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Ārohaṇa (आरोहण):
Growth with Impact

A Coalesce-affiliated initiative

Government experience: Citizen services redefined

Introduction

One of the hallmark features of the 21st century is the rapid infusion of technological advancements, driving the global economy and transforming the business and government ecosystem. These radical transformations have changed the way services are designed, accessed and delivered. The notion of government experience from a citizen services perspective has also undergone a paradigm shift. The conventional approach focused on the transactional elements of service delivery. However, a notable shift is visible through interactive approach usage, which relies on active citizen engagement for conceptualising an enhanced government experience. The chapter presents comprehensive and insightful discussion about redefining citizen services in the present governance landscape. It discusses the broader themes that effectively capture the essence of building a citizen-centric governance model.

Elevate the government experience: A Deloitte's POV

Deloitte India refers to DTTILLP, recently surveyed to understand citizens' expectations regarding the role of technology in transforming the way they access government services. The survey highlighted relevant insights that provide a snapshot of the key aspects of the government services landscape from citizens' perspectives. Some of the aspects are discussed in the following sections:

Digitalising government services

The ease and efficiency with which citizens interact with government systems and avail government services are crucial components of constructing a positive citizen experience. Digitalisation is recognised as a key driving force to enhance and optimise citizen service experiences. The survey findings revealed that the government has taken proactive measures and steps. These measures facilitate an easy-to-access and streamlined citizen services system through the digitalisation of its systems, portals and processes.¹ Notable examples of digital transformation of citizen services include the digitalisation of income tax portals to streamline

¹Digital survey

and simplify the tax refund filing process. In addition, land services are digitised to prevent people from standing in long queues for any land-related process or services by offering online portals and platforms. The core objective of digitalisation is to streamline citizens' access to government services, aligning them with the seamless and efficient user experience observed in leading private sector platforms.

Encouraging customer-centricity

The survey identified a notable shift in the government service delivery model inspired by the private sector approach of "consumer first" to apply a "citizen first" approach. This approach focuses on putting citizens' interests and welfare at the heart of every government policy and service design. This approach aims to provide a seamless and personalised government experience to citizen services that address linguistic barriers and cater to the diverse backgrounds of the Indian population. In addition, the customer-centric focus is exemplified in the government's vision to aim for 24x7, 365-day availability of government services for citizens. This enables an ecosystem that emphasises continuous improvement.

Challenges: The transformation of citizen services towards a digitally empowered, customer-centric model has multiple challenges, which must be addressed promptly and efficiently. The first key challenge is centred around the potential resistance to change offered by the current government machinery. Transitioning from the traditional approaches would require an overhaul of the existing systems, processes and procedures and a change in the mindsets rooted in the traditional ways of working. Another key challenge relates to dealing with the multitude of systems operating in the ecosystem of government service delivery, making the transition to a unified system complex and onerous. The next challenge relates to cybersecurity. Protecting online systems and platforms against malicious cyberattacks and ensuring data security is important. This will help gain citizens' trust and enable large-scale adoption of these e-government services.

Build positive citizen experiences: Key enablers

The government's shifting focus on using technological innovations and solutions for transforming the government experience can be enabled by various factors. Some of these factors are as follows:

Ensuring inclusivity and proactive service delivery

Inclusivity is essential to deliver government services in a bias-free, non-discriminatory and equitable manner. This involves initiatives, such as establishing integrated data identity systems that capture comprehensive population data, enacting supportive legislation for e-governance and implementing frameworks to facilitate automatic approvals and notifications. These ensure that eligible individuals are informed automatically about the services they are entitled to and when they will start receiving

them. Proactive service delivery advocates a shift from citizens applying for schemes to the government proactively delivering benefits, as demonstrated by the Direct Benefit Transfer (DBT) schemes. DBT 2.0 and 3.0 aim to deliver proactive service delivery by using the Digilocker and API Setu platforms in addition to the Aadhaar database.² A national registry will be established to integrate the state social registry, incorporating the best practices from state-level initiatives. The overarching goal is to guarantee that government services remain accessible to every citizen, irrespective of their demographic background or socio-economic standing.

Provide integrated and streamlined government services

Implementing an integrated data identity system that connects different facets of individuals' lives and establishing legal and administrative frameworks for e-governance is pivotal for the effective delivery of government services. These data identity systems would help prevent fraud by adopting a 360° assessment before delivering the government schemes. These

systems use comprehensive data as exemplified by Singapore's registry system—it incorporates relevant data, such as population, housing and land information in one place.³ Moreover, there must be synchronised efforts between the central and state governments where state governments are mandated to integrate their regional databases with the central database. The enactment of laws, such as the Jana Aadhaar Act in Rajasthan, exemplifies the necessity of legal structures to facilitate the seamless integration and execution of government initiatives.⁴

Prioritise user experience and technology innovation

To elevate the citizen services experience, there is a need to improve the quality of user experience delivered by the service provider, i.e., the government to service seekers, i.e., the citizens along with an effective application of technological innovations. It is essential to address various factors related to user experience preferences. These include the demand for single sign-on capabilities; interoperability among different data sources; cost-effectiveness; user-friendly interface, easy navigation and use; scalability, visually appealing designs; efficient document management and

automated approval processes. Using technology for innovations, including the CoWIN platform for managing vaccination records⁵ and the National Data Analytics platform⁶, shows the significance of operational agility and the delivery of user-centric solutions in the governance landscape for fostering user adoption.

Provide feedback and address grievances

Enhanced citizen experiences with government services need effective feedback mechanisms along with grievance redressal systems to build trust and enhanced satisfaction with e-governance programmes and schemes. Through these mechanisms, the government can capture citizens' feedback regarding their services and systemically register their grievances to facilitate effective redressal. This will allow the authorities to take prompt and corrective actions to streamline and optimise their services and systems based on user inputs, stimulating positive citizen experiences. This is exemplified in Rajasthan's Raj Sampark platform, which encapsulates an end-to-end grievance resolution mechanism.⁷

²DBT

³World Bank

⁴Janaadhar

⁵CoWin

⁶PIB

⁷RajSampark

Success stories

The government's dedicated and concrete efforts in enhancing the citizen service experience have produced some successful use cases that can serve as a guiding force for a country-wide replication. For example, in Rajasthan, India, innovative initiatives, such as Jan Aadhaar⁸ and Raj Sampark,⁹ have redefined the way citizens interact with their government, setting a precedent for effective governance in the digital age. These achievements showcase Rajasthan's commitment to using technology to enhance citizen experience, streamline service delivery and foster inclusivity. As governments globally navigate the complexities of digital transformation, Rajasthan's journey is an inspiration for everyone. This journey illustrates the immense potential of technology to revolutionise governance and improve the lives of citizens.

- **Jan Aadhaar:** Rajasthan's Jan Aadhaar initiative stands as a beacon of efficiency and accessibility in government services. With its Single Sign-On (SSO) ID system boasting nearly 600 icons covering more than 400 essential

services, Jan Aadhaar offers citizens a seamless experience in accessing government resources. This centralised platform simplifies interactions with various departments, eliminating the need for multiple logins and ensuring swift access to vital services, such as healthcare, education and public utilities. By prioritising interoperability and user-friendly interfaces, Jan Aadhaar exemplifies Rajasthan's commitment to enhancing citizen engagement and fostering inclusivity.

- **Raj Sampark:** Rajasthan's Raj Sampark platform exemplifies the state's dedication to ensuring citizen-centric service delivery. With a robust infrastructure and streamlined processes, Raj Sampark serves as a comprehensive communication gateway between citizens and government departments. Integrated with the SSO ID system, Raj Sampark provides citizens easy access to a wide array of government services, facilitating inquiries, feedback and grievance redressal. Raj Sampark ensures efficient resource allocation and responsiveness to citizens' needs, enhancing transparency, accountability and public trust in government operations.

Role of private collaboration

Private collaboration plays a pivotal role in driving innovation and efficiency in public service delivery. Using the expertise and resources of private companies, government agencies can implement cutting-edge solutions, streamline operations and enhance citizen experiences. The collaboration between a large cloud computing platform, governments and private entities underscores a commitment to enhancing Government-to-Employee (G2E) interactions and streamlining administrative processes. By advocating an omnichannel approach, the platform/company facilitates seamless communication between government agencies and employees, using diverse channels, such as phone calls, emails and chats. By implementing standardised frameworks, such as playbooks, the company empowers government personnel across levels to navigate complex workflows efficiently. The platform's emphasis on task-based approaches and integrated views promotes operational agility and accountability, enabling swift responses to evolving challenges. The platform, using its process mining and

⁸Janaadhaar

⁹Samparkrajasthan

automation expertise, identifies bottlenecks and optimises workflows, enhancing service delivery outcomes. With a robust presence in India and strategic investments in data centre capabilities, the company is positioned to revolutionise governance by fostering greater collaboration and agility in government operations. This collaboration benefits both employees and the public they serve. Through collaborations with organisations, the company continues to expand its reach, delivering transformative solutions that elevate the G2E experience and drive positive change on a global scale.

Conclusion

In the digital era, the evolution of government services represents a pivotal shift towards citizen-centric governance, driven by technological innovation and proactive engagement. Initiatives such as Jan Aadhaar and Raj Sampark display the transformative power of technology in enhancing citizen experience, streamlining service delivery and fostering inclusivity. However, challenges such as resistance to change and cybersecurity

threats underscore the need for proactive measures and collaborative efforts. Private sector collaborations, exemplified by the cloud computing platform's collaboration with governments, offer promising avenues for driving innovation and efficiency in public service delivery, benefiting both employees and citizens.

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