Making Service Delivery People-friendly

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Agenda

- The Issue

- Diagnosis

- Solutions

- Examples

The Issue

How to provide efficient & convenient services to ALL the Citizens of the country?

Dimensions of the Issue

1. Huge Transaction Volume

2. Wide Range of Services

3. Complexity of Transactions

12 Attributes of People-friendly Services

1. Simple
2. Need-based
3. Certainty
4. Speed
5. Convenience
   - Place
   - Time
   - Channel

6. Equitable
7. Responsive
8. Customer-centric
9. Quality of Service
10. Cost-effective
11. Accessible
12. Assisted

The Diagnosis

The Symptoms

- Air of Mystification
- Long Queues
- Multiple Visits
    - Pillar-to-Post
- Outcome is in Suspense
- Gatekeepers
- Poor Quality
- Mercy - not a right
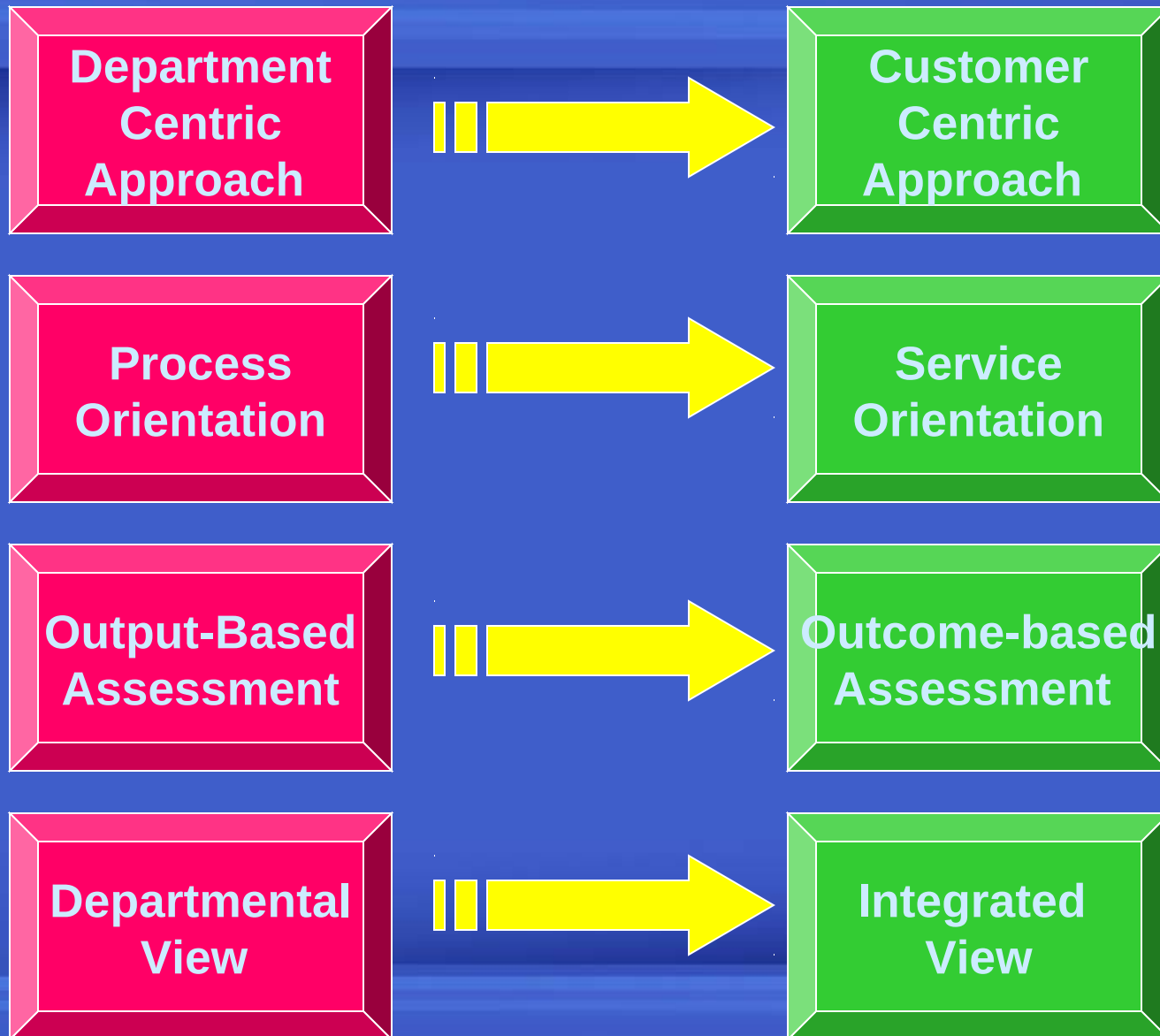- Intermediaries, shortcuts
- Recommendations

Root Causes

Legislative Intent → Process Problems → Delivery Channel Problems → Delivery Problems

Transformation of Service Delivery is the Answer

The Solution

Ingredients of Transformation

Department Centric Approach	→	**Customer Centric Approach**
Process Orientation	→	**Service Orientation**
Output-Based Assessment	→	**Outcome-based Assessment**
Departmental View	→	**Integrated View**

A 4-Pronged Approach to Transformation

Transforming Process

- Eliminate
- Simplify
- Automate
- Base on Trust
- Integrate
- Join Up
- Legislate

Using Technology

- Enterprise Architecture
- Standards
- Unified Databases
- Unified Networks
- SOA
- Portals

Transformation

Transforming Channels

- Multiple Channels
- 24x7
- Access
- Common Service Centres
- Mobile
- Self-Service
- Licensed Intermediaries

Transforming People

- Training
- Change Management
- CRM skills
- Consultation
- Empowerment
- Education
- Awareness

It is the
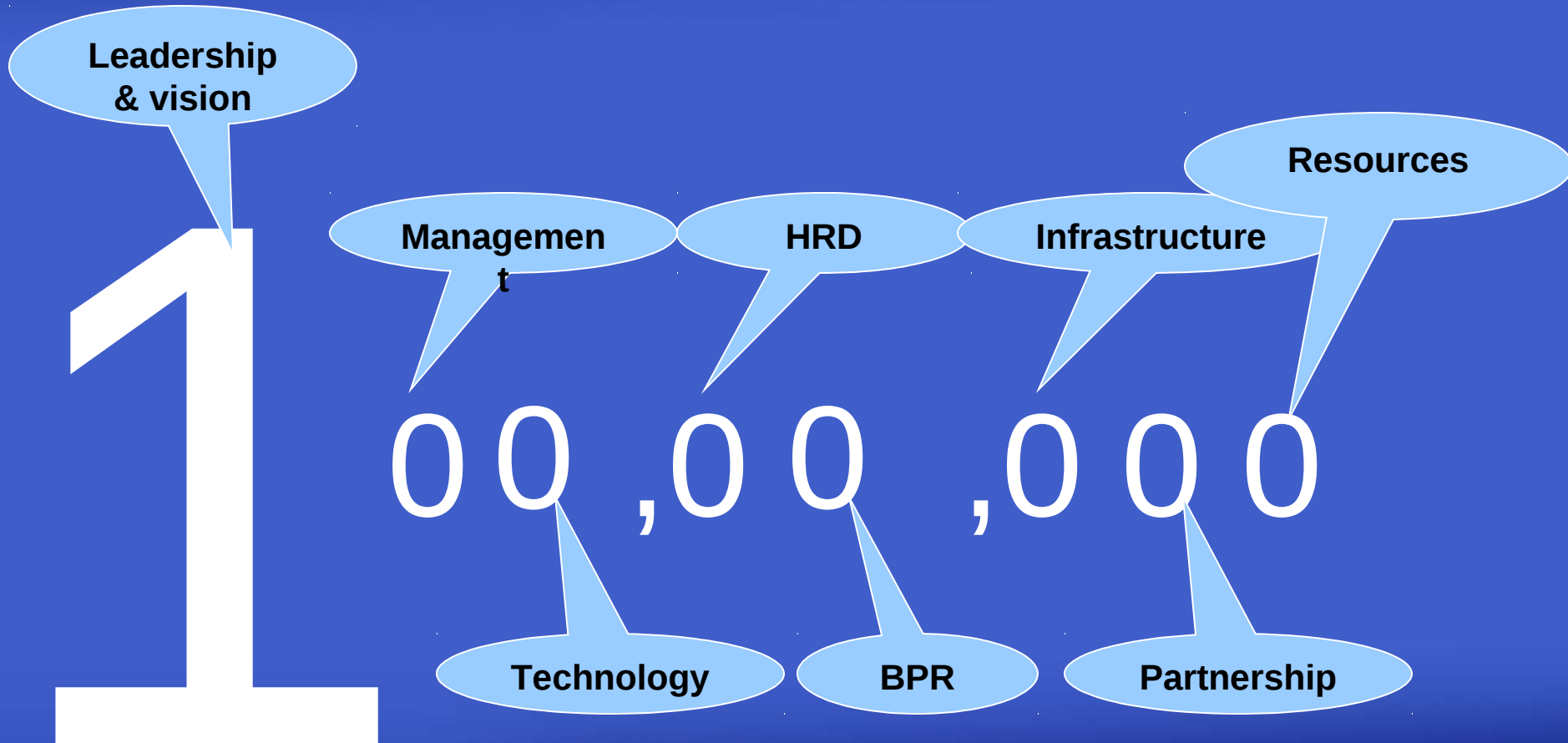***transformation*** of government
to provide

Efficient
Convenient *&*
Transparent
Services
to
the ***Citizens & Businesses***

through
Information & Communication Technologies

Examples of People-friendly Delivery Systems

- Passenger Reservation System, Railways

- eSeva, Andhra Pradesh/B-One, Bangalore

- Bhoomi, Karnataka
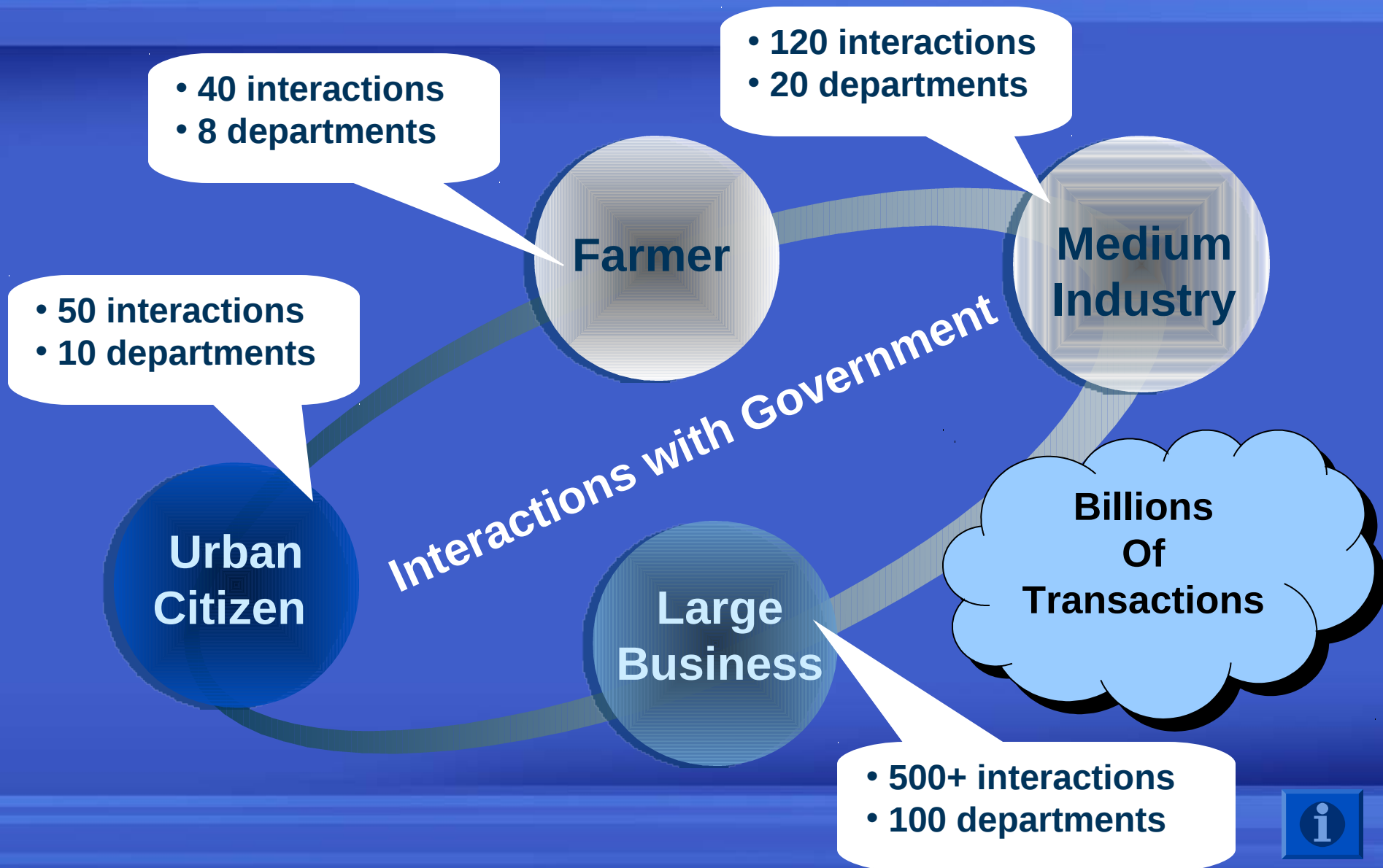
- MCA21, Ministry of Company Affairs

Thank You

Ashok.Krishnan@nisg.org
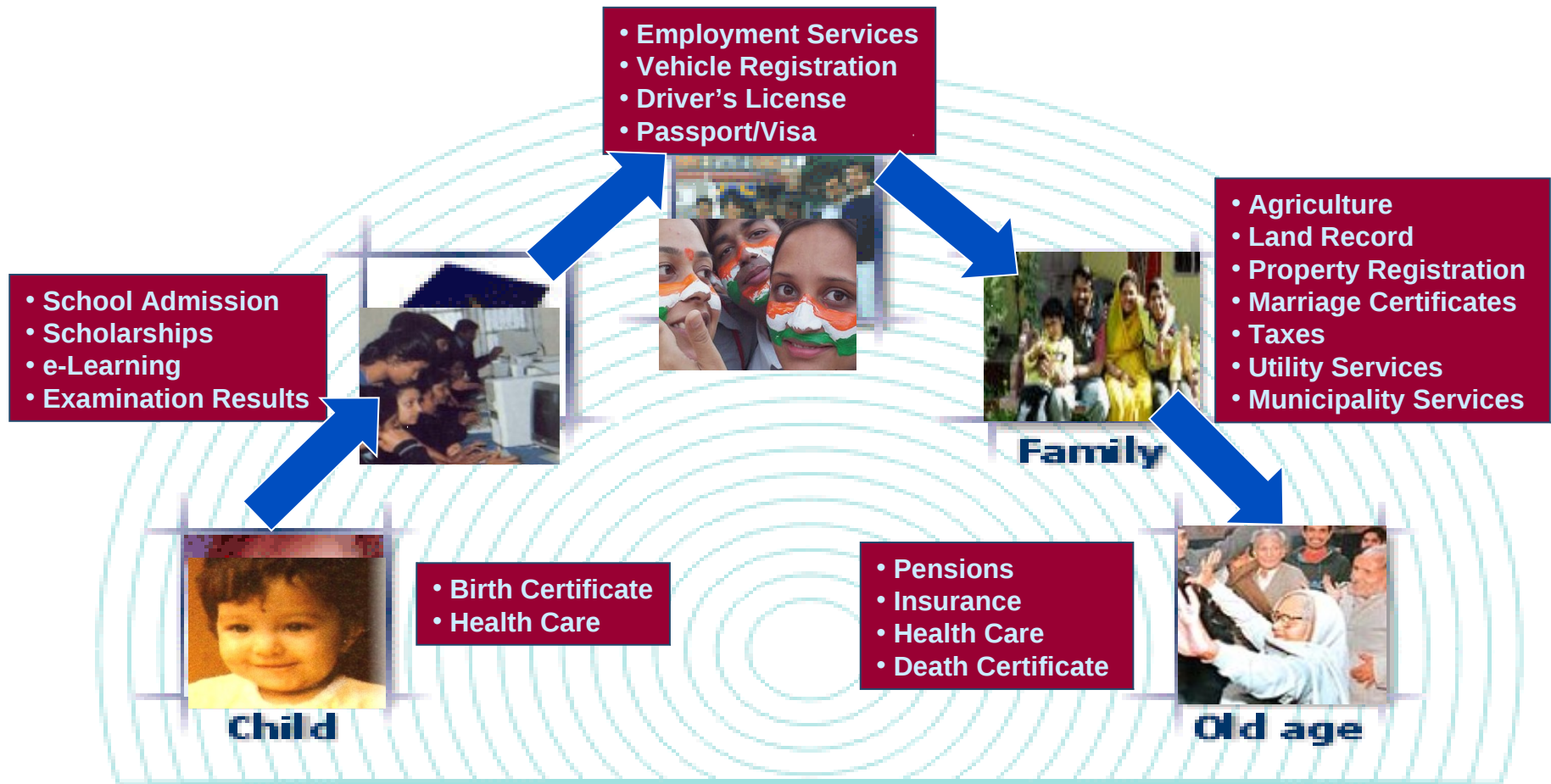
Huge Volume

- **40 interactions**
- **8 departments**

- **120 interactions**
- **20 departments**

- **50 interactions**
- **10 departments**

Farmer

Medium Industry

Interactions with Government

Urban Citizen

Large Business

Billions Of Transactions

- **500+ interactions**
- **100 departments**

Wide Range of Services – G2C

Wide Range of Services – G2B

- Approvals
- Permissions

- Returns
- Taxes
- Permits
- Compliance

- Approvals
- Compliance

Expand

Close

Operate

Start-up

Explore Opportunities

- Approvals
- Permissions
- Registrations

- Project Profiles
- Infrastructure
- State Support
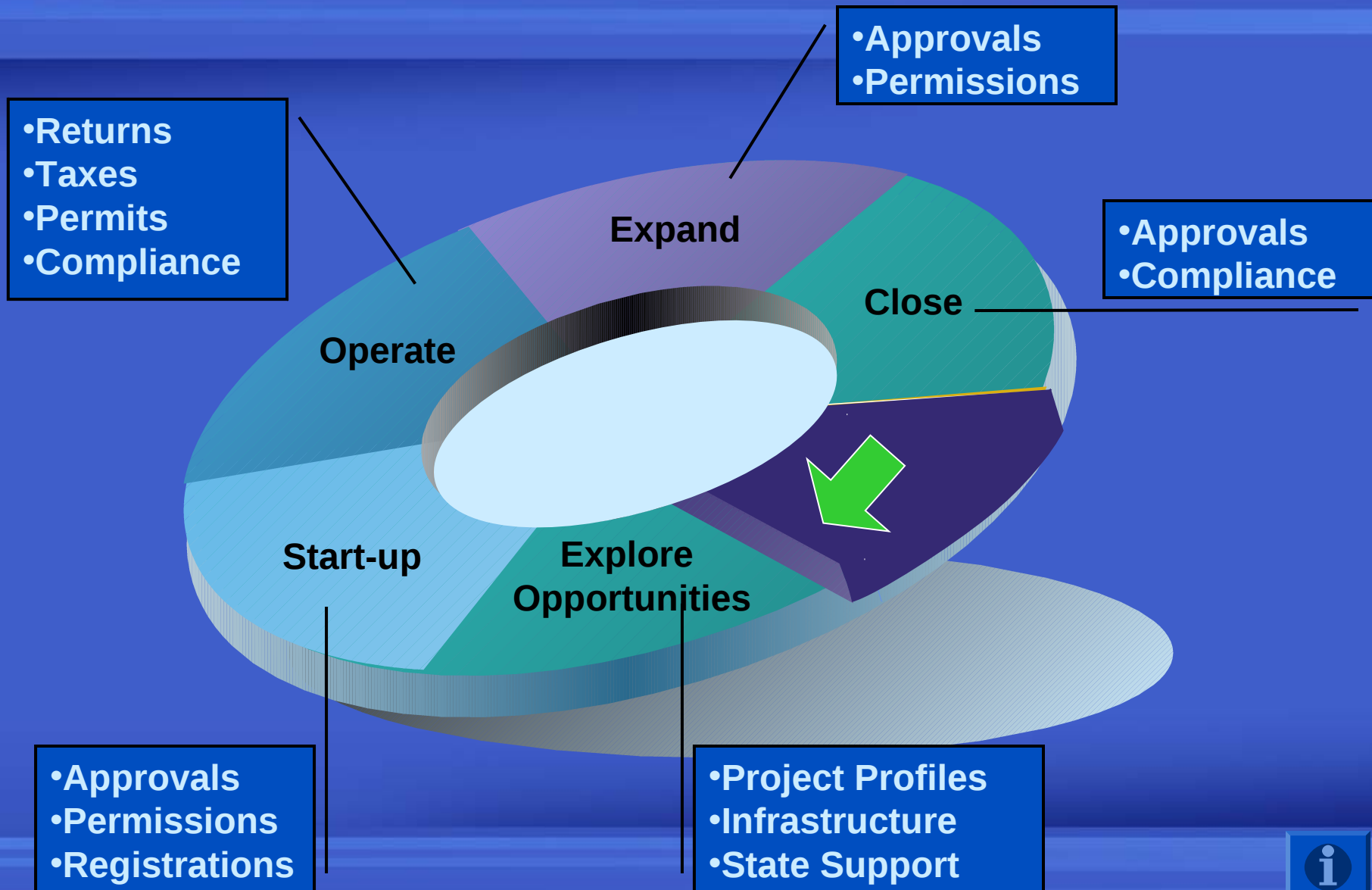
Complexity of Land Transactions

Cannot verify ownership

Buyer & Seller → Complete Documents → Submit Appln. → Pay fees → **SRO** **Verify documents and register** → **Buyer & Seller** → **Buyer gets proof of transaction**

Buyer → Complete application → Submit Appln for Mutation. → **MRO** **Verify and change records** → **Buyer** → **Buyer gets ownership records**

Buyer → Complete appl. → Submit Appln for Sub-division → **Mandal Surveyor** **Sub-divide the parcel and change records** → **Buyer** → **Buyer gets boundary info.**

Legislative Intent

- Old and Antiquated Laws
  - Registration Act 1905
  - Stamp Act 1899
  - Survey & Boundaries Act 1923
  - Revenue Code 18xx
- Basis of legal system is Mistrust, not Service
- Acts are department-centric, not citizen-centric
- Rules are complex and tedious
  - 10,000 rules, 1 lakh forms!
- Rulers are not accountable

Process Problems

- Controls instead of facilitation
- Asking for too much information
  - by every agency, on every occasion
- Burden of proof thrown on Citizen
  - Attachments, Annexures, Attestations
- Too many areas of discretion
- Complexity of rules & regulations
  - Anything to do with money is more complex
- Heavy reliance on manual systems
- No concept of Quality Assurance

Delivery Channel Problems

- Jurisdiction
  - too many 'narrow domestic walls' !
  - too many 'single windows'
- Restricted timings
- Disparate and sub-optimal delivery networks
- No choice of delivery channels
- Process & Delivery Channel often combined
  - resulting in delay, malpractice

Delivery Problems

- Mindset & attitudinal problems
- Delivery Agents unsuitable
  - Unqualified
  - Untrained
  - Unequipped
- Lack of empowerment of front-end people
- Lack of dedicated delivery teams
  - Delivery is handled on a part-time basis
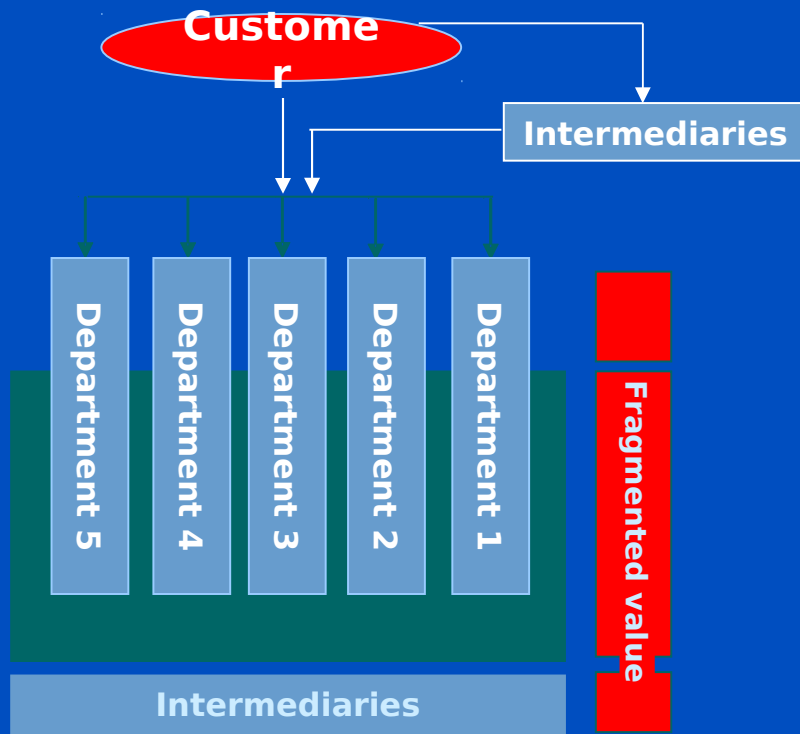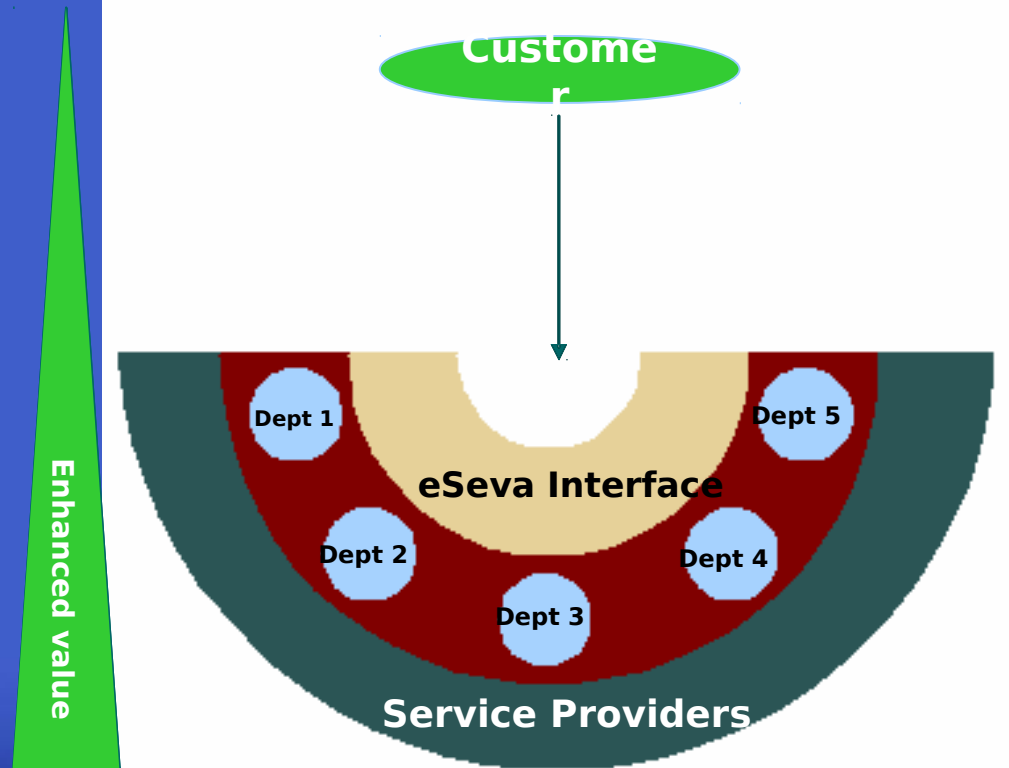- Lack of service levels, measurement systems

eSeva

seva | Redefining Citizen Services

eSeva Value Proposition

The Evolution of eSeva…

Rajiv
2006

6000 Kiosks
? Services
?????? tpm

eSeva AP
Oct 2004

201 Service Centres
55 Services
1,200,000 tpm

eSeva
Oct 2004

48 Service Centres
155 Services
1,600,000 tpm

eSeva
Aug 2001

18 Service Centres
25 Services
500,000 tpm

TWINS
Dec 1999

1 Service Centre
6 Services
1000 tpm

Sampark Chandigargh

Tpm= Transactions per month

Salient features of eSeva

- One-stop-shop for citizen/ business services
  - Open 8 am to 8 pm
  - Open 8 am to 3 pm on Holidays
- Over 150 services
  - Any service at any centre, any counter
  - G2C, G2B, B2C services
- Efficient Service
  - 3 to 5 minutes per transaction on non-peak days
  - 20 to 30 min on peak days in *some* centres
- Good ambience for citizens
  - No more standing in line
- Electronic Queue Management system

Multiple Delivery Channels

- eSeva Service Centres

- eSeva Portal
  - www.esevaonline.com

- ATMs of some banks

- Bank Branches

Before eSeva ...

Performance of eSeva

Year	No.of Trans. (in Millions)	Amount (in Millions)
2001	0.3	334
2002	4.5	10,050
2003	10.5	38,691
2004	29.5	43,233
2005	41.8	49,150
Total	86.6	141,458

Essence of Good Governance

Least Governance

- Deregulation
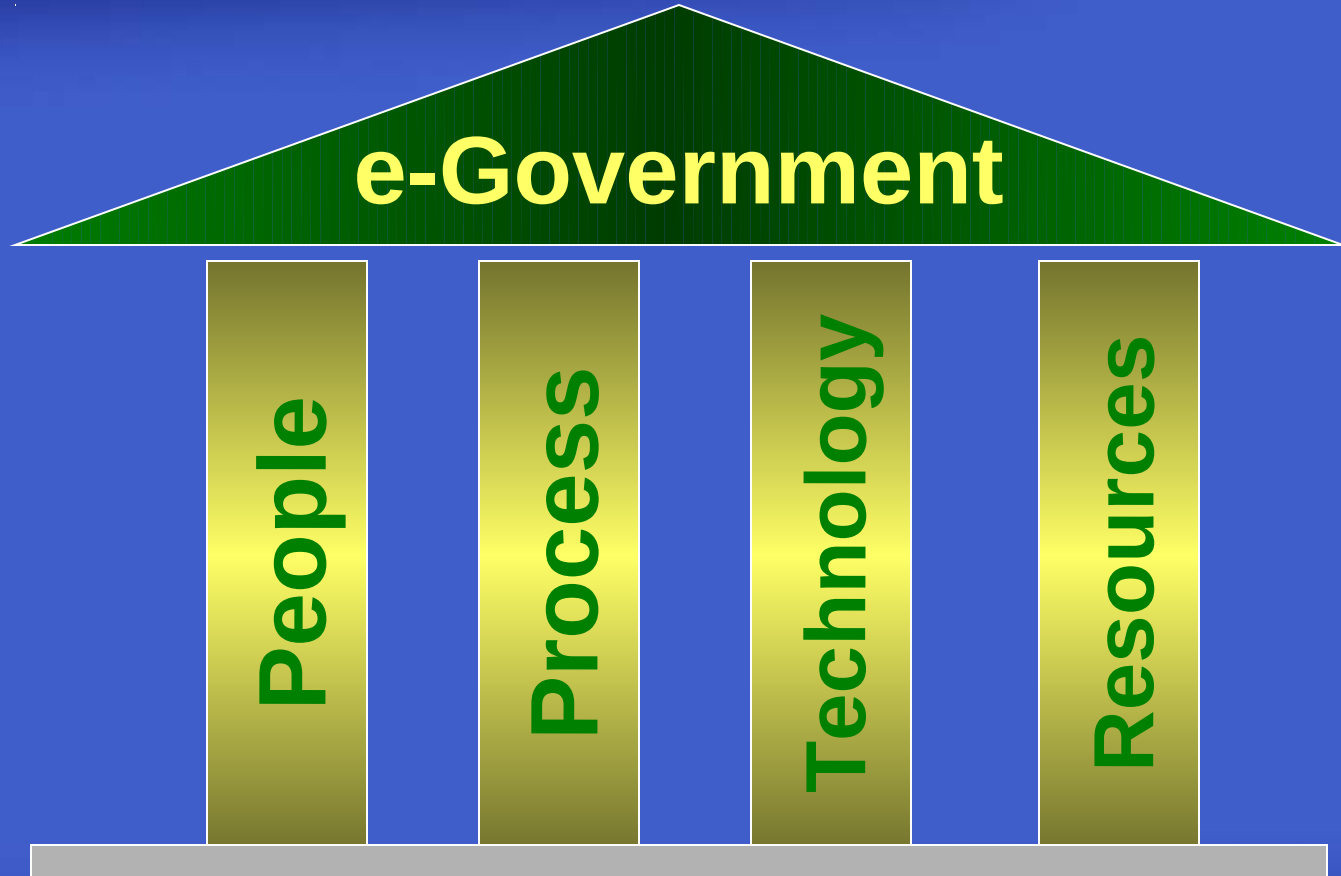- Right-Sizing
- Partnership

Customer-centric Governance

- Service-centricity
- Efficiency
- Joined-up Government

Participative Governance

- Inclusion
- Communication
- Consultation

The Four Pillars of eGov

Blueprint of NeGP

7 Areas of Management in eGov

- Program Management
- Process Reform Management
- Change Management
- Knowledge Management
- Resource Management
- Procurement Management
- Technology Management