

Presentation 2

Some institutional models for One Stop service delivery in India

A government close to the people

- What is being tried to be done, and how (what is the one stop shop business, and why now??)
- In old times, there used to be a kind of government agent in each village responsible for all government interactions
- With modernization of governance systems specialization set in; many departments, specialized service
- This may cause loss of proximity and personal touch, but old-style gov agent were ineffective and unaccountable
- Can we get the best of both the worlds – the logic of ICTs enabled one stop shops
- How do ICTs deal with all issues at the same time - of closeness to citizen, specialization of services, transparency and accountability, and cost rationalization –
- **One stop shop, the new personalized government agent in the community**

A decade's history in India

- First set of 'entrepreneur and district collector' initiatives – Gyandoot etc – They looked wonderful, but absence of institutional support
- Large scale social enterprise initiatives – Drishtee, Nlogue – the tail (social enterprise) wagging the dog (gov system)
- NGO initiatives – MSSRF, DHAN Foundation – Showed a lot of promise, but then tended to become inward looking
- Old model for new contexts – CICs and ICTs in libraries model. Old style gov-owned structured did not work
- Single windows at district offices – worked well, within their limited mandate. Attempted institutionalization, but no great political will

Common Services Centres of GoI

- In 2006 National e-governance plan was unveiled
- Front end – 1,00,000 CSCs, one each for 6 villages to cover the whole of India
- Middleware – Connectivity networks (SWANs) and State Data Centres (SDC)
- Backend – Mission mode projects, for various services, directed by concerned departments
- Common service/ payment portal, m-governance etc

CSC Model

- CSC policy and program unit at Dept of IT
- State Designated Agency at the state level – mostly the IT Dept or its outfit
- The 'driver' of the CSC model – a corporate entity, the Service Centre Agency
- Village Level Entrepreneur
- No clear governance linkages with district and village level gov structures

NeGP – Process and Structures

- Mission mode projects – the backend work – responsibility of departments with DIT support
- National E-governance Division, for capacity building
- National Institute of Smart Government – providing contracted support
- Apex Council and Apex Committee – at central and state levels
- Open standards in e-governance policy

Electronic Delivery of Services Bill

- ALL services to be provided online within 5 years of the passing of the Act, unless clear reason can be provided
- Central Electronic Delivery Commission to be set up as independent oversight and regulatory body
- E-district guidelines, for ensuring district level organization and delivery of services
- New draft IT policy – no separate egov or ICTs for social development policy

Other large scale gov initiatives

- Egram – Gujarat, a dept of rural development program, integration with gov systems, committed intranet
- Akshaya – Kerala, Special public sector agency – close relationship with village governance system
- NREGA Seva (facilitation) Centres – for India's largest rural development program
- Prime Minister's Office – Public Information Infrastructure – a parallel plan
- Various programs setting up centres – Workers Facilitation Centres, NGO partnerships etc

Institutional Models Worldwide

- Developed countries – The lead is with administrative reforms departments, with IT departments providing IT support, with clear demarcation of responsibilities
- Very often, the highest executive level directs the reform process, as a high priority across gov agenda
- Developing countries – some places led by admin reform dept, at others by IT depts.
- What local factors determine the model choice?
Which model is best in which context?

A new community based institution

- You won't get there in one go; but it is good to have the vision, and some kind of flexible roadmap
- What should the centre do: Information, services, empowerment – All?
- What are the 'problems' with existing methods – inconvenience, lack of access, corruption, departmental silos,
- Who should own and run it – PPP model, local government, NGO, community based groups?
- Networked governance model

Some Key Issues

- Front end - How to get community involvement, and accountability to the community
- Backend – how to integrate department-wise working, and have them give up community interaction function to a specialised agency
- Do we develop a vision and plan, or let things evolve bottom
- The technology issue – how problematic is it?
- Will mobiles, in the future, make such centres irrelevant

A Group Exercise

Lets create the ideal 'Centre'

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- What would the centre look like – what all does it do
- Who owns, manages it, and the relationship with the community
- What is the role of different departments
- What kind of policies and programs are needed
- Most importantly, from where do we start and how we go along
- Never under-estimate the huge power shifts involved, and the resulting resistance of vested intersts – how to get around it