

PROJECT INFORMATION DOCUMENT (PID)

CONCEPT STAGE

Report No.: PIDC6659

Project Name	IN:Citizen-Centric Service Delivery Reform (P150308)
Region	SOUTH ASIA
Country	India
Sector(s)	Public administration- Information and communications (50%), Sub-national government administration (50%)
Theme(s)	Managing for development results (50%), Other accountability/anti-corruption (50%)
Lending Instrument	Investment Project Financing
Project ID	P150308
Borrower(s)	Department of Economic Affairs, Government of India
Implementing Agency	Government of Assam, Government of Mizoram
Environmental Category	C-Not Required
Date PID Prepared/ Updated	15-May-2014
Date PID Approved/ Disclosed	15-May-2014
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Concept Review Decision	Track II - The review did authorize the preparation to continue

I. Introduction and Context

Country Context

Once one of the most prosperous states in India, Assam is now the largest, most populous and one of the poorest states in northeastern India. With a population of 31 million (38% of which are poor) and a GSDP per capita of 536, Assam's profile looks similar to India's low-income state of Jharkhand. In spite of its low GSDP relative to India, the state has been growing since 2005, although prosperity has not been shared equally. Its northeastern location (bordering Nepal, Bhutan, China, Myanmar and Bangladesh) and dominant regional size heighten its geo-strategic importance for India. With the creation of Bangladesh, Assam shifted from one of India's most prosperous states with a high per capita income to one which was land-locked and economically peripheral. While the Government of Assam (GoA) has a long history of managing natural calamities (such as floods, erosion and earthquakes), challenges related to social cohesion have required the state to focus almost exclusively on crisis management, creating little space to focus on public

administration and service delivery. Deteriorating law and order, insurgency, ethnic clashes, and mass displacement of people were frequent during the 1980s, 1990s and the first part of the 21st century. With a focus on security and order, the state's economy experienced a major setback. Revenues declined, the educational system was weakened, new investments dropped, and Assam experienced large scale brain drain of bright students to other parts of the country.

Mizoram is state with low population density and remote terrain situated in a strategic location. The state shares international borders with Myanmar on the east and Bangladesh on the west, defining its strategic importance to India. The state has a total population of 1.1 million spread over an area of about 21,087 sq km, with 48 percent living in rural areas making it one of the least densely populated states in the country. With a GSDP per capita of 883, Mizoram's profile looks similar to other Indian mid-income special category states such as Arunachal Pradesh (989). Significant topographical challenges (almost 80 percent of the state is mountainous) make the task of improving access to public services, particularly to the underserved areas and populations, a difficult one. The state's remoteness, hilly terrain, weak market linkages, and inadequate power supply have slowed economic development and inclusion in Mizoram, limiting shared prosperity. Furthermore, the strategic location of the state is pivotal for current regional integration initiatives being considered by India, Bangladesh and Myanmar. One area of primary importance is the collaboration on connecting the state to the Burmese port of Sittwe to create outlets for trade between North-East and South-East Asia.

In spite of their differences, the two states share some important commonalities. As northeastern states, they share a geographic isolation and an ethnic distinction from mainland India. The geographic isolation contributes to connectivity and access challenges, which are exacerbated by the hilly terrain of both states, particularly hurting remote and rural underserved populations. The pivotal location of the Northeast as the nexus between India and its eastern neighbors, in particular China and Myanmar, places both Assam and Mizoram, in a key position to facilitate South Asia and South East Asian trade. Lastly, and importantly, while the Government of India has made notable efforts to support state automation of service delivery, eGovernance reform in Assam and Mizoram has not kept pace with the rest of the country. Service delivery efficiency and access continues to be a major challenge, particularly in remote areas. The result has been an uneven level of prosperity across these states.

Ensuring that prosperity is shared requires an inclusive approach to growth, which includes improving the quality, access and efficiency of services for all Indian citizens. Central and state governments have recognized this as a priority area. In turn, their response has often focused on increasing spending, placing less emphasis on operational and organizational changes involved with improving service delivery effectiveness. Even when service delivery reforms are attempted, they normally do not include citizen input or feedback. In order to ensure that the poor benefit from increased growth and prosperity, there is a need to promote an inclusive, citizen-centric approach to service delivery.

Sectoral and Institutional Context

State of Assam

Assam's service delivery system is marked by a complex structure, limited accessibility and limited "citizen-friendliness". The Government's primary service providers are front-line district and sub-district level institutions which face challenges of fragmentation. Institutional capacity is limited at

all levels, especially with regards to front line delivery agents at district and sub-district levels, which can result in delays and bureaucratic handling of cases. The management of district organizations faces particular challenges, the management system is limited, and the District Commissioner office is overloaded – which adversely affects the organization and unstructured manner of the local service delivery environment. Almost all processes at the district and sub-district are paper-based – limiting efficiencies and creating potential opportunities for rent-seeking. Citizen access to public services in Assam is uneven and there are a range of challenges in ensuring all people, especially the poor, receive public services. In addition to the access challenges, there is a ‘gap’ between the state and society in terms of citizens’ involvement in service delivery and the responsiveness of the state to their voices. Against this backdrop there are other challenges in terms of ensuring strong accountability in service delivery. The combination of these factors creates a range of challenges to ensure that all people, especially the poorer groups, receive adequate public services.

Acknowledging these sectoral challenges, the GoA recognizes that a structured and holistic approach could reinvigorate governance, strengthen linkages between citizens and the state, and address a decline in service delivery. As early as 2002, the Government of Assam commenced implementation of a time bound delivery of services in targeted districts. Building on this effort, the GoA rolled out a National eGovernance Plan’s (NeGP) eDistrict pilot in 2009, notifying citizens of the provision of 12 services in a time bound manner. Today, the eDistrict pilot is being scaled up and rolled out across all 27 districts in the state; it is planned to be complete in July 2014, by which time all districts are expected to be able to provide the 12 services electronically. Assam has also made headway in establishing Common Service Centers (CSCs). A total of 4375 CSCs are planned in Assam, out of which 3888 are already operational. "Last mile" connectivity remains a challenge for the remaining CSCs, evidenced by the fact that only 2440 CSCs have internet connectivity. In spite of this progress, the Government recognizes that an ICT-based strategy alone cannot address certain underlying factors which hinder effective service delivery to citizens. Through Non-Lending Technical Assistance, the World Bank has supported analysis of public administration constraints to service delivery as a means of providing a clearer understanding of bottlenecks and identifying potential areas for improvement to service delivery reform. The Government of Assam has identified its main priorities drawing upon the recommendations resulting from the NLTA analysis, placing particular emphasis on the need for additional citizen engagement and improved accountability.

State of Mizoram

In Mizoram, important challenges remain in delivering key public services arising from the state’s difficult geography, limited infrastructure, poor connectivity and financial constraints. Residents especially in rural areas incur high transaction costs in accessing services, often travelling long distances to government offices located in district headquarters. Connectivity constitutes a key challenge in rural Mizoram, evidenced by the limited use of online services, low computer penetration and lack of connectivity in remote areas. The topography of the state makes it difficult and expensive to extend fiber optic network to support robust telecommunications network. There is limited capacity and knowledge available in the state to identify problems to improve the service delivery experience, evidenced by inadequacies in the business process re-engineering design of the eDistrict program. Compounding these challenges is insufficient linkage between different levels of administration – block, district and state level departments have poor connectivity. Demand-side factors have also impacted Mizoram’s service delivery challenges. Mizoram’s tribal history has

influenced the development of its unique state-society relations with communities being closely integrated and following egalitarian norms. However, beneath the egalitarian and inclusive elements of its social structure, there is uneven access to power and economic opportunities by tribal groups, indicating that prosperity is not shared by all.

Acknowledging current challenges, the GoMZ has taken a number of important steps to address the critical issue of access to service delivery by placing greater reliance on information and communication technology (ICT), though they recognize that there is room for strengthened implementation. The government has established a State Wide Area Network (SWAN) across the state operationalized a State Data Center (SDC), and created a network of Common Service Centers to allow citizens to access services at multiple points. This infrastructure provides the platform to leverage better delivery of services. In addition, a supportive institutional, legal and policy framework now exists to underpin a sustained eGovernance transformation. In 2006, the government designed eGovernance Road Map identifying priority initiatives to improve the efficiency and effectiveness of service delivery. Several departments were identified for support as mission-mode projects under the National eGovernance Program. Significant progress has been made in land records computerization, promoting the electronic delivery of services at the district level, and e-enabling services in the commercial tax and transport departments. Furthermore, an assessment of 15 line departments was carried out to analyze how information technology might be deployed to modernize business processes and reduce administrative difficulties for citizens. Another significant development has been the approval of the Citizen Service Rules to regulate the working of Common Service Kiosks by allowing operators to collect service charges, issue documents with digital signatures, and handle official documents. In addition, e-Service Delivery Rules to facilitate the online delivery of services are currently under consideration by the state cabinet. A supportive institutional framework has also been put in place to guide and monitor eGovernance activities in the state.

Relationship to CAS

The proposed operation has direct relevance to the India CPS. The Country Partnership Strategy (FY13-17) for India reflects a rebalancing of the Bank portfolio toward state-level activities and low-income and special category states, such as Assam and Mizoram. The CPS envisions extensive capacity building in low-income states in order to strengthen their opportunities for growth and development. Specifically, the CPS focuses on three broad engagement areas: (i) integration; (ii) transformation; and (iii) inclusion. This project supports improved integration by strengthening institutional capacity and ICT connectivity in the northeastern states of Assam and Mizoram to support stronger participation in the broader economic growth of India and to facilitate South Asia-Southeast Asia linkages. Further, the project addresses challenges of inclusion by strengthening citizen engagement and feedback mechanisms, elevating the voice of traditionally marginalized groups, and contributing to notified and digitized services being provided in remote and tribal areas to support efforts to give citizens in these regions access to mainstream service delivery systems. The Bank is also pursuing strategies to increase human capacity of the poorest through: (i) empowering local government to enhance service delivery; (ii) developing targeted sectoral strategies to enhance service delivery; and (iii) strengthening the public service delivery system as a whole (on the supply and demand side) to enhance access, efficiency and quality of services for citizens. This project embodies a combination of strategies of (ii) and (iii).

Over the last decade, the Asian Development Bank has supported important reforms in both states including financial management and land registration designed to strengthen back-end Government-

to-Government processing. These reforms did not have a Government-to-Citizen orientation like the proposed project. Currently, no other donors are supporting Assam or Mizoram to develop a citizen-centric service delivery system. Nevertheless, the Bank's efforts rest upon a \$12.6 billion national investment of the Government of India to establish broadband connectivity to 250,000 villages, and to establish critical ICT infrastructure to support a citizen-centered public service delivery system. In spite of delays associated with these national ICT investments, Assam and Mizoram have benefited through the creation of a new State Data Center, State Wide Area Network (SWAN), and the thousands of village-level Common Service Centers (CSCs), three projects which are all near completion. This infrastructure could provide the necessary backbone to introduce departmental reforms which can improve both access and efficiency to service delivery.

II. Proposed Development Objective(s)

Proposed Development Objective(s) (From PCN)

Contribute to improving Efficiency, Accountability, and Access for Targeted Services in Underserved Areas.

Key Results (From PCN)

The success of the project is to be measured by the following outcomes:

- Result area 1: Improved efficiency of targeted services
- Result area 2: Improved accountability
- Result Area 3: Increased innovation in service delivery

III. Preliminary Description

Concept Description

Project Description

The project aims to support the creation of a citizen-centric service delivery system in the states of Assam and Mizoram to improve efficiency, accountability, and access for targeted services in underserved areas. The project will seek to make small sustainable improvements toward the creation of this delivery system. It is anticipated that the project will be challenging in both states, but that a step forward will be an important achievement. To this end, the project will utilize a multi-faceted approach to place citizens at the center of service delivery provision. The focus will be on achieving identifiable service delivery results, and supporting their achievement through the strengthening of institutional capacity.

Component 1: Results-based financing to provide an incentive for improving efficiency, accessibility, inclusiveness, and accountability of high priority services in Assam and Mizoram (US \$40 million). The results-based component will include the following 3 focus areas for which DLIs will be developed.

IA. Institutional Strengthening for Effective Service Delivery

The objective of this sub-component is to improve service delivery of targeted services for the poor by strengthening service delivery institutions. Towards this end, the project will support the strengthening of the service delivery agencies/departments strategies; reengineering and automation of core business processes including ICT infrastructure and capacity development to contribute to

making targeted public services more accessible locally and to provide them in a manner which reduces processing time and costs for citizens in need of these services; redesign of the organizational structures; support necessary enabling mechanisms to accompany these changes in the institutional culture and cross-cutting public administration reforms aimed at improving service delivery effectiveness as a whole. A dynamic, continuous reform approach towards service delivery could help change the current production model and value chains. New management methods and tools, work organization and human resource practices will be created that facilitate change and encourage staff and departments to look continuously for ways to improve their performance.

State of Assam

In order to strengthen institutions in Assam, the project will support a combination of capacity building, investment in ICT infrastructure and technical support required to establish a digital citizen-centered service delivery system. Only those needs not funded by the Government of India's NeGP and Department of Telecom would be eligible for funds under this component.

Specific reform activities to support these objectives include:

- **Connectivity and e-services.** The project proposes to implement the ICT-based institutional strengthening using an incremental phased-in approach which targets key services for access and efficiency improvement to benefit the rural poor. Areas of investment include: (i) e-services front-end application operating at all four service access points for citizens; (ii) horizontal connectivity to facilitate back-end processing of e-services; and (iii) business process re-engineering associated with automation of targeted pro-poor services. The investments would support multiple channels (service access centers) where citizens could apply for and receive government services such as birth and death certificates, driver's licenses, and resident certificate. All service requests made through these centers would be logged into a central data center through web connectivity.

Individual departments would be able to access these requests and process them digitally within the stipulated time frame as required. To this end, the Government of Assam has requested departments to submit proposals for improving their service delivery system using ICT, citizen engagement and other means which could have a meaningful impact on the beneficiary. Specific departments designated by the Chief Secretary include: Health, Elementary and Secondary Education, Social Welfare, Labor and Employments, Tea Tribes, Minorities, PTBC, and Revenue. Proposals will be assessed, weighted based upon their pro-poor orientation, and reviewed for feasibility of achieving results, including departmental e-readiness. Selected services and departments will be determined during project preparation, and a final project design will be based upon this selection.

- **Front-line capacity.** Strengthening of front-line service delivery institutions is key for promoting a citizen-centric model. Front-line service delivery professionals tend to be the key points of citizen contact with the government. Professionals and their respective organizations require strong problem-solving capacity, incentives which are aligned with a citizen-centric model, and improved ability to coordinate given the parallel and overlapping delivery channels, jurisdictions and program structures. Reform activities to support these objectives include:

- **Capacity building.** The project will build front-line capacity (through the range of methods, such as training modules, operational manuals and study tours) to improve knowledge, skills and abilities of front-line staff. The key target areas for building human and institutional capacities – in order to promote progress towards the project's core results – will be identified via a capacity

building strategic plan developed in preparation. This may include training in participatory planning and citizen engagement in service delivery (e.g. on implementation scorecards), or financial/budgetary management at lower levels;

- Create better incentives for performance. The project will survey staff (in particular, front-line service delivery staff) to better understand staff challenges and perspectives in order to identify remedial measures and reforms to improve staff motivation and performance; and,

- Assess institutional constraints on the front-line. Functional and organizational reviews of front-line public service organizations such as District, Circle, and Block Offices, PRIs, Common Service Centers (CSCs) and others to identify procedural bottlenecks and organizational constraints to improved public service.

- **Delivery Unit.** Based upon a review of public administration constraints to service delivery, the Government of Assam has requested support in establishing a Delivery Unit to address high priority service delivery challenges affecting the rural poor, to address cross-cutting administrative obstacles to delivery, and to monitor service delivery performance across government. A Delivery Unit could be established in the Office of the Chief Minister to institutionalize a process for achieving results associated with top service delivery priorities of the state which impact the rural poor. The Delivery Unit could drive delivery of the top priorities of the government; monitor, assess and report on the performance of these priorities; provide support to Departments (analysis and recommendations) to overcome key delivery challenges; and develop delivery capacity and cultures in targeted departments serving the poor.

State of Mizoram

Institutional strengthening in Mizoram is expected to support the reengineering and automation of core business processes. In particular, this effort will identify process flows, bottlenecks, opportunities for efficiency improvements, and gaps in the infrastructure and content. The reform will include ICT infrastructure and capacity development for the delivery of e-enabled services to contribute to targeted public services becoming accessible locally and providing them in a manner which reduces processing time and costs for citizens in need of these services. It could also involve the development of a credible monitoring mechanism to ensure effective service delivery.

Specific reform activities to support these objectives include:

- **Business Process Reengineering (BPR) of key services in targeted line departments:** The GoMZ has established a State Service Delivery Gateway (SSDG) for processing applications for select services electronically. At the moment, this Gateway only enables online submission of applications for 21 public services; the rest of the process for delivering SSDG services remains manual in nature. Under the NeGP, line departments such as Commercial Taxes, Transport and Police have re-designed key processes, thus allowing them to deliver some services electronically. Electronic service delivery is also largely confined to the capital, Aizawl, through facilities established under the state's EDistrict program. This project aims to complement the ongoing efforts in the state by supporting re-engineering of business processes (BPR) in key departments. The proposed BPRs (estimated at 15) across 4-5 key departments aim to reduce the time and cost of delivering services by identifying process flows, bottlenecks, opportunities for efficiency improvements, and gaps in the infrastructure and content. The services to be supported will be

identified through a selectivity index based on e-readiness, leadership and commitment to complete the BPR, and an assessment of its impact especially on rural poor. GoMZ has already completed Business Process Assessment for 15 departments aimed at providing citizen-centric services, such as Health, Agriculture, Transport, Land Record, Power and Electricity.

- **Development and delivery of e-enabled services:** Changes in administrative processes will precede the mounting of services online. The project will support selected departments to transform BPRs into e-enabled services, which will then be linked to the State Service Delivery Gateway, Common Service Centers and Rural Information Kiosks (RIKs). Placing services on RIKs in remote rural areas will play an important role in combatting exclusion and marginalization in the state. In addition, the project will leverage the high mobile penetration in the state to extend services even more broadly.
- **Monitoring of services:** To strengthen internal performance and accountability, the project will fund the development of a dashboard to enable senior and mid-level government officials to manage and monitor services effectively. It will work with GoMZ to develop key indicators for systematic tracking across selected services as well as support the collection of such data on a regular basis through a variety of means, including smartphones. The government has expressed an interest in developing an on-line monitoring system that would allow citizens to upload photographs of civil works undertaken by government as well as provide feedback directly. This project will seek to reinforce this initiative.

IB. Accountability, Citizen Engagement and Responsiveness

The objective of this sub-component will be to heighten accountability and citizen-centricity in service delivery. To this end, the subcomponent aims to strengthen the connection between citizens, service providers, and the government as a whole.

State of Assam

In Assam, this sub-component will focus on a range of reform areas to improve the citizen-centricity of the service delivery system. The approach is based on a diagnostic of critical service delivery problems in the context. The targeted interventions were identified through dialogue with the GoA and through a review of pro-poor service delivery constraints and existing reform initiatives. Some specific results of this subcomponent include: decrease in time taken to deliver selected services and ensure effective functioning of Grievance Redress Mechanism (GRM) system; increase citizen awareness of relevant services in order to increase access; increase citizen engagement in relation to selected programs in selected districts to improve local service delivery outcomes; and improve development outcomes for target groups via an integrated development approach. At its core this subcomponent involves building a more transparent, accountable, inclusive and citizen-centric governance system for service delivery provision. The approach includes the following three main areas of intervention, which will be further narrowed and defined during preparation:

- **Strengthening two key accountability mechanisms.** Two key accountability mechanisms have been identified for reform: (i) RTPS (Right to Public Service) implementation strengthening of selected services to increase accountability for time-bound service delivery, reduce processing times and lower transaction costs; (ii) developing and rolling-out a public service delivery grievance

redressal mechanism (GRM) (services and scope to be defined), with particular emphasis on facilitating the redressal of grievances for poorer/under-served groups.

- Improving outreach through user-friendly and relevant information provision. User-friendly information campaigns at the national and grassroots level will be promoted to raise awareness of key service delivery entitlements related to the project results areas such as GRM or RTPS.
- Furthering inclusion and engagement of under-served groups to improve outcomes. This will be achieved in collaboration with selected departments in selected districts. At this stage, two overlapping mechanisms have been identified for achieving this: (i) developing, piloting and scaling up a model based on citizen scorecards/social audits in order to foster concrete local action plans and improved outcomes in selected services/districts; and, (ii) providing block grants and strengthening local development planning (via local and autonomous) for small-scale service improvements (to be adapted from PRI strengthening model, or CDD).

State of Mizoram

In Mizoram, this sub-component will emphasize contributing to improving access to information, facilitating speedy and effective grievance redress, and deepening feedback loops. Reform activities to support these objectives include:

- Developing Mizoram My-Government Information Center: The Mizoram My-Government Information Center (MMIC) will service as a single point for citizens to receive information, file grievances, and offer feedback. Citizens can access the MMIC through the telephone, SMS, or online via the Internet. It will begin with a subset of services, which will be scaled- up in a phased manner. The MMIC will promote the empowerment of excluded communities by providing information on developmental schemes, entitlements, and services. In addition, citizens will be able to register complaints and provide feedback on public services through MMIC. The project anticipates merging the existing web-based Mipui Aw with the MMIC to build upon the existing grievance redress framework established under the Good Governance Cell. The MMIC will also provide alternative grievance systems using mobile tools and social media to promote greater accountability in service delivery.
- Enabling proactive disclosure of information: The project will support greater proactive disclosure of information about Government programs/services and budgets to increase awareness of citizen entitlements, the process for accessing them, and more effective civic monitoring of programs. Currently such information is scattered across a range of websites often in piece-meal form. The project will systematize the disclosure of such information across departmental websites, Rural Information Kiosks, and mobile telephony (e.g. through SMSs). The project will also support the development of an on-line RTI application system to make it easier for citizens to secure information from departments. Finally, the project will support the identification and opening of state government/agency held data sets for use by civil society, academia, and other agencies to support proactive disclosure.

IC. Enhanced Institutional Performance and Innovation

This subcomponent will promote governance-related innovation and excellence by strengthening accountability and mechanisms at selected institutions. There is evidence of efforts to strengthen

governance performance in the Government of Assam and Mizoram, but incentives to innovate and share knowledge on this subject are limited. This subcomponent aims to catalyze, document and scale innovations to further the identified results related to improving services for citizens. The objective is to create a regional learning environment related to service delivery excellence and innovation in Assam and Mizoram, and more broadly, in the Northeast. A regional learning environment will contribute to addressing underlying constraints associated with Assam and Mizoram's geographic isolation relative to mainland India, and will leverage existing knowledge and resources which exists in the region. This reform area includes the following interventions:

- Establishment of a Northeastern Service Delivery Innovation Center to conduct research, disseminate its findings, and hold events to elevate the public dialogue related to improving public service delivery performance in the NE.
- Creation of an Innovation Fund to reward states departments, PRIs, civil society, academic institutions, and other public service delivery providers for contributions to excellence and innovation in public service delivery in Assam and Mizoram.

Component 2: Technical Assistance (TA) to support capacity building and institutional strengthening associated with achievement of eligible reforms (US\$8.79 million)

Technical Assistance will be used to support achievement of results in all three eligible results areas. TA will support capacity building and institutional strengthening activities related to services delivery improvement. In particular, TA will include:

- Conduct an assessment of options for improving last mile connectivity in Assam
- Evaluate the two ongoing eDistrict pilots in Assam, including a focus on understanding "offline" connectivity of CSCs which are IT-enabled, and non-IT enabled CSCs
- Conduct a survey of employees to identify issues and possible improvements in Assam
- Assess financial/administrative inefficiencies that limit service delivery in both states
- Assess the capacity of panchayats in order to develop and implement a strategy for full integration of panchayats into a citizen-centric service delivery system which involves central, state, and local funding and institutions in Assam
- Develop clear and realistic Organization Charts and reporting lines for district and sub-district levels in Assam
- Conduct a "training needs assessment" for staff at all levels, with focus on skills needed for eGovernance and e-delivery for both states
- Introduce Action Plan and Time Lines for Implementation of training policy for both states
- Carry out detailed assessment of recruitment "bottle neck" and make recommendations for reducing them for Assam
- Provide programmatic support to establish monitoring mechanism, including a new Delivery Unit for Assam
- Provide analytical support (economic, quantitative, sociological, and political) to design and strengthen various citizens' engagement and accountability mechanism, such as the GRM, Social Audit, and citizens charters among others
- Strengthen capacity of prioritized district, block and circle offices, through study tours and training workshops
- Establish a dedicated information and communications unit in the lead implementing agency for civil society relations and engagement, complaints management, and proactive, regular, and wide communication and consultation on service delivery in Assam

- Support change management activities to create broad consensus of key stakeholders and identify incentives for successful implementation of this reform in both states
- Support the institutionalization of Citizens' Charters in departmental and government information websites in both states
- Support the Government efforts to formulate, implement and administer a state Right to Public Services bill in Mizoram
- Support project management in the two states to contribute to the achievement of project outcomes in both states

Efforts will be made to utilize an inclusive approach to capacity building and institutional strengthening to ensure strong female representation.

IV. Safeguard Policies that might apply

Safeguard Policies Triggered by the Project	Yes	No	TBD
Environmental Assessment OP/BP 4.01		✗	
Natural Habitats OP/BP 4.04		✗	
Forests OP/BP 4.36		✗	
Pest Management OP 4.09		✗	
Physical Cultural Resources OP/BP 4.11		✗	
Indigenous Peoples OP/BP 4.10		✗	
Involuntary Resettlement OP/BP 4.12		✗	
Safety of Dams OP/BP 4.37		✗	
Projects on International Waterways OP/BP 7.50		✗	
Projects in Disputed Areas OP/BP 7.60		✗	

V. Financing (in USD Million)

Total Project Cost:	60.99	Total Bank Financing:	48.79
Financing Gap:	0.00		
Financing Source		Amount	
BORROWER/RECIPIENT		12.20	
International Development Association (IDA)		48.79	
Total		60.99	

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