters to the public who have made independent systems. When government failed to provide tap water, people started having their own pump-set. When, government failed to provide electricity, people bought their own generator set. When, government failed to provide security, they engaged their own personal security. So government has been in a sense given up by the citizenry.

The Chief Secretary emphasized that the bureaucrats cannot afford to become a bureaucratic dinosaur. The bureaucrats have to improve the skill set and to talk in the language of Generation –‘X’ so that they understand them. They cannot make anybody do anything by telling what is to be done. Now, more than ever it has become necessary to explain why it should be done. Earlier, what is to be done now, why it has to be done, needs to be explained. The elders should be equipped in telling why of the things. People are not convinced of many things but still they do this. And other people can see that these are inauthentic beings. People become completely unreliable when they start doing things in which they have no conviction. And, therefore it is necessary to think of a skill development programme.

The Chief Secretary emphasized that while performance appraisal system has to be thought of afresh and promotions should not depend on APARs only. There should be a portal with every employee writing their self-assessment for 360 degree evaluation. If something is against him/her it will be recorded, if he/ she has done something good, it will be recorded and on the end of the year credit would be given on the basis of this 360 degree evaluation. Anybody can write anything.

The Chief Secretary emphasized that skill improvement, skill development and training system needs to be reformed. Passing an online test every year should be made mandatory to test whether bureaucrats are regularly upgrading their learning or not. If it is made compulsory, there will be no necessity to open training institutes. As a part of the appointment letter every year, people will have to take an online test. It will force people to learn and that will substitute ACR/APAR and evaluation could be on the basis of the marks that they get in the online test. He spoke for a system by which ongoing learning is mandatory and is part of the system.

SUPERVISORS: The people who supervise should know their job. 'Super' means superior and 'Vision' is the ability to see. Supervisor is someone who has a superior vision; someone who can see more than what his/her subordinates can see. Senior officers should ask themselves whether they are really supervising. Are they giving insights to the people as to how they should be working, as to what skills they should improve? Most of the officers are doing a routine, stereotype job of overseeing work, checking attendance and playing safe so that they are not scolded. They do something that is totally non-cerebral, something completely un-intellectual. That is the tragedy of the whole thing. The system of recruiting on the basis of written examination has been devised to test the intellect and not physical powers because the presumption is that the people selected in this manner are intellectuals and they will look into every problem intellectually. They will search libraries and internet and find the best possible way to solve the problem.

All supervisory people have to re-orient themselves as to what is their real work i.e., not to boss over their subordinates but to get them fulfill their true potential. Ideally, a supervisor's job should be that his subordinates reach their full potential. And, therefore 360 degree evaluation will help to know as to what is missing, what should be provided to the subordinates, what training should be given to them and how should they be guided.

In the end he summarized his talk that for good governance there should be a very good flat structure, very good performance evaluation systems, enabling systems, empowering systems, very good training and skill development systems and system that enforce accountability on the supervisors. If few people have not attained their potential, the supervisor should get a bad appraisal. Once these four things are done it will be a very good move towards Good Governance. He thanked the captive audience for listening patiently to him. He ended his talk saying that a good practice is a good practice but one size does not fit all.

Session I: Responsive Public Service Delivery

Presentation on Centralised Public Grievance Redress and Monitoring System (CPGRAMS) by Smt. Meenakshi Mahajan, Sr. Technical Director, NIC



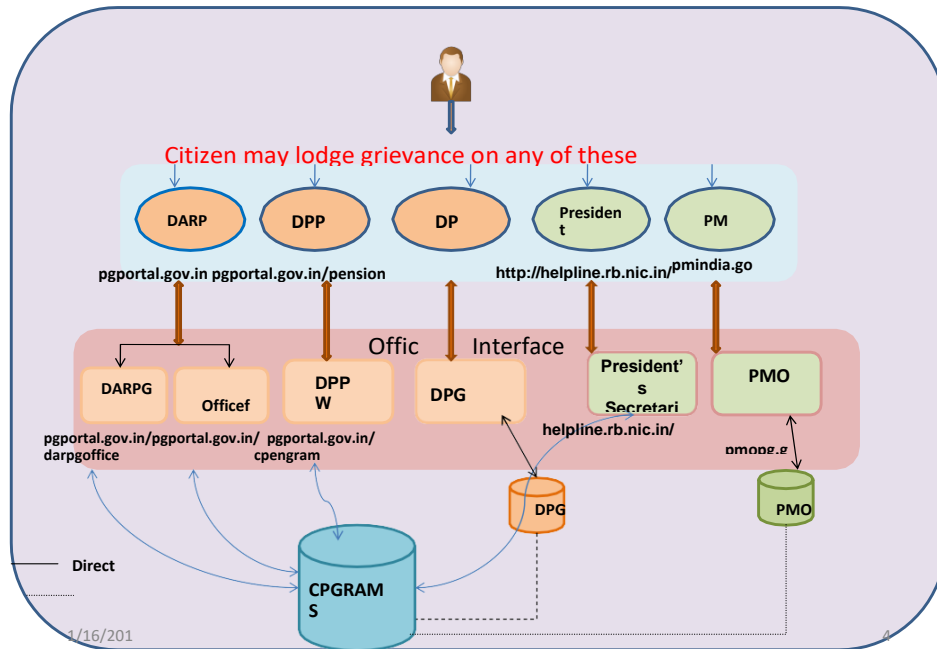
Smt. Meenakshi Mahajan, Sr. Technical Director, NIC

Grievance Redress Mechanism is a significant component of any government machinery. With an efficient and effective grievance redress mechanism in place, a citizen may consider the government to be accountable, responsive and user friendly.

Centralised Public Grievance Redress and Monitoring System (CPGRAMS), a web application developed by NIC in collaboration with DARPG, is a citizen centric initiative, which facilitates the **citizen** to lodge grievance online against any government agency and also view its current status, through citizen interface (<http://pgportal.gov.in>) of CPGRAMS.

The system also provides a single window platform for grievance redress agencies to view process and monitor public grievances received through various channels (online, by post or by hand). The grievances may also be received through **Apex bodies** like Prime Minister Office (**PMO**) and President's Secretariat and **Nodal agencies** like DARPG, Directorate of Public Grievances (DPG) Cabinet Secretariat, and Department of Pension & Pensioners' Welfare (DPPW), Government of India.

Public Grievance System



Objectives of CPGRAMS

With the aim of providing efficient and speedy redress of public grievances, the objectives of CPGRAMS are to facilitate:

- Citizens
 - Lodge a grievance on-line
 - View status and track grievance(s) lodged
 - Send reminder and submit feedback
- Apex/Nodal Organizations
 - Forward grievance received, to the next level offices
 - Monitoring of grievance disposal
- Public Grievance Officers
 - Forwarding/processing of the grievance received
 - Online disposal/ closure of grievance

Variants of CPGRAMS

CPGRAMS is presently available in two variants namely **Centre** version (for Central Government agencies) and **State** version (for State Government redress agencies). The current Centre version of CPGRAMS, operational since 2011, is an integrated system for Apex bodies and Nodal agencies.

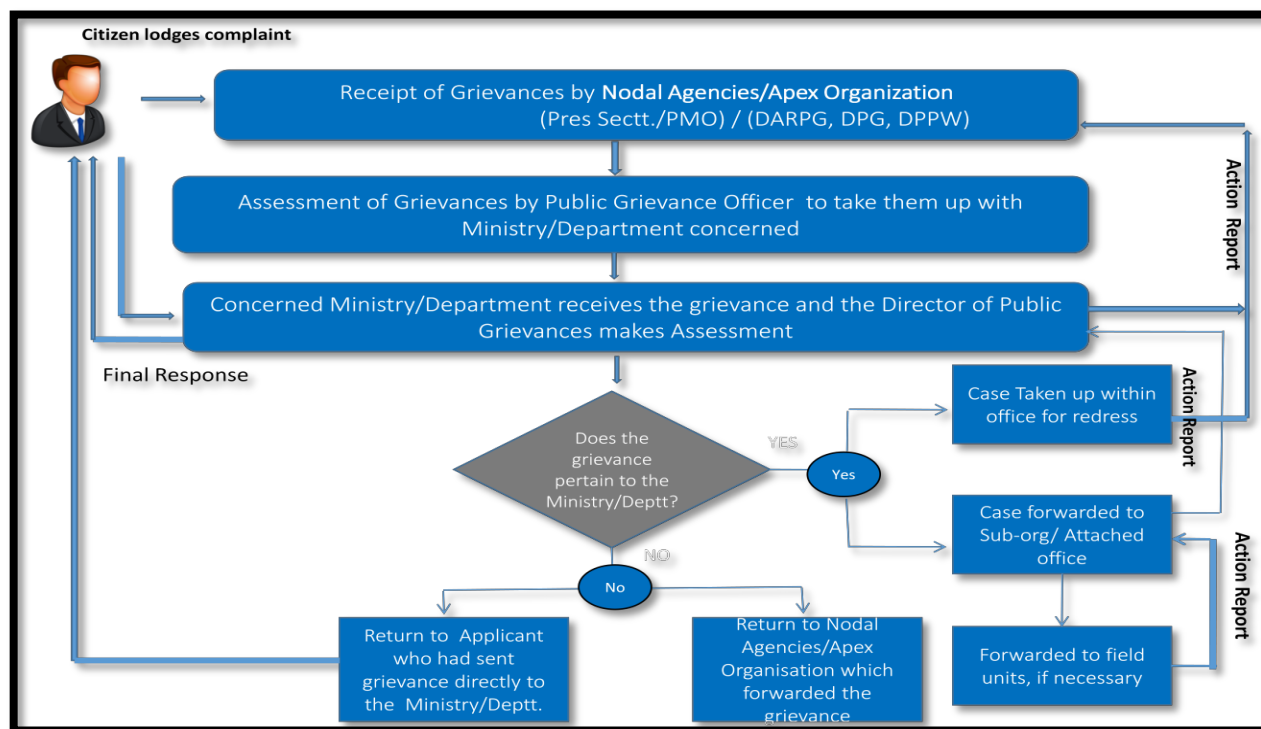
The State version of CPGRAMS is presently operational in the States of Haryana, Jharkhand, Meghalaya, Mizoram, Odisha, Puducherry and Punjab. These states are using a kind of decentralized database for their respective states. The remaining states (except Himachal Pradesh, Manipur, Sikkim and West Bengal) are using the Centre version of CPGRAMS.

The new Mobile app, “My Grievance” on CPGRAMS, is now available in Unified Mobile App for New Generation (UMANG). About 1200 grievances lodged through Mobile App since its launch in UMANG in November 2017. The new Mobile App is very attractive and more user friendly with added features:

- (i) One time registration by the complainant
- (ii) Provision to attach supporting documents for the grievance lodged
- (iii) Single click to view status of the grievances lodged
- (iv) Addressing of duplicate grievances from same person

Workflow in CPGRAMS

The existing workflow for a grievance lodged by the citizen follows the top down approach. The citizen has the option to lodge the grievance with Apex Bodies or Nodal Agencies or directly with Central Ministries/Departments or State Governments. The Nodal Public Grievance Officer (PGO) concerned forwards the grievances down the line to appropriate redressing unit in the vertical hierarchy. Once the grievance is redressed/ processed, the Action Taken Report (ATR) follows the reverse path and reaches the concerned Ministry/Department/State Government or Apex Body/ Nodal Agency, for final action.



Facts and Figures of CPGRAMS

The current version 5.0 of CPGRAMS has been operational since 2011. With the inclusion of PMO in late 2014, there has been an exponential rise in the number of grievances received and also disposed in 2015.

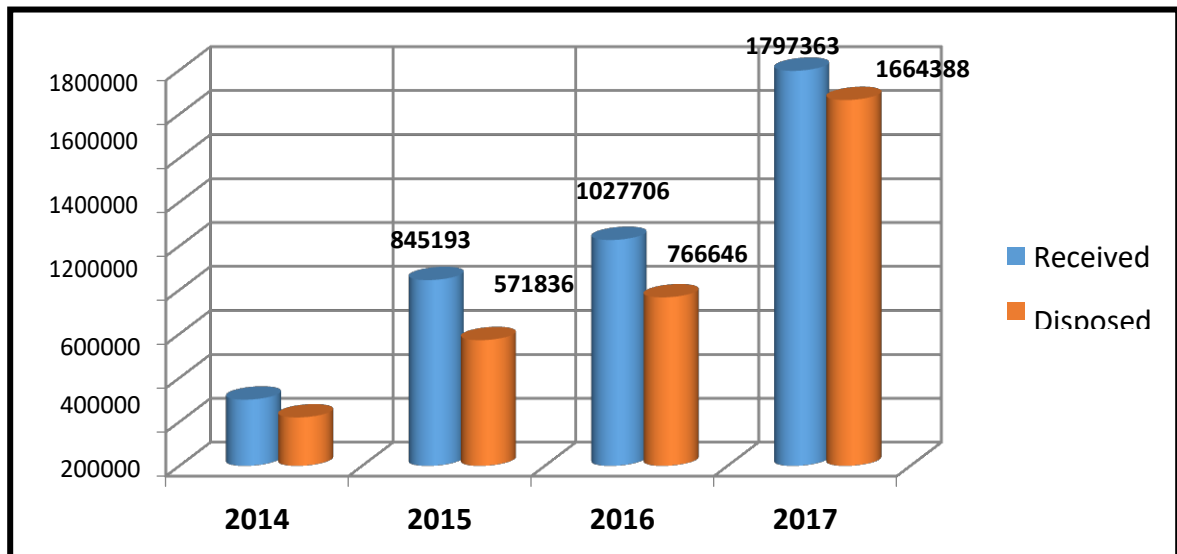


Figure 1: Grievance Receipts and Disposal according to CPGRAMS (as on Dec 18, 2017)

The status of grievances receipt and disposal in North-Eastern States and the remaining states in 2017 is as follows:

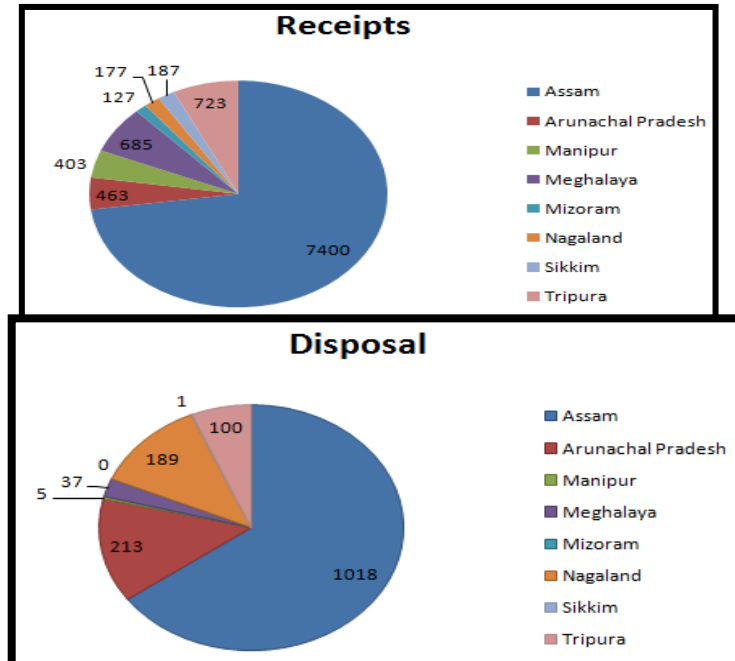


Figure 2: Grievance Receipts and Disposal in North Eastern States in 2017

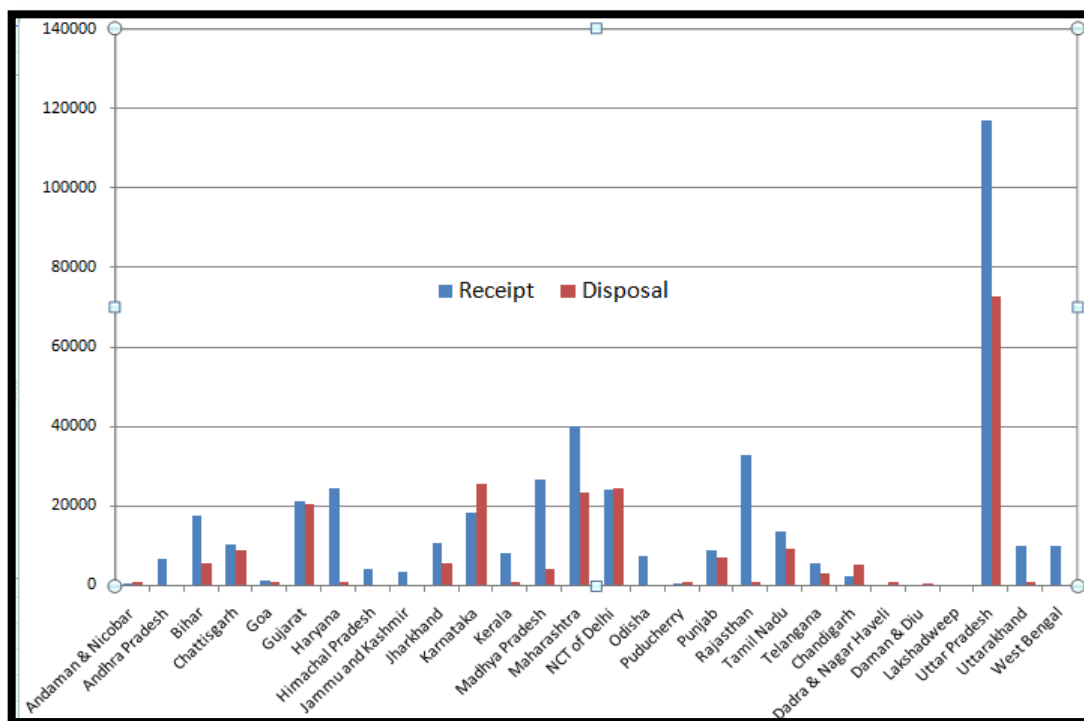


Figure 3: Grievance Receipts and Disposals in Remaining States in 2017

It is observed in the case of states that the number of grievances received is very high as compared to the cases disposed of.

Aligning with CPGRAMS

In order to provide an effective and responsive Grievance Redress mechanism for the complainant, there is a need for

- More active participation by States
 - Credentials need to be created for State Nodal Officers
 - Creation of Subordinate Units
 - Grievance resolution at appropriate level
 - Grievance Resolution within 60 days from date of grievance lodged
- Awareness about CPGRAMS
 - Organize Workshops/trainings for Public Grievance Officials
 - Publicize about such Grievance Redress Systems
- Follow-up for effective Grievance Redressal
- Integration of existing Grievance Redress System, if any, with CPGRAMS

All the states which have their own grievance redress system can integrate with CPGRAMS through web service that is already available. States like Madhya Pradesh, Uttar Pradesh and Punjab are already integrated with CPGRAMS.

Aligning the other grievance redress systems with CPGRAMS will provide a holistic view of the status of grievance receipts and disposal across the country.

Presentation on CM Helpline (MP) - Implementation of Integrated Grievance Redressal System by Shri Nand Kumarum, Deputy Secretary, CM Office, Government of Madhya Pradesh



Shri Nand Kumarum, Deputy Secretary, CM Office, Government of Madhya Pradesh

Government of Madhya Pradesh is operating an official 'Citizen Facilitation Contact System' Called "**CM Helpline**" for its citizens. The purpose of establishment of CM Helpline is to provide "**single sign on platform**" and a "**Single toll-free Contact Number**" (181) in the state for registration and redressal of grievances and schemes information. The objective is also the ease of access for citizens and fixing the accountability of officers in the state. The Helpline is a very convenient and easy medium for citizen to access through Call, Web and Mobile app. Every grievance registered in the CM Helpline is traceable, transparent as well as the accountability of officers is fixed to resolve the grievances in a stipulated timeline with satisfaction of citizens.

The Call Centre is a vital IT enabled service and single point of contact, which helps the Govt. of Madhya Pradesh to improve Citizen Services. The Call Center handles incoming and outgoing telephone calls from and to the citizens and concerned officials responsible for delivery of services identified by the Government of Madhya Pradesh. The CM Helpline was started at Bhopal, M.P. on 31st July 2014, as an effective paperless platform for citizen grievance redressal with following objectives and key features:

Single Platform to Manage the Grievances /queries in the state, and also includes:

- State Government's Scheme Related Information
- To register the Grievances
- To Register Demands and Suggestions
- To know Grievance Status

The Functional Architecture of CM Helpline System is -

- Single Sign on Platform for Grievances in the State
- Single point of toll-free Contact "181"
- On board 52+ Department with 800+ attributes
- 13000 + Officers Mapped and Managed Centrally
- 460 Call Center Executives working in two Shifts.

The Feature and Benefits of CM Helpline are-

- To facilitate the citizens of M.P. to register their grievance, demands or suggestions from anywhere, of any department, for any scheme on a single on-call platform
- Responsive Public Service delivery with transparency and accountability
- Redressal of grievance in stipulated timeframe
- Enhanced Officer Productivity
- Feedback mechanism for effective Service Delivery

Root- Cause Analysis and Business Process Reengineering –

The database is the strength of CM Helpline. The availability of huge database of grievance from different demography and grievances related to different schemes and Services of Departments in the state has enabled CM Helpline to play a significant role in Root Cause Analysis and Business Process Reengineering for key Issues In the state.

The CM Helpline team has done Root Cause Analysis of some Key Issues in the State for Proactive actions and Business Process Reengineering to fix the cause of issues permanently. These include-

- a) Marksheet Correction Issues in State Board
- b) Crop Insurance Related Issues
- c) Natural Disaster related Issues

Analytics Dashboards for Effective Monitoring and Analysis

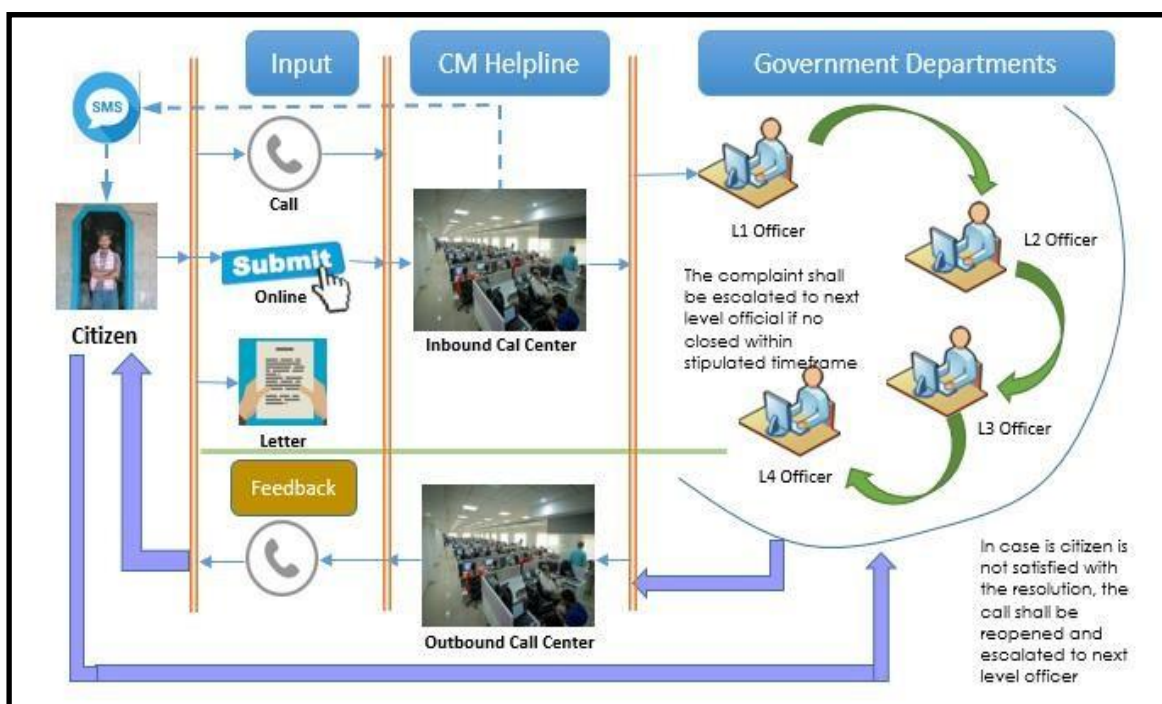
Analytics dashboard is a very important and Key feature of CM Helpline for effective grievance monitoring, the Analytics till the gram Panchayat and last miles is available on one click in the form of effective Visuals and excel reports.

These analytical dashboards are available to all level of officers to review their subordinates in the system so that accountability and responsibilities can be fixed at every level.

These Analytics dashboards are very easy to use to get the trends and performance of respective districts / departments / officers in respect to the previous and current days/ months/ years.

The database can be used for identification of beneficiaries' geographical, departmental and attribute-wise issues and is also helpful in identifying the recurring and abnormal trend of issues in the state.

Easy Grievance Redressal Process and Feedback Mechanism



Presentation on Effective Online Service Delivery by Shri Anthony James OSD, IT, Andaman & Nicobar



Shri Anthony James OSD, IT, Andaman & Nicobar

The Andaman and Nicobar Islands are a group of 572 islands at the juncture of the Bay of Bengal and Andaman Sea. A & N Islands is one of the 7 Union Territories of India. It comprises of two island groups, the Andaman Islands and the Nicobar Islands. The Andaman Islands are home to the only known Paleolithic people, the Sentinelese people, who have no contact with the outside world.

The capital of the union territory, Port Blair, is located 1,255 km from Kolkata, 1,200 km from Visakhapatnam and 1,190 km from Chennai. The northernmost point of the Andaman and Nicobar group is 901 km away from the mouth of the Hooghly River. The Islands are only 45 km from Coco Islands (Myanmar), 550 Km from Phuket and 105 KM from Indonesia. Indira Point in Great Nicobar is the southernmost point of India and lies only 150 km from Sumatra in Indonesia. The only volcano in India, Barren_Island, is located in Andaman and Nicobar. It is an active volcano. The geographical location poses many challenges. The major inhabited Andaman group of Islands is connected by road with vehicle ferry connecting the two

creeks of about ½ KM that separates the Islands. The travel time from different locations is:

1. Diglipur: 330 KM, 12-14 Hrs
2. Mayabunder: 240 KM, 8-10 Hrs.
3. Rangat: 120 KM, 6-8 Hrs.
4. Long Island: 100 KM, 8-10 Hrs.
5. Baratang: 90 KM, 4-6 Hrs.

There are several Islands viz. Long Island, Rutland, Neil Island, Havelock Island, Little Andaman and 9 Islands in the Nicobar's District are separated by deep sea and the only mode of connectivity is by Ship

- | | |
|---------------------------|------------------|
| 1. Neil /Havelock Island: | 38 KM, 2-3 Hrs |
| 2. Long Island | 80 KM 6-8 Hrs |
| 3. Little Andaman: | 121 KM, 6-8 Hrs. |

Nicobars Group of Islands

- | | |
|------------------|--------------------|
| 1. Car Nicobar: | 274 KM, 18-20 Hrs. |
| 2. Nancowrie: | 429 KM, 65-70 Hrs |
| 3. Campbell Bay- | 537 KM, 75-80 Hrs |

Telecom Connectivity is the backbone for implementation of any e-Gov initiative and a major challenge in reaching the last mile for delivery of services.

The total telecom bandwidth available is only 1.3 Gbps as against the requirement of 55 Gbps which is less than 3% of the requirement. About 40% of the villages do not have any basic telecom facility. This has led to inadequate internet availability. Internet is rudimentarily available in pockets but is very slow. There are no 3G/4G services. Since the telecom bandwidth is provided only through Satellite which is very costly (Rs 5.7 Cr per transponder, which yields about 45 Mbps), the private Telecom Services Provider find it un-economical for providing services. Therefore, it is BSNL that has a presence in most of the Islands.

Every challenge gives an opportunity. The UT Administration took this challenge as an opportunity and worked out a clear approach with 4 pillars for ensuring service delivery in an effective manner. The four pillars consist of Strengthening of Infrastructure; Process re-engineering, Capacity Building and Monitoring

The ICT infrastructure was strengthened by setting up State Data Center, Common Service Center and establishing Modular SWAN to connect CSC/ Govt. Offices with SDC.

Temporary PoPs has been established at BSNL Exchanges and the PoPs has been connected with leased circuits of 2-8 Mbps bandwidth.

The last mile is connected with PoP either through leased circuits or by Radio/ Wireless as per feasibility. 53 CSCs and 163 Gov. Offices catering to about 85% of the population have connected.

High volume services and then these services were identified with work flow for its integration with SSDG and e-forms for online service were mapped delivery through CSCs. The way 122 high volume identified services were prioritised as per the transaction volume.

Special emphasis on Process Re-Engineering:

1. Issue of Domicile Certificate, is one of the high volume services hence it has been taken as a case study for explaining the Government Process Reengineering (GPR). In the manual process the citizen goes to the Tehsildar Office and submits a form. The Tehsildar forwards the form to the Revenue Inspector (RI) who in turn forwards this to the concerned patwari. The Patwari after verifying the credentials sends the report to RI and RI forwards the same to Tehsildar. Tehsildar after approving gives it to dealing clerk for preparing the certificate. Clerk prepares the certificate and submits to Tehsildar for signature. After Signature, the certificate is issued to the citizen. This process takes on an average 60 days. The Citizen is required to visit each of the office of Tehsildar, RI and Patwari to get the services and even may end up in adopting unprofessional practices to expedite the approval process.
2. In 1st step the process of the service were mapped and after conducting process re-engineering redundant activities were removed. In the revised process, the citizen only needs to visit the nearest Common Service Centre (CSC) and submit the form. The CSC forwards the form to SPOC in the Tehsil Office who forwards the forms directly to concerned area Patwari. After verifying the credentials sends, the Patwari then forwards the same to Tehsildar. After approval, Tehsildar gives it to dealing clerk for preparing the certificate. Clerk prepares the certificate and submits to Tehsildar for signature. After Signature, the certificate is handed over to SPOC who forwards it to the citizen. This way the process time was reduced almost by half i.e., 34 days. The citizen is required only to visit the nearest CSC for availing the service. This was implemented from January, 2011.
3. In 2012, the SSDG and e-forms project was taken up. The scope of e-forms was limited to making the manual form into electronic mode. But a step ahead was taken by developing workflow based back-end for submission of online request and e-approval with e-certificate generation. In this process, the citizen either accesses the service online through internet or by visiting nearest CSC. The system automatically forwards the request to the concerned area Patwari who after verification submits his report electronically. The form then flows to the desk of RI electronically who verifies and makes appropriate recommendation and forwards electronically to Tehsildar. The Tehsildar after having satisfied of the report approves through OTP sent to his registered mobile number and the e-certificate is generated. This document can be verified by accessing the site

<https://verify.andaman.gov.in>. The citizen is informed by SMS of the approval of the service. The citizen can obtain the certificate from the CSC or can download from the website. With this approach it was possible to bring down the time taken for service delivery to 8 day.

1. This e-Certificate can be verified by any Government Official for its authenticity through portal <https://verify.andaman.gov.in>.
2. Capacity Building - Initially there was hesitation both from Citizens and Staffs, but it was overcome by building capacity through continuous interaction and structured training programme etc.

A Monitoring tool was developed for monitoring the delivery of services. Through the monitoring tool, one can see the details of services delivered, services that were delivered within the time lines of citizen charter, delivered beyond the citizen charter, service request rejected, and in process. The details of a pending service and the authority with which it is pending can also be seen. The tool is a provision to drill down up to the beneficiary details. The tool is being used by Hon'ble LG (Administrator), Chief Secretary, concerned Administrative Secretary and HOD for monitoring timely delivery of services to the citizens.

Way Forward

- Development of Mobile app and integration with services for its acceptability.
- Sending alerts through Push and Pull SMS / email services
- Aadhaar based verification of the applicant for verification and authentication of the applicant.
- Integration with Digi locker/ Payment Gateway/e-Signature/ etc.



Smt. Smita Kumar, Joint Secretary, Department of Administrative Reforms and Public Grievance moderating Panel Discussion on conclusion of Session 1.

Session -2

Presentation on State Collaboration Initiative Scheme by Shri Satish K. Jadhav, Deputy Secretary, DAR&PG



Shri Satish K. Jadhav, Deputy Secretary, DAR&PG

About SCI:

The Department of Administrative Reforms & Public Grievances in its endeavour to promote and support improvements in public administration is implementing the 'State Collaboration Initiative Programme' under the Plan Scheme which aims at Fostering Good Governance. This programme is designed to support the innovative governance and fiscal reforms experiments being carried out at various levels of the Government. It also ensures that state level initiatives are promoted to achieve reforms at the cutting edge level. The scheme envisages capacity building at District, State and Central level. A set of guidelines have been developed outlining how the States can identify and propose initiatives under this programme.

The Guidelines have been revised to include the proposal for replication of initiative/ best practices specially those that have been awarded PM Award for Excellence in Public Administration and National e-Governance Award.

The projects which involve replication of public service delivery innovations that have successfully implemented in other States or new ideas/concepts/structures or systems at the state or district level that would enhance the quality of service delivery are funded by the Department under this initiative.

Total 35 projects have been sanctioned by the Department out of which 22 have been completed & 13 projects are ongoing.

National Government Service Portal:

Under the ongoing partnership with UNDP, the Department of Administrative Reforms and Public Grievances (DARPG) is working towards enhancing India's ranking in the UN e-Government Survey. The UN e-Government Survey is released bi-annually by the UN Department of Economic and Social Affairs (UNDESA). It is the global report that assesses the e-government development status of the 193 UN Member States. The survey serves as a tool for decision-makers to identify their areas of strength and challenges in e-government and to guide e-government policies and strategies.

According to United Nations e-Government Survey 2016, India's rank has improved in the UN e-governance index. The Survey has shown India's progress on the e-Government Development Index, with a ranking of 107 out of 193 countries as against 118 in 2014. In E-participation, India ranks 27 as against 40 out of 193 in 2014. India ranks very high on the Online Services Index (OSI) with a score that increased from 0.5433 in 2014 to 0.7464 in 2016.

In order to further improve India's ranking in the UN e-Government Index, a separate National Service Portal (<http://services.india.gov.in/>) has been launched by the National Informatics Centre (NIC) to strengthen the services on National Government Services Portal and to make a single window for all Government services. Citizens will be able to seamlessly go to dedicated portal and avail the services, once they are on NGSP portal.

As on date, more than 4000 services are visible on the Portal. Required service details are being entered on the NGSP in English / Hindi directly by the respective States/UTs and Ministries/Departments of GOI nominated officers and subsequently NIC team does the quality check before making the services visible on the Portal.

In order to accelerate linking of all Government Services on National Government Service Portal (NGSP), the following steps have been taken/are being considered

- (i) DARPG, in association with UNDP and National Informatics Centre (NIC), organized a Master Trainer Workshop of States / UTs and selected Ministries / Departments of Government of India in October, 2017 in New Delhi.
- (ii) A brochure containing details on the initiative has been prepared/printed and shared with stakeholders (i.e. Ministries/Departments of GOI and States/UTs).
- (iii) Enhance visibility of the National Government Service Portal (NGSP) by providing a link of the GOI and State Government Portals is being carried out.
- (iv) Video Conferences were also organised with IT Secretaries of States/UTs to accelerate and review the progress.

The State Governments are encouraged to ensure linking their services with NGSP portal and also try to come up with maximum programs which could be considered by DARPG for funding under SCI Scheme.

Presentation on Competency Frame work for Civil servants at the cutting edge level- A project piloted in Kerala by Dr. Ram Mohan, Professor, Institute of Management in Government, Thiruanauthapuram.



Dr. Ram Mohan, Professor, Institute of Management in Government, Thiruanauthapuram.

The introduction of the concept of competency management in Indian Civil Services was pioneered by Department of Personnel and Training (DoPT), Government of India under a project partnered with UNDP. However, the introductory phase was limited at a policy formulation level and not extended to personnel at cutting-edge level. In the initial phase, competency management was introduced at Project Management Unit (PMU) within the Prime Minister's Office, certain sections of the Ministry of Corporate Affairs and the Department of Personnel and Training.

The competency framework development project for civil servants operating at cutting-edge level was taken up by Institute of Management in Government (IMG) for three departments namely Police, Social Justice and Scheduled Tribes Development which arguably have a high rate of citizen interaction.

In early 2015, IMG initiated the project for the above three departments. With the involvement of both internal and external stakeholders, task forces for selected cadres/categories were constituted.

Through thematic working groups, the methodology for developing competency profile and framework was developed. With a broader focus on citizen-centric governance, competencies were selected from a dictionary consisting of 25 competencies developed for the Indian Civil Services. The competency dictionary imbibes public service values specific to Indian Civil Services, which are entrenched within the four pillars of Ethos, Ethics, Equity and Efficiency.

Following research, discussions with senior officials, subject matter experts and extensive consultations with a range of stakeholders including among others task force members, potential users, carried out through brainstorming sessions, competency profiles for each cadre/category and competency framework for the three departments were developed. A second wave of consultation (focus group discussions) with peers and immediate supervisors led to the identification of effective and ineffective behaviours related to each of the competencies identified. The new findings were subsequently presented before senior officials and validated.

Competencies have a wide range of applications across human resource management practices. Competencies can be applied and integrated into workforce planning, recruitment and selection, performance management and appraisal, training and development, career and succession planning and reward systems. Through the life cycle of an employee (inflow – flow – outflow) a competency model serves as a roadmap for aligning HR strategy with organisational imperatives.

Rationale for introducing competency management system

In India, since independence, recruitment, selection and promotion of staff in Indian Public/Civil Service has largely been based on academic/professional qualifications; a system borrowed from the Colonial times. The Government departments/public service organizations following this system focus largely on administrative tasks and enforcement of rules and regulations, without giving much importance to human resource development and management. This results in some staff rising to senior positions without adequate competencies, necessary for effective job performance and productivity.

Another aspect is about the changing expectations and demands of citizens. Today citizens are more aware of their rights and are more vocal in demanding those rights. Delivering better and diverse services to more and more people, has become a key objective of government's reform process.

Finally, with a young, tech-savvy population, distinctive demographic profile, a diaspora exposed to governance systems in advanced countries, there is an emerging social realisation for professional systems. Therefore, it is an imperative call for our government and its departments to enhance the efficiency and effectiveness of both, its employees and the services it offers. Introducing competency management is one critical step in that direction.

Road Ahead

The application of an integrated competency-based model is important for good HRM practice in public service. By promoting a consistent approach across all HRM activities, the framework will help achieve government's objectives. Practice based on past experiences shows that implementing competency management requires a three dimensional approach. The alignment with the strategy and integration of the various HR systems are not the only important aspects

rather, competency management is primarily a question of putting implementation into practice. There are certain pre-conditions which need to be taken into account prior to introducing competency management in the respective departments. Some of them are:

- The competency management approach needs to be a part of administrative reforms strategy and complement human resource policies
- The competency approach should be well understood and appreciated by the political leadership and civil servants
- A strong leadership and support by human resource managers in the respective departments
- Department identifies and prioritizes areas in people management systems where intervention can be piloted
- Commitment and participation of stakeholders
- Participation of trade unions in the process
- Purposive communication strategy for institutionalizing the framework
- Short listing the cadres and categories where competency based systems have to be piloted and development of a communication strategy for the same.
- Paying attention to the specificity of public service (Good governance & citizen-centric service delivery)
- Mechanism to review and update competency framework

The key institutional players which are critical for ensuring the success of the implementation and institutionalising of competency-based system are the Government, the Department, the Apex Training Institute and the Department of Administrative Reforms and Public Grievances. The specific roles that each of these agencies should discharge are outlined below.

- Role of Department of Administrative Training and Public Grievances (DARPG)
- Provide leadership and necessary assistance for the Department/ATI in implementing the competency-based system
- Leverage the learning's from current projects and facilitate implementation across other projects undertaken by departments or States across the country
- Utilise the resources of ATI for steering the development of similar projects in other similar departments in other States
- Disseminate the processes, methods and learning's from the project with all stakeholders

Session -2 State Collaboration Initiatives in Administrative Reforms

Presentation on Service Oriented Architecture for Document Repository System by Shri N. Deben, Director IT, Government of Manipur



Shri N. Deben, Director IT, Government of Manipur

The Manipur Public Service Commission (MPSC) Online application is a Service Oriented Architecture for Certificate and Document Repository System. It was introduced by Department of Information Technology (DIT) Manipur in coordination with MPSC to alleviate the hardships that applicants face.

Prior to the introduction of this application, the exams were conducted in a traditional method which required the applicants to come to the MPSC office at least 4 times – for the application forms, submission of the forms, issue of Admit Cards and for the examination.

For the applicants from the hills districts, the whole process was time consuming and expensive as it required overnight stays at the Capital. The analysis shows that an applicant from some of the Hill Districts spend as much as 250 man-hours and about Rs.7000 for sitting for an examination conducted by MPSC.

The introduction of MPSC Online has now done away with the long queues which was a regular feature at the MPSC Office. Applicants now apply online for all MPSC conducted examinations; make payment online as against earlier *challan* through banks and come only once – for the examination as against a minimum of 4 times earlier.

The backend is also automated and is now equipped with an examination management system with a Workflow engine and Document Management System.

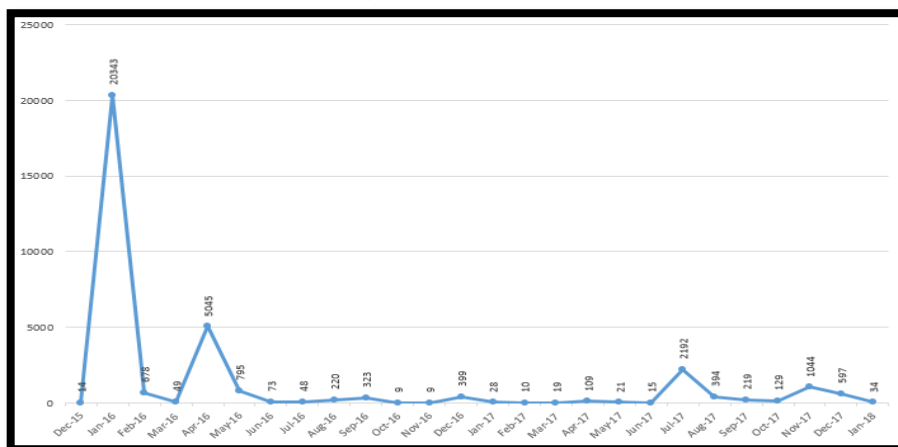
The MPSC Online application went live January, 2016 and is available at <http://www.empsconline.gov.in> . Some of the salient features are:

- i) One Time registration of the candidates
- ii) Online Payments
- iii) SMS updation of the status of the application
- iv) Status update on e-mail
- v) Spam control system through verification via e-mail and SMS
- vi) QR codes on hall tickets
- vii) Documents and certificate repository
- viii) Eligibility engine to check the validity and eligibility of the candidate.
- ix) Automated generation of Admit cards, attendance sheet through randomization algorithm.
- x) Live technical support for candidates facing difficulty in online processing and submission
- xi) Exam Processing
- xii) Main exam form processing
- xiii) Admit card generation
- xiv) Attendance sheet generation

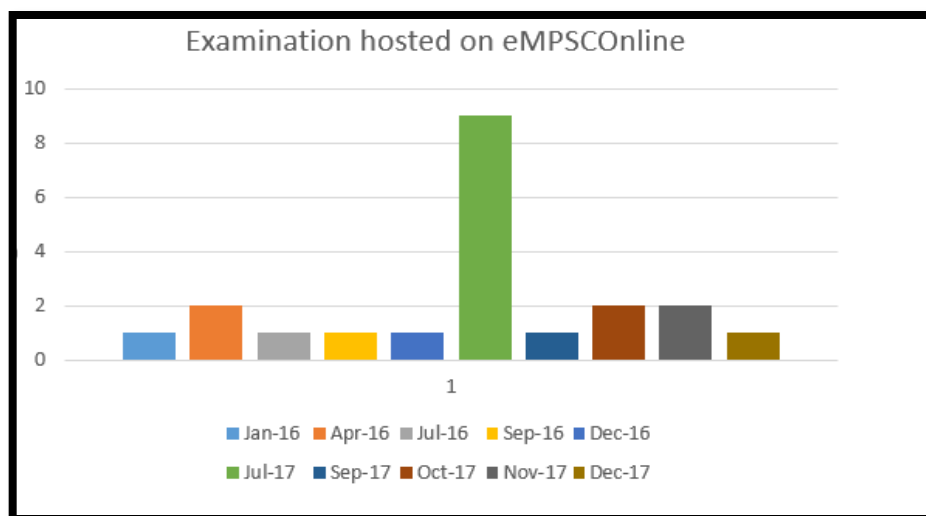
The Mobile Application Android version is also ready.

Some of the Statistics:

- i. Number of Hits till date : **72 Lakh hits**
- ii. Total amount transacted through online : **70.60 Lakhs**
- iii. Total number of Online user registered : **32,868**



- iv. Total number of Appointment notices : 21



v. Total number of online queries answered : **4,862**

The Project has been funded by the Department of Administrative Reforms and Public Grievances (DARPG), Government of India. A sum of Rs.49.5 lakhs was provided by DARPG for implementation of the project. The Application is being enhanced with additional features by the State Government and already a sum of Rs.18, 36,100/- has been spent by State Government.

COST BENEFIT ANALYSIS:

- Total number of application forms received – 32,868
- Applications from Hills - (assuming 40%) 13,147
- Applications from Valley – (assuming 60%) 19,721
- Amount saved from Hills – 13147 x Rs.7000 (assuming average expenditure of Rs.7000) = Rs.9,20,29,000/-
- Amount saved from valley – 19184 x Rs.500 (assuming average expenditure of Rs.500) = Rs.98,60,500/-
- TOTAL SAVING: Rs.10,18,89,500/-
- Man-hours saved : 30,00,000 + =Rs.9.00 crores + (@ 30/hr)

Session- 3: Presentations on PM Award 2017 Initiatives

Presentation on Gujarat, Home to a Vibrant Startup ecosystem by Shri R.D. Barhatt, Joint Commissioner Industries, Government of Gujarat



Shri R.D. Barhatt, Joint Commissioner Industries, Government of Gujarat

Entrepreneurship in Gujarat is as old as the history of trade and commerce in the country. An enterprising state with tremendous zeal and energy, Gujarat has always been a pioneering State in spearheading innovative projects and models.

Recognizing the potential of innovation and entrepreneurship as key drivers of economic growth and social development, Government of Gujarat established the Centre for Entrepreneurship Development (CED) in 1979 and Entrepreneurship Development Institute of India (EDII) in 1983 to promote entrepreneurship in the State. GVFL Limited (formerly Gujarat Venture Finance Limited) founded in 1990 at the initiative of World Bank and supported by the Government of Gujarat is widely regarded as pioneer of Venture capital in India.

To streamline development of startups in the State, Government of Gujarat has introduced the “Scheme for Assistance for Startups/ Innovation” in 2015. The scheme offers mentoring

support, tax rebates and marketing assistance to deserving startups, both during the idea development phase and when the idea gets commercialized.

Assistance under the scheme is routed through reputed incubators in the state, which are notified as **Nodal Institutions** (NI).

| Assistance at development stage | Assistance when idea gets Commercialized |
|--|--|
| Assistance of Rs.5 Lakh to NI for mentoring services annually | Marketing/ Publicity assistance up to Rs.10 lakh for introduction of innovated product |
| Rs.10,000 p.m. to innovator as sustenance allowance for 1 year | Venture Capital fund will be provided through Gujarat Venture Finance Limited (GVFL) |
| Assistance of upto Rs.10 Lakh for product development | SGST reimbursement |
| Free access to University, Libraries, Govt. Laboratories, Center of Excellence | Reimbursement up to 1/5th of eligible limit in a particular year |
| Mentorship assistance by Nodal Institution | Other benefits as per MSME schemes |

33 Nodal Institutions have been approved as incubators by Government of Gujarat under this scheme so far, and **150+ Startups** are currently being incubated.

Apart from this scheme, various departments of Government of Gujarat have announced following policies to support startups across multiple sectors:

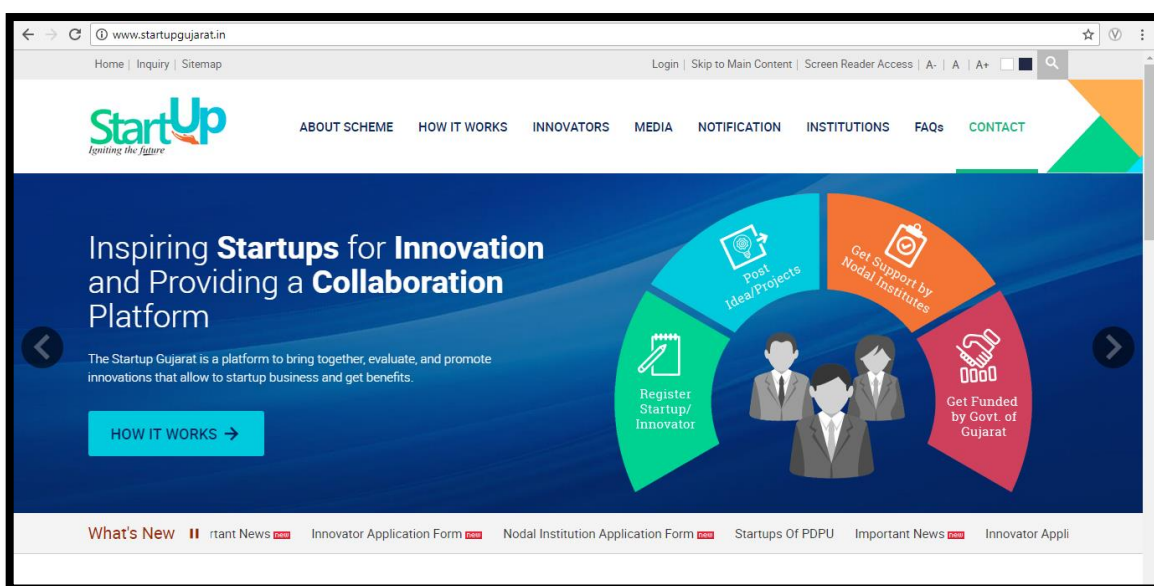
- Electronics & IT/ITeS Start-up Policy, 2016
- Student Startup and Innovation Policy, 2016
- Assistance for biotechnology startups under the Biotechnology Policy, 2016

Gujarat has consistently ranked among the top-most states in national Ease of Doing Business rankings, and offers a host of business friendly policies, transparent and simple approval processes and investor facilitation support. Towards this end, Government of Gujarat has also implemented various measures to introduce Ease of Doing Business for startups. These measures are also in accordance with the guidelines announced in the Startup India Action Plan.

- No inspections are required under labour laws and environmental laws, for startups, for the first five years since beginning operations
- Labour Law (Gujarat Amendment) Act, 2015, includes self-certification and submission of consolidated annual returns applicable to various labour laws
- Vis-à-vis environmental clearances, startups can submit self-certification for “Fast Track Consent Renewal”.
- White category industries are exempted from all environment clearances. A list of white category industries has been introduced over and above the list of industries declared by the central government.
- Self-certification can be submitted for Green category of industries for annual exemption from routine inspection by the Gujarat Pollution Control Board.
- Orange category industries can undergo exemption from routine inspection by Gujarat Pollution Control Board on submission of Environmental Compliance Certificate of Schedule-I or Schedule-II Auditors classified in Environmental Audit Scheme.

The Start-up Gujarat website (<http://www.startupgujarat.in/>) provides a collaborative platform that brings together startups, nodal institutions, incubators, accelerators, government and other stakeholders to help the entrepreneurs make their ideas into reality. The website provides all the required support information for Startups available under single portal:

- Online Registration for Startups
- Online registration for Nodal Institution (NI)
- Online recommendation from NIs for Startups
- Online registration as Mentor



A Start-up Gujarat mobile application has also been developed, for information dissemination to all concerned stakeholders, and supporting innovative ideas and ventures.

Towards funding support for startups, Government of Gujarat and GVFL Ltd. have created 'GVFL Startup Fund' of Rs 250 crore to promote startup ecosystem in the State. 'Student Innovation Fund (SIF)' of Rs 200 crore has been set up for promoting innovation and pre-startup activities in universities and colleges. In the state budget for 2016-17, Rs 97 Crore have been allotted for startup promotion and development activities.

Gujarat also offers a healthy presence of incubators spread across the state, and promoting startups and ideas across multiple sectors. IIM Ahmedabad, IIT Gandhinagar, National Institute of Design, DA-IICT, Pandit Deendayal Petroleum University, Ganpat University, MICA etc. are some major universities/ institutions in the State that host prominent startup incubators.

Under the leadership of the Prime Minister, International Centre for Entrepreneurship and Technology (iCreate) has been established to facilitate entrepreneurs seeking grooming and incubation. iCreate offers end-to-end solutions to entrepreneurs in a one-stop shop that provides access to money, mentors & markets. iCreate offers unique programs such as Spark Up Idea Fund (offering college students up to Rs 50,000, to experiment and prototype their ideas); Prayasee Grants (up to Rs. 10 lakhs to young innovators for prototyping and field trials); and Grooming Programmes (over 13 weeks, to help entrepreneurs take their idea to commercial operations level).



iCreate's upcoming campus spread over 34 acres would offer world class infrastructure to house 100 incubates concurrently. More than 20 startups are already being incubated by iCreate.

Focus sectors for iCreate include: IT, Electronics, Biotechnology, Nanotechnology, Robotics, Non-conventional energy, Bio-medical equipment, Agro and Food processing.

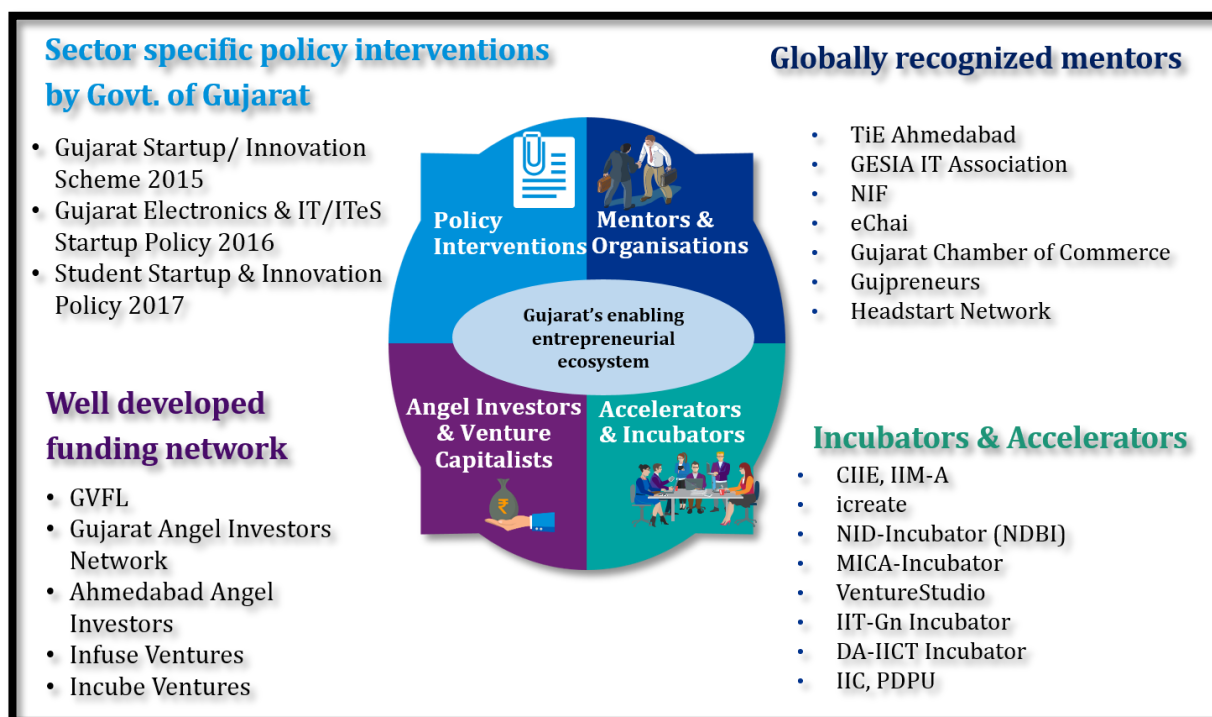
iCreate is the knowledge partner for the India Israel Innovation Bridge Challenge that address some of the world's most pressing challenges in the areas of agriculture, water and healthcare.

iCreate has also collaborated with Cisco and US India Business Council, to drive future growth. Cisco has established its largest Indian IoT based Innovation Lab at iCreate.

Government of Gujarat also constantly endeavors to offer robust platforms to startups to present market and pitch their ideas to global investors as well as concerned stakeholders. The Vibrant Gujarat Startup Summit was held on 21-22 October 2016; vide which a Grand Challenge was organized to find innovative, technology based and commercially viable solutions to key developmental issues. A National Summit on Innovation and Technology was held on 30 September – 1 October 2016, in which More than 100 companies participated across sectors such as e-Governance, IT, Electronics and Biotechnology to showcase various upcoming technologies. In the Pitch to Glory event held at the summit, 30 startups pitched their ideas, innovation and business models to a jury of industry experts.

As recognition of consistent efforts towards promoting startups in the state, Gujarat received the Prime Minister's Award for Excellence in Public Administration 2017 for successful implementation of Start-Up India programme. Ahmedabad has been proclaimed as an 'Emerging City' for startups by NASSCOM in 2015. Concerted efforts of multiple stakeholders have ensured the growth of startups and incubators across the state, at locations such as Vadodara, Surat and Rajkot, in addition to Ahmedabad; and across domains such as Manufacturing, ITeS, Biotechnology, e-commerce, FinTech, Healthcare, Internet of Things (IoT), Education. Prominent Gujarat based startups such as Infibeam (e-commerce), Mantis Technologies (ticket booking), Axio Biosolutions (Medical Devices) and Lendingkart (finance) have achieved national as well as global recognition.

Gujarat thus offers a complete, conducive platform for startups, built on the foundation of four major pillars of a startup ecosystem.



Going forward, Government of Gujarat envisages to take various steps for promoting the startup ecosystem, such as:

- Strengthening incubators and nodal institutions through state-of-the-art infrastructure and R&D facilities
- Supporting the funding and investor network in Gujarat, to enable better and faster access to capital
- Promoting startups in diverse sectors such as manufacturing, aerospace and defense, electric mobility, healthcare, Internet of Things (IoT)
- Encouraging innovation in schools and colleges, and at rural areas and grassroots level
- Regularly providing platforms to startups, for branding, publicizing and marketing their innovations and ideas

Government of Gujarat is hopeful that streamlined efforts of the Government and all concerned stakeholders will truly help Gujarat realize the Prime Minister's vision for Start-up India, and help us build a better, empowered future for the nation.

Session-3: Presentations on PM Award 2017 Initiatives

Presentations on Implementation of Pradhan Mantri Fasal Bima Yojana by Shri Gautam Majumdar, Deputy Director Agriculture, Gomati District, Govt. of Tripura



**Shri Gautam Majumdar, Deputy Director Agriculture,
Gomati District, Govt. of Tripura**

Pradhan Mantri Fasal Bima Yojana was announced by the Government of India on 13th January 2016 which is rolling out from June 2016 with an objective to provide a comprehensive insurance cover against failure of crops and help in stabilizing the income of farmer. It will also encourage farmers to adopt innovative and modern agricultural practices and ensure flow of credit to the agriculture sector. Farmers will have to pay a premium of only 1.5% for paddy, Brinjal, Cauliflower, Tomato, Watermelon and 3.5% for Potato at Gomati District during 2016-17.

Achievement during Rabi 2016-17

- i) Total No of Farmers in the District:- 50530
- ii) Total coverage of insured farmers:-4541
- iii) Number of non-loanee farmer:-3851
- iv) Number of loanee farmer:-690
- v) % of insured non-loanee farmers out of the total insured farmers:-84.8

Coverage of marginalized groups under PMFBY

- i) ST-31%
- ii) SC-24%
- iii) General Including OBC-45%

Total Cropped Area Vs Area Insured (in HA)

| SEASON | TOTAL CROPPED AREA | AREA INSURED | % OF AREA INSURED |
|--------|--------------------|--------------|-------------------|
| KHARIF | 21257 Hac. | 76.24 Hac. | 0.36 % |
| RABI | 18782 Hac. | 1716.57 Hac. | 9.14 % |

Electronic Submission of Crop Cutting Experiment (CCE) Result on Time

| SEASON | Target | Achievement |
|--|--------|-------------|
| KHARIF | 942 | 225 |
| RABI | 400 | 325 |
| N.B: Less achievement during Kharif due to Non availability of Net facility in Rural area. | | |

Timely Uploading Information of Insured Farmers by Financial Institution on Crop Insurance Portal

- Different Nationalized Banks uploaded the information of insured farmer on the crop insurance portal.
- During Kharif: -up to 10th Aug, 2016.
- During Rabi: -up to 10th Jan, 2017.

Publicity Campaign & Awareness Programme

| Awareness Programme | | |
|---------------------|--------|-------|
| District | Block | G.P |
| 2 Nos. | 8 Nos. | 205s. |

Publicity Campaign & Awareness Programme: -

- i. Distribution of leaflets, pamphlets, brochures in local language.
- ii. Special emphasis given on Autonomous District Councils (ADC) areas by involving different tools of Agricultural Technology Management Agency (ATMA) programme.
- iii. Active involvement of Farmers' Clubs, Commodity Interest Groups (CIG), Farmer's Interest Group (FIGs).
- iv. Mass involvement of ST, SC beneficiaries through Tripura Rural Livelihood Mission (TRLM) Self Help Groups & MG-NREGA Work site.

- v. Involvement of farmers club, Commodity Interest Groups (CIG) & Farmer's Interest Group (FIG).
- vi. Awareness through print & electronic media by emphasizing local cable channels in local language.
- vii. Distribution of leaflet pamphlets in local languages. Publicity through m-Kisan state portal.

Local Policy Intervention for Effective Implementation: -

Awareness cum effective involvement of 3- tier Panchayat body. Mass publicity through movement of block/ G.P level Krishi Prajukti Jaan for 15 days.

Convergence with Existing Scheme of Central & State: -

- i. Use of existing MG-NREGA & Jandhan bank accounts for PMFBY.
- ii. Awareness creation & Agriculture technology dissemination through ATMA.
- iii. Outreach to female members of various SHGs in the interior areas through cluster coordinators of TRLM Scheme.

Transparency & Accountability in the Implementation of Programme Sustainability & Replicability of the Programme: -

- i) Beneficiary selection made neutrally involving all farmers.
- ii) Special emphasis given to involve ST, SC as well as small & marginal farmers.
- iii) Officials of administration keeping close watch on the field.

Sustainability and Replicability of the Programme: -

- i) Considering diversified weather condition in the state this programme is very much effective in the district.

Suggestion to Improve Implementation of the Programme: -

- i) More subsidies on rate of premium may be given for small & marginal farmers.
- ii) Other crops like pulses & Oilseeds may be incorporated in the programme.

Session 3:

Presentations on Implementation of Pradhan Mantri Fasal Bima Yojana by Shri PVLH Klangte Addl. Deputy Commissioner, Siaha District, Govt. of Mizoram



Shri PVLH Klangte Addl. Deputy Commissioner, Siaha District, Govt. of Mizoram

Siaha District is one of the eight districts of Mizoram state in India. The district is bound on the north and northwest by Lunglei district, on the west by Lawngtlai District and on the south and east by Myanmar. The district occupies an area of 1399.9 km². Siaha town is the administrative headquarters of the district. The population has decreased from 60,823 (in 2001 census) to 56,574 (in 2011 census). It is the least populous district of Mizoram.

Certain strategies have been adopted to grab the best opportunity to strike gold through various schemes of central government.

- Convergence of funds is the basic component of the strategies. Schemes such as AIBP, IWMP, MNREGA, BADP and BRGF are collectively used for bridging the fund-gap in certain works.
- Convergence of knowledge and expertise of groups as well as individuals is also effective. Departments like Agriculture, Horticulture, Rural Development and KVK have contributed a lot to induce technical inputs in to various works.
- Focus is also put on water conservation. To contain water run-off, bench and contour terracing had been taken up and check dams were also constructed in a number of villages.

- Drip irrigation is also introduced for horticulture crops in selected farms. As a result, farm management has considerably improved and their yield also increased.
- Provision of drinking water in sufficient quantity is one of the priorities taken under Pradhan Mantri Krishi Sinchayee Yojana (PMKSY). Thus, reservoirs, community and individual water tanks had been constructed in the areas where supply of water is scanty and scarcity of water is rampant.
- Pumping System is one of the most remarkable achievements of the scheme that has considerably eased the life of people who had been suffering scarcity of water. It was installed in Tokalo and Amotlah with which huge quantity of water had been pumped from the nearby rivers.

Siaha district has indeed boasted of the following initiatives that are propelling our economy to a great extent –

Turmeric Cultivation

With implementation of the PMKSY programme, certain strategies have been adopted to raise the per capita income of rural people in our district.

In recognition of the potentials that are untapped in the district for such a long period of time and in realizing the need to have a crucial paradigm shift in economic policy to fully exploit these potentials, our district has tried to make best use of the PMKSY scheme with the main objective of bringing about a sustainable development in the long run.

In view of achieving economic prosperity for the poverty stricken people, turmeric cultivation was introduced in Tisopi village. Of the 89 households in the village, 30 families chose to cultivate turmeric with great enthusiasm.



The farmers were not just left alone to manage themselves. To ensure flourishing of their cultivation with a considerable volume of output, pack house has been constructed apart from

procurement of slicing, procurement and packing machines under the existing scheme. Furthermore, drying yard and water tanks were also constructed.

Economic impact

The turmeric cultivation extends to the total area of 30 hectares. Harvesting season usually lasts for three months starting from February to April. As the entire population of the district is mainly dependent on the monsoon crop for their livelihood, our local markets are running out of crops for sale in the dry season leading to the condition that many farmers are idly sitting and restive by this period of time. Nevertheless, turmeric cultivators can start reaping the fruits of their labour in the midst of this dry season.



The roughly estimated production of turmeric in the village during February to April, 2016 was about 30 metric tons. Packing and other processing including the marketing are monitored by Self Help Group. Thanks to the initiatives and efforts of the Self Help Group, the streamlining of the cultivation with the market production has become very successful and generation of income by every individual farmer has been consistently increasing. Each member of the Self Help Group now records his/ her annual income to the tune of Rs. 80,000/- to Rs. 90,000/- The amount of income recorded by individual farmer may not be that much as compared to the income of monthly salaried people under government sector. However, the seemingly meagre amount of income earned by farmers has changed the course of their life, bringing about a new hope for better amenities in their livelihood.

Strawberry Cultivation

No-Aotlah, a small village which is situated at 20KM from Siaha, the district capital was selected to start strawberry cultivation in the district. One of the main objectives of starting this type of cultivation is to set up a sustainable growth of income through subsistence farming. In this area, traditional practice of farming – slash and burn cultivation had been in existent since time immemorial. It was found and witnessed that the shifting cultivation is only a wasteful practice causing huge destruction of forests and land fertility with a result of large area of barren land. Therefore, the yield of their agricultural land has gone down every year.

The cultivation was introduced in the village in the month of May, 2016 under PMKSY with a target area of 20 hectares. Twenty farmers were selected for this project. Supply of certain agricultural kids like mulch film (four rolls each), gravitational pipelines (500 metres each),

neemkasto fertilizers and strawberry seedlings (chanlier variety with total of 50,000 nos (2,500 seedlings for each farmer) has been made with an objective of boosting farmers' viability.

Outcome

Area covering 20 hectare-stretch was used for this cultivation. When harvesting was done, it was found that one hectare of the area produced an average yield of 120 quintal meaning that the total 20 hectares bore a fruitful outcome.



One package of this fruit was available at the rate of Rs.100 in the local market. Besides, farmers are also aware of the preservation of their agricultural produce by means of brewing the fruits into delicious juice.

Thanks to the implementation of the scheme whereby a number of farm tanks have been constructed, problem of water scarcity has been done away with; and the farm also got sufficiently irrigated. Therefore, the cultivation has quickly earned the interest and will of farmers. It may be noted that time taken for this cultivation from soil preparation to harvesting is much shorter than the predominant practice called shifting cultivation.

It is remarkable to note that families practicing this type of cultivation are now able to get credible source of income. This has offered livelihood and security to the farmers who are earlier helpless in generating their own income.

After the launch of PMKSY by Govt. of India, farmers in Siaha District had benefitted from the facility of harvesting water and the provision of irrigating water. The use of drip irrigation under PMKSY to ensure round the year irrigation for on-farm management of water has gained significance, especially, for the strawberry cultivators at No-Aohtla and KM 10 village.

15 farmers had also earned from their sales of Strawberry runners (seedlings) to the tune of 13,80,000 after irrigating their crops through drip irrigation during the year 2016. Introduction of drip irrigation technology considerably boosted the income of the farmers and percentage of the increase in income is 52.25.

Construction of Water Tanks

With the implementation of PMSKY in Siaha District, providing irrigational facilities to the communities is on the utmost priority. As such, a number of water tanks have been constructed at Lungpuk, Khaikhy and Leisai as resolved in Gram Sabha and recommended by Watershed Committee.

Before the onset of construction of these water tanks, such villagers didn't have sufficient water for drinking, watering for Vegetables Crops Cultivation in Kitchen Gardens and for animal husbandry. Farmers of the watershed villages faced acute scarcity of water for the above purposes.



Following are the infrastructures that are boosting irrigation potential –

1. Water reservoir for farmlands – 12 nos at Siaha
2. Individual rain water harvesting tanks – 75 nos at Iana
3. Water reservoir for public use – 2 nos at Lobo
4. Water reservoir – 2 nos at Naohtla
5. Water tank – 1 no per farm and one water point at Km 10
6. 2 water tanks, 8 dug out ponds, 12 contour bunding at Lopo
7. 1 water tank and 6 dug out ponds at Leisaih
8. One water tank and 4 dug out ponds at Khaikhy
9. 4 water tanks at Chakhei I
10. 3 water tanks at Chakhei II
11. 2 water tanks Chakheitla
12. 2 water tanks at Siasi
13. 19 water tanks and 5 fish ponds at Tipa

Impact

1. Prior to the commencement of the scheme in the district, a number of villages had faced acute scarcity of water for domestic and farming purpose.
2. It can now be said that economic prosperity in its fullest capacity is in the offing. As of now, some of the aforesaid villages started selling their agricultural produce in the market. As a result, the economically weak and needy people that are in huge number now gain better prospects in their future. Their lives have been considerably changed and their economic potentialities are now becoming stable and stronger.
3. The fact of the matter is that PMKSY has more or less done away with the problem of water supply in the further remote areas. A number of villages have now been able to get access to plenty of water.

Solar Pumping System

Break down or load shedding of power supply is a common phenomenon as well as rampant issue faced by not only the entire district, but also by the state of Mizoram.

The scheme of PMKSY has changed the scenario by providing various amenities to the people of Siaha district. Solar Pumping System is one of the most remarkable achievements of the scheme that has brought opportunity to the people. It was installed in 2015 at Amotlah with which huge quantity of water had been pumped from the nearby rivers.



Inhabitants of Amotlah and Riasikah had access to sufficient supply of water after the implementation of the water pumping system. More than 2000 people belonging to both villages have been the beneficiary of the system. In the past several years, the problem of water supply was rampant and people had no option other than to suffer the thirst for various purposes. Meanwhile, the scheme of PMKSY came into being in our district as well and thereafter the long standing problem was eliminated.



People in these villages now easily get water for household consumption as well as to feed their kitchen garden. With the availability of water at their doorstep, it was possible for them to start farming at their garden.

Contour Trenching & Bench Terraces

Contour trenching is one of the most important techniques for controlling soil erosion and to conserve soil moisture for increasing production of different crops. Therefore, the Gram Sabha resolved to construct contour trenching and selected suitable horticulture gardens in different Watershed Villages to improve conservation of moisture for improving horticulture crops produce.



Before construction of these Contour Trenches, the farmers of horticulture gardens were facing less water moisture, unfertile less production. Crop growth also suffered. After introduction of the said contour trenches in Horticulture Gardens in the different Watershed Village, crop growth has tremendously improved and fertility of gardens also got increased. Conservation of water for plants utility was highly improved. Erosion of outer soil fertility was also controlled. In future, farmers' income is expected to increase manifold through cultivation of crops.

The Gram Sabha of the different Watershed Villages decided in the meeting to construct bench terraces to retain water and to control soil erosion by cutting and filling to produce a series of level slopes or benches.

Terrace Cultivation is an ancient technique for managing water run-off and soil erosion. Terrace cultivation or terrace farming is one of the oldest types of land and water resource management for large scale farming.

Advantages of Terracing

It reduces soil erosion in highland crop production. It has better soil and water conservation in farmland in the project areas. Soil fertility also highly improved and produces more yields in terracing crops cultivation in hilly region. After introduction of Terracing, the farmland Production had been increased.

Presentation on e-NAM by Dy. Commissioner, Solan District, HP Shri Rakesh Kanwar

Himachal has a population of 6.8 million people spread over 12 districts. Located 46 kilometres south of the state capital Shimla, Solan district is the gateway to Himachal with total population of 5, 80,320 people and having 53,456 farmer families. Solan has, over the years, built its reputation for being one of the main vegetable growing areas in the State. It is also called the Mushroom City of India and the Directorate of Mushroom Research is also located here. The district has 64,240 ha under agriculture cultivation; 9,518 ha under vegetable cultivation and 6,500 ha under horticulture. Solan is also known as the *City of Red Gold* for bulk production of tomatoes in the area.

Market Committee Solan

The Market Committee Solan came into existence in the year 1975. Its Notified Area includes whole of Solan District and Rajgarh Tehsil of Sirmour District. Since then 13 regulated markets with modern marketing facilities have been constructed at following places: Solan, Kandaghat, Dharampur, Chakki-Ka-Mor, Terminal Market Parwanu, Jagjitnagar, Banalgi, Nalagarh, Ramshaher, Arki, Kunihar and Rajgarh. The APMC, Solan was selected amongst 19 markets in the first phase to roll out the nationwide scheme e-NAM on pilot basis.

eNAM Project in Solan

When e-NAM was launched in Solan district, it was decided to trade in three out of six notified commodities: tomato, apple and peas. The other three commodities (capsicum, bean and garlic) were not taken up in the first phase.

Challenges

Initially it was difficult to convince farmers to go in for online trading for various reasons. Traditionally, the commission agents and farmers are associated with each other for generations. They share a family and social relationship. In many cases the farmers take loan from them for various personal non-agricultural needs and return it as and when they can or the amount is adjusted in the following cropping season. In some cases the agents are more like extended family of farmers who participate in family functions and share a family/social bond. In many cases this relationship is by mutual consent and there is nothing exploitative in this. Second challenge was to convince that the new system is not to eliminate the commission agents. They were told that they will also be registered and can take part in the trading.

Other challenges were lack of capacity amongst the APMC Staff; lack of IT proficiency and non-availability of hardware. Procurement of hardware and training of staff and motivating them to shift to the online system was urgently required. So this activity was taken up in right earnest.

Behavior issues were also handled as the staff posted in APMC was used to one type of functioning which was based on manual, haphazard, person based, ad-hoc processes. To shift to software based discretion less and scientific system was a challenge which can only be overcome through regular and guided interaction with them.

Further, everything in the manual system was not based on trust and mutual respect. The system was prone to underhand dealings, caucus building, cartelization, pooling and underhand dealings. So to check vested interests from spreading rumors about the new system was another challenge.

Our peculiar challenge was that we were dealing in vegetables and being perishable in nature, it was important to convince all the stakeholders fully to shift to the online system. Regular and frequent meetings/ interactions and workshops were organized to meet this objective.

Another issue was that the produce that came for sale in Solan APMC was from various parts of the State. So farmers from other districts were involved. And in many cases the farmers sold their produce to the aggregators/ forwarding agents and commission agents in the village itself and their relationship with these buyers/ aggregators was based on credit sales, and they themselves did not come with their produce to the market. Therefore, not only the farmers in these other districts were to be contacted but the forwarding/ commission agents bringing produce from other states were to be engaged in a meaningful dialogue.

Poor facility of assaying was another challenge that was to be handled, as in order to shift to online trading quality assaying lab was the first requirement. This required equipment, manpower and training. On all fronts we need to upgrade ourselves in a time bound manner to proceed further.

Strategies Adopted

Awareness Camps and Trainings: In order to bring farmers and other stakeholders on board, it was decided to organize as many awareness camps and training programmes for the farmers and others so that they understand the programme and see it as a progressive and beneficial step for everyone. It was decided to have a continuous and sustained dialogue with the stakeholders so that doubts were clarified and their apprehensions were addressed.

Publicity and Visibility: It was decided to publicise the programme as much as possible so that not only the stakeholders but general public also understood the programme. Visits by the Governor of Himachal Pradesh; the Chief Minister; Ministers and MLAs were organised which gave high profile, visibility and publicity to the programme. Talk shows on radio, TV interviews and publicity in local print and electronic media were planned which were instrumental in instilling confidence amongst the public about the benefits of the programme.

Use of Technology: Group messaging through SMS and WhatsApp were used extensively to inform and educate the farmers, commission agents and other stakeholders.

Improvement in existing infrastructure: After the programme was launched the premises of Solan Mandi became an important centre which was visited by various stakeholders and the VIPs. This resulted in intended and unintended improvements in the general environment of the Mandi. Sanitation, waste disposal, toilet facilities, parking, stay arrangements improved considerably. This led to better and improved interaction between the Mandi officials and district administration on one hand and the farmers and traders on the other hand.

Special Campaign: Special campaign to register the farmers and commission agents was started to register 100 farmers/agents in every 10 days. This focused registration helped in scaling up the programme and associating large number of farmers in a short span of time which in turn helped in making the programme a success.

Convergence: It is very important to converge with other associated departments and programmes to make e-NAM a success. This also helps in getting positive synergy in planning and implementation of the programme. We tried to converge with the *soil testing and soil health* card distribution programme. In addition, collaboration with extension wing of Agriculture/ Horticulture Universities, Agriculture Department, Block Development Offices and other Departments/Projects helped in implementing the project in a better way.

Key Lessons:

- It is possible to shift from manual, disorganized and a corrupt system to transparent, objective, fair and competitive system. What is needed is strong will and sustained effort. Continuous dialogue and positive interaction helps.
- Actual demonstration is much more important than theoretical discussion. It helps in building confidence amongst all concerned.
- It is not possible to eliminate the aggregators and commission agents from the scheme of things even in new paradigm.

- It may not be possible to shift to total online trading immediately. Even, payment by account payee cheques; RTGS are equally important. Initially, the time taken by the banks to process the transactions was seen as a problem. But improvement in software and processes made things better.
- It will not be possible to move to virtual trading platform fully but eNAM is full of possibilities and once implemented it makes everyone happy.

| | | |
|----|------------------------|--|
| 1. | Notified Area | Entire District of APMC Solan and Tehsil Rajgarh of District Sirmaur. |
| 2. | Year of establishment | 1975 |
| 3. | Model Market Yard | Solan |
| 4. | Terminal Market Yard | Parwanoo |
| 5. | Sub Market Yard | Dharampur, Chakki-Mor, Kunihar, Wagnaghat, Kandaghat, Sadupul, Nalagarh, Arki, Banalgi, Jagjit Nagar |
| 6 | Temporary Market Yards | Ramsher, Sairy and Sanwara. |
| 7 | Collection Centres | Barety and Gamberpul. |
| 8 | E- Retail Outlet | Saproon Chowk Solan |
| 9 | Check Post | Parwanoo and Chakki- Mor. |
| 10 | Infrastructure | Shops, Auction Platform, E-Auction Hall, Assaying Lab, Grading Packing, CCTV. |
| 11 | Facility Available | Kissan Bhawan, Parking Area, Drinking Water, Public Toilets, Canteen, High mask light/Street light, Security Guards. |
| 12 | No of License | 619 |

Session 4: Presentations from North East States on Government initiatives

Presentation on Nagaland Model of National information Structure by Shri KD Vizo, Secretary IT Government of Nagaland,

In recent times, the Department of Information Technology & Communication (IT&C) is playing an important role to transform the State of Nagaland into a modern State by bringing the latest state of art technology to take the State of Nagaland to the next higher level through e-Governance and ICT based technologies. Sincere efforts have been made to improve electronic public service delivery to citizens and transparent efficient and cost effective manner. The Department of IT&C is fully aware that this is an era of knowledge led economy and there is a need to bring quick change in governance and all other spheres of life. The world is now looking up to India to drive the global economic growth and India is looking towards Northeast to open eastern corridors towards South East Asia to promote economic growth. Towards this end, the Department of IT&C is working on the theme, "Towards making the State of Nagaland the next IT Hub in South East Asia".

In 2015-16, the State of Nagaland got the CSI-Nihilent e-Governance Awards for outstanding performance in North Eastern Region for being:

- The first in India to take over State Portal and State Services Delivery Gateway (SP&SSDG) core infrastructure project and managing it with its own internal manpower.
- The only State in India where the State IT Department is running the State Data Centre using its own internal manpower without engaging private Data Centre Operator (DCO).
- The only State in India where the State is acting as Service Centre Agency (SCA) without engaging private companies for running Common Service Centre (CSC).
- Number 1 state in India in the e-District Mission Mode Project along with Gujarat, Haryana, Madhya Pradesh, Punjab, Uttar Pradesh and West Bengal.
- The first State in North Eastern Region to implement Aadhar based Biometric Attendance System in Nagaland Civil Secretariat.

The Department of IT&C, Government of Nagaland is also conducting e-Naga Summit every year and renowned resources are being brought from India and abroad to sensitize the people especially the youth on the importance of e-Governance and social sector services so as to ensure that the state of Nagaland which have by and large missed the opportunity of the first

Industrial revolution does not miss the ICT and e-Governance revolution which is now coming at doorstep of citizens.



Nagaland delegate (Commissioner & Secretary-IT) at the award Ceremony.



Panelist including Dr Lia Hani, Advisor to President of Estonia and other Panelists at the second e-Naga Summit 2016.

National Information Infrastructure (NII) Pilot Project

With a view to provide e-Governance as well as social sector services upto village level, the Ministry of Electronics and Information Technology (MeitY) had initiated a pilot project in one district (covering all blocks as well as Gram Panchayats/ villages) in Gujarat, Nagaland, Karnataka, Chandigarh, Kerala, Pondicherry & Uttarakhand way back in September 2015. Today out of 7 States and Union Territories which have taken up the National Information Infrastructure (NII) pilot project, so far Nagaland is the first and only State in the Country to have commissioned the pilot project for National Information Infrastructure (NII). The NII pilot project at Peren district in Nagaland was commissioned on 6th January 2017 by Chief Minister Shri T.R Zeliang in the presence of Shri Sunil Mittal, Joint Secretary, MeitY, Government of India and since then the people of Peren district both in urban as well as rural areas are getting excellent internet and broadband services.

Whereas other States and Union territories (Gujarat, Karnataka, Chandigarh, Kerala, Pondicherry & Uttarakhand) are using Optical Fibre Cable (OFC) as a backbone network in the implementation of NII pilot project and they are still struggling to commission their NII pilot project, the State of Nagaland had used wireless technology to implement the NII pilot project in Peren District of Nagaland and finished the project in record time.

BACKHAUL LINKS AND THEIR DISTANCES

The diagram illustrates the NII Nagaland Architecture, showing a network of backhaul links connecting various locations. The locations are represented by radio tower icons and are arranged in a circular pattern. The links are color-coded: green for Point-to-Point (1+1) links and red for other types. The distances are provided in kilometers (km).

Locations (Nodes):

- Kohima Secretariats
- Kohima Microwave
- Tsiepama
- Ruzaphema
- Jalukie Town
- New Peren
- Athibung
- Jalukie Jhandi
- Tenning
- Nkialwa
- Benreu
- Poilwa

Backhaul Links and Distances:

- Kohima Secretariats to Kohima Microwave: Point to Point Link(1+1), 2.3 km (Green)
- Kohima Microwave to Tsiepama: Point to Point Link(1+1), 18.9 km (Green)
- Tsiepama to Ruzaphema: Point to Point Link(1+1), 18.24 km (Green)
- Ruzaphema to Jalukie Town: Point to Point Link, 14.8 km (Green)
- Jalukie Town to New Peren: Point to Point Link, 12 km (Green)
- New Peren to Athibung: Point to Point Link, 11 km (Green)
- Athibung to Jalukie Jhandi: Point to Point Link, 18 km (Red)
- Jalukie Jhandi to Tenning: Point to Point Link, 8.2 km (Green)
- Tenning to Nkialwa: Point to Point Link, 10 km (Green)
- Nkialwa to Benreu: Point to Point Link, 13 km (Green)
- Benreu to Poilwa: Point to Point Link, 5.6 km (Green)
- Poilwa to Kohima Secretariats: Point to Point Link, 4 km (Green)
- Ruzaphema to Old Peren: Point to Point Link, 20 km (Green)
- Old Peren to New Peren: Point to Point Link, 4 km (Green)

Figure-1: NII Nagaland Architecture

The diagram illustrates the NII Nagaland Architecture, showing the distribution of Base Transceiver Stations (BTS) and Customer Premises Equipment (CPEs) across various locations. The locations are grouped into three concentric circles, with a dashed orange line separating the inner and middle groups. Green lines connect the locations, indicating network links.

Locations and their associated P2P, BTS, and CPE counts:

- Kohima Secretariat**: P2P: 1, BTS: 2/2, CPEs: 9
- Kohima Microwave**: P2P: 1, BTS: 2/2, CPEs: 9
- Tsiepama**: P2P: 5, BTS: 2/1, CPEs: 12
- Ruzaphema**: P2P: 2, BTS: 1/2, CPEs: 15
- Poilwa**: P2P: 1, BTS: 2/2, CPEs: 9
- Benreu**: P2P: 1, BTS: 3/3, CPEs: 3
- Old Peren**: P2P: 1, BTS: 1/3, CPEs: 3
- New Peren**: P2P: 3, BTS: 2/3, CPEs: 38
- Jalukie Town**: P2P: 1, BTS: 3, CPEs: 3
- Nkilwa**: P2P: 2, BTS: 3/3, CPEs: 28
- Athibung**: P2P: 1, BTS: 2/2, CPEs: 3
- Tenning**: P2P: 1, BTS: 3, CPEs: 3
- Jalukie Jhandi**: P2P: 1, BTS: 3, CPEs: 3

Figure-2: NII Nagaland Architecture

Components Used in the Nagaland Wireless model of NII Network

a) At the State Headquarter at Kohima, following components were used:

- MiMax ACS Platform Server is used for mapping all Point to point link, BTS and CPE devices.
- Netspan Server HW is used as Network Management Software to monitor the link status.
- Juniper Switch is used for routing purpose at all the 13 hops.
- I Bridge 440 PTP (1+1) is used for point to point link at all the 13 hops.

b) At BSNL towers the following components were used.

- I Bridge 440 PTP (1+1) was used for point to point link at all the 13 hops.
- Ex 3300 Juniper Switch was used for routing purpose at all the 13 hops.
- Air4Gp-W44 Base Station (PTMP) is installed in all the 13 BSNL towers for connecting to all Customer Premises Equipment (CPE) in the villages, administrative headquarters and other Government establishments.
- UPS is used for uninterrupted power supply.

c) Customer locations (267): At the customer premises Airstream 4001 (CPE) was installed in all the locations to receive signal from the Air4Gp-W44 base station.

I. Highlights of Nagaland wireless model of National Information Infrastructure (NII):

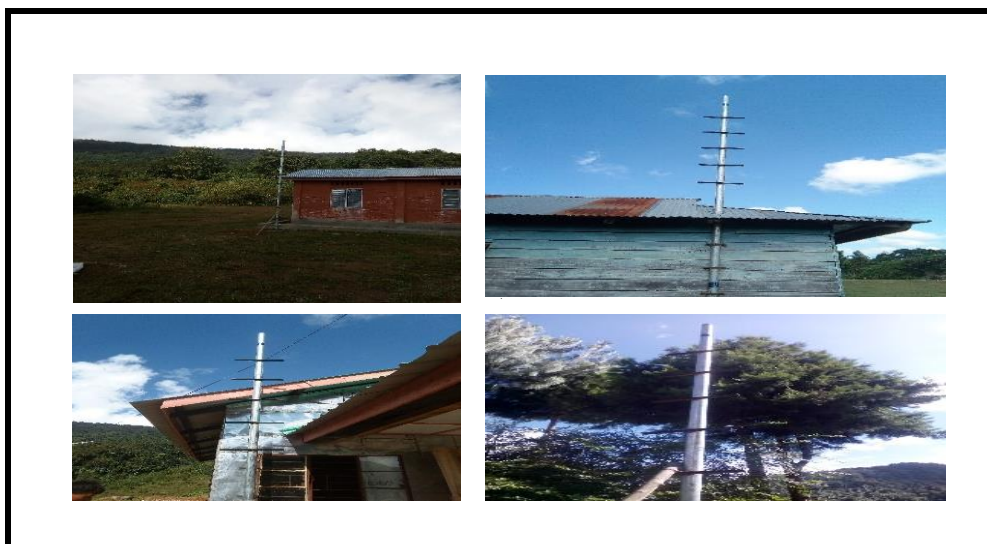
- a) Nagaland is the only State in India which is offering wireless solution for connectivity under NII pilot project.
- b) So far out of 7 States/Union Territories that have taken up NII pilot project, only the State of Nagaland has commissioned the project (Commissioned on 6th January 2017).
- c) The cost of implementing the project (i.e. Rs 6.45 Cr with 1 year support and maintenance and 5 years warranty) is the cheapest connectivity solution among the 7 States/ Union Territories which have taken up NII pilot project.
- d) All villages in the pilot district, Peren have been provided high speed broadband facility and e-Governance and citizen service delivery has become very easy in Peren district.
- e) This project has been selected as one of the 14 projects in the Country by NITI Aayog, GoI, New Delhi under Development Support Services for States-Infrastructure (D3S-i).

II. Nagaland wireless Model of NII : As an effective tool for Good Governance

- f) NII system at Peren district is already connected to State Portal, State wide Area Network (SWAN), State Data Centre, National Knowledge network (NKN), CSC portal and it is speeding up flow of information to citizens.
- g) All the services that are uploaded in the National Government Service Portal (NGSP) are accessible to citizens in every block and villages in Peren district through NII network.
- h) Currently Nagaland is the only State in North Eastern region where e-District MMP service implementation ranking is at number 1 and all the e-District services are accessible through NII.
- i) Direct benefit transfer to citizens, digital payments and other Government schemes are being promoted extensively through NII.
- j) Through NII network Voice, video and audio communication is possible and now the district administration in Peren District is effectively communicating internally as well as with the citizens.
- k) NII network is giving high speed internet connectivity and now villagers in Peren District need not come to the State Capital for availing various public services.
- l) In future even Wi-Fi Hotspot, telemedicine, virtual classroom etc can be made possible in villages as good connectivity which is the main hindrance for good governance and social sector services are getting solved through NII.

Nagaland Wireless Model of NII

- (1) Installation of Customer Premises Equipment at Village Level indicating how Good Governance can be taken even to very remote villages:



(2) BTS installation at BSNL Tower:



(3) Chief Minister Shri T.R Zeliang, Nagaland (Right Side), Joint Secretary, Ministry of Electronics and Communication, Government of India (Centre) and Chief Secretary, Nagaland (Left Side):



(4) Deputy Commissioner of Peren from the District Headquarter communicating through video conferencing during the launching of NII Pilot Project on 6th January 2018.



Conclusion:

Overcoming the challenges of innovation and handling of delicate electronic systems in remote/difficult areas Nagaland has demonstrated that world class electronic services can be delivered. The State of Nagaland had already adopted e-Procurement as a State Policy, hosting of websites of all State Government Departments in the State Data Centre have been made mandatory and e-governance awareness programmes have been conducted. The North East Council (NEC) which is an important funding agency for North Eastern region is unable to find a formula to extend direct financial support to the State IT&C Department till date and during 2017-18 the financial support from other sources has also got reduced drastically. In spite of severe fund constraints, the Department of IT&C, Government of Nagaland is fully committed to make the State of Nagaland the next IT Hub of South East Asia with the support of the Department of Administrative Reforms and Public Grievances (DARPG), GoI, New Delhi in every possible way.

Presentation on Promoting Innovations and Future Ready Governance through SDGs in Assam by Dr. R.M. Dubey, Centre for SDG's, Government of Assam

The Sustainable Development Goals (SDG's) were announced internationally by United Nations in September 2015, following this the Government of Assam was one of the first state government globally to take forward these goals. A Government Order was issued in December 2015 by the State Chief Secretary, Assam. Following this GO, the Centre for Sustainable Development Goals (CSDGs) was setup in Assam at the Assam Administrative Staff College as a dedicated research centre and think tank for promoting SDGs in Assam. The Transformation and Development Department was designated as the primary department for coordinating all activities of the Centre along with a SDG cell in the department.

The primary focus of CSDGs is to integrate the sustainable development goals into the policy processes of the state and engaging all stakeholders in the process of achieving these goals in Assam by 2030. The primary principle for achieving these SDGs in Assam uses the 3P approach using *People, Projects and Partnerships*, at the core of any development strategy in Assam.

The CSDGs took on a multi-pronged approach engaging policy reorientation through strategy development, capacity building through learning and training thus percolating SDGs to all levels of governance and to all stakeholders for promoting the 17 international goals in Assam. Strategic understanding was built on what the state had to achieve by 2030 through a larger vision document titled 'Vision Assam 2030: Our Dreams, Our Commitment' in July 2016 and strategic departmental Strategy Papers and Action Plans (SPAPs) were also drafted through a year-long consultative process through 9 conclaves from April 2017- December 2017. These SPAPs will formulate the larger state pathway for achieving the SDGs based on 17 goals encompassing 9 chapters which will form the *Assam Development Agenda 2023*, which will be released this year.

Developing capacities in the state was done through a series of workshops and conferences involving civil societies, academicians, corporate, bureaucrats and other stakeholders from January to March 2017. Government departments primarily based in the state headquarters participated actively in understanding the SDGs and learning the process of drafting the SPAPs for creating an inclusive state development agenda.

Government of Assam adopted 360 degree approach for taking SDGs to the Grassroots level of administration in the state. The process of taking SDGs forward to the grassroots has also begun with the District level induction trainings being organized in the first phase from October to December 2017 covering 15 districts out of 33 in Assam. The second phase would be done from January to March 2018. These trainings engage officials from various departments in Districts and Blocks along with NGOs, academicians and other important stakeholders who can be engaged in the process of achieving the SDGs. The Districts have identified 3 priority areas in their districts and resolved to form SDG based steering committees which will look into working for achieving these priorities in their districts. Furthermore, the district level engagement

is also assisting in identifying SDG Champions, who can be both from within the government or from outside the governmental system to assist as volunteers in their districts to take forward innovative plans and programmes. Many academic institutions came forward to volunteer to be SDG Champions in their districts and work closely with the district administration for achieving the goals and priorities of the district. The state development agenda and Gaon Panchayat Development Plan (GPDP) will be integrated through the district/ block level institutional mechanism for convergence in implementation of plans and programs towards achieving SDG. Toolkits are also being developed for further training of district and block level officers in the state for understanding and disseminating SDGs to the grassroots in Assam.

CSDGs has also identified model SDG blocks, GPs and villages from each of the representative backward areas in the districts – tea tribes, riverine islands, nutrition deficient pockets, plain tribes, hill tribes etc. These model areas have been identified to be able to create village centric integrated development projects which will reflect holistic people-centric development.

The realignment of budgets through the outcome budgeting process for SDG mapping for the year 2017-18 was done for understanding the budgets in terms of expenditure under the various relevant heads of budgets clubbed under the 17 goals. This year's outcome budgeting process is being further refined to engage more strategic understanding of outlay of budgets against the SDGs.

The process of SDG implementation also requires a strong monitoring process. The CSDGs is developing a monitoring framework along with partners such as UNDP and UNICEF along with DES and T&DD, for monitoring the progress of the SDGs in the state. This process may also involve small scale surveys conducted based on random sampling in SDG model villages and focus districts for real-time understanding of data and facts in Assam.

Innovation has been another focus area for promoting the SDGs. CSDGs, T&D Department, The Centre for Innovations and Future Studies, Assam and UNDP, organised a 2-Day “Innovation Lab” on October 3rd and 4th, 2016, brainstorming the scope of developing an Innovation Lab which will assist in bringing forth innovation in governance systems. Taking this forward, CSDGs along with UNDP organized two events in November 2017. The first titled, ‘Ideathon: Youth Innovations for a better Assam’, was a 2-day event which brought together participants from all across Assam who tried to develop solutions for the developmental challenges through 7 problem statements which were most pressing in Assam. 30 teams participated from 14 colleges and universities. Out of these ideas which were both IT and social science based, eight ideas have been selected for funding. These teams will be aligned to relevant departments and they will develop their prototypes which will be pilot tested in either a village close to their college or a model village. The second event was an Innovation Lab Summit which had participation from all departments of Government of Assam who engaged in processes of co-creation, foresight and experimentation with the assistance of facilitators and came up with the blueprint for setting up an Innovation Lab in Assam. The Innovation Lab will evolve new governance model for different problematic areas/ sectors for transformation.

The Government of Assam is promoting SDGs to pave the way for reinvigorating and reorienting governance systems to international and national mandates and creating awareness on the need to work together to achieve the global goals. Future-ready governance systems can only be built on strong foundations on developing innovation, reorienting policies and most importantly creating awareness on the necessity for change, in order to build a sustainable future for all with no-one left behind.

Presentation on Turning Arunachal into a digitally empowered society and knowledge economy by Shri Prince Dhawan, Special Secretary (IT), Deputy Commissioner, Itanagar District, Arunachal Pradesh,

The primary purpose of governance is the welfare of citizens. While one aspect of governance relates to safeguarding the legal rights of all citizens, an equally important aspect is concerned with ensuring equitable access to public services and the benefits of economic growth to all. To make public services accessible to citizens, Arunachal Pradesh Government has initiated many eGovernance projects. The most successful of them are eILP, eCabinet and Vending Zones.

eILP

One of the successful eGovernance projects of the state; not only citizens applying for Inner Line Permit (ILP) but Government also has benefitted from the project. Complete process of issuance of Inner Line Permit has been made online, from information, application, online payment of fees and tracking of status to approving and receiving the permit online. The applicant need no more visit the Office, only has to track the status online from the convenience of his desk/mobile at home.

Key Features

For the citizens:

- Paperless ILPs are issued and the whole process of application and receipt of permit can be completed on web portal or mobile device.
- It is fully mobile responsive.
- It has the facility for applying Single, Group ILP or instant ILP.
- With the integration of Digilocker, it has further facilitated the citizens to upload documents directly from Digilocker.
- Notification is sent to user's email as well as registered mobile numbers for status of the application.
- Secure payment gateway is integrated into the system (Net Banking, Credit Card and Debit card) for easy payment for the permit.
- Google map integration for the check gates is available.

Further it has enabled the Government to

- Verify the ILP applicant, their documents, approve or reject their application online and issue valid authenticated permits.
- At the check gate entry points, with the help of a Mobile App the Security personnel can check the validity of the Permit by reading the QR Code printed on the issued ILP.
- All the ILP issuing offices within Arunachal Pradesh and outside the state are available in one server to automate the process and also all the check gates of the state would be able to access information from the server through Internet.
- Made available at all the 25 check gates and the RC, DRC and CC at different locations outside the state (Delhi, Kolkata, Guwahati, Shillong, Dibrugarh, Tezpur and Jorhat) have been e-enabled to issue e-ILP.
- Administrator can generate reports on list of ILP issued, based on his/her customized queries.

1.3 Improvements in the Government System

Online ILP system has brought in tremendous changes in the Government functioning and Service Delivery.

- Online application for Single ILP, Group ILP and instant ILP, Digilocker integration and online payments have made the government service more accessible, convenient, efficient and speedy service delivery.
- Email and SMS notification to applicants and online tracking of the ILP application over web portal has made the Govt. more transparent and Accountable in delivering its services.
- With the Online ILP system the Govt. functioning has been made simpler and efficient by changing the Govt. process by removing the multiple levels to just 2 levels of “Verifier” and “Approver”.
- The accounting system also has been streamlined and made online and been successful in checking revenue leakage, prevent corruption and more accountable.
- The latest technology has been integrated for authenticating the issued permits by use of QR code and a mobile app at the check gates for verifying the same reducing the cases on unverified permits.

Recognitions:

- Awarded in the category of Outstanding Technology Project for Connecting the Unconnected by INDIAN EXPRESS in 2017.
- Awarded SKOCH Award-of-Merit in the Category of Smart Governance by SKOCH GROUP 2017



Image 1: Technology Sabha Awards for ILP



Launch of ILP by the CM



Image 3: Sample eILP on a mobile device

eCabinet

Arunachal Pradesh is believed to probably be the second State in the country where e-Cabinet system has been introduced. It was launched and started on 7th February 2017.

The information system better known as e-Cabinet is a powerful tool that the government is utilizing to streamline its decision making process. This is an entirely paperless system which allows the esteemed council of Ministers prepare for cabinet meetings, conduct them and review minutes through internet.

Key Features

- ❖ Agenda items are organized and uploaded in the application which can be accessed by Ministers in the tablet or mobile device.
- ❖ The system is a multi-user database, which helps keep relevant information organized and updated in real time, giving Ministers a clear overview of each item under discussion.

- ❖ Acts as the Information repository on agenda items, minutes, meeting notice etc.

Improvements in Government Systems:

- ❖ Duration of cabinet meetings has been drastically reduced.
- ❖ Paperless cabinet meetings, no need for heavy bulky files for cabinet sessions and manual distribution of physical copies of meeting notice, minutes of meeting, extracts of minutes to various departments etc. has been eliminated.
- ❖ Agenda items having no objection are adopted without debate on the system itself.

Recognitions:

Arunachal Government has received SKOCH Award 2017 for this project.



Image 2.1 : eCabinet launched by Hon'ble CM

Vending zones

In an attempt to streamline vendors and hawkers in the capital complex, the capital city has become the first city in Arunachal Pradesh and perhaps also the first in North East to formally notify vending zones. Four Vending zones have been notified in the twin capital city of Itanagar and Naharlagun.

Key Features

- ❖ Town Vending Committee (TVC) have been formed vide Notification “Arunachal Pradesh Street Vendor (Protection of Livelihood and Regulation of Street Vending) Act, 2011”.
- ❖ The Town Vending Committee is entrusted with various functions according to the Act. It will identify, and grant licenses to the vendors, identify vending zones, declare timings of zones, ensure adequate civic amenities, ensure quality of products and services, conduct training of street vendors etc.
- ❖ The Survey of street vendors and potential vending zones was conducted by Sub-Committee headed by concerned Town Magistrate. 10 Vending Zones and 536 Vendors identified in initial survey
- ❖ According to the Act, every person above 18 years can apply for registration as street vendor to the TVC. Rs. 500 for new license and Rs. 250 for renewal of license. Registered vendors will be given preference in allotment of stalls.

Achievements

315 vendors have been relocated in 4 Vending zones and uniforms and ID cards have been issued to all the vendors.

Challenges

- ❖ Quite a challenge in getting Market associations and other stakeholders on board.
- ❖ Had to take the help of Federation/association to conduct the survey.
- ❖ Difficulty in identification of areas to be notified as vending zones.

❖ Big task in convincing the vendors to shift into vending zones.



Image 3.1: Inauguration of Vending Zones at Itanagar.



Image 3.2 : Distribution of ID Card & Uniforms.

Presentation on Integrated Basin Development and Livelihood Programme by Shri Aiban Swer, OSD to Government of Meghalaya

Integrated Basin Development and Livelihoods Promotion Programme (IBDLP), a flagship programme, was launched by the Government of Meghalaya in 2012. It aims to develop sustainable and inclusive entrepreneurship through an extensive system of training and capacity building, credit linkage, and supply chain development. The programme has brought about significant process re-engineering, facilitating convergent action and holistic development through inclusive growth, livelihood promotion and environmental conservation. An Enterprise Facilitation Centre (EFC) located at the block level functions as a single window for partners to receive all services, saving them from running pillar to post, thereby increasing efficiency in stakeholder matchmaking. Departments also stand to benefit as the Centre encourages visitors to move on to the appropriate window of opportunity if a particular department doesn't have anything to offer to them at a particular time. It looks at individuals/ households as basic unit of development and tries to integrate them with productive value chains in course of aggregation, processing and market access. Another distinguishing feature of the programme is its universal spread as against the system of selection of beneficiaries in certain areas.

The IBDLP uses a unique social-ecological framework to integrate both natural resource management and resource-based livelihood development into its research and implementation activities, thus taking the long view on sustainability and climate change mitigation. As a citizen-centric programme, IBDLP actively works to empower citizens as development partners and inspires them to invest efforts and resources towards creating better and more sustainable livelihood opportunities for themselves.

IBDLP's primary objective is to facilitate growth through a focus on livelihood development, diversification and scale particularly for rural households. This is to be done through an inclusive and sustainable entrepreneur-led model implemented in convergence mode. The programme also seeks to promote knowledge-centric development through capacity building, particularly in natural resource management and entrepreneurship. It seeks to promote the creation of the required physical infrastructure in a convergent and participatory manner and set up efficient, adaptive, and responsive governance systems for facilitating the process.

The Four Supporting Pillars of IBDLP

The IBDLP implementation is based on four pillars of knowledge management, natural resource management, entrepreneurship development and good governance, with convergence as the underlying strategy.

| Entrepreneurship Development | Natural Resource Management | Good Governance | Knowledge Management |
|--|---|--|--|
| Focus on entrepreneurship development is one of the key differentiating factors of IBDLP from other government programmes. EFCs at block levels work to assist partners in assessing their own capacities and potential areas of opportunities for pursuing sustainable livelihood activities. IBDLP then provides the required support to potential entrepreneurs, including training and assistance in bank linkage, so they can start the activities. | Natural resource management (NRM) is essential to ensuring the sustainability of livelihoods. To this end, IBDLP is creating a natural resources database combining an understanding of social & economic systems. IBDLP has also developed partnership for research and development of innovative technology as inputs into resource based livelihoods. Further, efforts are being made to encourage attitudinal shift towards NRM through Mission Green and joint resource mapping exercises. | Accountability, capacity building, and responsiveness are the three main pillars of good governance under IBDLP.. Accountability is to be handled through external evaluation, peer review, and activity reports placed before the state legislature. Capacity building on the other hand focuses on empowering stakeholders so that they can participate in a positive manner. Responsiveness focuses on strengthening institutions such that they are able to effectively meet emerging demands. | The Knowledge Management (KM) Unit provides support through a wide variety of knowledge services, guided by the underlying philosophy of creating networks that encourage free flow of information and foster dialogue between all the IBDLP partners like government, citizens, and traditional institutions, so that Missions and Departments work on development interventions that match the needs and context of the State. |

Convergence

The rationale behind a convergence strategy is two-fold - optimizing resources by harnessing departmental synergies, and improving planning and implementation through coordinated action. MBDC and MBDA ensure this convergence at the state level. At the district level the government has created Basin Development Units (BDUs) headed by Deputy Commissioners, as the nodal implementation agencies.

The main purpose of BDUs is to provide a framework to create links between departments and to facilitate the exploitation of synergies. The same strategy is adopted at both the state and district levels, and there is full and part time deputation of members from different departments, leading to inter-connectedness between departments.

APPROACH

The IBDLP is a large programme that involves many departments in the Government of Meghalaya. To ensure unity of purpose and convergence, through institutional design, the programme is steered at the policy level by the Meghalaya Basin Development Council (MBDC)

which is headed by the Chief Minister and comprises of all the Ministers and Heads of Departments. The implementation is steered by the MBDA, which is headed by the Chief Secretary. Implementation of various interventions under the programme is by District Collectors. Involvement of the highest levels of the State government gives the programme a single direction. Further, to aid in the implementation of the programme, three pioneering institutes were established – Meghalaya Institute of Entrepreneurship (MIE), Meghalaya Institute of Governance (MIG) and Meghalaya Institute of Natural Resources (MINR).

Meghalaya Institute of Entrepreneurship

This institute has been set up to facilitate rapid economic transformation by imparting entrepreneurship education. It also promotes micro and small enterprises involving youths, women and other vulnerable groups in the state.

Meghalaya Institute of Governance

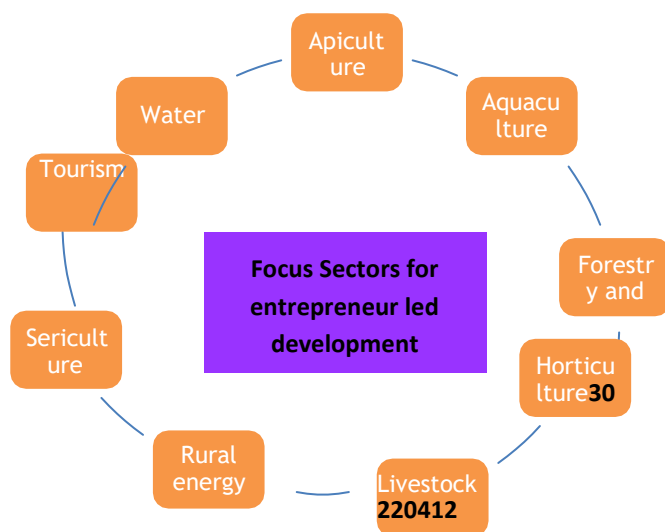
This is the focal institute in the state of Meghalaya to guide governance reforms in the state, by bringing together and blending the power of knowledge, technology and people for good governance.

Meghalaya Institute of Natural Resources

This institute is set up to facilitate sustainable natural resources use by strengthening the capacity of the concerned stakeholders, particularly the farmers and other entrepreneurs who are directly depending on the natural resources for their livelihoods.

The programme has identified nine sectors for entrepreneur-led development. These nine focus sectors are approached in a mission mode, with specified, precise targets to be achieved within specified deadlines. Mission Green Meghalaya is another mission but is different from the rest as it is not sector specific and its primary focus is on environment conservation, not livelihood generation. These nine missions, while dealing with different sectors, nevertheless had certain common, cross- cutting characteristics. Additionally a series of ‘accompanying measures’ were framed to help guide sectoral development.

The thrust of the IBDLP programme is to create an ecosystem for inclusive growth and sustainable development of the people of the state. It is a comprehensive approach covering all aspects that influence the wellbeing of the people. It is aimed at creating a conducive environment for every household to determine their own destiny.



Accompanying measures

Information and Comm. Tech

Knowledge Management

Communication

Capacity Building

Infrastructure

Governance

Policy Support/ Legislation

Institutional development

Financial inclusion

Market Linkage

Convergence

The interventions under the programme are policy based and process centric with significant investments in people's capacities rather than a beneficiary based approach. This is a paradigm shift from other development models that focus on providing top down solutions. The broad programme objectives are:-

- To promote Human Capital Development;
- To promote Research and Development, Innovation and Knowledge Services;
- To facilitate integrated action for coping, mitigation and adaptation to climate change and environmental management;
- To facilitate integrated action for Natural Resource Management;
- To ensure integrated action for creation of ecologically sustainable livelihoods, inclusive growth and sustainable development;
- To facilitate entrepreneurship both social and private;
- To promote short, medium and long term investments in partnership and convergence mode;
- To promote requisite infrastructure for rapid economic growth and social sector development;
- Re-engineering of processes for delivery of public services;

The IBDLP is not merely a project or a programme but represents a fundamental shift in the very approach to development. Some of its distinguishing features are:

- Focus on demand driven, people-centric development to supplement the efforts of the existing supply driven initiatives.
- Universal access to the entrepreneurship (private community) development services with the help of professionally managed institutions.
- Investment of resources through a fair and transparent policy and not by arbitrary selection of a few.
- Strengthening the process of inclusive governance and democracy
- Simultaneous mobilization of all the inputs necessary for success of a venture (community or private) by way of facilitating entire value chain in place of delivering piecemeal input as part of endeavour to have an integrated development framework.
- Combined attention to environmental and livelihood / economic concerns as part of strategy to ensure sustainable development. Partnerships between the demand and supply side entrepreneurs as well as development catalysts for fulfillment of a shared vision and common goal. The core thrust of the programme is on creating an ecosystem for inclusive growth and sustainable development and not on direct benefits transfer to individuals and households. The programme does not visualise substitution of the efforts being made through the existing departments and agencies of the government. In fact it focuses on supplementing the efforts of these agencies by way of knowledge support, viability gap funding and carrying forward the unfinished development agenda if any in the area of value chains development. Most of this work is in the background and invisible. The programme is not prescriptive in nature and leaves space for the choices regarding planning and implementation of demand side initiatives by the citizens and entrepreneurs. Entrepreneurs and development catalysts are encouraged to work in partnership with a shared vision to resolve to move on.

Presentation on Good Governance initiatives in North Eastern Council by Economic Advisor, North Eastern Council, Shillong Shri D. Khound

The North Eastern Council (NEC) was constituted as a statutory organisation in 1971 by an Act of Parliament for the rapid socio economic development of the North Eastern Region. Initially the NEC was a Regional Advisory Body but the NEC (Amendment) Act, 2002 mandates NEC to function as the Regional Planning Body. Currently the Council covers 8 NE states including Sikkim. The Governors and the Chief Ministers of the 8 states are the ex officio Members of the Council and the Union Minister for DoNER is the ex officio Chairman of NEC. Besides NEC has provision for 3 Full time members. NEC has the Secretariat in Shillong. NEC Secretariat is under the administrative jurisdiction of Ministry of DoNER.

NEC gives preference to projects and schemes benefitting two or more states of the region except for Sikkim where individual projects are taken up. NEC gets its funds through the budget of the Ministry of DoNER and over the years NEC has been utilising nearly hundred percent of its allocated budget. The NEC Secretariat through a collective mechanism with assistance from full time members and subject experts placed in the Secretariat as advisers select the projects and schemes for implementation. In this regard every state sends their prioritised list of projects for NEC's consideration. For this purpose NEC has written-guidelines approved in the Plenary meeting of the Council held from time to time. This method of selection of projects brings transparency and remove arbitrariness which may be termed as good governance initiative.

Besides, NEC Secretariat over the course of last few years has taken the following positive steps as good governance initiative:-

- (a) Non Plan (Revenue) expenditure of the Secretariat is always kept at the minimum and it is below 1.5% of the total budget.
- (b) NEC has a robust information system in terms of putting Monthly Progress Reports and fund release information in the Website.
- (c) Review meetings with State Governments are being held by Secretary, NEC in their respective States for better understanding, monitoring and immediate resolution of any issue
- (d) NEC has a Multi Level Monitoring system for the projects financially assisted by NEC and implemented by various agencies. Evaluation & Monitoring Division of NEC has qualified consultants for this purpose. The Consultants take up regular monitoring of projects
- (e) NEC e-office launched by Chairman, NEC in May, 2017.
- (f) All funds to the State Government, other agencies, etc are released through PFMS software of the Ministry of Finance, GoI. From October, 2017, EAT (Expenditure, Advance & Transfer) module of PFMS has been activated. This helps in NEC for release of funds to the end users.
- (g) NEC has developed an in house software called OASIS (Online Approvals and Sanctions Information System) for management of release of funds electronically for various projects. This software is extended to the states for online submission of utilisation certificates etc.

- (h) Pursuant to Prime Minister's direction in the 65th Plenary, NEC is already in the process of developing into a-state-of-the-art resource centre for the NE States.
- (i) Mobile App: The NEC's Online Approvals and Sanctions Information System (OASIS) - Mobile Version was the award Winner for the year 2016 in the Mobile for Social Services Category at the eNorth East Award Summit held in Shillong in February 2016. Award is given by Digital Empowerment Foundation.
- (j) Indian Green Building Council (IGBC) GOLD award was given to the NEC Secretariat, Shillong in June 2017.
- (k) Full e-payment compliant – All payments in NEC are made electronically
- (l) Direct Benefit Transfers for NEC Chairman's Sportspersons Award whereby cash award to the sportspersons were transferred directly to their bank accounts.
- (m) Since August 2017. The Website has a section on it. Implementation of NEC Citizen's charter.
- (n) Collaboration with NESAC (North Eastern Space Application Centre, Shillong) for Satellite enabled monitoring of infrastructure projects initiated based on co-ordinates. Besides Mobile app based monitoring & uploading in the website will also be done. Monitoring of projects through Unmanned Aerial Vehicle (UAV) initiated. NEC has sponsored UAVs for all the States and necessary training through NESAC.
- (o) 'Dr. A.P.J. Abdul Kalam Centre for Policy Research and Analysis for North East' set up at RGIIM, Shillong to provide strategic policy vision in the following areas:
 - i) Livelihood Mission
 - ii) Act East Policy with special emphasis on connectivity to South East Asia, Border Trade, development of MSMEs, Tourism promotion and socio-cultural ties;
 - iii) Research and innovation in sustainable development, biodiversity, organic food basket, bamboo mission, horticulture and handloom.

Presentation on e- initiatives and Best Practices in Municipal Administration in Telangana by Dr. Sreedevi, Commissioner & Director, Municipal Administration, (C&DMA) Government of Telangana,

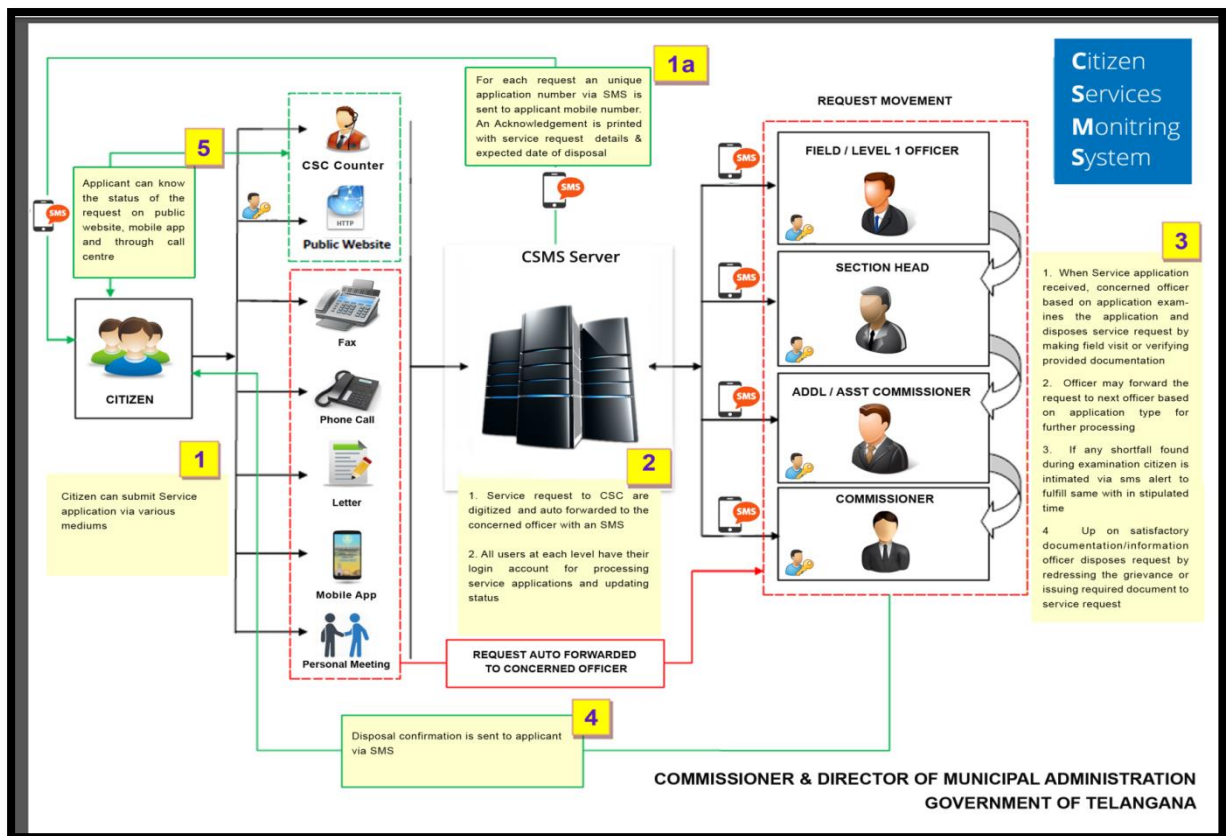
The Govt. of Telangana is a forerunner in implementing IT initiatives and urban reforms with the objective of improving transparency and service delivery. The Municipal Administration Department, Govt. of Telangana thrives to bring many of its services on e-platform to ensure transparency and time bound urban service delivery with inclusive, citizen friendly e- urban governance embed in the department vision. In this direction, the department has undertaken the following e-initiatives over the last one year :

Citizen Services Monitoring System

Citizen Services Monitoring System is an initiative of Director, Municipal Administration of Telangana. The system aims in providing transparent and time-bound services to urban citizens. This system works as a bridge between the Municipal staff and citizens in handling the service applications, grievances effectively and helps in redressing them with in specified time while alerting the stake holders time to time on every stage of the movement. Citizens get free access to the status of their application via SMS alerts, App notifications, web access and on the other side; the concerned staff are alerted on their performance, disposal rate with information made available to the senior officers for effective monitoring.

As a citizen applies for any service or public grievance gets recorded, the central system generates a unique number for future tracking purpose. Based on the nature of complaint or service application, location from where it is received, the pre-defined intelligence system assigns the complaint to concerned staff for resolving. As the complaint is assigned, an SMS alert will be sent to the concerned officer with the details of complaints, complainant name, mobile number, grievance information and time of disposal where concerned staff can get in touch with complainant for more information. At the same time, another SMS alert is sent to the complainant with concerned officer mobile number, name and designation for follow-up where the communication barriers are broken and system is made transparent for quick resolution

A centralised and ULB level dashboard is established with required reports on received, redressed details for timely monitoring to ensure time bound service delivery. So far, 38,753 applications/ complaints are addressed as against 47,855 received.



Mobile Application- Citizen Buddy

The Citizen Buddy mobile application (available on Google play store) enables any user to place grievances/ or any ULB information. The request is registered and notification is directed to the concerned officer with SMS notification to the user along with the particulars. The two-way communication feature in the App breaks barriers and establishes the connectivity that helps timely handling grievance. As the grievance is redressed, the concerned officer updates the status and same is intimated to complainant. The app user has an option to upload image of the grievance with geo location where staff can respond with same image evidence of redressed. The citizen buddy app is also integrated



with the Swachhta App. 23 urban services are been integrated in the app which include property tax payments, trade licenses, water connections, road cutting permissions, building permissions, birth/death certificates, officers connect, etc.

Property mapping in the Urban Local Bodies – Land registry

Under the Land registry – Ease of Doing Business reform the C&DMA, Telangana has embarked on a task to map all the properties in the urban areas along with government properties and Geotag them as well. The C&DMA in partnership with the Indian Space Research Organisation's National Remote Sensing Centre (NRSC) has developed a special mobile application of NRSC to Geo-tag all the properties with the help of 'Bhuvan', the online platform which provides images and map visualisation. The objective is to integrate property information spatially by geo-tagging each property.

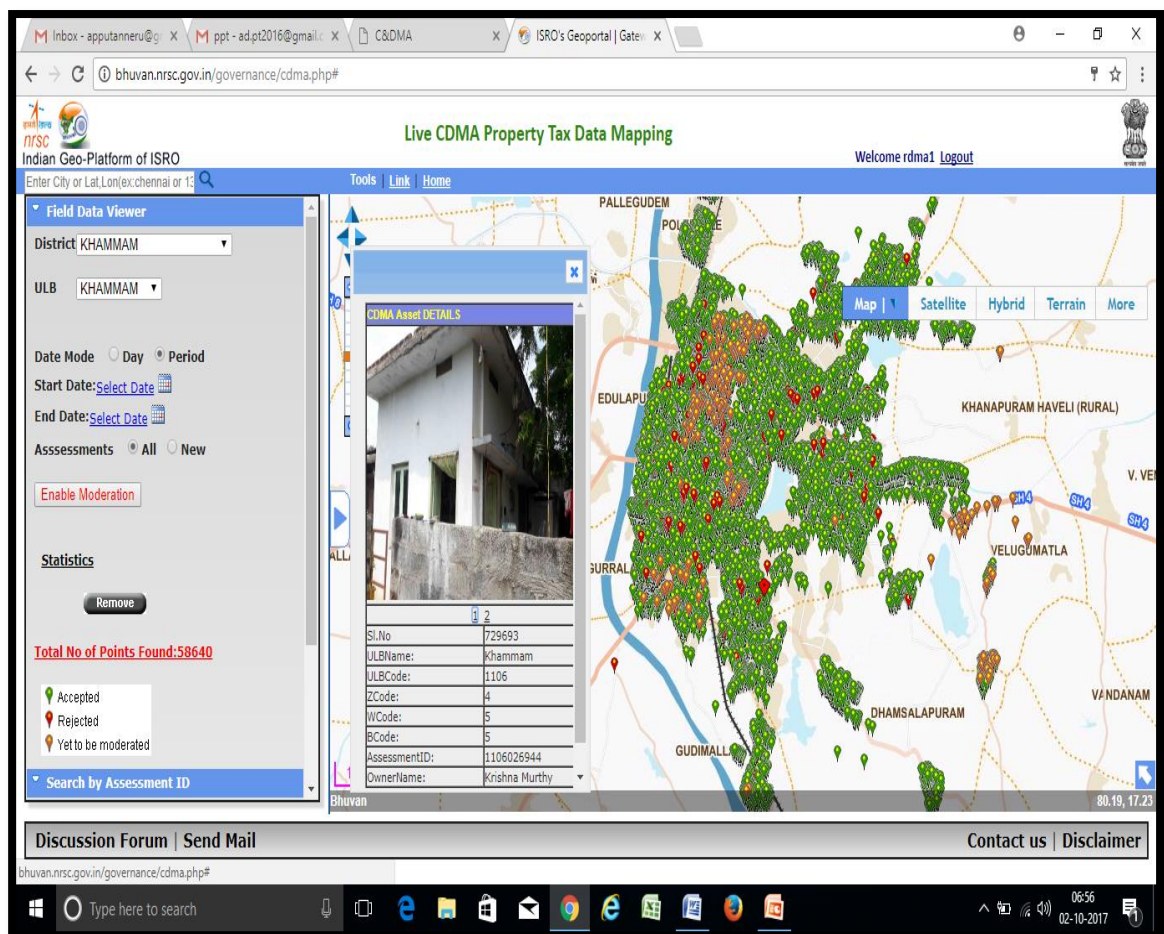
In partnership with NRSC, user-friendly mobile application and server-based solution is developed which enables data collector to systematically record generated assets with spatial position (Longitude, Latitude and Attribute the status), time stamped with geo-tagged photograph. This mobile app will provide a platform to control crowd sourcing to build spatial database on Bhuvan Geo-platform. The user can download the mobile app from Bhuvan Geo-platform using web browser in mobile by key-in the URL. The profile page consists of basic observers parameter details such as Bhuvan User ID, Name, Mobile number and Urban Local Body (ULB). Along with above said parameters, user will be selecting the State, District, ULB to download property data of the ULB to be geo-tagged. The user needs to undergo the registration process to get registered Bhuvan Geo-platform on approval by the Revenue officer of respective ULB. The mobile app has a secured login and is accessible to only the registered users i.e, C&DMA, RDMA, Municipal Commissioner, Revenue officer and Bill Collectors. Each user is authorized by his supervising officer. As part of the survey process, each bill collector is designated an area in the ULB on enabling the GPS and assessment data is synced, the user to perform five tasks using the app i.e., 1) Select the property from assigned list and opt for house number / assessment number 2) GPS mapping 3) Taking photograph of the work (two photographs) in the front and side angle of the property at a distance within 10 meters 4) Adding information, if any about the work and 5) Sending the collected information.

Once the user is satisfied with the information collected and the data is uploaded, the concerned revenue officer of the ULB does the moderation of the same and will accept

or reject the property. The Geo-tagged properties are linked to property data base of the Urban Local Body which provides all information on the property viz., name of the owner, tax details, building details, encumbrance, prohibited property details and disputed properties to the citizen or buyer. Other than tax the details such as encumbrance, prohibited properties and disputed properties are captured with due integration of data base of Registration Department. The user can access the ULB website or C&DMA website using the property tax assessment number or house number to search for the property information.

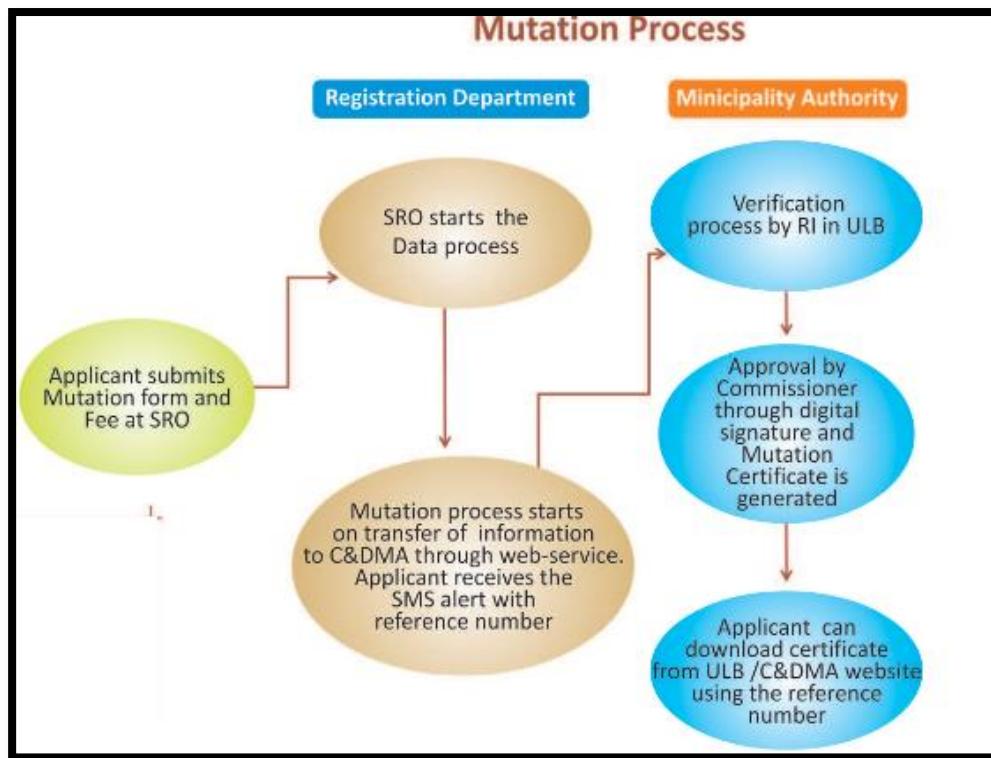
The geo- spatial survey is entirely carried out by the bill collectors in the urban local bodies in economical way by just using smart phones with android applications and no expenditure incurred. The entire project was undertaken by the staff from urban local body. The NRSC has trained 400 bill collectors to carry out the survey and the process took 2 months.

The outcome of the intervention is that all the 12.5 lakh properties in the 72 Urban Local Bodies (ULBs) have been mapped using this process. The Geo-spatial database of properties is available on the public domain and the citizens can view detailed information of the property online without visiting the ULB office. The initiative would make access to information easier online and ensure transparency, time bound and hassle-free services w.r.t property information. Apart from existing properties a total of 18500 new/un-assessed properties are identified and geo-tagged. The C&DMA has taken steps to bring these 18500 new/un-assessed properties into tax net. The data base is also used for development of digital door numbering for all the properties.



Online Automated Title Transfer

The mutation process is integrated with the registration process through automatic updation of the municipal records during the property registration. On remittance of mutation fee at the time of registration by the applicant automatic data transfer takes place through web service i.e. from Registration Department server to Municipal Administration Department which enable the concerned ULB to look into the details of that particular transaction and take action for mutation in Municipal records in the prescribed time digitally. The applicant can download the same using PTIN/ VTAN directly or through Mee-Seva. The time frame for completion of the process is 15 days and the applicant receives SMS alerts on the status time to time. This has resulted ensuring transparency, hassle-free transaction and improved service delivery in the ULBs without human intervention.



Online Payment of Taxes and Non- Taxes in Urban Local Bodies

The C&DMA has introduced online services for payment of property tax and non-taxes. The payment of taxes such as property tax, vacant land tax, water charges are also made online, so that citizen can pay their taxes in hassle free manner. The citizen can pay their taxes using any of the options like Debit/Credit card, and net Banking. Apart from this, online payment is possible through SBI, HDFC, Bill Desk and ICICI gateways and C&DMA has entered into an agreement. This initiative helps the citizen to utilize the municipal services without any human intervention and also help in digital transactions.

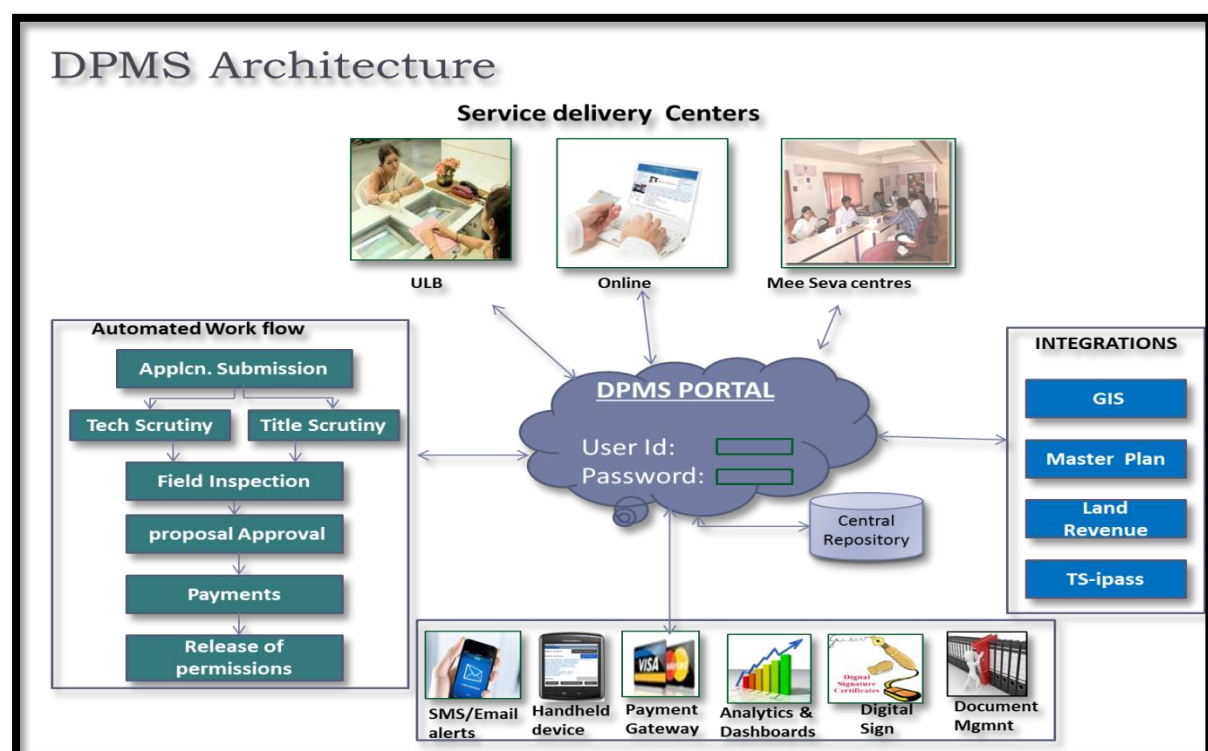
Development Permission Management System

Development Permission Management System (DPMS) was launched in June 2016

As part of the Government's plan to bring about an ICT-enabled Integrated Online Building Permission Management System in the ULBs of Telangana. DPMS portal is a gateway for according permissions of related to building and layouts. The objective is to ensure transparency and avoid human intervention in applying and getting approval of building permission. The integrated system enables quicker, transparent procedure & to provide good governance to citizens with respect to 'Building', 'Change of Land Use', 'Layout', & 'NOC' permissions. The user selects the link of 'Registration as Architect or Citizen (as the case may be), completes the registration process and after completion of the registration process, the entered User-ID and password will be sent via SMS/email

that is provided at the time of registration. The Citizens/ Architects upload documents online as per the checklist available online and the plan using AutoCad software. Once all the documents are uploaded, payment of initial fee has to be made online through an Integrated Payment Gateway. As a next step, a file number is generated and an SMS is sent to the Citizen/ Architect. Status of the file is automatically updated on the website and an SMS message will be sent during each stage – that is inspection, shortfall letter/ rejection letter, fees intimation letter, permission plan and proceedings. After the final approval, the building permission order and sanction plan is sent via email and made available for download.

The Development Permission Management System is presently implemented in all the Urban Local Bodies (73) in the state including the Urban Development Authorities. The DPMS has simplified and standardized the approval process. It has also brought in transparency and accountability with time limits for each processes, systematic monitoring and auto escalation to senior officer to act on delays with real time information on dashboards. The system has an integrated document management process for easy storage and retrieval of digital documents at any date. Till date in 73 ULBs of the state, 39899 applications are received on the DPMS portal, 26171 have been approved and 1824 have been rejected.



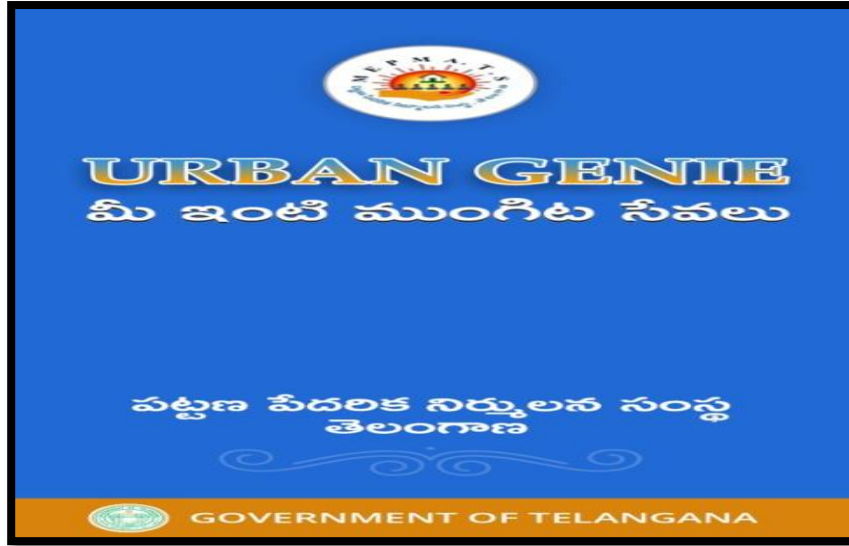
e- Office

The movement of files in administrative department has been cumbersome process with hundreds of files every day with huge quantity of reference papers attached and movement of files from junior officers to senior officers manually. Tracking and prioritizing the files was not so easy task and often led to delay of some urgent files. Under this system, each officer/ concerned staff is provided an e-mail ID and digital key and he or she shall post the note files through that e-mail ID and gets escalated to the next supervising officer. The next level officer will check the note files and if officer is satisfied with it, the officer shall add comments and forward it to the next senior officer and in case any changes are to be made, such note files will be reverted to the source from where it first originated with a recommendation to make certain changes. The electronic filing system resulted in increase in speed of file processing, transparency and has facilitated 24 X 7 file movement, making it possible to receive files on days the office is officially closed, and extending the time for moving files on any given day till midnight. The e-Office system has been introduced in all the Head of Departments, Regional Offices and also 72 Urban Local Bodies in the state.

Urban Genie-Linking service providers and citizens

Urban Genie is an Android Mobile app that enables citizens to find service providers for much needed services such as Electrician, Plumber, Fitter, repairer etc. By downloading this app citizens can request for the services in their respective area. The request is placed and then auto- forwarded to local City Livelihood Center of the Municipality. Based on the area and type of service required City Livelihood Centre will send Trained, verified service provider/ skilled professionals to the house. Citizens who availed service can also give their feedback on the service and quality that will facilitate Mission for Elimination of Poverty in Municipal Areas (MEPMA) to provide better service.

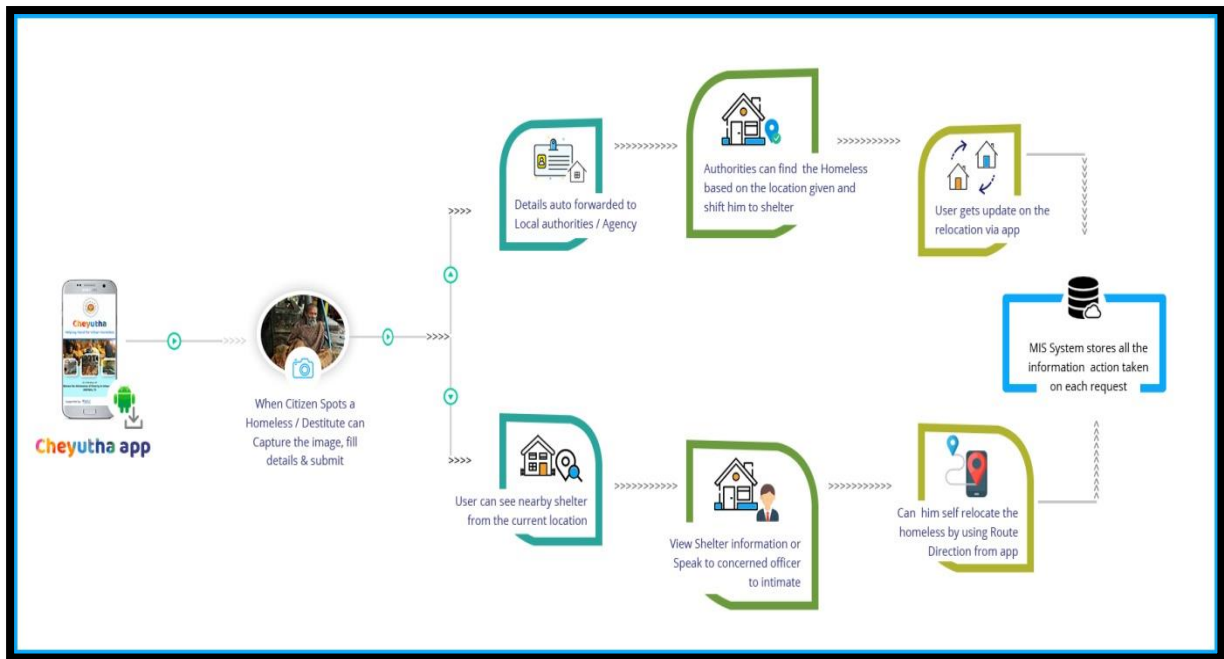
Under the National Urban Livelihood Mission, MEPMA, Telangana is bridging the gap between the demand and supply. This will also enhance the employment opportunity for urban needy. This app also enables the Urban Jobless people to register with their personal details and their skills, preferences etc by which MEPMA can help them in getting the employment or enhancing the skills. Currently this app is under development and will be launched shortly.



1. Urban Dost- Connecting urban homeless to shelters

“URBAN DOST” is mobile application by the MEPMA Telangana to connect the urban homeless to shelters. The Government of Telangana has established shelter for Urban Homeless under DAY-NULM, Ministry of Housing & Urban Affairs, Govt. of India in various ULBs. The users who come across the homeless can capture the picture of the homeless and upload.

The App records the location from where the image is captured hence the location is geo-tagged. User can give visible remarks of the homeless such as gender, approximate age, wounds on the body, nearby land mark, location remarks etc with his own contact information on the form so that, he can be contacted in case any additional information required by the officials to relocate the homeless to shelters. Once the user submits the form, the alerts are sent to local concerned officer & concerned NGO/ agency who is maintaining the shelter. Local concerned officers can act upon the same and relocate the homeless/ destitute to the nearest shelter. App also facilitates users to view the nearby shelters information such as Shelter name, area, photographs, location, type of shelter, in charge person/ agency, their contact information etc based on the location of the person; app also shows the route direction to the chosen shelter from user location via Google Maps. The request received and action initiated is made available on dashboard for review.



The above stated initiatives have resulted in ensuring transparency and better service delivery to citizens across the 72 ULBs of the state and the department would further strengthen and ensure sustainability of the outcomes.

Session-5 Developing Good Governance Index for ranking states

Presentation on the Proposed key Governance Sectors and key Governance Areas for Good Governance Index by Director, CGG, Hyderabad, Shri Shabeer Sheikh

Good Governance Index is comprehensive and implementable framework to assess the State of Governance in all the States and UTs which enables ranking of States/Districts and present a comparative picture.

Background:

Government of India (GoI) has constituted a Group of Secretaries (GoS) on Governance, which recommended developing a Good Governance Index (GGI). Dept. of Administrative Reform and Public Grievances (DARPG), GoI has taken a lead in developing the proposed GGI and identified Centre for Good Governance (CGG), Hyderabad as technical partner.

The proposed Good Governance Index (GGI) would not only present a comparative picture but also yield valuable state-wise insights about their strong and weak areas of service delivery, and help in generating performance improvement mechanism. Based on this index, states as well as district can be compared at all levels.

Approach & Methodology to Design the Index

Assignment will be executed in four phases, viz., Project Initiation, Design & Development of the Draft Good Governance Index Framework, Consultation Workshops and Finalization of Good Governance Index Framework.

Framework for Developing Good Governance Index:

While identifying the Governance Sectors, Schedule VII (List II and III) of Indian Constitution (Article 246) has been considered as guiding document. In addition, Sustainable Development Goals (SDGs) of United Nations were also referred.

Components of Good Governance Index Framework:

The developed Good Governance Index Framework would include:

- Governance Sectors – themes with entire spectrum of governance
- Governance Indicators – Indicators that assess the governance sectors

Principles of Selection of Key Governance Indicators: Following principles governed in finalizing the draft indicators:

- Simple and measurable
- Output and outcome oriented
- Applicability across the States / UTs
- Time-series & authentic State-wise database

Identification of Sectors and Indicators for Good Governance Index

Based on the secondary research, inputs collected during the National Consultative Meeting and other steps of consultation process mentioned-above, the following Governance Sectors with number of Governance Indicators have been identified:

Table 1: Identified Governance Sectors & No. of Indicators

| # | Governance Sectors | No. of Indicators |
|-----|-----------------------------------|-------------------|
| 1. | Public Health | 06 |
| 2. | Human Resource Development | 06 |
| 3. | Public Infrastructure & Utilities | 08 |
| 4. | Judicial & Public Security | 05 |
| 5. | Economic Governance | 05 |
| 6. | Agriculture and Allied Sectors | 06 |
| 7. | Social Welfare & Development | 08 |
| 8. | Commerce & Industries | 03 |
| 9. | Environment | 02 |
| 10. | Citizen Centric Governance | 02 |
| | Total | 51 |

Consultation Process

A brief detail of activities undertaken as part of consultation is provided below:

National Consultative Meeting:

- A one-day national consultative meeting was organised at CGG, Hyderabad on 04 May 2017 chaired by the Secretary, DARPG, GoI.
- Meeting was attended by senior officials of DARPG, state-level departments, government institutions, domain / sector experts, etc.
- The purpose of the meeting was to present CGG's approach and methodology for design and development of GGI and to seek inputs for refinement in the same.

Meeting with Ministries of Government of India

- Three rounds of consultations (i) 01-02 June 2017 (ii) 08 June 17 (iii) 15-16 June 2017 have been undertaken with 25 Ministries of Government of India.
- The Ministries were represented by the Joint Secretaries, Directors and other senior functionaries.
- The purpose of the meetings was to understand their mandate/ priorities and focus to achieve Good Governance as well availability of state/ district-level database to identify suitable indicators which are output and outcome oriented.

State-Level Consultations

The purpose of the consultation was to seek state's feedback/ comments/ suggestions on indicators and make necessary amendments, if needed.

- Regional-conference involving Northern states organised by the DARPG, GoI at Nainital during 07-08 July 2017.
- Second conference involving remaining states was organised on 22 July 2017 at CGG, Hyderabad.

- Third conference was organized by the DARPG, GoI at Goa during 14-15 September 2017.

The following inputs were received during the state-level consultations:

| ATI-Nainital States) | (Northern CGG-Hyderabad (Remaining 22 States) | Goa-GIPARD |
|---|---|------------|
| Appreciation for idea and concurrence for adopted approach & methodology | | |
| <ul style="list-style-type: none"> • Common suggestions to include process/ input oriented indicators: <ul style="list-style-type: none"> ○ e.g. Health: Availability doctors/ paramedical staff at PHCs; Life Expectancy, Institutional Deliveries, etc. ○ Agriculture: Farmers' Income, Availability of Fertilizer, Seed & Irrigation Facilities, Land Registration, etc. • Delete correlated/ dependent indicators: Access to PHCs, Schools, etc. | | |
| • Skewed in favour of bigger states | <ul style="list-style-type: none"> • Include complete list of indicators (input/process based indicators also) • Introduce second generation indicators | |
| | <ul style="list-style-type: none"> • States' requests for additional time to consult with Departments | |

Consultation with Group of Secretaries

A presentation was made to Group of Secretaries (GoS) seeking their inputs on the developed indicators. GoS was also apprised about the inputs from state-level consultations. The following recommendations have emerged from consultation with GoS:

- Design a comprehensive Index with Input-Process-Output/ Outcome-based indicators while attempting to limit the numbers to make it implementable
- Initiate consultations with Sector/ Domain Experts and finishing the entire exercise by Dec 2017
- Agreed with idea of categorisation of states/ UTs for ranking purpose

Data Validation

On the advise of DARPG, GoI, CGG has collected the data for 48 indicators from secondary sources out of the 51 indicators and tested its validity and the methodology that CGG had been working. In continuation with the advise received, CGG has prepared two indices – one on absolute/ current state of Governance and the second on the growth. In order to remove big state and smaller states disparity, CGG has also grouped the states into three categories – (i) North-East and Hill States, (ii) Union Territories and (iii) Remaining States and has developed two indices – both absolute and growth indices.

Presentation on Good Governance Index for districts of Himachal Pradesh by Secretary Administrative Reforms, Government of Himachal Pradesh, Ms. Purnima Chauhan

There is a strong correlation between governance quality and the level of development in a State. In a seamlessly integrated world, the Government need to guard against the “halo effects” whereby countries with good economic performance receive better-than-warranted governance scores. Providing empirical evidence in support of such biases is much more difficult to be done convincingly. Hence “specific, objective, and actionable” measures of governance are needed to guide policy reforms that warrant prefixing “good” to indicate the quality of ‘governance’.

Governments in this highly globalised world are competing to win the trust and confidence of a diverse and aspirational society by optimally utilizing the same scarce resources to provide public services.

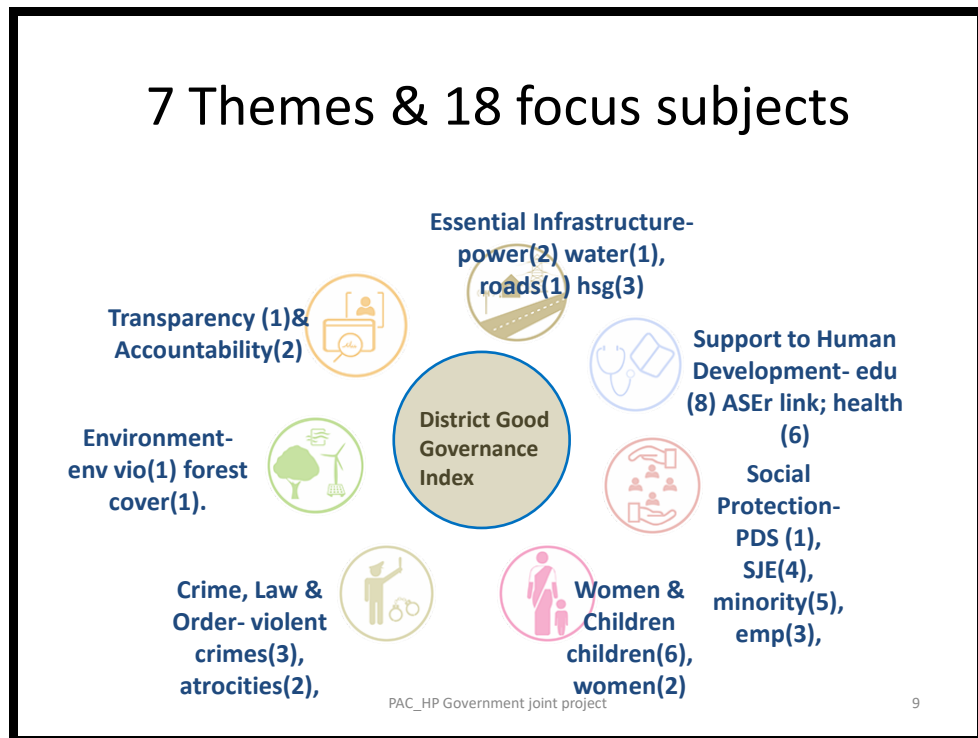
The idea of a District Level Good Governance Index (DGGI) arose out of 2 national reports on governance, the Public Affairs Index (PAI) 2016 and 2017 created by the Public Affairs Centre, Bengaluru comparing the 30 states of the nation. Himachal was ranked 1st on the PAI 2017 three tier matrix of 10 themes, 26 focus subjects and 82 indicators based on secondary data available in the public domain. It was highlighted that HP consistently performs well on socio- economic fronts and perhaps that is the reason for the very low levels of prevalent socio-economic and gender inequality. In order to explore this phenomena HP further undertook the challenge to find a measurable matrix that can adequately reflect good governance at the district level.

The Draft HP District Good Governance Index has 7 themes, 18 focus subjects and 52 indicators. These exclude State level themes that were included in the PAI State Good Governance Index namely:- eco freedom, fiscal management and delivery of justice.

These indicators will measure the performance of each district on data as on 31st March 2017. For 15 out of 52 indicators inputs will be given by HP Economics & Statistics Department while PAC will work on all other indicators.

- Indicator Selection Principles Pioneering effort by HP being first State in the country to compile GGI at district level
- These G2C, G2G, G2B primarily citizen centric indicators are closely aligned with those of NITI Aayog’s State level GG indicators and with Sustainable Development Goals. This exercise may help mission mode initiatives like Ease Of Doing Business (EoDB).
- Indicators selected can foster ‘Management by Exception’ if they sharpen need-based budget allocations for bridging gap areas rather than carpet bombing type budgeting generally done for all areas.
- Social inequality indicators are not being evaluated in DGGI as the data is not disaggregated up to district level.

- Socio Economic Result oriented (EDI, HDI, GDI, EnvDI) tries to capture institutions processes and outcomes.
- Uses District-wise Time-series & validated Economic & Statistics Data series up to 31st March 2018.
- Weightages will be assigned to indicators on perceived importance after inter-department stakeholder consultation once the raw data from all 12 districts is compiled.



- Formula Used at indicator level = $\text{Value} - \text{Maximum} / \text{Maximum} - \text{Minimum}$ to yield performance index from 0-1 after which aggregated weights would be allocated as per development priorities of district and state. This formula compresses the data of every variable into a scale of 0 to 1, where 0 indicates the worst and 1 indicates the best performer.
- Stakeholder Consultations were held from Chief Secretary to the district levels.
- Administrative Reforms is the nodal department assisted closely by the Economics & Statistics department for field level coordination, data collection, tabulation, analysis oversight of PAC's work.
- Districts have been asked to appoint nodal officers who can facilitate time bound data flow to the District Eco & Stats Officer from various sectors.
- Two guidance booklets have been framed and sent to districts to show:
 - the alignment of SDGs with indicators of NITI Aayog, PAC's SGGI & HP DGGI.
 - the formula for calculating each indicator value and its secondary data source used.

Challenges in DGGI work

- Over 20 Departments involved in evaluating targets.
- Administrative data plays a major role
- Unavailability of data in a common format for all districts.
- Lack of convergence between departments leading to difficulty in collecting data at a single point.
- Lack of documentation for certain important data points at district level.
- NITI Aayog indicators are new and State level; hence difficulty correlating with district and departmental data.
- No regular updating of data for all selected indicators.
- No formal data architecture for the whole state at district level.

Anticipated Outcomes of the DGGI

- Creating a formal data architecture for the whole state, district and local body level -- Strengthening Administrative Statistics. An appetite for data crunching needs to be built for objective real time evaluation of good governance that can progress towards a cost benefit based developmental policy and strategy.
- Establishing well-functioning MIS and end to end robust data flow through all 3 tiers of government and within sectors.
- clean natural inter-departmental linkages that need closer Integration to work in tandem towards envisioned outcomes.
- Improving co-ordination (Centre-State, Inter- Sectoral, intra- state)
- Optimise resource deployment by financing to plug identified developmental gaps- using management by exception.
- Identifying complex and obsolete processes that retard development and need reengineering
- Aligning the State with HP Action Plan on Climate Change (HPACC) and the new GREEN GROWTH paradigm requires regular sustained data collection, aggregation and analysis protocols.
- Fostering healthy inter-district competition that can buy into award winning performance for PM awards on flagship schemes.
- Associate academia in this exercise so that research becomes need based. Trigger primary surveys in pockets of concern with improved sample size and disaggregated data for sharper focus.
- Sharing, replicating, scaling up Best Practices

A positive EXTERNALITY

- In collaboration with PAC Banguluru and Azim Premji University a LAST MILE project report will be generated to evaluate cutting edge service delivery by a Gram Panchayat & Tehsil selected in one of the districts.

Session 6: Issues on Good Governance in North Eastern States

Presentation on Connectivity in the North Eastern Region in the Perspective of Eastern Telecom Region, BSNL.

Eastern Telecom Region, Bharat Sanchar Nigam Limited (BSNL) is shouldered with the responsibility for providing Telecom connectivity in the Region up to the remotest far flung areas. The North Eastern Region is having the beautiful landscape, exotic flora and fauna and yet there are many pockets which do not have proper Telecom Connectivity, due to undulating and mountainous nature of the terrain. Vested with this responsibility, Eastern Telecom Region, BSNL with the support of their BSNL counterparts, the project and territorial circles make all efforts to achieve the objective of providing telecom connectivity to far flung areas to meet the aspirations of the people in the Region.

Optical Fibre Cables and Digital Microwave systems form the backbone of the Telecom connectivity in the North-Eastern Region. Satellite links are also deployed wherever the terrain does not permit for installation of optical fibre or Digital Microwave systems. However, the optical fibre network forms the artery of communication where very high bandwidth and desired Quality of Service (QoS) can be provided. As far as the Long distance connectivity is concerned. BSNL Eastern Telecom Region has the OFC Network of 10281 KMs and Digital Microwave Network of 3050 KMs spread across the 7 Sister States of the Region. Steps are also being taken to induct more Optical Fibre Cable routes and more Digital Microwave routes to further augment and strengthen the Telecom Network in the Region.

State-of-the-Art transmission systems are being deployed in the region. Presently 2.5 Gbps Synchronous Digital Hierarchy (SDH) and 40 X 10Gbps Dense Wave Division Multiplex (DWDM) equipment form the major part of transmission systems. The SDH transmission systems are being gradually replaced with Packet Switch Transmission systems with 80 Gbps Cross connect capacity and 10 Gbps interface for uplink / downlink. The System is the latest technology which is more efficient, having more capacity and transmission bandwidth and more suitable to the present scenario where all forms of communication converge into data and modes of communication have become more data-centric rather than voice-centric. The packet switch transmission equipment have been received and steps are being taken to immediately deploy these systems as pilot projects and plan has also been made to deploy these systems on a larger scale. On the Backbone Side for Express Links, the latest Optical Transport Network (OTN) having the transmission bandwidth up to 100Gbps per channel with scalability of capacity up to 80 channels per direction is the latest State-of-the-Art Technology. In recent months, the OTN equipment was deployed in Guwahati- Siliguri route and next deployment is for Shillong – Guwahati route as well as other major routes in the Region. Similar steps are being taken to upgrade Digital Microwave links and satellite links. Satellite links presently working mostly provide 2 Mbps bandwidth and with the new satellite systems that are coming shortly, 100 Mbps Bandwidth can be provided.

The connectivity provided by Eastern Telecom Region is for BSNL network as well as for leased circuits requirement of our esteemed customers. The BSNL network comprises of MPLS Next Generation Transport (MNGT) which form the core network for

different telecom services provided by BSNL. The other major networks are Broadband, Mobile 2G/3G/4G, Next Generation Network (NGN) , Wifi Hotspots, etc. Conventional Telephone Exchanges are also working in some parts of the Region. To provide reliable Internet Broadband services, the Internet International Gateway (IGW) was commissioned in Agartala with 10 Gbps connectivity with Cox's Bazar , Bangladesh. This facilitates to route the Internet traffic from the Region through alternate route via Agartala – Bangladesh 10G link. Earlier, in absence of the IGW at Agartala, the internet traffic of the entire North-Eastern Region hops through the nearest IGW located in Kolkata. The presence of IGW at Agartala has improved the Internet services in the Region since the routing of International Internet Traffic is done through alternate routes available through IGW Kolkata as well as through IGW Agartala. The Multi-Protocol Label Switch (MPLS) form the core of the Internet Backbone which is responsible to collect, route and aggregate the traffic for different Internet and Broadband services. MPLS Internet Backbone comprise of high speed core and edge routers with connectivity provided with 2.5 Gbps and 10 Gbps links. The Core routers are located in Guwahati and Agartala and Edge routers are located in Aizawl, Agartala, Shillong, Imphal, Dimapur, Itanagar, Jorhat, Tezpur ,Guwahati, Bongaigaon and Silchar. It is also being planned to upgrade some of the existing Core and Edge Routers to Super Core and Super Edge Routers which will have the interface for connectivity at a bandwidth in multiple of 100 Gbps.

The major networks are National Knowledge Network (NKN), Defence Network, State Wide Area Network (SWAN), Local area Network (LAN) and Wide Area Network (WAN) of Banks, Universities, Institutions and a large number of other Private Networks. National Knowledge Network is one of the major developments in recent years which provide services in which Government Departments, Universities, Academic Institutions, etc., are highly benefitted. The connectivity provided by BSNL for NKN are: 10Gbps link from Guwahati to Shillong , 2.5Gbps links each from Guwahati to Hyderabad, Mumbai, Kolkata, Gangtok, Agartala, Aizawl and 2.5 Gbps links each from Kolkata to Imphal, Kohima and Itanagar. ETR, BSNL has also made ready for upgradation of the respective NKN Links from 2.5 Gbps to 10 Gbps. Besides the above 2.5 Gbps and 10 Gbps Core links, there are 11 District NKN links and 14 User NKN with 100 Mbps/ 1000 Mbps bandwidth.

Digital India Programme announced by the Hon'ble Prime Minister is also one of the major activities in the field of Telecom in the Region. BBNL in collaboration with BSNL and RAILTEL is building the National Fibre Optical Network (NOFN) to provide minimum 100 Mbps bandwidth up to Gram Panchayat (GP) Level. The numbers of GPs to be covered are 863, 994, 903, 1208, 645, 1021 and 1640 for the State of Arunachal Pradesh, Nagaland, Manipur, Mizoram, Tripura and Assam respectively. BSNL along with BBNL is actively involved in the NOFN project in the Region.

Due to undulating and hilly terrain, execution of Optical Fibre Projects and Digital Microwave Projects in the NER is a challenge. Many optical fibre routes also get damaged beyond repair during road widening and other developmental activities. To meet the demand of various telecom services in the Region in a time bound manner, ETR, BSNL has also signed MoUs with OIL India Ltd and Power Grid Corporation India Ltd where reliable bandwidth is provided through reliable OFC and OFC laid along High

Power Transmission Lines. BSNL is taking steps to re-lay the OFC routes that were damaged during road widening and also to lay OFC to towns where OFC is not available. To have a reliable, interruption-free connectivity, each town has to have OFC through multiple routes and to achieve this reliable connectivity through OFC in the Region, more than 10,000 KMs of OFC would require to be laid. BSNL is taking steps to lay the OFC phase-wise and support from respective State Governments and Highway authorities is required to provide RoW permission for laying the OFC in order to further penetrate the Telecom Services in the Region and to provide high quality telecom services in line with aspiration of the people in the Region.

Panel Discussion on connectivity – a prerequisite for e-Governance

DoT Connectivity in NE Region Connectivity by Mohit Bansal, Assistant Director General, Department of Telecom, Govt. of India.

The North Eastern Region (NER) of India comprises the States of Arunachal Pradesh, Assam, Manipur, Meghalaya, Mizoram, Nagaland, Sikkim and Tripura. Many of the States in the region like Arunachal Pradesh, Meghalaya, Mizoram and Nagaland, have large tribal populations. North Eastern Region is characterized by difficult terrain and low population density coupled with poor infrastructure leading to operational problems in delivery of telecom services. Connectivity is the most important key to the development of a region. Connectivity ensures that an otherwise distant region is part and parcel of the mainland. It helps in overall economic development and social integration of the region. Robust telecom and broadband connectivity and provision of quality telecom services is an avowed national priority. Hence, delivering such quality services and connectivity to the NER is an integral component of realizing the national objective. There is also a direct correlation between increase in tele-density and growth of GDP. There are around 8,621 villages in NER, which are still uncovered with mobile connectivity. The large access gaps in mobile connectivity at the village level would need to be bridged to fulfill the objective of universal access to enhance rural tele-density and to empower the citizens with the benefits of ICTs for furthering socio-economic development.

Projects details which are currently under implementation by Department of Telecom are as follows:

Comprehensive Telecom Development Plan for NER:

On 10.09.2014, the Government approved a proposal to implement a 'Comprehensive Telecom Development Plan for the North-Eastern Region'. The Project envisages providing mobile coverage to 8621 identified uncovered villages, installation of 321 mobile tower sites along National Highways and strengthening of transmission network in the States of Arunachal Pradesh, Assam, Manipur, Meghalaya, Mizoram, Nagaland, Sikkim and Tripura. The estimated cost of implementation is Rs. 5336.18 crores. The Project would be funded from Universal Service Obligation Fund (USOF). The project is under implementation. The project is likely to be completed by March 2019.

New International Gateway at Agartala:

Due to landlocked status, connectivity to North East is provided through Siliguri corridor. For providing redundancy and smooth & reliable connectivity, a new project was approved. The project is to provide internet connectivity to North East Region via additional route through Cox's Bazaar (in Bangladesh). This involves establishment of an International Gateway and Lawful Interception facility at Agartala along with necessary transmission facilities by BSNL for hiring of International Internet Bandwidth (initially 10 G) from Bangladesh. BSNL has already installed International Gateway (IGW) and Lawful interception and Monitoring (LIM) at Agartala and started the service.

BharatNet:

For attaining the vision of Digital India, BharatNet is being implemented in a phased manner for providing Broadband connectivity to all Gram Panchayats (approx. 2, 50,000) in the country. On 19.07.2017, Government approved a modified strategy for implementing BharatNet in three Phases:

Phase-I: 1, 00,000 GPs under implementation, being executed by 3 CPSEs viz. BSNL, RailTel and PGCIL.

Phase-II: The remaining 1, 50,000 GPs (approx.) are targeted to be implemented by March 2019.

Phase-III: To upgrade the network to meet the future requirements.

Government has approved the project at a total estimated cost of Rs. 42,068 Crore (exclusive of GST, octroi and local taxes) which includes Rs. 11,148 Crore for Phase-I and Rs. 30,920 crore for Phase-II and other activities, to be funded from USOF. The implementation of the Phase-II is being done through States and private sector, in addition to CPSUs, as well as the connectivity is to be provided through an optimal mix of underground/ aerial OFC, radio and satellite media. Further, last mile connectivity, through Wi-Fi or any other suitable broadband technology, is to be provided to cover all the approx. 2, 50,000 GPs in the country.

Augmentation of Optical Fibre Cable (OFC) Network between District Headquarter (DHQ) and Block Headquarters (BHQs) in NER

For provision of broadband in rural areas, sufficient backhaul capacity is required to integrate the voice and data traffic from the access network in the rural areas to their core network by strengthening the OFC network. Accordingly, this scheme considers OFC Network augmentation between the District Headquarter and Block Headquarters. To begin with, the States of Assam, Meghalaya, Manipur, Tripura, Mizoram, Arunachal Pradesh, & Nagaland were taken up for implementation.

These OFC Schemes are based on BOO model, i.e. build, operate & own basis, and accordingly, the Telecom Service Providers, implementing the schemes would build, operate, own and manage all the equipment/ infrastructure for the execution of the scheme. Under this scheme, all locations are to be connected on physical OFC Ring Route(s) with the DHQ node ensuring the cable route diversity and ring capacity of at least 2.5 Gbps. The project is under implementation.

Speaking about the outreach of **Reliance Jio in Assam**, Company's Deputy CTO Wireline, Shri Pabitra Dewriary said Jio is the leading 4G operator in Assam with 89% population coverage with plan for 93% coverage by March 2018.

He highlighted the strength of the Network as:

- End to End IP Network with IPv4, IPv6
- Over 8000 Kms of fiber optics laid across Assam and NE states.
- 5th generation ready along with Cache server for Google and Facebook based at Guwahati.

- Connected to the rest of India with link capacity of 300 GB, expandable upto 8800GB, through 4 different fiber path
- Network in remote areas are with MW link of capacity 500MB, expandable upto1GB
- Network is resilient as each node is connected with 2 or more path
- Campus WiFi connectivity provided to 208 Colleges with zero cost for the Institutes so far in Assam and NE.

Jio has 25 offices in Assam spread over the major district HQs. Another 149 smaller own stores of Jio will be operational in the semi-urban and rural locations across Assam to provide better customer service.

Presentation on ePrastuti by Smt. Suchitra Pyarelal Sr. Tech. Director, NIC, Assam

Standardization of Government Websites

Websites are an important contact point that citizens have with the government and play an important role in bringing in transparency and openness in governance. By making websites as a most trusted and preferred mode for obtaining information and services can pave way to a transparent functioning in the government. Recognizing that websites are the face of the Government and good websites enhance the overall image of the Government, the Government of Assam initiated a project named 'e-Prastuti' to enable Standardization of all Government websites. The aim was to establish a unified face and bring in an integrated web experience for the citizens across all government websites. Informative and up to date websites will minimize the need for citizens to physically visit the department for availing the services.

The existing Websites of Government of Assam for various departments numbering 29 were initially studied to understand the status and issues.

- What are the deeper problems in the web sites that are inhabiting their wide scale usage;
- Whether desired information and services being provided in the right manner?
- Whether citizens get what they look for in minimum time with minimal efforts?

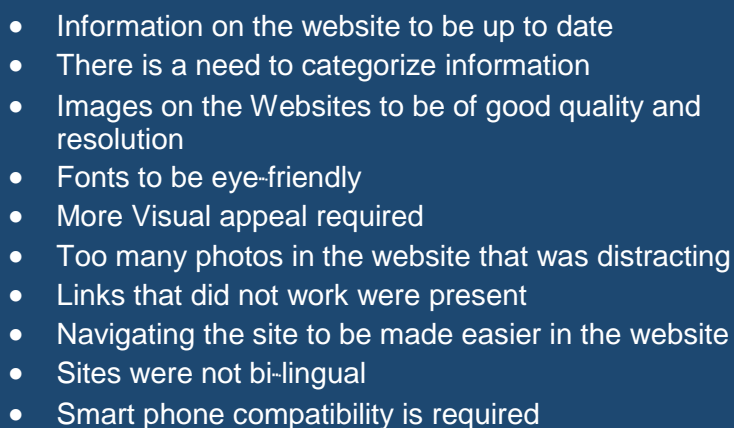
- 
- Information on the website to be up to date
 - There is a need to categorize information
 - Images on the Websites to be of good quality and resolution
 - Fonts to be eye-friendly
 - More Visual appeal required
 - Too many photos in the website that was distracting
 - Links that did not work were present
 - Navigating the site to be made easier in the website
 - Sites were not bi-lingual
 - Smart phone compatibility is required

Table 1: Findings from the initial Survey of the existing websites

The study resulted in the following key findings viz: inconsistent websites, incomplete and inadequate information, minimal information for citizens, many broken links and the sites had too many images and photos which are not consistent. Issues related to the content, its non-availability, accuracy and low level of intuitiveness were the major findings.

The major finding was that the information that citizens required or looked for was possibly not kept in mind while developing the websites, as most websites were found lacking in information on their citizen centric information.

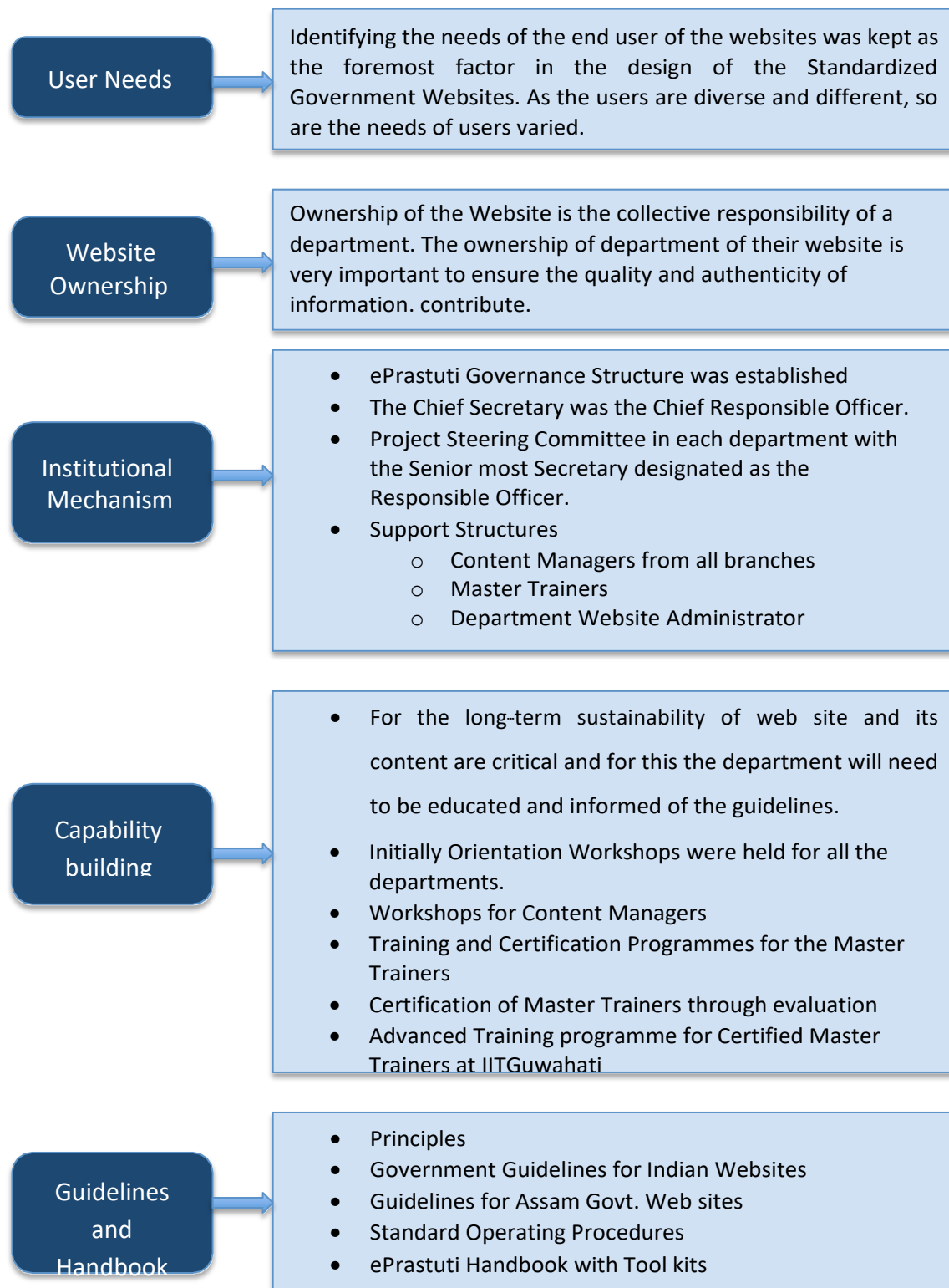
ePrastuti: Steps taken by the Government

| Sl. No | Steps | Description |
|--------|--|---|
| 1 | ePrastuti Institutional Mechanism | As a first step in this direction, an empowered structure has been established under the overall leadership and guidance of the Chief Secretary, Assam who will be the Chief Responsible Officer (CRO) of the project. Every department had designated Responsible Officers, Content Managers, Master Trainers, Website Administrators with defined roles and responsibility as a part of the Website Governance Structure. Regular and Periodic review of content, enforcement mechanism of the Website. |
| 2 | Website Development Cell (WDC) | A Website Development Cell (WDC) was formed <ul style="list-style-type: none"> To assist and guide departments in designing and development of their websites Preparing the Web Site framework with Guidelines for Standardization. To support departments in achieving the required transition/ building new sites Capacity Building of Department Nodal Officials Monitor the progress of implementation of standardization of web-sites as per agreed framework |
| 3 | Expert Committee for guidance on design, Usability and User experience | The Government of Assam constituted an expert committee for guidance on Design, Usability and Human Interaction Aspects of Government Websites. This committee had experts from IIT Guwahati. |
| 4 | Established a 'Standardized Website Framework (SWF)' | <ul style="list-style-type: none"> To ensure that Websites are developed through a participative approach. The end user needs are kept in mind while designing the sites. Standard approach is adopted for design and development of all websites Standardization of the layout and design of government websites will help the public in finding the information quickly. |

| | | |
|----|--|---|
| 5 | Workshops conducted | Orientation workshops and more than 400 Content Managers workshops conducted for 150 plus departments covering around 3000 officials (Including the subordinate organizations). |
| 6 | Master Trainers | <p>Building the core competency within the department is considered as one important factor for the overall sustainability of the websites. Capability and Capacity of department officials for website and content management will ensure that all information is up to date and accurate at all times.</p> <ul style="list-style-type: none"> • 'Master Trainers Certification Programmes' conducted for over 300 designated Master Trainers. • Evaluation of Master Trainers through online exams • Advance Training programmes for the Master Trainers at IIT Guwahati |
| 7 | ePrastuti Handbook | Guidelines and Toolkits for step-by-step development of Standardized Websites. Standard Operating procedures |
| 8 | Empanelled agencies for Website Development | Government empanelled agencies by due process and procedures for development of all websites under the Standard framework. |
| 9 | Development of 200 plus websites | Website so far 58 departments and its subordinate organizations are currently being done and are expected to be completed in the next two months. |
| 10 | Security audit of SWF completed | The Security audit of SWF was completed and security audit certificate obtained. |
| 11 | STQC audit for websites are being undertaken | <ul style="list-style-type: none"> • For Quality and compliance to GIGW • Basic accessibility features prescribed in GIGW |

How ePrastuti model of building Government Websites differed from other Website development initiatives in States and Centre in its approach, with respect to Process, Information and Technology?

Process



Information

Architecture

To provide a satisfying user experience, government websites must have a well-organized structure or IA. User should be able to find the information in the minimum possible time. A Standard Government Information Architecture (SGIA) was developed for enabling easy Navigation and making website intuitive:

- Standard Navigation Pattern
- Different views for Citizen, Business and Government

Content

- The set of Standard Content that is required to be mandatorily provided in all Government websites was defined: About Us, Information & Services Contact Us, Documents, Schemes, RTI, EoDB, SDG, Important links, Feedback, Gallery, How do I?, Do you wish to know more about?, Grievances
- Information content on the website was brought under proper and meaningful classification.

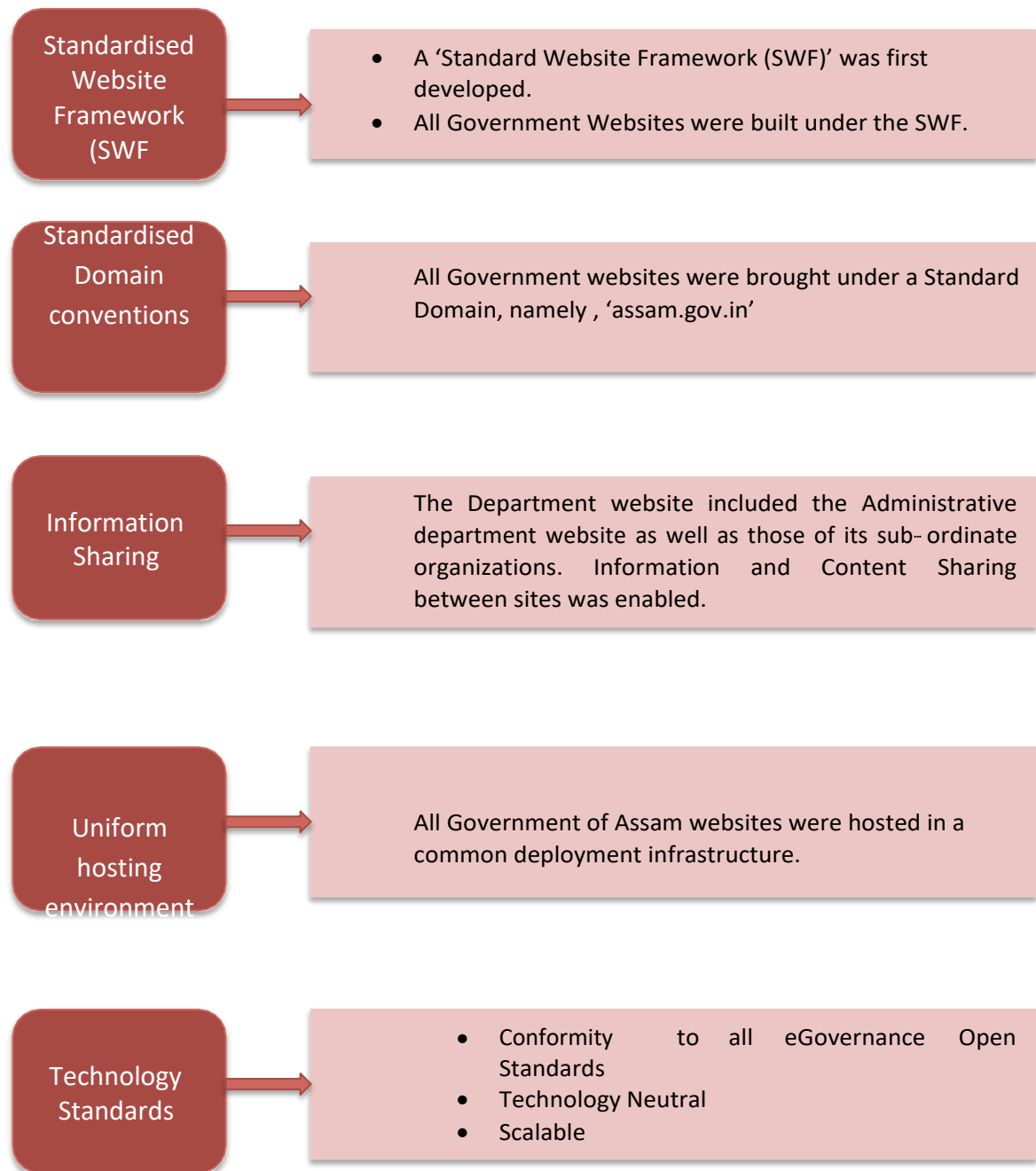
Standard Templates

- To ensure that all the important information had the relevant details, templates were defined for the common content.
- Application Services Template defined included the following heads: Overview, Process flow, Whom to contact, Forms required, Fee Structure etc. Similarly templates were defined for About us, Contact us, Budget, Citizen Charter, RTI.

Content Best Practices

- Simple
- Short sentences
- Toolkit for Best Practices for Website Authoring was developed
- Updated, Accurate

Technology



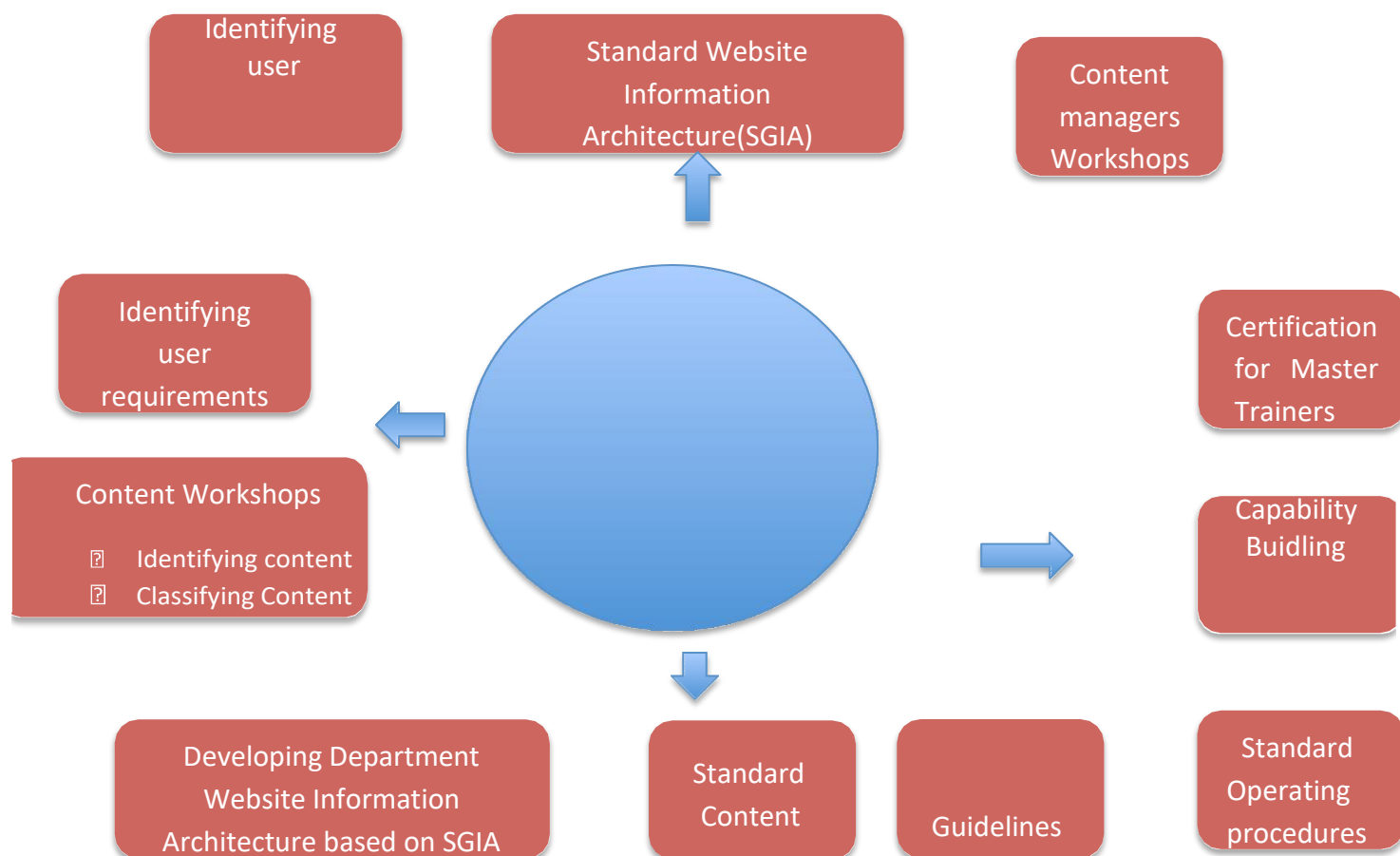
ePrastuti – Standardization of Websites will pave way for delivering 'Information as a Service to the Citizens'

How ePrastuti has leveraged on existing initiatives of the Government ?

Framework

Govt. of India has established a Common Minimum Framework (CMF) for GoI websites. CMF has various User Interface templates, which can be used by GoI departments.

The Standardised Website Framework (SWF) is a Platform that comprises of the following components:



Guidelines

The GoI has established Indian Government Website Guideline (GIGW). SWF conforms to GIGW.

Next Steps in 2018

- (i) The State Portal is being developed under the ePrastuti Framework
- (ii) ePrastuti is being extended to district and sub-division level.

**Presentation on Ease Of Doing Business In Assam by Dr. KK Dwivedi
Commissioner & Secretary D/o Personnel, Admin Reforms & Training,
Government of Assam**

With a view to re-engineer the operating processes of the concerned departments and to create a comprehensive and sustainable eco-system for facilitating investment and business activity in the state, The Assam Ease of Doing Business Act, 2016 was passed by the new Government in the very 1st session of the Assembly. Under the Act, a Single Window Agency has been established, for e-filing, management and tracking of all necessary clearances, approvals, registrations and renewals under various State enactments. A Single Window Portal, <https://easeofdoingbusinessinassam.in> has been developed and more than 361 services have already been made available in online mode across 27 departments, which will further be enhanced to more than 400 online services by March, 2018.

Assam Bureau of Investment Promotion (ABIP) has also been established under the Act, for promotion and facilitation of investment in the State of Assam.

Before creation of the Ease of Doing Business (EODB) framework Investors / Entrepreneurs were required to approach more than 35 different Government Offices for obtaining various clearances, permissions, licenses, registrations, etc. The process of application submission and grant of approval was entirely offline. There was no pre-defined time limit to obtain these clearances from the concerned departments / offices, which ultimately led to uncertainty. Due to the process being entirely offline, there was no mechanism to track the status of applications on real time basis. There was lack of transparency and accountability within the earlier system. All payments were collected at the Treasury Offices via *Challan* Payments which caused tremendous inconvenience to the entrepreneurs as well as the government departments / offices. Tracking of these payments was a tedious process and required involvement of multiple offices. Government services were earlier available only on working hours of working days, which further made the process time consuming and caused unnecessary delays.

To facilitate and create the Ease of Doing Business eco-system in the State, the Government engaged a Consultant to support the reform process and to create an online eco-system. The Chief Secretary to the Govt. of Assam monitored and reviewed the entire reform process on weekly basis. The Business Reform Action Plan (BRAP) circulated by the Department of Industrial Policy & Promotion was followed as underlying guidelines to the entire reform process. Extensive training of officers and staff members of concerned departments was organized to support the reform process and to enable a facilitative environment. Existing Acts, Rules, Policies, Guidelines etc. were amended to support the reforms.

The backend process for each concerned department/ office was entirely re-engineered to create an efficient service delivery framework and it was further strengthened by providing hardware support to the departments/ offices. An Online Single Window

Clearance System has been created with standardized operating procedures and transparent service delivery framework.

Govt. of Assam under took major reforms, towards Ease of Doing Business in the State.

Labour Reforms

- ✓ Establishments with less than 40 employees operating within the State are now required to maintain only 2 (two) registers and file a single integrated annual return as compared to the multiple registers and returns earlier.
- ✓ Registration under the Shops & Establishment Act is now granted on the same day without the need for any prior inspection.
- ✓ A Self-Certification scheme has been introduced for a single registration under all labour laws along with a single integrated annual return as compared to the multiple registrations and returns required earlier under 16 different labour laws.
- ✓ Women have now been allowed to work in night shifts in all factories and establishments across the state with certain conditions to ensure their safety.
- ✓ A third-party audit scheme has been introduced for Medium Risk Establishments, which mandates that all such establishments can now engage empanelled auditors to certify their compliance of Labour Laws and be exempt from departmental inspections.

Power Reforms

- ✓ Documents required for obtaining Electricity Connection have been reduced to only 2 as compared to the 6 documents required earlier.
- ✓ APDCL has introduced Automated Tools (SCADA) for monitoring outages and for quick service restoration.
- ✓ Internal Installations can now be inspected by certified Third-Party electrical contractors.
- ✓ Timelines for providing charged electrical connections has been reduced considerably to 23 Days for LT Connections and 27 Days for HT Connections as compared to the 45 Days for LT connection and 60 Days for HT connection required earlier.

Municipal Reforms

- ✓ Documents required for obtaining trade license have been reduced to only 2 as compared to the 8 documents required earlier.
- ✓ Integrated Building Permission system has been developed for end-to-end workflow management from grant of Construction Permit to Occupancy Certificate.

- ✓ Documents required for obtaining Construction Permit of buildings up to G+2 have been reduced to only 5 as compared to the 12 documents required earlier. Most of the industrial units fall within this category. Also, inspections at each progress level of construction have been eliminated for low and medium risk constructions.
- ✓ Documents required for obtaining Occupancy Certificate in respect of buildings upto G+2 have been reduced to only 4 as compared to the 7 documents required earlier.
- ✓ Joint Site Inspection has been mandated by the departments concerned during issue of Construction Permit as well as during issue of Occupancy Certificate.

Environmental Reforms

- ✓ All 42 G2B Services of Pollution Control Board, Assam have been made online under the Single Window Clearance System.
- ✓ All Green Category Industries have been exempted from Inspections whereas all White Category Industries have been exempted from obtaining clearance/ consent from the board.
- ✓ Consent to Establish and Consent to Operate is now issued with validity of 5 Years, alongwith a provision for Auto-Renewal of the same.

The Online Single Window Clearance System also allows investors / entrepreneurs to know their required approvals via a questionnaire and subsequently apply for the required approvals through a single dashboard, which also allows tracking of the approval status in real-time, replying to departmental queries and downloading their approval certificates amongst other features.

Under the EODB framework, first time users are required to register and create their login through email verification. Once a login is created, a Common Application form (CAF) is required to be filled for creation of their business profile. The details submitted in the Common Application Form is then validated by the EODB Assam Team and upon success validation, the Business Unit is assigned a Unique Business Identification Number (UBIN) which acts as a Single State Registration ID for the Business Unit. Once validated, the users would be introduced to their individual User Dash Board through which the user can apply for any of the Online Services.

These Online Services have been classified into the following 5 categories according to their applicability in the stages of a business:

- Pre-Establishment
- Pre-Operation
- Post-Commencement
- Returns & Renewals
- Other Approvals

All relevant information with respect to each online service such as Who Should Apply, Application Procedure, Departmental Approval Procedure, Checklist of Documents, Timeline for Approval, Fees & Payments etc. can be viewed along with the service without having to visit different sources. Real-time Notifications & Alerts are displayed on the User's Dashboard for his / her ease and are also sent to the user's registered email id and mobile number. All applications can be tracked using the UAIN (Unique Application Identification Number) and all actions taken are displayed chronologically with date and time.

The application process has been simplified and all data / information already available on the system is automatically pre-filled in the application form for the ease of the applicant. The system also allows uploading of all necessary documents along with the application form. The applicable fee is auto-calculated by the system and payment can be done either Online through Cyber Treasury or Offline through Treasury *Challan*. The entire department approval process is online and the Final Approval Certificate is generated online with unique encrypted QR Code. UBIN & UAIN are printed on the certificate to allow Third Party Verification and Authentication via the Online Verification System. Each Department has its own micro-site within the Single Window Clearance System (SWCS). This ensures that the department is integrated with SWCS and yet maintains its own individuality and control.

The Single Window Clearance System is a user friendly online system and it helps to decrease the cost of doing business. Cost related to delivery of services is reduced for the concerned departments. The SWCS provides correct economic data for State Planners. The SWCS helps eliminate corruption and increase accountability and transparency.

Entire process from Application Submission to Issue of Approval is online and therefore eliminates any physical touch points with the concerned departments / offices. This also enables time bound delivery of services. First-In-First-Out (FIFO) is followed for processing of all applications within the SWCS. High Quality Info-graphics display real-time data relating to status of approvals on the SWCS. This includes Department wise Reports and Overall Status Report for easy view.

The Grievance Redressal module enables verified users to post grievances. It also enables the Single Window Agency to monitor resolution of grievances and allows departments to track and resolve grievances relating to their department. All draft Notifications / Acts / Rules are published in EODB portal for public opinion and comments. Such comments and suggestions are addressed and considered by the department concerned while formulating the final Notification / Act / Rules. The feedback module allows users to leave feedback on the system. Users are prompted to give feedback at multiple stages.

Assam's Single Window Clearance System has been acknowledged as one of the Best Practices among other states by Department of Industrial Policy & Promotion, Govt. of India. In the EODB Rankings of 2016 published by DIPP, Assam was ranked 24th. However, this was primarily due to the fact that these rankings were based on the evaluation of reforms implemented upto June 2016 only.

In the ongoing evaluation by DIPP for the year 2017, Assam has been ranked as high as 4th. However the rankings are fluctuating on a daily basis as the evaluation process is still ongoing and is expected to be complete by March, 2018.

Presentation on National Centre for Good Governance by Dr, AP Singh, Associate Professor, NCGG, Mussoorie

The National Centre for Good Governance (NCGG) traces its origin to the National Institute of Administrative Research (NIAR), set up in 1995 by the Lal Bahadur Shastri National Academy of Administration (LBSNAA). During its 19 years of existence it provided research and training support to the Academy in areas of public administration. NIAR was subsequently rechristened with an expanded mandate, as National Centre for Good Governance, which was inaugurated on February 24th, 2014. At present the Institute is an autonomous organisation under the Department of Administrative Reforms and Public Grievances, Government of India.

The NCGG has been set up to assist in bringing about governance reforms through studies, training, knowledge sharing and promotion of good ideas. It seeks to carry out policy relevant research and prepare case studies; curate training courses for civil servants from India and other developing countries; provide a platform for sharing of existing knowledge and pro-actively seek out and develop ideas for their implementation in the government, both at the States and the Central level.

Objectives

To be a think tank for governance and policy reforms, working across administrative, social, financial and political arenas.

- To initiate and participate in research and training on various aspects of regulatory and developmental administration, public policy, governance and public management.
- To provide a platform for policy development debates and discussions.
- To promote exchange of innovative ideas and best practices in Governance by organising, sponsoring and aiding seminars, workshops, study circles, working groups and conferences.
- To interact with national and international organisations, in and outside government, engaged in research and training in subject areas of mutual interest.

Activities of the Centre:-

Training

- Training of Civil Servants, preparation of training modules, capacity building of training institutions.

Generating Ideas

- Governance ideas and suggestions for various government entities to consider.

Providing Platforms

- Discussions, Consultations, Workshops, Seminars, Conclaves.

Ongoing activities of the Training Division:

Over the years NCGG has developed its capabilities as a premier training institute and is engaged both internationally and nationally with capacity building training programmes such as:

A. Mid-Career Training Programme (MCTP) in field administration for Civil Servants of Bangladesh

The NCGG was given the mandate to train 1500 Bangladesh Civil Servants by the Ministry of External Affairs, (MEA) GoI and subsequently it is organizing the Mid Career Training Programme in Field Administration for Bangladesh's Civil Servants at Mussoorie, Uttarakhand (India) since April, 2013. In this series, NCGG is currently organizing its 40th Mid-Career Training Programme in Field Administration for Bangladesh Civil Servants from January, 1 to 13, 2018. Till date NCGG has trained 1310 Civil Servants of Bangladesh including the current batch. Out of these, 60 were Senior Assistant Commissioners, 974 were UNOs/ SDMs and 276 were ADCs/ ADMs.

Special Training Programme for Deputy Commissioners of Bangladesh

The successful coordination of MCTP in Field Administration for UNOs and ADMs of Bangladesh resulted in the MEA entrusting NCGG with fresh training of Deputy Commissioner of Bangladesh. NCGG conducted Training seven batches of DC during the year 2015 and 2017 in which the DCs of all districts were trained by NCGG. These were simultaneously conducted along with the MCTP. Till date, NCGG has trained 110 Deputy Commissioners of Bangladesh.

B. Advanced Leadership Development Programme on Public Policy and Governance for Civil Servants of African Countries

The Programme was sponsored under the ITEC programme of Ministry of External Affairs, Government of India, New Delhi. In the first programme 19, Civil Servants from four countries participated: 14 from Kenya, 3 from Tanzania, 1 from Seychelles and 1 from Tunisia. The participants are working in ministries of in varied areas such as: Land Administration, Human Resource Development, Economist, Youth Development, Accounts, Legal Officer and Deputy County Commissioner.

National Level Training Programmes

The Institute at the National level is engaged with several premier organisations and is conducting the following programmes:

- Management Development Programme for Lok Sabha Secretariat, Rajya Sabha Secretariat, Coal India Officials etc.

- Training programme on Public Policy and Governance for State Civil Servants of Odisha, DANICS, Madhya Pradesh, Sikkim, Manipur and Mizoram States.

Feedback

The feedback of all the programmes has been very good and has been appreciated for content and delivery. Even during her visit to India in April 2017, Bangladesh Prime Minister Mrs. Sheikh Hasina expressed satisfaction on the Mid-Career Training Programmes for Civil Servants of Bangladesh.

Other Activities of NCGG

The Institute recently is also involved with subject specific training programmes on following:

- Swachh Bharat Mission (SBM-Grameen).
- Capacity Building Programmes for PHED Engineers.

Workshops and Consultations

The Institute recently has organized following consultations/ Workshops:

- National Stakeholders Consultation on Vision and Mission of National Centre for Good Governance.
- National Colloquium on 'Combating Corruption and Promoting Good Governance'.
- National Workshops on Citizen Centric Governance.
- Discussion on 'Good Governance: An Ethical Perspective'.
- Technical Workshops on simplification of forms.

What NCGG Offers to Prospective Organisations

The NCGG proposes to initiate training for civil servants of all states in the country in area of Public Policy and Governance so as to build their capacity enabling them to discharge their duties better. In this context NCGG offers the following programmes:

- Advanced Leadership Development Programme on Public Policy and Governance for the State Civil Servants (Two Week Programme and a One Week Programme)

The Programme focuses on Perspectives of Public Policy and Administration, Governance Issues, Soft and Negotiation Skills, Learning from Experiences and Field visits. These are further customized after discussions with respective organizations.

Focus on North Eastern States

The Institute recently has made an effort to focus on the capacity-building training programmes for Civil Servants of the North Eastern States so as to make available to them a knowledge sharing platform. The programmes have been customized to suit their requirements and needs. NCGG has recently conducted training programmes for Mizoram, Sikkim and Manipur.

Apart from the above the NCGG invites premier organisations both international and national to Join networks to promote better Governance. Share Ideas and new initiatives. Collaborate for conducting studies. Work with us to field-test new ideas. Participate in NCGG platform for discussions.

Valedictory Session: Elaborating on the Prime Minister's Award 2018 for excellence in implementation of 5 priority programmes, the Secretary, DARPG Shri K.V.Eapen exhorted states to apply the Award. He informed that a new category of award has been instituted this year wherein Union ministries shall nominate 3 officers at the level of Deputy Secretary and above for innovation in processes and procedures and policy formulation. He suggested the states should consider instituting Chief Minister's Award for excellence on the lines of Prime Minister's Award. He asked the states to take up website standardization.



GOVERNMENT OF INDIA
DEPARTMENT OF ADMINISTRATIVE REFORMS & PUBLIC
GRIEVANCES