

**PROCEEDINGS OF THE NATIONAL WORKSHOP ON  
BEST PRACTICES IN CITIZEN CENTRIC GOVERNANCE**

(AS PART OF TEAM INDIA: MINIMUM GOVERNMENT- MAXIMUM GOVERNANCE INITIATIVE)  
held on 10<sup>th</sup>-11<sup>th</sup> September, 2015 at Vigyan Bhawan

**Date: 10.09.2015**

**Inaugural Session [from 11.00 to 11.55 Hrs.]**

**Welcome Address by Ms Usha Sharma, AS(AR&PG):**

Ms Usha Sharma welcomed the Hon'ble MoS (PP) and other dignitaries of Central/State Governments, academicians and participants from various organisations. In her welcome address she briefed about 2 days workshop, which included session on Citizen Centric Administration, Women Empowerment, Efficient Resource Utilization and Capacity Building & e-Governance Tools in Citizen Centric Service Delivery to cover a wide range of Public Service Delivery Systems with a goal to empower the last citizen at the last mile.

**Address by Shri Devendra Chaudhary, Secretary (AR&PG):**

2. Shri Devendra Chaudhry, Secretary, DARPG enlightened the gathering about the significance of the Workshop towards implementing the vision of Hon'ble PM by deliberation on the innovative efforts in Public Governance and replicating these practices using tools of e-Governance for bringing efficiency and quality in public service. He emphasised that Benefits of Good Governance should reach the Last Citizen at the Last Mile.

3. With the sustained efforts from this Department 12 states have already committed for replication of 13 out of 17 PM awarded initiatives presented on Civil Services Day 2015. Further DARPG is considering replication of 'Best-in-Class / Best-in-Fit initiatives from amongst **195** national e-Governance awarded Initiatives (for ex. **Financial sector - 25, Agriculture - 12, Health - 15**) as in the case of PM Awarded initiated in various states. Key Strategy would be to dovetail the schemes of the GOI and the States for quick implementation

4. He also presented the department's action plan on PM Awards 2014-15, National e-Governance awards 2016, quick disposal of public grievances, dissemination of good governance practices and planning of three regional conferences at Kohima (Nagaland), Bhopal (MP) and Bangluru (Karnataka),

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implementation of e-office across all GoI Ministries/Departments and signing of MoUs with other countries for capacity building of senior and middle level officers.

5. He informed the participants about the Prime Ministers focus on effective redressal of Public Grievances through Prime Ministers portal PRAGATI. He requested States to consider equivalent steps with respect to State Grievances.

6. Regarding new initiatives for the welfare of Pensioners he informed the gathering that 26 forms have been simplified and 4 deleted, requirement of attestation is done away with. Software named "BHAVISHYA" has been introduced in 83 offices for online sanction/documentation and payment of pension, which is being further scaled up. A new software "**JEEVAN PRAMAN**" has also been developed for 'Life Certification' every year by pensioners in the month of November. Single window System for Pension Grievances has been created. He urged State Governments to follow. He also informed about "ANUBHAV" wherein wisdom and institutional memory of retired and retiring employee could be shared. **SANKALP is another portal to channelize skill/ experience and time of retired government servants into meaningful social activities.**

7. He concluded with the remark "**YOU CANNOT TRAVEL THE PATH UNLESS YOU BECOME THE PATH ITSELF**".

**Inaugural Address by Dr. Jitendra Singh, MoS(PP) :**

8. While addressing the gathering MoS (PP) said that Dept. of Administrative Reforms and Public Grievances (DARPG) is basically a R&D Dept. for Good Governance. Whenever, history of Administrative Reforms is re-written, the name of Secretary (AR) will find a prominent place. This Department is a torch bearer of Good Governance and for carrying forward the vision of Minimum Government Maximum Governance. The present Govt. has institutionalized the Citizen Centric system with the aim to wipe out the tears of last man in the line.

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9. He mentioned about 2 icons of Good Governance the first one being Shri Shyama Prasad Mukherjee, who at a young age of 34 yrs became the Vice Chancellor of Kolkata University. Shri Shyama Prasad Mukherjee carried forward his vision of good governance through three Cs; Capability, Courage and Conviction which is a lesson to be followed by present day Civil Servants to carry forward good governance. The second icon of Good Governance is Shri Din Dayal Upadhyaya, who developed the concept of "Antyodaya" which means upliftment of the poorest of poor, which is citizen centric in real sense.

10. He mentioned about the Pradhan Mantri Jan Dhan Yojana, which is basically an initiative to ensure financial inclusion of all citizens giving them the dignity of having their individual Bank Account. Atal Pension Yojana is for social security of people who do not have the facility of pension.

11. He said that by adopting Self Attestation/ Certification, this Government has sent out a message that we have the ability to trust our citizens particularly youth and their ability of understanding consequences of submitting forged certificate. This is tribute to the youth of India.

12. He recollected Prime Minister's Address on 15<sup>th</sup> Aug. 2015 regarding taking away of Interviews for job and informed the participants that work in this direction has been started. He further mentioned about Prime Ministers initiative regarding Start up India - Stand up India wherein the Prime Minister had urged students of IITs and other prestigious Technical Institutions to take advantage of Government Initiative to own a business and be a job creator not a job seeker.

13. He re-assured Government's commitment to create a friendly environment for Civil Servants to work and to realize their potential to carry forward Good Governance.

14. The workshop was conducted in five sessions including valedictory session and a number of presentations on best practices were made in each session. The presentations are available on the website of Department of Administrative Reforms and Public Grievances, [www.darpg.gov.in](http://www.darpg.gov.in)

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**Session I "Citizen Centric Administration"**

15. In Session I four presentations were made as under:

- a) **'Self Attestation and Rationalization of Affidavit for reforming Public Service Delivery' of Govt. of Punjab** : This presentation highlighted the initiative of the Govt. of Punjab for replacing affidavits by self attestation
- b) **'SAKALA' of Govt. of Karnataka** : This is a flagship programme of Govt. of Karnataka to standardize and simplify Citizen Service Delivery systems and make the Government more accountable to its citizens
- c) **'Madhya Pradesh Guarantee of Public Services Delivery Act' of Govt. of MP**: Delivery of notified service is ensured by designated authorities through a transparent process within a given time line. Penalty is imposed for wilful non-compliance.
- d) **Presentation by UNDP** : Aimed at poverty alleviation, democratic governance, improving energy and environment with focus on better livelihoods and service delivery, Stronger protective legislation and access to entitlements, Health, Human Development.

16. **Panel Discussion** (Panellist- Shri Sri Prakash, JS DoPT, Shri Praveen Kumar, JS Dept. of Higher Education, Shri Gopal Meena, Addl. Mission Director, Good Governance Govt. of Bihar, Shri Tenzing Gelek, Commissioner cum Secretary, Dept. of Personnel, Govt. of Sikkim and Ms Usha Sharma, Additional Secretary, Department of Administrative Reforms and Public Grievances as moderator)

- a) Shri Sri Prakash, JS DoPT informed that requirement of document's attestation has been removed in compassionate appointment and also while applying for various services in UPSC, SSC. He said that such initiatives will make a difference to the Image of the Government in peoples' mind.

**PROCEEDINGS OF THE NATIONAL WORKSHOP ON  
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(AS PART OF TEAM INDIA: MINIMUM GOVERNMENT- MAXIMUM GOVERNANCE INITIATIVE)  
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- b) Shri Gopal Meena, said that Bihar Govt. had enacted Right to Service Delivery on 15.08.2011. Single window system has been developed and 51 services have been included. The Chief Secretary monitors the system every month. It was suggested to Bihar Govt. to add more services.
- c) Shri Praveen Kumar, Joint Secretary Dept. of School Education & Literacy said that in order to make Governance citizen centric and corruption free, requirement of people's interface with the Govt. officials/ offices needs to be reduced. Creation of online portal for public services will play a vital role in reducing public interface. Wherever public interface is necessary, Government officials should ensure that it is presented in friendly environment. He further added that policies affecting common man should be formulated with peoples' consultation.
- d) Participating in the discussion from the audience Dr. (Mrs.) Satbir Silas, Joint Secretary (Secondary Education) informed that his Dept. Has developed a system where every mark sheet of class 10<sup>th</sup> and 12<sup>th</sup> will be bar coded. This will remove necessity of attestation, as it can be authenticated from anywhere across the country after downloading the application. Further D/o School Education and Literacy is developing a online portal "Saransh" on which the parents can check progress and performance of their children online.

**17. Question and Answer Session:**

- (i) An issue was raised about the applicability of Consumer Protection Act in public service delivery in cases where charges are being levied for public services. It was clarified that Government is not charging anything for service delivery. In some cases nominal charges are imposed for operators of kiosk, who is giving service to the public. There is no consideration for services, hence Consumer Protection Act is not applicable.

**PROCEEDINGS OF THE NATIONAL WORKSHOP ON  
BEST PRACTICES IN CITIZEN CENTRIC GOVERNANCE**

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held on 10<sup>th</sup>-11<sup>th</sup> September, 2015 at Vigyan Bhawan

- (ii) In response to the question as to what remedy did the Government have people give wrong information or submit forged documents, it was clarified that the self declaration form contains an undertaking that in case of submission of wrong information or forged documents, the individual will be liable to be punished under the law. Provisions in IPC are enough to apply in such cases.
  
- (iii) A faculty of IGNOU raised an issue that in day to day Government functioning nothing much has changed and that people were still facing problems in receiving public service from the Government officials. It was clarified that we have a long way to go. By sensitization and realization of Govt. officials, at grass root level, towards the public causes things are moving forward. We must also look at the pressure on Govt. officials. Support system at village level, block level is lacking. Once these initiatives are fully implemented, the service delivery system will improve and people's mindset towards the Government will change.
  
- (iv) It was suggested to the DoPT that a Learning Management System for e-Governance should be developed.
  
- (v) A question was raised about the delivery of services where public cannot wait till the time prescribed for that services and requires it within 24 hrs. Shri Gopal Meena informed that in Bihar there is a provision of Tatkal Seva under which service is delivered within few hours and the documents are verified later. In case the information is found to be incorrect the certificate issued to the public is cancelled.

**PROCEEDINGS OF THE NATIONAL WORKSHOP ON  
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held on 10<sup>th</sup>-11<sup>th</sup> September, 2015 at Vigyan Bhawan

**Date: 10.09.2015 (Afternoon)**

**Session II - WOMEN EMPOWERMENT**

18. In Session II two presentations were made as under:

1. **'LADO' - An Innovative Initiative on eradication of Child Marriages in MP** by Ms. Kalpana Srivastava

2. **Surguja Fulwari initiative (Chhattisgarh)** by Shri R.Prassana:  
Community Managed Health and Nutrition Centres  
for mothers and Under-3 year children.

19. **Panel Discussion** (Ms. Preeti Sudan, AS, M/o WCD, Dr. Rakesh Kumar, M/o Health & Family Welfare, Shri V.Abrraham, RC, Govt of Arunachal Pradesh, Ms. Arushi Ajay Malik, Collector & DM, Ajmer, Ms. Smita Kumar, Joint Secretary, DARPG as Moderator)

a) Ms Preeti Sudan, AS, appreciated the two initiatives and said that there is a need for involvement of community and change of mindset through awareness programmes. 'Beti Bachao, Beti Pado' is the programme of the Government in the same direction. The mindset of the common citizenry towards 'girl child' has been vividly reflected in the expression 'paraya dhan' in LADO. Every parent wants their children to be happy; however, they are constrained by the society. In this regard, she quoted similar initiative of the District Magistrate Kuddalur district (Tamil Nadu). Such programmes create value for girl child. 'Sukanya Samridhi account' for girl child is an initiative of the Government in this direction. In a district in Rajasthan, community celebrates birth of a girl child through plantings of 100 saplings. The dialogue with community and stakeholders enables successful implementation of any social sector scheme. Multi sectoral approach is needed. Takeaways are community involvement, flexibility and customize requirement - for successful implementation of social sector schemes.

b) Ms. Smita Kumar, Joint Sectary, DARPG, also observed that community ownership, holistic approach, multi-sectoral involvement, up-scaling and

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held on 10<sup>th</sup>-11<sup>th</sup> September, 2015 at Vigyan Bhawan

replication are needed for successful implementation of a social sector scheme.

- c) Dr. Rakesh Kumar, Joint Secretary, Ministry of Health and Family Welfare, observed that convergence at ground level, community participation and commitments of District Magistrates to successfully implement projects, are needed. He informed that about 1.35 million children deaths occur every year in the age group 0-5 year in India. This is a very tragic state of affairs. This death is attributable to malnutrition occurring during early pregnancy and pregnancies due to early marriages. Early marriage is also the reason for high maternal mortality. High maternal mortality is prevalent in Bihar, Uttar Pradesh, Madhya Pradesh and Rajasthan. So it was felt that solution lies in simplification of existing schemes, no marriages before 18 years, first child only after attaining the age of 20 years and 2<sup>nd</sup> child after a space of 3 years. He also felt that community awareness is must. Education is necessary to eradicate the menace. Prevention of malnutrition through dietary intervention is more important than medical intervention.

### 20. **Question and Answer Session:**

- (i) A question was raised why maternal mortality is high only in the said four States. In reply to it Ms. Preeti Sudan, AS, informed that early child marriage is also found in Tamil Nadu.
- (ii) Ms. Kalpana Srivastava informed that the reasons behind child marriage are the poverty and insecurity of girl child. Early child marriage is prevalent amongst all communities in Madhya Pradesh. However, there is a change in the mind set now and more and more girls now want to study before marriage.
- (iii) Ms. Arushi Ajay Malik informed that early child marriage is concentrated in certain areas in Rajasthan.
- (iv) Ms. Smita Kumar, JS, DARPG felt that the whole ecosystem needs to be tackled.
- (v) An observation was made by Shri V. Abrraham, RC that community needs to be sensitized on the issue of ills of early child marriages.

**PROCEEDINGS OF THE NATIONAL WORKSHOP ON  
BEST PRACTICES IN CITIZEN CENTRIC GOVERNANCE**

(AS PART OF TEAM INDIA: MINIMUM GOVERNMENT- MAXIMUM GOVERNANCE INITIATIVE)  
held on 10<sup>th</sup>-11<sup>th</sup> September, 2015 at Vigyan Bhawan

In North Eastern States, early child marriage is not found. Education seems to have changed the mindset of the people there. Education of parents is needed.

- (vi) One of the participants observed that Surguja Fulwari is in operation in areas where Integrated Child Development Services (ICDS) is not in operation. However, there may be chances of both the schemes being operational in the same area leading to duplication. He also felt that maternal mortality cannot be tackled only through dietary intervention, but should be complemented by medical intervention. In reply, it was informed that there is no duplication in operation of Surguja Fulwari initiative .
- (vii) Ms. Arushi Ajay Malik informed that economic empowerment of women is needed to control the menace of early child marriage. Multi sector approach is required. In Rajasthan, self help groups are being provided with credit linkages. There is also some other initiatives like distribution of baby kits on birth of a girl child, Thali Bajao and celebration of the birth of a girl child by community through procession. Toilets are needed for more pregnant women and adolescent girls.
- (viii) One of the participant felt that 'Surguja Fulwari' and ICDS may be merged to tackle nutritional and health status of children in the age-group 0-6 years.
- (ix) Ms. Preeti Sudan, AS, opined that Surguja Fulwari is a unique initiative and involves mothers only. She also informed about successful operation of Poorna Shakti Kendras - convergence centre in district, block, village level for accessing women focused programmes - in Pali district in Rajasthan.

**PROCEEDINGS OF THE NATIONAL WORKSHOP ON  
BEST PRACTICES IN CITIZEN CENTRIC GOVERNANCE**

(AS PART OF TEAM INDIA: MINIMUM GOVERNMENT- MAXIMUM GOVERNANCE INITIATIVE)  
held on 10<sup>th</sup>-11<sup>th</sup> September, 2015 at Vigyan Bhawan

**DAY 2 (Date: 11.09.2015)**

21. Additional Secretary(AS), DARPG in her opening remarks emphasised that all government services are aimed at providing services to its citizens in an effective and transparent manner. It is important that the processes, technology and communication adopted to connect with citizens shall facilitate delivery of services.

**Date: 11.09.2015 (forenoon)**

**Session III 'Implementation of Best Practices in Citizen-centric Governance'**

22. In Session III five presentations were made as under:

1. **'Skill Development Programme to impart vocational training to the tribal youth - Maharashtra' by Shri Ranjit Kumar District Magistrate(DM), Gadchiroli**: -initiatives taken by the State Government to provide training to the local people in association with the industry and thereafter, engaging these trained people in gainful employment locally as well as in other cities and towns of the State.
2. **'Revival of Sasur Khaderi and Thithora Lake, U.P. by Shri Arvind Jain, Project Officer** : This initiative is about Conservation of water - Revival of Sasur Khaderi river and Thithora lake. Involvement of local population in the project was over-whelming and it is basically a people-driven project.
3. **'Canal Top Solar Power Plant - Clean & Green Energy, Gujarat' made by Shri Gurdeep Singh** : The initiative is about use of Solar energy for generating electricity.
4. **'Cervical Cancer Screening, Tamilnadu' made by Shri Rajesh Lakhani, Secretary, Government of Tamilnadu.** : The initiative talks about the cheapest screening test for cervical cancer in the world using vinegar. The efficacy of this screen test has been accepted by the Tata Memorial Hospital, Mumbai.
5. **'e-Office - NIC' made by Shri G.K. Gaur, DDG, NIC** : Presentation on processes, technology and tools that are employed for implementation of e-Office in Government offices.

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(AS PART OF TEAM INDIA: MINIMUM GOVERNMENT- MAXIMUM GOVERNANCE INITIATIVE)  
held on 10<sup>th</sup>-11<sup>th</sup> September, 2015 at Vigyan Bhawan

23. **Panel Discussion** (panelists on the dais were Shri Pawan Kumar Agarwal, Joint Secretary, Ministry of Skill Development, Dr. P.C. Pant, Director, Ministry of New & Renewable Energy, Shri Vijendra Kumar, Secretary (IT), Government of Haryana, Ms. Renu Pillai, Principal Secretary, Technical Education, Government of Chhattisgarh and Shri Sanjay Kaul, MD, GSECL, Gujarat and Ms. Usha Sharma, Additional Secretary, Department of Administrative Reforms and Public Grievances as Moderator)

- (i) AS, DARPG commended the meticulous and impressive presentation. She remarked that given the difficult topography and the prevailing conditions in these LWE affected areas, the work undertaken by local Government in assessment, counselling and sensitizing the local community and providing forward linkages in the form of jobs and opportunities to grow are commendable.
- (ii) The panellists queried as to how the local administration is keeping track of the people after getting the job, what the funding mechanisms are, what the percentage of women is and how the infrastructure is arranged for imparting training. In response to this the DM, Gadchiroli informed that the State Government is providing the Innovation Fund for the above exercise. However, to carry the programme forward, the Ministry of Skill Development is being approached. Approximately 60% to 70% are women beneficiaries, most of whom are engaged in hospitality industry. The men prefer jobs of artisans, mechanics, etc. Initially, people were reluctant to move out. However, they were encouraged by the people who had already taken employment outside and shared their experiences with others. In process, they become the agents of change.
- (iii) Shri Pawan Kumar Agarwal, Joint Secretary, Ministry of Skill Development informed that to support skill development, the Ministry has launched Prime Minister Kaushal Vikas Yojana to provide facilities for training and engaging in gainful employment.
- (iv) AS, DARPG suggested that Ministry of Skill Development shall develop the Scheme as a standard template with Central Government funding for the benefit of all.

**PROCEEDINGS OF THE NATIONAL WORKSHOP ON  
BEST PRACTICES IN CITIZEN CENTRIC GOVERNANCE**

(AS PART OF TEAM INDIA: MINIMUM GOVERNMENT- MAXIMUM GOVERNANCE INITIATIVE)  
held on 10<sup>th</sup>-11<sup>th</sup> September, 2015 at Vigyan Bhawan

- (v) The panellists applauded the project of revival of Sasur Khaderi and Thithora rivers and recommended that the scale of the project which allows its replication easily shall be undertaken throughout the country.
- (vi) Dr. Pant of MNRE added that similar projects like Canal Top Solar Power Plant may be undertaken since they can be replicated and are economically viable besides being environment-friendly.
- (vii) AS, DARPG in her concluding remarks stated that the initiatives like, skill development of tribal youth, revival of Sasur Khaderi, Canal Top Solar Power Plant and Cervical Cancer Screening are eye-opener initiatives, highly-impactful and great learning experience. All States shall take advantage of their replicability and scalability which, in turn, would provide solutions to a number of problems, both at local and national level. DARPG would play the role of facilitator in dissemination of these initiatives across the country.

**PROCEEDINGS OF THE NATIONAL WORKSHOP ON  
BEST PRACTICES IN CITIZEN CENTRIC GOVERNANCE**

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held on 10<sup>th</sup>-11<sup>th</sup> September, 2015 at Vigyan Bhawan

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**Session IV e-Governance in Citizen Centric Service Delivery**

24. In Session IV four presentations were made as under:

- a) **Presentation on Passport Seva Project by Shri Muktesh Kumar Pardesi, Jt Secretary, MEA** : conceptualised as a part of the National e-governance plan to set up passport sewa kendras for issue of passports across the country. These passport sewa kendras are being run on a PPP mode.
- b) **Presentaiton on Kanyashree Online was made by Ms Smita Pandey, Jt Secretary, Govt. of West Bengal**: Kanyashree is an initiative of the Govt. of West Bengal to empower adolescent girls to prevent child marriage/ marriage of girls below 18 years of age. The scheme aims at providing monetary assistance to adolescent girls for the purpose of vocational training, scholarship etc. The programme works online.
- c) **Presentation on Suraksha Setu- Safe City Surat (Gujarat) by Shri V.M.Pargi, Special Police Commissioner** : The initiative is about making the city of Surat a safe city by use of CCTVs. The mission behind this project was to provide safe & secure environment, good governance and effective policing to the citizen.
- d) **Presentation on Grievance Redressal Mechanism, CPGRAMS by Shri P. Alfred Senior Technical Director, NIC**: A presentation on the functioning of online grievance redress mechanism CPGRAMS (Centralised Public Grievance Redress and Monitoring System). CPGRAMS facilitates citizens to lodge their grievances from anywhere, anytime for redressal.

25. **Panel Discussion** (Panelists: Shri P.Karupasamy, Joint Secretary, DARPG (Moderator) Shri Rajiv Lochan, Director, M/o Road Transport and Highways, Dr Purnima Chauhan, Secretary AR, Govt. of Himachal Pradesh, Shri A.K.Sinha, Director, M/o Home Affairs and Shri K.D.Vizo, Govt. of Nagaland)

- (i) Shri P.Karupasamy, moderator for the session summarised the discussion. He mentioned that all the 4 initiatives are excellent

**PROCEEDINGS OF THE NATIONAL WORKSHOP ON  
BEST PRACTICES IN CITIZEN CENTRIC GOVERNANCE**

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examples of end to end e-governance. The initiatives are replicable in all parts of India.

- (ii) Shri A.K.Sinha, Director, M/o Home Affairs expressed his appreciation for the Passport project and said that the citizen will further benefit from e-passport being contemplated by MEA. He also felt that the system can be further improved by connecting the portal to CCTNS and other projects of MEA. Regarding Kanyashree project, Shri Sinha commented that the procedure of one time log in is very effective and further can be improved by putting in place a mobile application system. Regarding Suraksha Setu Shri Sinha commented that it is a composite project from policing point of a city. Relevant and important parameters have been used for systemic policing. Here also launching a mobile app can prove helpful. For CPGRAMS he felt that it is a system being used daily and mobile application can further improve it.
- (iii) Shri Rajeev Lochan, Director, M/o Road Transport and Highways mentioned that the presentations were illuminating and laudable. Departments need to work in synergy and dynamic connect with stakeholders to make the initiatives being taken by them more effective as in the case of Safe City Surat project. He then informed the participants of the workshop about the initiatives being taken by the Ministry of RT&H like e-tolling on National Highways, launching of emergency helpline for road users on National Highways and Call Centres being set up. He also mentioned about the pilot project of the Ministry 'Saving Lives' which provides cash less service to accident victims and ensures that the victim reaches hospital within the crucial one hour. He further informed about e-platform of VAHAN and SAARTHI and setting up of driving training schools. He mentioned about licences being issued after assessing the video analysis of the driving skill of the driver and model automated driving testing centre. In process of making necessary legal changes, a Road Transport and Safety Bill is being introduced the highlights of which are: i) ushering

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(AS PART OF TEAM INDIA: MINIMUM GOVERNMENT- MAXIMUM GOVERNANCE INITIATIVE)  
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in era of e-governance in transport sector, ii) policing on highways and use of electronic tracking as in Surat.

- (iv) Dr. Purnima Chauhan, Secretary (AR) Govt. of Himachal Pradesh congratulated DARPG for organizing the workshop. She mentioned that in present day change is only constant. There is a need to connect with public at large. 60% of the population is below 30 years of age in India and they need to be taken into account while formulating policies. Digilocker is a very important step. This needs to be propagated and bring people on board. This step can surely eliminate the system of asking for Affidavits. She also suggested that DARPG can act as a repository of best practices to be replicated. All initiatives need sustainability. Gender audit / Social audit need to be done and based on authentic data it needs to be assessed whether gender budgeting is required. She also pointedly mentioned that while giving Prime Minister Awards, the climate conditions and terrain of the place also needs to be taken into account. More responsive and not archaic digitisation of live cases needs to be done because original record is required in more than one forum. Document means any electronic document. This change needs to be flagged all over the country. About CPGRAMS she mentioned that there is e-samadhan in Himachal Pradesh. The cases having penal provision are covered under Public Service Delivery (PSD). The main menu of the portal gives the message 'This is covered under PSD'. Not only grievances, even normal receipts are prioritized and handled in a time bound manner.
- (v) Shri K.D. Vizo also commented that the passport sewa is very helpful specially for far flung areas like North East. Kanyashree can be used in Nagaland. Nagaland is trying to do some work in the direction of Safe City Surat, the Government has decided to take a pilot project in Dimapur. He mentioned that though CPGRAMS is being implemented in Nagaland but the utilisation is quite low at present. He felt that people need to be encouraged for using the facility. He said that the terrain of North East is very difficult, the soil is very young and landslides are frequent. GOI is placing importance on National Optical

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BEST PRACTICES IN CITIZEN CENTRIC GOVERNANCE**

(AS PART OF TEAM INDIA: MINIMUM GOVERNMENT- MAXIMUM GOVERNANCE INITIATIVE)  
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Fibre network, he requested that D/o Telecommunications should not rely on Optical Fibre Wireless network for North East; here Satellite will definitely be more useful. In Nagaland, CSC service centres are being used as agency for e-governance. He also requested that the climate condition and terrain of the place may be taken into account while deciding PM Awards.

26. **Question and Answer Session**

- a) A participant from North East wanted to know whether there is no provision for SMS alerts to PG Officers or the complainants as soon as the complaint or ATR is registered. Shri Alfred responded that e-mail and SMS alerts will be built in the system for North East.
- b) Another participant commented that more than Gender Audit and Social Audit more important is the Statistical Audit which will give verifiable results. Numbers are important. Dr. Purnima Chauhan responded that Gender or Social Audit does not preclude statistics; statistics is basic to any audit. Process and Output are more towards outcome.
- c) DG, Administrative Staff College of India made the following observations:
  - i. Innovations / good practices which are replicable need a house in the State Governments.
  - ii. In Central Govt. the Departments of Personnel and Administrative Reforms are wonderfully separated whereas in States the two are one department and AR does not get due attention. Hence a separate department for Administrative Reforms in every state is important.
  - iii. All GOI Ministries / Departments should have updated websites, at least updated Acts which affect the citizens and should mention the dates of valid upto.

**PROCEEDINGS OF THE NATIONAL WORKSHOP ON  
BEST PRACTICES IN CITIZEN CENTRIC GOVERNANCE**

(AS PART OF TEAM INDIA: MINIMUM GOVERNMENT- MAXIMUM GOVERNANCE INITIATIVE)  
held on 10<sup>th</sup>-11<sup>th</sup> September, 2015 at Vigyan Bhawan

- iv. A Transparency India Portal is required. This should be a guided portal on corruption where a citizen can log in for making a complaint and his particulars can be guarded.
- d) He was informed by Additional Secretary, DARPG that open data updation of websites was already being looked into by DARPG. A study of the way Citizen Charters are made was also being looked into. DARPG may have monthly interactions with concerned organizations to discuss making of their Citizen Charters. QCI has already been roped in to study the websites of the departments receiving a large number of grievances.
- e) A participant felt that third party validation of the website may make the website more effective and an officer of the level of Director in the organization may be made accountable.
- f) Dr. Purnima Chauhan mentioned that converting Citizen Charter into Public Service Delivery notification can make more effective public service delivery.
- g) Another participant felt that for the purpose of grievances, a National level portal can be put in place and he was informed that a study is underway in DARPG.

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BEST PRACTICES IN CITIZEN CENTRIC GOVERNANCE**

(AS PART OF TEAM INDIA: MINIMUM GOVERNMENT- MAXIMUM GOVERNANCE INITIATIVE)  
held on 10<sup>th</sup>-11<sup>th</sup> September, 2015 at Vigyan Bhawan

**Date: 11.09.2015**

**Valedictory Session**

27. The valediction Session of the Workshop was chaired by Dr. P.K. Mishra, Additional Principal Secretary to Prime Minister. Other officers on the Dais included Sh. Devendra Chaudhary, Secretary (AR&PG), Ms. Usha Sharma, AS (AR&PG) and Ms. Smita Kumar, JS (AR&PG).

28. During valediction session, following **two presentations** were made:-

1. **'Mobile One Karnataka' by Shri Srivatsa Krishna, IAS, Secretary (e-Governance), Govt. of Karnataka:** It is a unified mobile platform which enables citizens to access more than 4,000+ Government services at their fingertips making it the country's and also the world's largest multi-mode mobile governance platform. Karnataka MobileOne can be availed on any phone through integrated voice response, SMS and other apps so that people can access the service with a feature phone as well.
2. **'SAKALA Project' - Karnataka by Shri Manoj Kumar, Additional Secretary, Govt. of Karnataka:** 'Sakala' in Kannada means *'in-time or good-time'*. The project has standardized and simplified Citizen Service delivery systems and has made the Government more accountable to its citizens. The project empowers citizens to avail 669 public services from 50 departments in a time-bound manner and claim compensation for any delays/defaults. Personnel Services have also been added for satisfaction of employees. There are 135 Sakala online services.

**Summing up presentation by Shri Devendra Chaudhury, Secretary (AR&PG)**

29. Secretary (AR&PG) made a presentation summing up the 2 day workshop and the way ahead. He stated that the workshop aimed at replicating the Best Practices in Citizen Centric Governance including using tools of e-Governance to bring in common efficiencies and sustained high quality of public service. The participants were very energetic and have enthusiastically participated. A total of 16 presentations have been made showcasing the best practices and innovative initiatives taken across the country. The presentations focussed on

**PROCEEDINGS OF THE NATIONAL WORKSHOP ON  
BEST PRACTICES IN CITIZEN CENTRIC GOVERNANCE**

(AS PART OF TEAM INDIA: MINIMUM GOVERNMENT- MAXIMUM GOVERNANCE INITIATIVE)  
held on 10<sup>th</sup>-11<sup>th</sup> September, 2015 at Vigyan Bhawan

citizen centric services, women empowerment and efficient utilization of natural resources.

30. Secretary (AR&PG) recalled statement of Hon'ble PM (*on the occasion of the National Meet on Promoting Space Technologies, 07.09.15*) in which PM had stated that "Benefits of Good Governance should reach the Last Citizen at the Last Mile". He also recalled Hon'ble PM's vision to replicate awarded initiatives. 17 Initiatives were awarded by Prime Minister on Civil Services Day (21.04.2015) for 2012-13 & 2013-14. 12 states have already committed for replication of 13 out of these 17 initiatives.

31. Secretary (AR&PG) also stated that the National e-Governance Awards are held every year since 2004 and 18<sup>th</sup> edition was held at Gandhinagar, 30-31 Jan '15 with the theme "Digital India: New Frontiers". DARPG is considering replication of 'Best-in-Class / Best-in-Fit from amongst 195 awarded Initiatives (for ex. Financial sector - 25, Agriculture - 12, Health - 15) as in the case of PM Awards. Technical Committee under CEO, NISG and Core Committee under AS DARPG have been set up and the start up meetings have already been held.

32. He also mentioned about the Public Grievances Redressal system of the department under which 2.70 lac out of 3.01 lac grievances have been resolved during May 2014-March, 2015. Now over 1 lac grievances are registered. At Secretary (DARPG) level, grievance disposal review meetings are held every fortnight. The focus is on System Reforms Analysis and Solutions Proposal for top 20 maximum grievance receiving Ministries / Departments.

**PROCEEDINGS OF THE NATIONAL WORKSHOP ON  
BEST PRACTICES IN CITIZEN CENTRIC GOVERNANCE**

(AS PART OF TEAM INDIA: MINIMUM GOVERNMENT- MAXIMUM GOVERNANCE INITIATIVE)  
held on 10<sup>th</sup>-11<sup>th</sup> September, 2015 at Vigyan Bhawan

**Valedictory Address by Dr. P.K. Mishra, Additional Principal Secretary to  
PM**

33. Dr. P.K. Mishra, Additional Principal Secretary to PM stated that the practice of innovations / initiatives in public administration in various branches of Govt. is in vogue since 1970. However, these initiatives were not sustainable and became defunct after the transfer of concerned officer from that organization. There is a need to institutionalize the innovative endeavour so that the initiative can survive even after the concerned officer is transferred elsewhere. Technology can help a lot in this regard. Dr. Mishra stated that it is heartening to see the enthusiasm, interest and excitement of the participants of the conference. He commended DARPG for efforts to analyze the award winning initiatives with a view of their replication.

34. Dr. Mishra also recalled Hon'ble PM's words at Civil Services Day, 2015. PM had stated that we have been giving PM awards for so many years but there is no mechanism to disseminate the initiatives, as a result, everyone elsewhere has to re-invent the wheel. There is great need to learn from each other's successes and failures across the geographical boundaries of the country.

35. Dr. Mishra commended presentations of Karnataka's MobileOne and Sakala. He stated that when an innovation takes place, the whole system is energized. He appreciated Karnataka Government's Initiatives (mentioned in MobileOne presentation) for efforts to cross-check data related to beneficiaries of various social security schemes with the Aadhar linked data and finding discrepancies and misuse of Govt. Subsidies. Technology should be used for checking leakage of Govt. Funds. Hence there is need to upscale Karnataka's efforts.

36. Dr. Mishra recalled his experience of chairing a Taskforce on Agriculture Insurance during which same set of problems and solutions were found to be repeatedly given for last 30 years but there is no change at ground level. Recently due to technological interventions digitalization of land records by some states, cross-verification of data by Banking and Insurance companies has been made online. However, crop cutting data is still not made online. There is need to utilize space technology, GIS etc. for cross-checking damage to crops in times of drought/ flood etc.

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BEST PRACTICES IN CITIZEN CENTRIC GOVERNANCE**

(AS PART OF TEAM INDIA: MINIMUM GOVERNMENT- MAXIMUM GOVERNANCE INITIATIVE)  
held on 10<sup>th</sup>-11<sup>th</sup> September, 2015 at Vigyan Bhawan

37. Concluding his remarks, Dr. Mishra stated that in a nutshell, there is a need to scale up the best practices and innovations across all States / UTs. Best practice and lessons learnt should be sustainable and need to be institutionalized so that the same is not merely dependent on officer taking the initiative. There is need to address real time problems of a district / group of districts.

38. Dr. Mishra also presented mementos to Champions/Officers/representatives who made the presentations and praised their efforts.

39. The workshop ended with a vote of thanks by Ms Usha Sharma, Additional Secretary, DARPG

[Photo Gallery of National Workshops on Best Practices](#)

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