

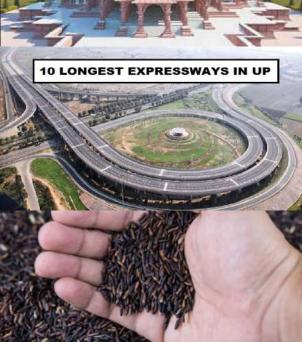




IIPA Team

Sh. S. N. Tripathi Prof. (Dr.) Charru Malhotra

Dr. Pawan K. Taneja



Genesis of the Study

- Regional Conference on "Strengthening the State Institutes of Public Administration" Hon'ble CM Sh. Yogi Adityanath expressed the need for Development of District Level Good Governance Index (DGGI) for improved transparency accountability and citizen-friendly effective administration (Nov. 2021).
 - Union Minister Dr. Jitendra Singh announced that DARPG, GOI and Indian Institute of Public Administration (IIPA), New Delhi will assist UP Government to develop First Ever DGGI for largest & most populous state.
- April 18, 2022: IIPA team met Sh. Durga Shanker Mishra IAS, Chief Secretary, UP to kick start the Project after Vidhan Sabha Elections
 - Team UP Sh. Ravindra Naik, IAS (Principal Secretary, Administrative Reforms & Public Service Management Department), Sh. Alok Kumar, IAS (Principal Secretary, Planning, Programme Implementation & Science and Technology Department), Sh. L. Venkateshwarlu, IAS (DG, UPAAM), Dr. Sheel Asthana (Director) Sh Amrit Tripathi Spl Secretary Planning Director Economics & Statistics Sh Vivek Spl Secretary Planning Director Economics & Statistics Ms. Alka Bahuguna Dhaundiyal (Joint Director, Planning) worked out the study details.



Research Process

- Consultations: 23 rounds of online & offline consultations held with DARPG, DMs and other state-level officials of UP & JK, to receive respective inputs from all the stakeholders.
- Capture & validate data for
 - 18 Divisions 75 districts from 80 Govt. Departments
 - 10 sectors- every sector was given equal weights
 - 68 indicators with differential weightage
 - 138 data points
- Since this exercise was being undertaken for the first time, it was appropriate to use a direct method of calculation instead of delta improvement to establish a baseline for next year.
- Data Source: Captured only from published/Existing source captured by Government of UP



Agriculture and Allied Sector Indicators

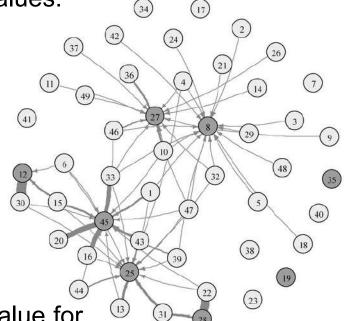
 Production of Food Grains 	0.20
 Production of Horticulture 	0.20
 Production of Milk 	0.10
 Production of Eggs 	0.10
Crop Insurance (PMFBY)	0.10
 Agriculture Mandis Enrolled in e-Market 	0.05
 Increase in Agricultural Credit 	0.05
 Kisan Credit Cards (KCC) Issued 	0.10
 Percentage of Animals Vaccinated 	0.10

Data Analysis

- Following two equations have been used to normalise the indicator values:
 - For Positive indicator $Score = \frac{x-min}{max-min}$
 - For Negative indicator $Score = \frac{max-x}{max-min}$

Where:

Positive Indicator = for which Higher value is better Negative Indicator = for which Lower value is better Max = Highest indicator value among the districts Min = Lowest indicator value among the districts



- After the normalisation of raw data for all indicators the normalised value for each of them was multiplied with their respective weightage to obtain the indicator value.
- Weighted score of each sector summed up and arranged in descending order to rank districts.
- Scores of all districts in a division were averaged to calculate division score and arranged them in descending order to rank them.







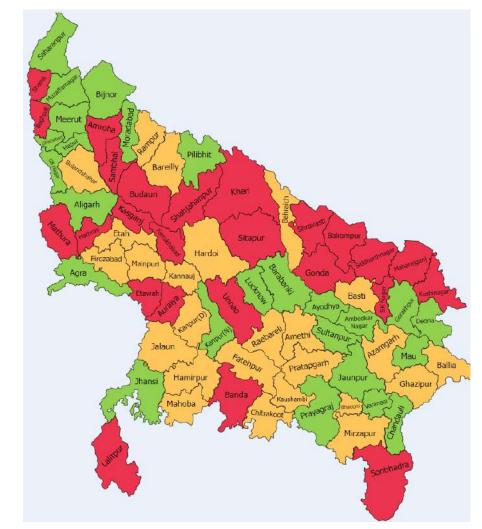
Results & Findings



Achievers Districts

Performer Districts

Aspirant Districts



Composite Ranking: Divisional

- Varanasi Division tops among all Divisions followed by Meerut and Ayodhya
- Devipatan division scores least among all divisions
- However, overall the gap between the top and bottom performer is just 0.73 (approx.) points which is not very significant.
- Further, overall ranking score of Varanasi Division is not very high as it is less than 5 out of total score of 10.



Sectoral Ranking Achiever and Aspirant Divisions Sector Rank 1

- Vindhyachal Division has shown good performance in Economic Governance & Financial Inclusion sector.
 - But Division's team has to work extensively hard in Industry & Commerce, agriculture & allied sector, Environment and Citizen-Centric Governance sectors' Indicators.
- Devipatan Division has topped in Public health
 - But needs to work hard on HRD, Deconomic Governance & Financial Inclusion.
- Division heads need to lead performance in Agriculture & Allied, Industry & Commerce and Social Welfare & Development sector Indicators as the performance gap among districts in these sectors is very high leading to overall lower scores and low national ranking.

Sector	Rank 1	Rank 18
Agriculture & Allied Sector	Agra	Vindhyachal
	(0.377)	(0.200)
Industry & Commerce	Meerut	Vindhyachal
	(0.456)	(0.097)
Human Resource Development	Vindhyachal	Devipatan
	(0.601)	(0.303)
Public Health	Devipatan	Aligarh
	(0.579)	(0.334)
Public Infrastructure & Utilities	Meerut	Devipatan
	(0.580)	(0.428)
Economic Governance &	Vindhyachal	Devipatan
Financial Inclusion	(0.540)	(0.244)
Social Welfare & Development	Ayodhya	Azamgarh
	(0.499)	(0.359)
Judiciary & Public Safety	Azamgarh	Prayagraj
	(0.656)	(0.512)
Environment	Jhansi	Vindhyachal
	(0.611)	(0.330)
Citizen-Centric Governance	Saharanpur	Vindhyachal
	(0.839)	(0.652)
Os so well	Varanasi	Devipatan
Overall	(0.479)	(0.411)

Achiever Districts

- Ghaziabad ranked 1 in overall ranking and its also topped in Public Infrastructure & Utilities and ranked no. 2 in Industry & Commerce
- GB Nagar in three sector namely Industry & Commerce, Economic Governance & Financial Inclusion and Social Welfare & Development but in overall ranking it ranked number 2
- Aligarh topped Agriculture & Allied sector, Ambedkar Nagar in Human Resource Development, Chitrakoot in Public health, Azamgarh in Judiciary & Public Safety, Jalaun in Environment and Shamli in Citizen-Centric Governance
- Varanasi Ranked overall third as well as in Public Infrastructure & Utilities, Economic Governance & Financial Inclusion.

Sector	Rank 1	Rank 2	Rank 3
Agriculture & Allied	Aligarh	Bulandshahar	Hardoi
Sector			
Industry &	GB Nagar	Ghaziabad	Lucknow
Commerce			
Human Resource	Ambedkar	Sonbhadra	Sultanpur
Development	Nagar		
Public Health	Chitrakoot	Shravasti	Saharanpur
Public Infrastructure	Ghaziabad	Lucknow	Varanasi
& Utilities			
Economic	GB Nagar	Bhadohi	Varanasi
Governance &			
Financial Inclusion			
Social Welfare &	GB Nagar	Sultanpur	Moradabad
Development			
Judiciary & Public	Azamgarh	Lalitpur	Ambedkar
Safety			Nagar
Environment	Jalaun	Chitrakoot	Prayagraj
Citizen-Centric	Shamli	Muzaffarnagar	Moradabad
Governance			
Overall	Ghaziabad	GB Nagar	Varanasi

Aspirant Districts

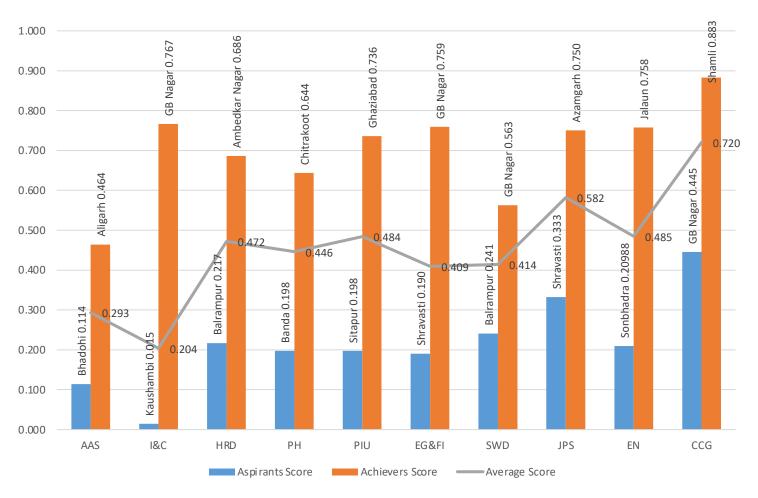
- Shrasvasti is most rearward district in UP in overall ranking also in Economic Governance & Financial Inclusion, Judiciary & Public Safety, Agriculture & Allied Sector and Industry & Commerce.
- Bhadohi in agriculture & allied, Kaushambi industry and commerce, Sitapur in Public Infrastructure & Utilities Balrampur in Social Welfare & Development
- District Sonbhadra is most lagging in both and Environment and Industry and Commerce.
- District Banda in lagging in both Public health and Economic Governance & Financial Inclusion
- Although GB Nagar Ranked 2 in overall ranking but has ranked least in Citizen-Centric Governance sector

Sector	Rank 75	Rank 74	Rank 73
Agriculture & Allied	Bhadohi	Shravasti	Shamli
Sector			
Industry & Commerce	Kaushambi	Shravasti	Sonbhadra
Human Resource	Balrampur	Mathura	Shamli
Development			
Public Health	Banda	Kasganj	Etah
Public Infrastructure &	Sitapur	Fatehpur	Barabanki
Utilities			
Economic Governance	Shravasti	Banda	Gonda
& Financial Inclusion			
Social Welfare &	Balrampur	Auraiya	Baghpat
Development			
Judiciary & Public	Shravasti	Baghpat	Kanpur
Safety			Dehat
Environment	Sonbhadra	Mirzapur	Unnao
Citizen Centric	GB Nagar	Chandauli	Gorakhpur
Governance			
Overall	Shravasti	Sitapur	Sambhal

Sector-Wise Performance (1)

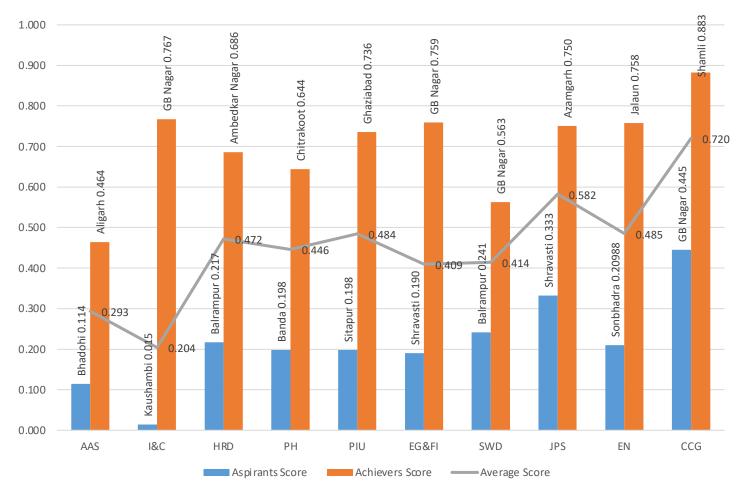
• Indicators in Citizen-Centric Governance sector are best performing across all districts as score (0.883) of achiever district sector is near to 1 and average score (0.720) is also significantly higher.

 Similar trend is visible for Judiciary & Public safety sector



Sector-Wise Performance (2)

- Performance gap between the achiever and aspiring districts is highest in Industry & Commerce Sector and average score is also least.
- Though UP has scored second highest delta ranking in Industry and Commerce in GGI II but to maintain the same it has to reduce the gaps across districts on Indicators of this sector.
- In agriculture & allied sector performance average, achiever and aspirant performance is less than 0.5.

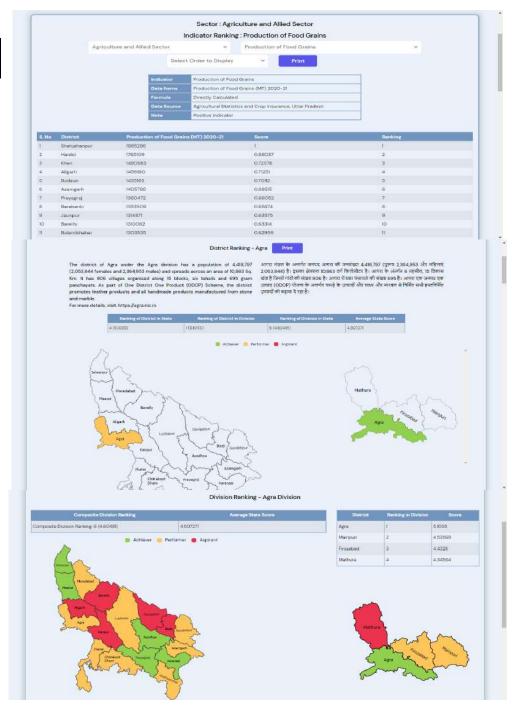


Overall Ranking and Scores of 75 Districts of UP

RANK	DISTRICT	SCORE		0 2	4 5		RANK	DISTRICT	SCORE		0	2: 4	- 6	8	10
1	Ghaziabad	5,25703	Shazlabad		5,7	25703		BRITISH STATES	4.49804	257 51					2.0
2	GB Nagar	5.18807	GB Nagar		5.3	18807	40	Basti	4.48893	Ghazipur			4.49804		
3	Varanasi	5.16907	Varamest		5.1	6907	41	Kanpur Dehat	4.48267	Basti			4,48893		
4	Agra	5.11113	Agra		5.1	3113	42	Pratapgarh	4.48036	Kunpur Dehat			4.48267		
5	Lucknow	5.09522	Lucknow		5,0	9522	43	Firozabad	4.46592	Pratapgarh			4.48036		
6	Saharanpur	5.06022	Saharanpur	-	5,0	6022	44	Mirzapur	4.46433	Firozabad	_		4,46592		
7	Prayagraj	5.05392	Prayagraj		5,0	5392	45	Jalaun	4.45274	Mirzapur			4.46433		
8	Gorakhpur	5.02936	Gorakhpur		5,0	2930	46	Raebareli	4.446	Jalaun			4,45274		
9	Moradabad	4.97252	Maradabed		4,9	7252	47	Bahraich	4,42878	Raebareil			4,446		
10	Bijnor	4.92075	Bijnor		4.93	2075	48	Ballia	4.4026	Bahraich		_	4.42878		
11	Barabanki	4.88037	Barabanki		4.80	8037	49	Bareilly	4.3977	Ballia			4.4026		
12	Jaunpur	4.83346	Jaunpur		4.83	3345	50	Etah	4.38791	Barnilly			4.3977		
13	Ambedkar Nagar	4.79995	Ambedkar Negar		4.75	9995	12.070	Control of the Contro	CONTROL INVOINTED	Etah			4.38791		
14	Muzaffarnagar	4.78215	Muzaffarnagar		4.78	8215	51	Farrukhabad	4,35603	Farrukhabad			4,35603		
15	Sultanpur	4.77659	Sultangur		4.77	1655	52	Maharajganj	4.34393	Maharajganj		_	4.34393		
16	Kanpur Nagar	4.76768	Kanpur Nagar		4.70	576B	53	Lalitpur	4,33823	Lalitpur			4.33823		
17	Aligarh	4.74801	Aligarh		4.74	1001	54	Shamli	4.32117	Shamil			4.32117		
	Meerut	4.73614	Meenut		4,23	614	- 55	Sonbhadra	4.30154	Sonbhadra		- 10	4.30154		
19	Mau	4.71855	Mau		4,71	855	56	Mathura	4.30017	Mathura			4.30017		
20	Hapur	4.71502	Hapur		4.71	502	57	Amroha	4.28646	Amroha			4.28646		
21	and the traffe on the same	4,70939	Ihansi		4,70	1939	58	Budaun	4.27634	Budaun		113	4.27634		
22	Deoria	4.68987	Deoria		4.58	1987	59	Kheri	4.25999	Kheri			4.25999		
23		4.66166	Pilitidate		4.66	166	60	Etawah	4.24342	Etawah			4.24342		
24	Ayodhya	4.66136	Ayodhys		4.66	136	61	SK Nagar	4.24116	SK Nagar		- 2	4.24116		
	Chandauli	4.66015	Chandauli		4.66	015	62	Unnao	4.23312	Unnao		- 3	4.23312		
26	Amethi	4.63082	Amethi		4.63	082.	63	Baghpat	4.2028	Baghpat	-	***	4,2028		
27	Fatehpur	4.62402	Fatehpur		4.62	402	64	Kasganj	4.16294	Kasganj		-	4.16294		
28	Walter Company of the	4.6098	Chitrakoot		4,50	98	65	Hathras	4.15906	Hathras		- 2	4.15906		
29	Hardoi	4,60928	Hardol		4.50	928	66	Shahjahanpur	4.15541	Shahjahanpur		- 1	4.15541		
30	11/10/2016 COCK	4.58308	Azamgarh		4.58	308	67	Gonda	4.14616	Gonda		-	4.14616		
31	tractripetroblasto-awarean	4.57304	Bulandshahar		4.57	304	68	Kushinagar	4.11366	Kushinagar			4.11366		
32	Rampur	4.55283	Rampur		4.55	283	69	Balrampur	4.06181	Balrampur			4.06181		
	Kannauj	4,53385	Kannauj		4.533	385	70	Siddharthnagar	4.0433	Siddharthnagar			4.0433		
	Kaushambi	4.5326	Kaushambi		4.582	26	71	Banda	3.95218	Banda			3.95218		
100000000000000000000000000000000000000	Mahoba	4.52244	Mahoba		4.523	244	72	Auraiya	3.92485	Auranya			3.92485		
100000	Mainpuri	4.52103	Maingsuri		4.523	103	73	Sambhal	3.91397	Sambhal			1,91397		
37	Inditidental distriction III	4.51958	Bhadohi		E 4.519	958	74	Sitapur	3.85766	Sitapur			3.85766		
	Hamirpur	4.51702	Harriepur		4.51	702	100000	Shravasti	3.80755	Shravasti			3.80755	1	2

Unique Features at UPDGGI Dashboard

- Within each sector Indicator-wise ranking of each district
- Info-graphic view of performance of each district Vs other district
- Info-graphical performance of district within a division
- Single clickable brief overview of each district ranging from demographic data to indicator wise input data.
- Detailed input data of each district on each data point, which can gives real time information the district level officers about their progress
- Backend of the dashboard has features by which data can be inputted by district level officers.
- It can change values from absolute number to percentage change to see improvement next year.



Best Practices



UP Districts Awarded Prime Minister's Award for Excellence in Public Administration

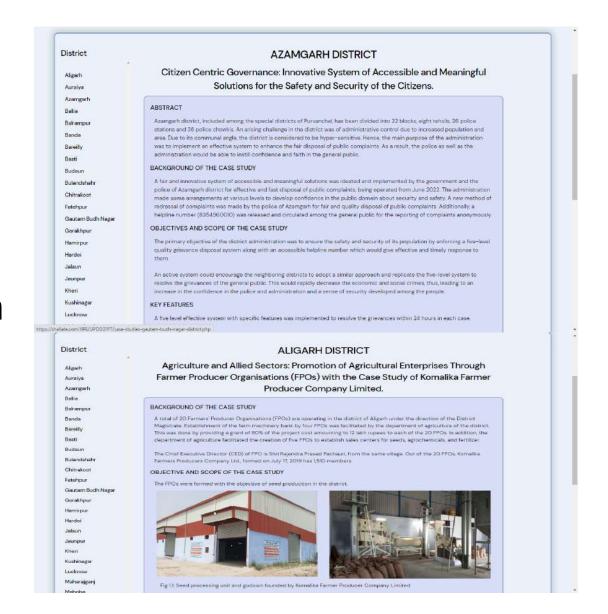


- Six Districts of UP has been awarded by PM for best practices in Governance in last 3 years.
- Replicable models in other districts
 - Rampur Innovation like 'Samvardhana' to help malnourished children with nutritional kits made from local food products to eradicate malnutrition needs
 - Massive facelift to Chitrakoot's government schools with Smart classes, inclusive education and improved infrastructure.
 - Inclusive Development through Credit Flow to Priority Sector in Meerut

S. No	District Initiative	District	Award Category	Year of Award
1.	Sanvardhan (Vocal for Local) Initiative	Rampur	Innovation (District)	2022
2.	Samgra Shiksha	Chitrakoot	Samgra Shiksha	2022
3.	PM SVANidhi Yojana	Varanasi, Municipal Corporation	Digital Payments and Good Governance in PM SVANidhi Yojana	2021
4.	ODOP, Kalanamak Rice	Siddarthnagar	Holistic Development through ODOP	2021
5.	Inclusive Development through Credit Flow to Priority Sector	Meerut	Inclusive Development through Credit Flow to Priority Sector	2020
6.	Chandauli Black Rice	Chandauli	Innovation (General) District	2020

Best Practices from Each District

- Report Contain
 - 6 Prime Minster's Awarded Case studies
 - Best practices for each sector.
 - Top 10 Case studies
- 75 Case studies (1 from each district)
- These case studies are replicable within a division and other division's districts.



Discussions & Way Forward

Action Plan

UP Performance in National Good Governance

- In Industry and commerce sector UP score was second highest among all state of India in GGI-2021.
- Citizen-Centric Governance is at core for Governance in UP
 - UP Ranked 2 in with 17.3% contribution to the overall UP score of Good Governance.
- Indicators in Judiciary & Public Safety and Social Welfare & Development sectors have shown overall growth over 2019 GGI.
 - 'Availability of Police Personnel' from 48.13% to 73.07%. & 'Proportion of Women Police Personnel' has improved by 5.78%

Southern CCI	GGI Score, 2019	% Contribution	GGI Score , 2021	Contribution
Sector -GGI	(GGI-I)	(2019)	(GGI-II)	(2021)
Agriculture & Allied Sector	0.45	10.4%	0.435	9.4%
Commerce & Industry	0.89	20.6%	0.68	14.7%
Human Resource Development	0.61	14.1%	0.568	12.3%
Public Health	0.18	4.2%	0.167	3.6%
Public Infrastructure & Utilities	0.59	13.7%	0.537	11.6%
Economic Governance &				
Financial Inclusion				
	0.47	10.9%	0.337	7.3%
Social Welfare & Development	0.35	8.1%	0.448	9.7%
Judiciary & Public Safety	0.23	5.3%	0.322	7.0%
Environment	0.55	12.7%	0.333	7.2%
Citizen-Centric Governance			0.802	17.3%
Overall	4.25		4.628	

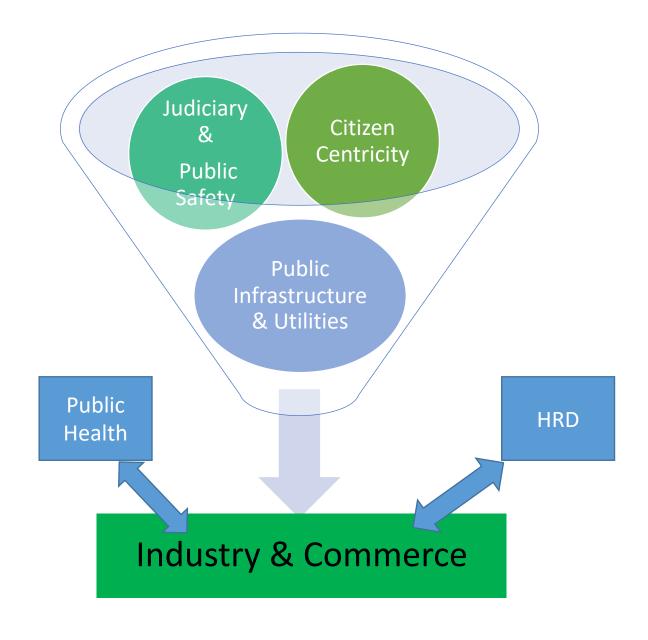
Sector-wise Contribution to UP DGGI Score among Achievers Districts

- Citizen-Centric Governance is major contributor DGGI Score of all top performing districts.
- Public Infrastructure & Utilities and Judiciary & Public Safety sectors are the second best contributors to the performance of these districts.
- Human Resource Development and Public health Sector are the next area of governance contributing for these districts.

		Ghaziabad		GB N	Nagar	Varanasi		Ag	ra
_	Sector	DGGI Score	% Contri	DGGI Score	% Contri	DGGI Score	% Contri	DGGI Score	% Contri
)	Agriculture & Allied Sector	0.18	3.4	0.1927	3.7	0.2506	4.8	0.4205	8.2
	Industry & Commerce	0.6919	13.2	0.7668	14.8	0.3779	7.3	0.5143	10.1
1	Human Resource Development	0.4749	9.0	0.4817	9.3	0.5899	11.4	0.425	8.3
,	Public Health	0.5634	10.7	0.5181	10.0	0.5577	10.8	0.5587	10.9
<u>,</u>	Public Infrastructure & Utilities	0.7357	14.0	0.4946	9.5	0.6432	12.4	0.4072	8.0
ı	Economic Governance & Financial Inclusion	0.3634	6.9	0.7593	14.6	0.6329	12.2	0.5723	11.2
ì	Social Welfare & Development	0.4875	9.3	0.5628	10.8	0.4316	8.3	0.4235	8.3
è	Judiciary & Public Safety	0.6477	12.3	0.6079	11.7	0.6455	12.5	0.5952	11.6
	Environment	0.3599	6.8	0.3591	6.9	0.3565	6.9	0.3845	7.5
	Citizen-Centric Governance	0.7528	14.3	0.4451	8.6	0.6833	13.2	0.8099	15.8

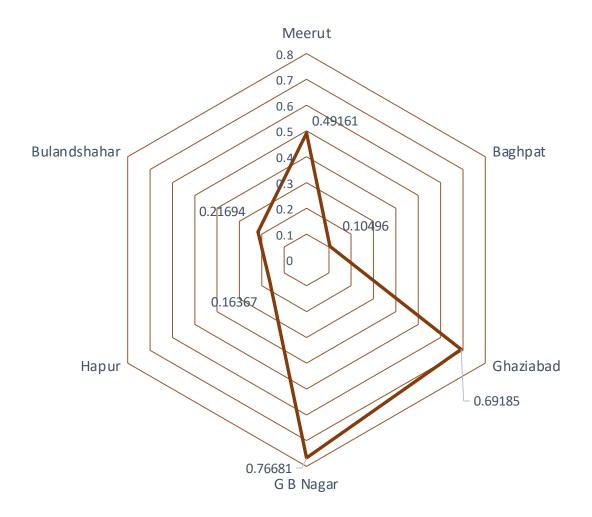
UP Model of Good Governance

- Citizen-Centricity the foundation of UP Model of Good Governance.
- Industry & Commerce Sectors has shown more than 2/3 delta improvement from GGI-2019 is mainly due to increased investors confidence in UP with
 - Improved law, order situation
 - Better Public Infrastructure & Utilities added over last few years.
- To maintain same level of Delta improvement in Industry & Commerce
 - Gaps across district needs to be reduced.
 - Increased focus on HRD Indicators to fulfill the aspiration of the industry in terms of supply of required skilled human Capital in UP and across India
 - Better Public Health Facilities sustain working population
 - Agriculture and Allied sector is core for UP efforts should be done to improve productivity with better financial and marketing facilities to the farmers



Roadmap Forward

- Divisional/District Administration
 - Each Divisional Commissioner should design and develop a sectoral capacitybuilding programme for each district.
 - Follow nearest benchmark best practices in the given Division.
 - For Example, in Meerut Division in Industry & Commerce sector, best practices of GB Nagar can be applied in Ghaziabad and Meerut considering performance radar.



Roadmap Forward

Action Plan for UP State Government

- Institute Chief Minister Award for Good Governance Practices to promote healthy competition and motivate the district administration to improve its ranking and performance.
- DGGI- 2022 should be base line for Annual Ranking based on delta improvement score.
- Usage of UPDGGI Dashboard for monthly review of progress on select indicators.
- Design and develop a district governance index which should cover state-specific aspirations to take evidence-based governance at the next level with IIPA support.

Action Plan for the Gol and other States

- Considering success of large state like UP, other state governments should also develop DGGI for their states to promote healthy competition among districts in each state.
- DARPG may consider developing a national portal for all 768 districts with help of IIPA.
- Efforts should be made to gain api codes of the web portals developed for the monitoring of both central and state government schemes.

UP 'Soch' and 'Approach'



Today, Uttar Pradesh has become a hope for the world and is driving the country's overall growth. The state is now known for good governance, peace, law & order, and stability. UP has also benefitted greatly from the work that has been done to increase social, physical, and digital infrastructure. The state is witnessing holistic development and has changed its 'soch' and 'approach' for ease of doing business.

Narendra Modi, Prime Minister

जिला सुशासन सूचकांक 2022 District Good Governance Index 2022 Dashboard

https://www.iipa.org.in/cms/public/page/DGGI

Thank You