

Public sector delivery mechanisms: Success story of Madhya Pradesh



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Foreword

I am very happy to be a part of MP's transformational journey in the field of public service delivery. Madhya Pradesh is the first state to take the lead in the Public Service Guarantee Act (PSGA) in 2010.



The purpose of this legislation was to enhance transparency, accountability, responsiveness and inclusiveness in the service delivery system, and ensure equitable access to particularly disadvantaged sections of society including women, scheduled tribes, scheduled castes and the rural poor.

By making public services available to citizens online and through easily accessible kiosks as a matter of guarantee within predefined timelines, the public service delivery system in MP ushers in a new phase of reforms guided by the PSGA (2010) and Sustainable Development Goals (SDG) 2030. With the force of a legislation behind it, the public service delivery system in MP has made a paradigm shift towards citizen-centric governance and has become an instrument of empowering citizens.

This document has an overview of the various initiatives taken by the Indian government in MP, and how MP government became the pioneering state in jump-starting various e-governance and public service delivery initiatives. This document covers the smart governance framework, various components of PSGA 2010, and institutional framework of the MP government to drive the public service delivery initiative through State Agency for Public Services (SAPS) as a project management unit. The active partnership of the World Bank for major financing through the Madhya Pradesh Citizen Access to Responsive Services (MPCARS) project body and other partners such as Grant Thornton India LLP, NIC, MP Online (MPO), CM Helpline, MP MyGov, MAPIT, etc. made this project successful.

Grant Thornton India LLP is the Project Management Consultant (PMC) for this project, and is contributing to the government process reengineering (GPR), finance and procurement management, capacity building and citizen outreach, along with monitoring and evaluation components. Their contribution also extends to the area of data analytics in e-governance.

I congratulate all the stakeholders, within the government and partners outside of the government, for making their valuable contribution directly or indirectly towards the success of the project.

B Chandrashekhar,
Executive Director
State Agency for Public Services
Bhopal, Madhya Pradesh

Note of thanks

This report has been prepared by Grant Thornton India LLP in collaboration with the State Agency for Public Services (SAPS) under the Public Service Management (PSM) department of Government of Madhya Pradesh, India. We are grateful to Mr B. Chandrashekhar (IAS), executive director, SAPS, for giving the consent to Grant Thornton India LLP to co-brand this report with SAPS and writing the foreword for the same.

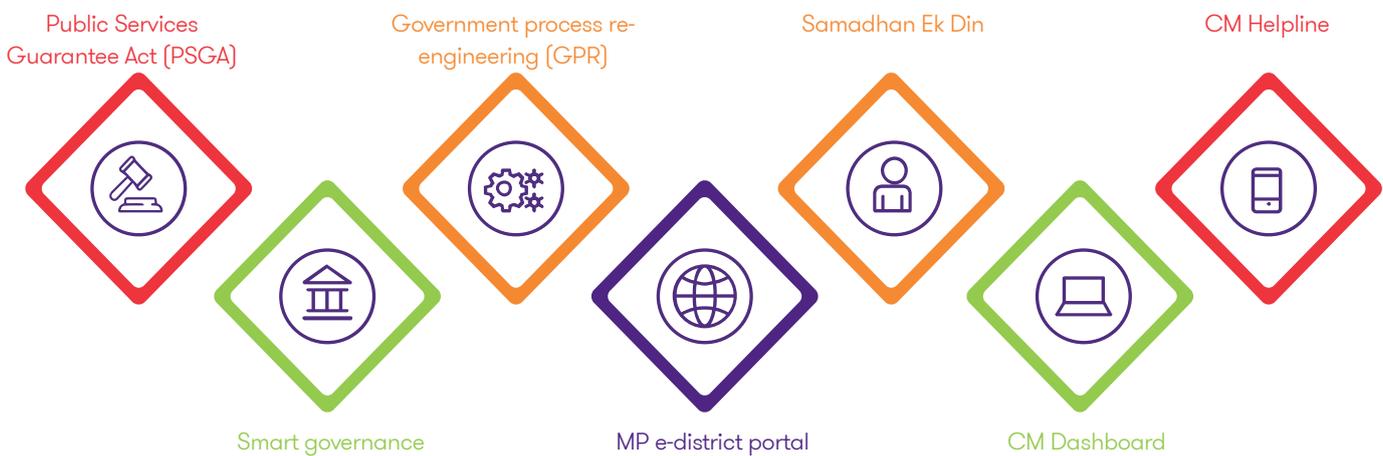
Grant Thornton India LLP has been the PMC for the MPCARS project since October 2016. This World Bank-supported project's main objective is to provide improved access to public services to all citizens of Madhya Pradesh. We would like to thank Mr Chandra Mohan Mishra, director, SAPS, Mr Bhupendra Paraste, director, CM Helpline, Mr Pankaj Mishra, manager, Co-ord., Mr Hemant Bhangre, finance controller, Mr Ankit Shrivastava, manager, admin, and Mr Ankit Bhati for sharing his insights on the project and their support in writing this report.

The valuable contribution from the technical team including Mr Amit Jain and Mr Prabhat Gupta from NIC, the software team, M/s Tekplay, and the MPOnline and MPMGov team for sharing project data for the report is well appreciated.

Executive summary

Case study: Evolution of public services

Public services in MP



Public services in India are transforming to meet citizens' growing expectations, create experiences, and make productive use of limited public resources. Public services such as issue of ration cards, domicile or caste certificates, water or electricity connections etc. form the most common interface between citizens and government, and hence the service level provided by government is critical in shaping the citizens' sense of trust and expectations. Attempts are being made to ensure respect for human rights, strengthen democracy, promote transparency in public administration through citizen participation, impartial legal framework, people inclusiveness, effectiveness, accountability, transparency, and responsiveness.

Today, the Indian government is leveraging technology to transform public services and accomplish good governance. Adoption of projects like Right to Information (RTI), National e-Governance Plan (NeGP), Digital India, Common Services Centers (CSC), and Sevottam Framework of Service Delivery are testimony to this.

MP is shadowing the Indian government in utilising cutting-edge technology and initiatives for good governance to enrich the delivery of public services. The State is executing a World bank funded project called MPCARS which aims at improving citizen services, simplify the government processes and strengthen the performance of implementing agencies. Grant Thornton India LLP is reinforcing MPCARS objectives through proficient knowledge partnership. A few of the key revolutionary initiatives are discussed in the following paragraphs.



PSGA

MP is the first state in India that enacted the revolutionary PSGA in 2010 to eliminate corruption and facilitate proficient and time-bound public services to common citizens.



Smart governance

A framework of correct strategy, a robust monitoring and evaluation system, accurate accountability, prompt responsiveness, and dependable transparency, has been undertaken and implemented by the state government for good governance.



GPR

Another key programme adopted by the state, to realise improvement in the identified services, and application of IT is reengineering of government processes. Business intelligence and data analytics tools are being used to constantly monitor the delivery of all services as per PSGA provisions.



MP e-district portal

It provides automation of the workflow of internal processes and integration of the services of district administration to render exceptional services to the citizens. Approximately 200 services from various departments are integrated on the portal and are being delivered to citizens at tehsil/ block level through Lok Seva Kendra (LSK), MPO, and Citizen Service Center (CSC).



Samadhan Ek Din

The initiative was launched as a project in March 2018 to ensure prompt delivery of services in a span of one day through Lok Seva Kendra (LSK) in an efficient, reliable, transparent, and integrated manner. Since its inception, a success rate of 99.85% has been achieved in settling nearly 39.94 lakh out of the 40 lakh applications received within the same day.



CM Dashboard

It is an integrated portal, visually representing the key performance indicators of approximately 30 departments and empowering the administration in making informed decisions for citizens through appropriate initiatives.



CM Helpline

A helpline was established to enable agile and responsive governance in the state to address resident's issues, concerns and take suggestions, regarding government schemes and services. A citizen can call up toll free number 181 to register their grievances, which is then attended/resolved by designated officials within a particular time frame.



MP MyGov

Introduced by the Chief Minister, Shivraj Singh Chouhan, in August 2017, MP MyGov is a citizen engagement platform that empowers people to associate with the government and contribute towards good governance through group discussions, polls, contests, blogs etc. The portal has successfully registered almost 33,000 users and nearly 4,000 submissions for various contests and discussions.

Public services delivery in India

Connecting services with people through technology

Over the years, relentless efforts have been made, to enhance the delivery of public services and streamline the process of accessing them. Public services such as issue of ration card, domicile or caste certificates, water or electricity connections etc. are few of the most common requirements of a citizen.

State governments and central ministries have pioneered various governance initiatives, to usher in an e-government era. E-governance in India has progressed from naïve automation of government departments to innovations encapsulating governance with citizen centricity, service orientation and transparency.

Right to Information Act, 2005

The Right to Information (RTI) Act is one of the strategic steps taken by the Indian government to empower citizens, promote transparency, enhance accountability, contain corruption, and ensure democracy through legal access to government information within predetermined timelines. The act mandates computerisation of certain categories of information belonging to public authorities, to furnish easy access and reduce the requirement formal requests.

The information that can be requested is as follows:

- Documents and records for work inspection,
- Documents and records of notes, extracts, and certified copies
- Certified samples of material held or in control of public authority

To facilitate responsible, responsive, and citizen-centric governance, the Indian government has pioneered administrative restructuring through initiatives like Right to Information, National e-Governance Plan (NeGP), Digital India, Common Service Centers (CSCs), Sevottam Framework of Service Delivery etc. These initiatives focus on the decentralisation of the government functions, re-engineering of the government processes, application of technology, and enablement of law. A few of these initiatives are being deliberated in the following paragraphs.

National eGovernance Plan (NeGP)

“Make all government services accessible to the common man in his locality, through common service delivery outlets, and ensure efficiency, transparency, and reliability of such services at affordable costs to realise the basic needs of common man.”

With the vision stated above, a countrywide infrastructure containing the remotest of the villages, and large-scale digitisation of records is evolving. This will enable easy and reliable access over the internet. The eventual objective is to bring public services closer to citizens, facilitating good governance.

Digital India

Digital India programme aspires to transform India into a digitally-empowered society and knowledge economy, through intimate entwining of the Indian talent with information technology. This programme envelops multiple government ministries and departments to reorganise and refocus various existing schemes in a synchronised manner. The programme aims at enhancement and utilisation of the most beneficial features of the NeGP framework.

The programme is focused on three strategic factors:

- Digital infrastructure as a core utility to every citizen
- Governance and services on demand
- Digital empowerment of citizens

Sevottam framework of service delivery

The word sevottam is derived from the Hindi words seva and uttam, meaning excellence in service.

Introduced by the Department of the Administrative Reforms and Public Grievances, the Sevottam framework provides a quality management system (QMS) to measure the quality of public services delivery in the country. The model delivers a self-assessment tool to analyse the gap in the quality of services, establishes a desirable benchmark standard of quality of services, and a rating model to reward organisations that are performing better.

The framework has three key components:

- Citizen charter and service standards for key services along with timelines to keep the citizens informed
- Public grievance services to receive, redress and prevent complaints
- Service delivery enablers like customer feedback to provide services matching the desired standards

Common Service Centers (CSCs)

CSCs, conceptualised under NeGP, provides a consolidated, integrated, and collaborative framework for delivery of electronic services to the remotest of the villages in India, thereby creating a digitally and financially inclusive civilisation.

Focused on rural citizens, CSCs are placed as instruments to encourage rural entrepreneurship and improve the livelihoods of citizens through simplified access to numerous services and schemes.



Governance challenges

Irrespective of the progressive economic growth that happened in nearly two decades, public service delivery in India is insufficient as compared to other developing countries. Corruption supplemented with impervious rules and procedures causes a prolonged delay in the disposal of public matters. It not only helps with the benefits of globalisation but also prohibits transparency, accessibility and accountability. It mushrooms poor commitments through opaque rules and procedures.

The Indian government is employing technology to restrain corruption and make public services delivery more transparent, accessible and accountable. Suitable capacity building programmes have been initiated for accomplishing a participative system of governance in which people delivering public services are motivated by the contentment achieved by doing good for people.

International growth centre (IGC) supports the following policy reforms to improve and enhance public service delivery in India.

Strengthen capacity of local governments

Implementation of countless public programmes can be daunting during the initial stage of assuming the appointment of the public service delivery officer. This not only needs manpower management skills but also, indoctrination of the sense of contentment in the art of giving. Therefore, capacity building exercises of public officials may ensure an effective, transparent, and a corruption-free implementation of public programmes.

Rewarding performance of service providers

Performance of public sector workers defines the effectiveness and performance of public service delivery in developing countries. Governments, at all levels, are struggling to recruit candidates with specific characteristics. Additionally, keeping the candidates motivated for long is also challenging in the absence of performance-based incentives due to inflexible bureaucracy and firm budgets.

The IGC growth brief 2017, named, 'Rewarding bureaucrats: Can incentives improve public sector performance?' advocates "Well-designed financial rewards linked to job performance to improve outcomes and carefully designed non-financial incentives for motivating government workers in a cost-effective manner."

The government is adopting suitable monitoring and evaluation tools to link performance of public services delivery with outcomes to facilitate suitable reward mechanism.

Provide information to stakeholders

Organic flow of information to the public services provider and the citizens of the country creates a transparent and accountable society. The information-driven society, on one side of the spectrum, enables the service delivery provider to translate the preferences of the citizens into suitable programmes for inclusive growth, and on the other side, empowers the citizens to participate in the governance and question the quality of services offered, thus curbing corruption.

Many Indian states are adopting cutting-edge technologies to provide open and transparent information through public dashboards and enacting effective laws like the Right to Public Service Act.

Leverage technology to improve accountability

Modern cutting-edge technologies hold promise for improving government effectiveness and accountability. Technology offers a multi-faceted idea that offers corruption control, efficient delivery of public services and a timely response of the authorities. Digitisation of records, online applications and processing, e-district, citizen helpline, etc. are a few examples of how governments in various states have begun harnessing technology for good governance.

Public service delivery in MP - SMART governance

MP is the second largest and the fifth most populated state in India. As per the 2011 census, the population of Madhya Pradesh was about 73 million and is expected to reach 80 million in 2019. The population of the state comprises a sex ratio of 919 females to 1,000 males, literacy rate of 70.60% and a substantial percentage of scheduled castes and scheduled tribes.

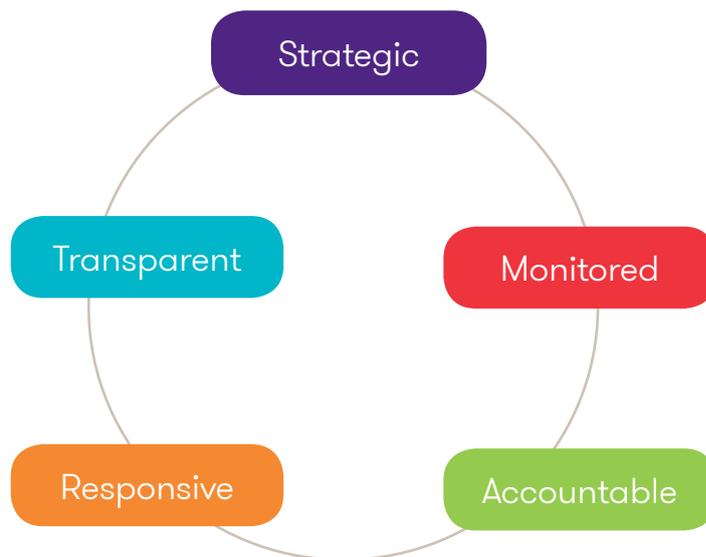
With 52 districts and 22,816 villages, the state inhabits 75% of the population in villages with agriculture as primary occupation and Hindi as the preferred language.

Governance framework - SMART

A framework of correct strategy, robust monitoring and evaluation system, accurate accountability, prompt responsiveness, and dependable transparency has been undertaken and implemented by the state for establishing good governance.

The framework emphasises on public services with enhanced quality, reach, efficiency and accountability through restructured leadership and progressive technology to breeze through the governance challenges.

PSGA 2010, Samadhan Ek Din, CM Helpline, CM Dashboard, MPMYGov, and Unified Portal are a few of the transformational initiatives adopted by the MP government.



Transformation of MP

Case study 1: Public Service Guarantee Act 2010 – Promising service as a right

Public service delivery in the state required strategies and policies for effective and responsive mechanism in order to be successful. The state government grappled with never-ending delays in the provision of public services due to non-existence of a time-bound system to deliver. Identifying the reasons for delays was a bigger challenge due to the lack of accountability in the system.

PSGA 2010 - Overcoming the challenges

To ascertain the delivery of quality services, the MP government enacted PSGA in September 2010, and has since been recognised for pioneering PSGA in India.

The act promises the delivery of notified public services in defined timelines. This act considers the service as a legal right, service within the stipulated time, and service with accountability through standard operating protocols. The act empowers the people of MP to appeal against the accountable service provider for non-delivery or delay of services, who in turn can be penalised up to INR 5,000 for irresponsible functioning.

The act initially covered 26 services and allowed more services to be added over a period of time.



Institutional framework for implementation

An independent Public Service Management Department (PSDM), was established to coordinate between different agencies, and have the act implemented successfully.



State agency for public services: The state government instituted an autonomous society titled Madhya Pradesh State Agency for Public Services (MPSAPS), under the Public Services Management (PSM) department to coordinate with all the stakeholders and deliver services timely.

The District Collector (DC) ensures the implementation in their jurisdiction in association with the District e-Governance Society (De-GS). Public Service Managers (PSM) deputed by SAPS assist the district collector. The SDMs/tehsildars are responsible for effective implementation at the local level.



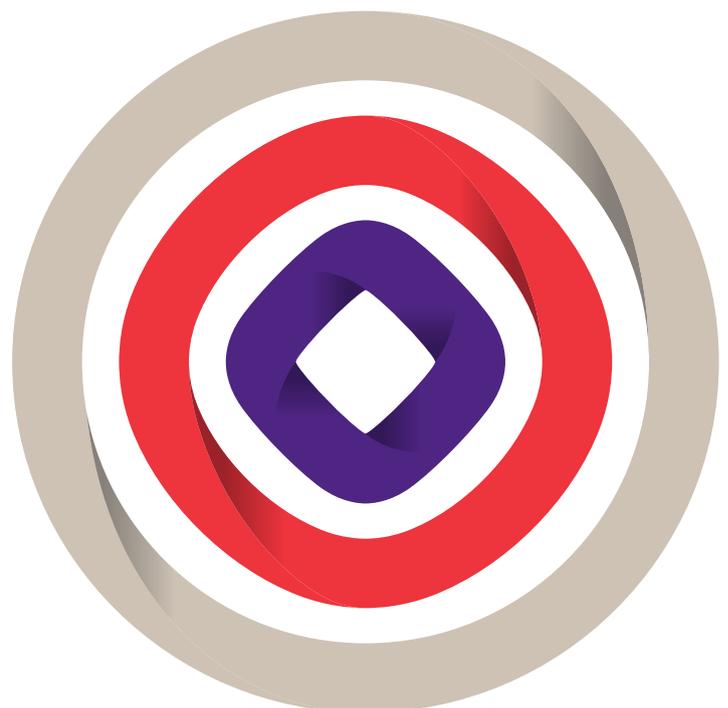
MPCARS project: To strengthen the delivery of public services, the state government signed the MPCARS project funded by World Bank to implement critical public management reforms to ensure improved access to public services to all citizens with a special focus on marginalised groups. The project aimed to provide specialised technical assistance to government programmes through GPR, strengthening of ICT and effective project management.



PMC: The MPSAPS, in general, is responsible for the implementation of the MPCARS project. Grant Thornton India LLP is now an established, trusted adviser for professional services and technical assistance to the MPCARS project to implement GPR, monitoring and evaluation framework, Information Education and Communication (IEC), capacity building, data analytics, etc., to bring in reforms required in public service delivery.



National Informatics Centres (NIC): Information technology management, implementation and monitoring of development of integrated Management Information System (MIS) etc., is coordinated by NIC.



Delivery channels

The MP government aspired to provide a channel of choice (phone, online and delivery centers) to its citizens for delivery of various public services.

Lok Seva Kendra (LSK)

The PSMD decided to launch people service centers known as Lok Sewa Kendras (LSKs) to bring public services closer to the citizens. LSKs enable people to receive various services at one location. Applications for a range of government services can be submitted to the respective offices through these outlets without any hassle.

So far, 413 LSKs have been established on the Public-Private Partnership (PPP) model at the block/tehsil levels for taking the services to wherever the citizens are.

MPO Kiosk

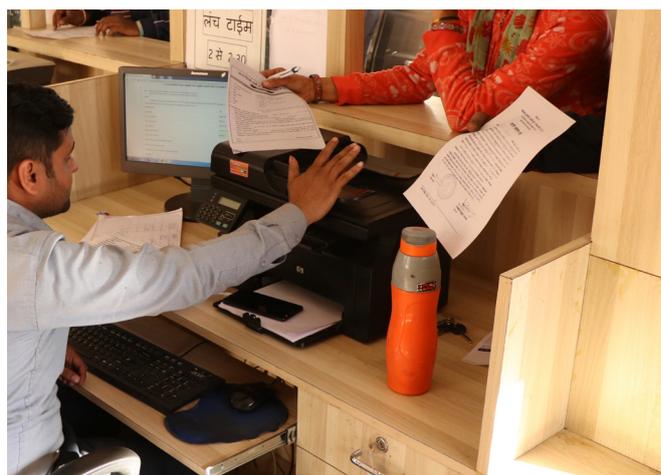
The PSMD has also partnered with MPO, a joint venture of the MP government and Tata Consultancy Services, to utilise 28,000+ MPO kiosks for easy and proximate access of public services across the entire district.

MP e-District

MPe-District and MPO are the online portals that integrate various departments to provide notified services to the citizens at one click.

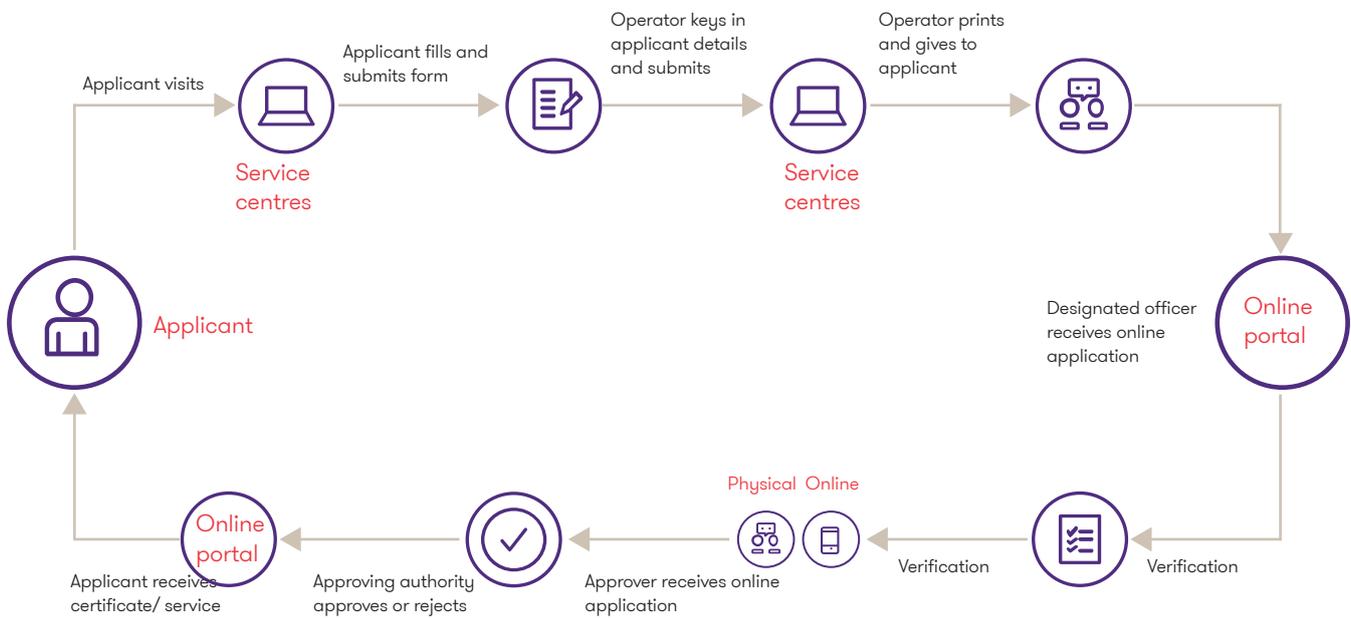
CSCs

CSCs have been set up in the state as part of the national e-governance plan to cater to the Government to Citizen (G2C) and Business to Government (B2C) services at the citizens' doorsteps. The MP government has integrated a network of nearly 18,000 CSCs to offer selected PSGA services at the Gram Panchayat (GP) level in the state in order to provide high quality and cost-effective services to citizens.



Service delivery process

The process workflow for service delivery through citizen centres using online portal is depicted below:



Impact on the state

Services being provided under PSGA:

A total of 450+ services of 47 departments have been notified under the PSGA 2010, out of which about 200+ services are being delivered online.

Increase in service applications:

As on 31 December 2018, the total number of applications received in top volume services under PSGA in MP e-district portal is tabulated below.

| S. no. | Department name | Service name | Total registered applications |
|--------|-----------------------------------|--------------------------------|-------------------------------|
| 1 | General Administration Department | SC/ST caste certificate | 91,30,942 |
| 2 | General Administration Department | OBC caste certificate | 90,32,012 |
| 3 | General Administration Department | Income certificate | 43,53,294 |
| 4 | General Administration Department | Domicile certificate | 34,31,679 |
| 5 | Revenue Department | Copy of Khasra and B-1 Khatoni | 31,78,333 |

More focus on women-related services:

Since one of the primary objectives of the MPCARS project is to increase the participation of women in public service delivery, a significant number of women have been receiving PSGA services (data from September 2012 to December 2018)

| S. no. | Department name | Service name | Total registered applications |
|--------|--|---|-------------------------------|
| 1 | Social Justice Department | Indira Gandhi National Old Age Pension Scheme approved for the first time | 2,87,950 |
| 2 | Labour Department | Maternity benefit | 1,54,026 |
| 3 | Labour Department | Marriage benefit scheme | 98,365 |
| 4 | Women and Child Development Department | Ladli Laxmi Scheme (first daughter) | 83,862 |
| 5 | Social Justice Department | Indira Gandhi National Widow Pension Scheme approved for the first time | 83,481 |

Other benefits:

Provision of quick and easy access to public services at a single place within defined timelines and at a lower cost due to avoidance of multiple visits to government offices.

Lessons learned

The success of the enactment of PSGA has established that a distinguished and elevated level of public services delivery can be achieved through rigid delivery norms, successful public-private partnership model, and usage of multiple delivery channels (online and offline delivery centres).

Replication of PSGA is helping many states including Bihar, Punjab, Delhi, Jammu and Kashmir, Uttar Pradesh, Rajasthan, and Jharkhand to achieve good and responsible governance.



Case study 2: Samadhan Ek Din – One-day governance

The challenge

The MP government sought a model that offers a transparent, error-free, and quick service delivery to increase transparency and reduce waiting time. The government aspired to create a hassle-free system that can provide government services under a single roof in the same day to simplify the processes, build transparency, and avoid the intermediary channel. The system was developed to generate regular reports for accurate monitoring and initiate immediate corrective actions.

Solution

A novel concept, Samadhan Ek Din was initiated with the objective to reduce the timelines for services in high demand to just one day. The citizen can apply for the services at LSK in the morning and collect the certificate by the evening of the same day.

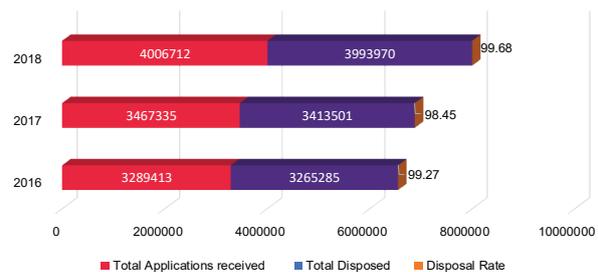
This project was rolled-out in the beginning of 2018 across all 413 LSKs with few identified services from across the departments. This project was executed by institutionalising a new framework wherein officials from the cross-functional department were included and authorised for disposal of application belonging to other departments. One dedicated official from a department is available at every LSK on roster basis for approval/disposal of application. Currently, 34 services of 9 departments are being delivered under this initiative.

An outbound call centre has also been set up to collate citizen feedback on the services taken by them under the Samadhan Ek Din project. A call centre executive calls the citizen who has recently taken any service and their response on various parameters of service delivery ranging from operator behaviour, general upkeep of service centre, timely delivery of service and overall satisfaction score is recorded.

Results achieved

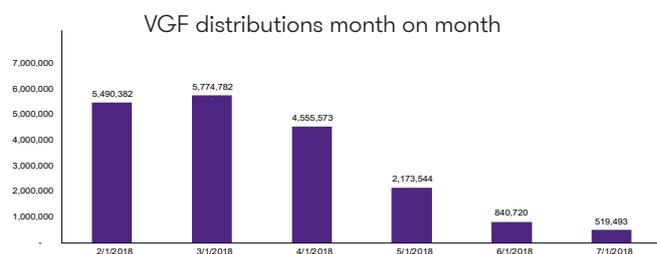
Increase in the number of applications:

Since its inception, a success rate of 99.85% has been achieved in settling nearly 39.94 lakh out of the 40 lakh applications received within the same day.



Decrease in Viability Gap Funding (VGF):

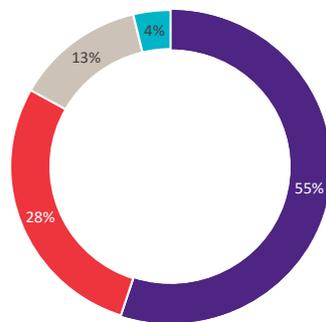
VGF is a monthly compensation provided by the government to LSKs to sustain in case of non-generation of enough funds through service applications. This is reducing month on month.



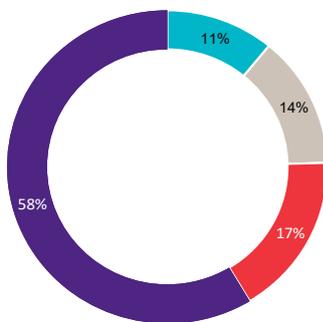
Higher citizen satisfaction level:

More than 96% of the citizens have given a rating of 'good and above' to this initiative.

Citizen responses

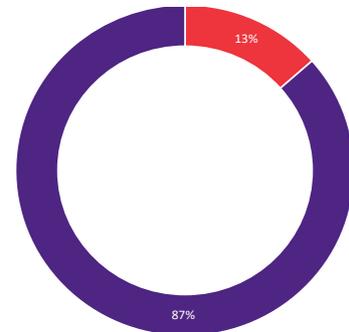


Category-wise responses



■ General ■ Scheduled Tribe ■ Scheduled Caste ■ OBC

Gender-wise responses



■ Women ■ Men

Lessons learned

Citizen centricity approach: Samadhan Ek Din programme became successful by being citizen-centric while improvising the public service delivery framework.

Case study 3: CM Helpline – Integrated citizen grievance handling mechanism

The challenge

An integrated system was required where citizens could contact and lodge their complaints or grievance for any government-related issues of any department and track its status until it is resolved. The complaint could range from a non-receipt of pension or student scholarship to bad condition of roads or sewage system in their colony.

Solution

The CM helpline service, a single integrated platform for the citizens of MP was established. The citizen can call on the toll-free number 181 to register his/her grievances or directly access their portal. Each grievance is allocated a unique registration number and is attended by designated officials within a stipulated time frame, failing which the grievance gets escalated to the next level automatically. The citizens can track the status of their grievance using the unique registration number allocated to them during their call to the CM helpline. This platform provides the following:

- A complete transparent and paperless system for grievance handling through easily accessible mediums within a stipulated time frame
- Spreads awareness to citizens on right to service and right to equality
- Ensures effective service delivery to the last mile, while ensuring gender equality and empowering women and people in need
- Fixes the accountability in governance
- Provides a strong feedback mechanism on every grievance

Results achieved

Faster disposal of complaints:

Achievement of 95% disposal rate by disposing 72,13,048 complaints out of the 75,82,174 complaints filed.

Single on-call platform:

It caters to all department services, schemes, grievances and suggestions.

Multiple modes to address grievance:

Telephone call, paper-based written complaints, online portal and mobile apps are available.

Lessons learned

Integrated grievance redressal mechanism:

An integrated system for registration of any kind of complaints by citizens for any government service by making a simple call to a helpline number has helped in establishing a complete transparent and paperless grievance management system to resolve the issues within a stipulated time frame.

Case study 4: CM Dashboard – Real-time performance monitoring system

The challenge

Voluminous digital data was available in the state after digitisation of the majority of government records and delivery of public services through various online platforms like department websites, MP e-district and MPO. A transparent mechanism was required through which performance of various departments could be monitored on a real-time basis with respect to set KPI, and insights gathered could be used for decision-making by leadership.

Solution

CM dashboard³ was developed by the PMC with active support from all stakeholders. It is an integrated dashboard that monitors category-wise key performance indicators of various departments in real-time for effective decision support. It has empowered all stakeholders from top political and bureaucratic leadership to common citizens. The solution was implemented using Microsoft Power BI application. The flow chart shows the process of discovering the insights from the data captured by the department during operations.

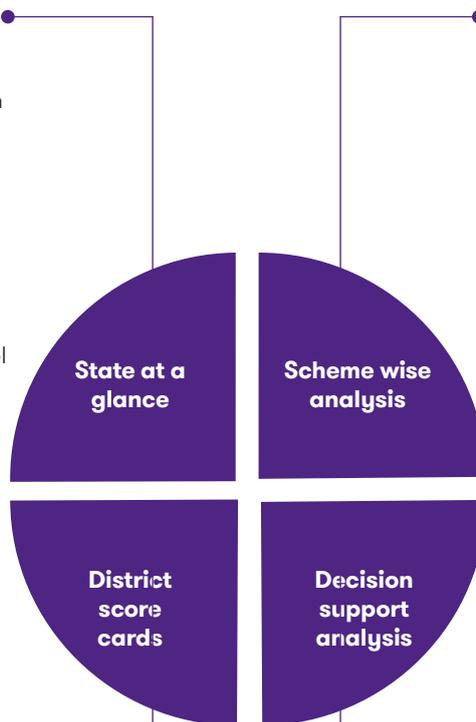


³<http://www.cmdashboard.mp.gov.in/>



State at a glance module

- A holistic view of the state of affairs in the individual departments in the form of a **balanced scorecard** like view
- Well-defined **key performance indicators** which will act as true indicators
- Creating a **transparent appraisal system** for government employees by identification of the performers and non-performers up to a grass root level
- Measures for improving the **fiscal health** of the state



Government initiative module

- Creation of a **real-time alert system** (red alerts for critical items)
- Facilitating quick and convenient **data retrieval** from multiple departments
- Improvement in coordination and operations of **departmental performance benchmarking**
- Identifying the bottlenecks in the system with a comprehensive drill-down facility
- Creating a **feedback mechanism** to qualify whether a particular strategy is effective or not, and hence lead to a corrective strategy

District score cards

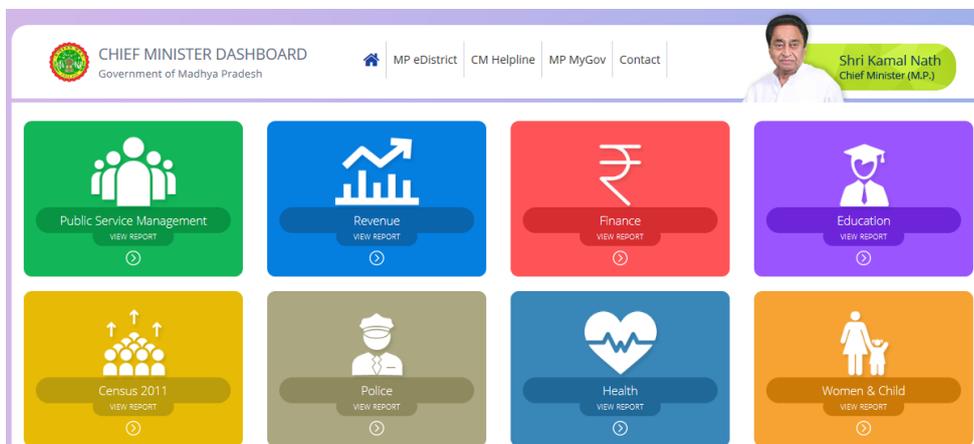
- Understand the **top performers** and **bottom performers**
- Understand problems specific to districts, for example, district A is good in crime but is not doing very well in revenue generation
- Analyse the **trends of district performance** and take corrective actions before it degrades below a certain threshold

Decision support system

- **Scenario analysis**
- **Variations** (targets versus actual) **analysis**
- **Root cause** and **what-if analysis**
- Forward looking analysis such as forecasting of domestic wheat consumption, or forecasting of child mortality rate, or rollout of schemes etc.

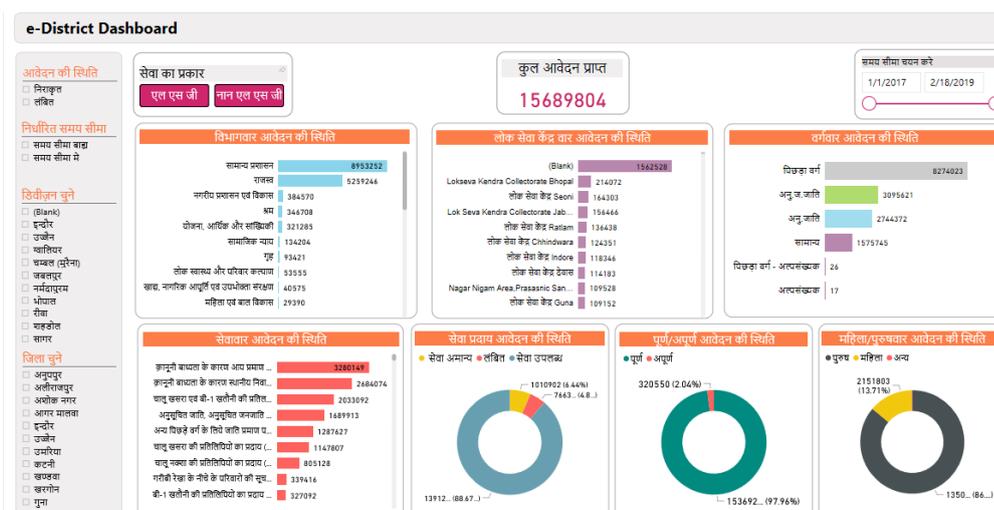
Results achieved

Live data of more than 30 departments is available for real-time access to information and monitoring by department officials and citizens.



Use case:

This is a snapshot of MP e-District dashboard highlighting real-time status of citizen application at various LSKs across the state.



Lessons learned

Application of data analytics in governance:

Continuous monitoring and quality checks over the implementation model by applying data analytics tools eventually leads to better decision-making, brings out services/ schemes that the citizens need and helps in an increased adherence to the required SLAs.

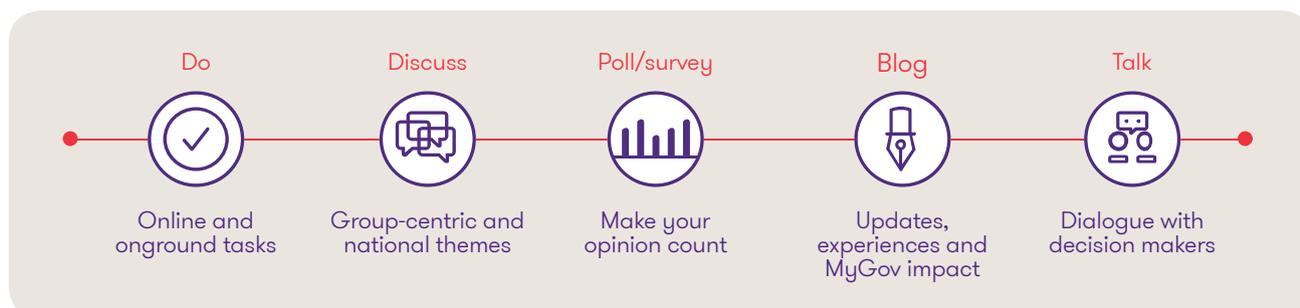
Case study 5: MP MyGov – A digital platform for citizens

The challenge

With wide accessibility of mobile phones and an increase in digitally literate population especially located in the urban areas of the state, there was a need for a technology platform that could provide interface between the government and citizens. This platform could be used to promote active participation of citizens in the state governance by crowdsourcing ideas from them and include them in providing feedback to the government.

Solution

MP MyGov⁴ is a technology-driven platform for citizen engagement founded by the MP government to promote active participation of the citizens in their state governance and development by crowdsourcing governance ideas from them. MP is the fourth state in India to adopt this platform, an initiative started by the central government. Since its launch in August 2017, MyGov has more than 33,000 registered users. Citizens can engage with the state government through one of the following activities:



Activities conducted on MP MyGov for PSGA services

Samadhan Ek Din - 100 participants shared their ideas to improve the one day governance service delivery system.

PSGA (for public) – The citizens were invited to share their experience about LSK and MPO services. 100 participants shared their experiences.

PSGA (for officers) - To make the services better, the officers of LSK were invited to share their ideas. 50+ participants gave their suggestions.

Results achieved

The portal has about 33,000 registered users and has received about 4,000 submissions for 41 contests in various categories. Citizens have also participated actively and forwarded about 4,000 comments in more than 50 discussion themes.

Lessons learned

Citizen government digital interface: Application of an innovative technology platform in the form of MP MyGov, to build a partnership between the citizens and government to encourage citizen participation has led good governance by seeking their ideas, suggestions and contribution at the grass root level.

⁴<https://mp.mygov.in/hi>

Case study 6: Unified Portal – Integrated single window for service delivery

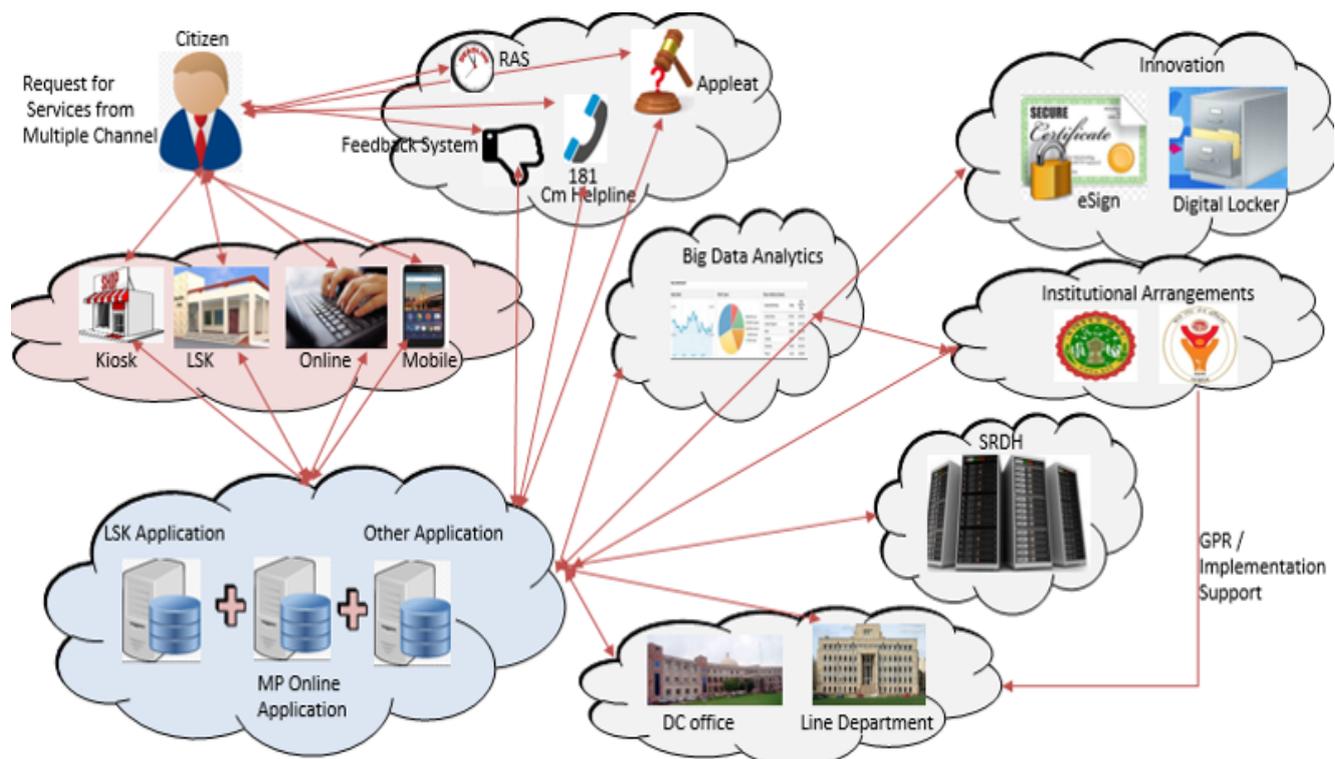
The challenge

Currently, multiple websites viz. e-district, MP online and department portals are being used for delivery of public services and information dissemination. Few services are available across all platforms, whereas others are delivered through specific medium only. The multiplicity approach of service delivery adds to citizens' confusion and is a potent reason for their dissatisfaction with the state governance.

Solution

A unified portal has been developed, which serves as a one-point interface to avail any service belonging to any department of the state. This portal is integrated at the back-end with multiple government websites/departments and is ready for its roll-out. It will simplify citizens' access to all government services.

- A complete transparent and paperless system for grievance handling through easily accessible mediums within a stipulated time frame.
- Spread awareness to citizens on right to service and right to equality
- Ensure effective service delivery to the last mile, while ensuring gender equality and empowering women and people in need
- Fix the accountability in governance
- Providing a strong feedback on every grievance



Awards and accolades

MP's public service delivery has received the following awards and accolades for its efficient functioning.

- **United Nation Public Service Award 2012** – MP's PSMD was conferred with this award under the 'Improving the Delivery of Public Services' category towards improving the effectiveness, efficiency and quality of public services.
- **Skoch Order of Merit 2013** – The PSMD was awarded in recognition to public service delivery through LSK.
- **State IT Award for excellence in e-Governance initiative, 2014** – This was given for online solution for public service delivery, SAPS under the category of the 'Best IT Project for Masses Leading to Social Inclusion'.
- **Gems of Digital India Award 2018** – This was awarded to the e-district project for excellence in e-governance.



Road ahead

Public service delivery system in Madhya Pradesh has significantly improved through PSGA 2010 with guaranteed and timely services. The state government today is challenged to constantly improve the services, to maintain the existing satisfaction level of the citizens. The government therefore, is constantly evolving methodologies to improve the efficiency and effectiveness of service delivery, through citizen centric, higher quality, reduced cost, and lesser timelines services.

Going forward, the state government shall adopt the best practices from others states to respond to the changing needs of the citizens. Four key areas that need to be focused are:

Speed of delivery – Shortest possible time to deliver a service

Citizen-centric - Service that is designed for citizens

Integrated platform – Service delivery system is integrated to act as one-stop solution

Multiple delivery channels – Citizen to have choice of using delivery channels as per their requirement or comfort.

The government is currently working on the following initiatives to further enhance the quality of delivery of public service:

Express service delivery (Tatkal Seva): Citizens expect immediate delivery of services through process re-engineering. This offers services where approvals of government officials are not warranted, for example, registration for employment and copy of land records. Other services that are being considered to be included would be the ones that could be issued based on affidavit/ self-declaration from the citizen.

More services on mobile app: The government aims to deliver more services through a mobile app to the digitally literate or mobile friendly population.

Advanced data analytics for monitoring and operation:

Cutting-edge technologies for data analysis are being considered to understand the challenges and design new strategies for delivering new schemes and solutions.

Conducting citizen awareness programmes: Extensive promotional programmes and campaigns utilising all delivery channels - including traditional and digital - are being planned to create awareness across the state.

Citizen survey for identification of new services: A state-wide survey may be planned to understand the citizens' experience and their expectations from the government. These interactions may provide insights to identify new more relevant and important services for the citizens.

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Authors

Ravinder Reddy

Abhinav Sisodia

Ram Gurung

Shyam Khobragade

Sapna Nauhria

For media queries, please contact

Spriha Jayati

E: spriha.jayati@in.gt.com

M: +91 93237 44249

Editorial review

Shambhavi Modgill

Design

Gourav Kalra

For further queries related to the report, please contact

Ravinder Reddy

E: ravinder.reddy@in.gt.com

M: +91 9871606103

Contact us

To know more, please visit www.grantthornton.in or contact any of our offices as mentioned below:

NEW DELHI

National Office
Outer Circle
L 41 Connaught Circus
New Delhi 110001
T +91 11 4278 7070

NEW DELHI

6th floor
Worldmark 2
Aerocity
New Delhi 110037
T +91 11 4952 7400

AHMEDABAD

7th Floor,
Heritage Chambers,
Nr. Azad Society,
Nehru Nagar,
Ahmedabad - 380015

BENGALURU

5th Floor, 65/2, Block A,
Bagmane Tridib, Bagmane
Tech Park, C V Raman Nagar,
Bengaluru - 560093
T +91 80 4243 0700

CHANDIGARH

B-406A, 4th Floor
L&T Elante Office Building
Industrial Area Phase I
Chandigarh 160002
T +91 172 4338 000

CHENNAI

7th Floor, Prestige Polygon
471, Anna Salai, Teynampet
Chennai - 600 018
T +91 44 4294 0000

DEHRADUN

Suite no. 2211, 2nd floor Building
2000, Michigan Avenue,
Doon Express Business Park
Subhash Nagar, Dehradun - 248002
T +91 0135 2646 500.

GURGAON

21st Floor, DLF Square
Jacaranda Marg
DLF Phase II
Gurgaon 122002
T +91 124 462 8000

HYDERABAD

7th Floor, Block III
White House
Kundan Bagh, Begumpet
Hyderabad 500016
T +91 40 6630 8200

KOCHI

6th Floor, Modayil Centre point
Warriam road junction
M. G. Road
Kochi 682016
T +91 484 406 4541

KOLKATA

10C Hungerford Street
5th Floor
Kolkata 700017
T +91 33 4050 8000

MUMBAI

16th Floor, Tower II
Indiabulls Finance Centre
SB Marg, Elphinstone (W)
Mumbai 400013
T +91 22 6626 2600

MUMBAI

9th Floor, Classic Pentagon
Nr Bisleri factory, Western
Express Highway, Andheri (E)
Mumbai 400099
T +91 22 6176 7800

NOIDA

Plot No. 19A, 7th Floor
Sector - 16A
Noida 201301
T +91 120 485 5901

PUNE

3rd Floor, Unit No 309 to 312
West Wing, Nyati Unitree
Nagar Road, Yerwada
Pune- 411006
T +91 20 6744 8800

For more information or for any queries, write to us at contact@in.gt.com



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