

Framework for Impact Assessment (IA) and Baseline Study

Impact on Citizens

	Key Dimension of Impact	Indicators	Questions
1.	Economic: Direct & Indirect	Direct cost to user: travel costs, travel time, elapsed time for service delivery, cost of repeated visits	Number of trips made for the service
			Average travel cost of making each trip
			Average travel time for each trip
			Average waiting time in each trip
			Estimate of wage loss if any
		Extent of reduction of cost of paying bribes (Overlap between corruption in economic impact and governance impact needs to be addressed)	Payment of bribe to Government functionaries/agents: Yes/No
			Total amount paid in bribes to Government functionaries/agents
			Amount of payments made to agents to facilitate the service
		Rate of errors and time for recovery	Any errors in the documents which required correction: Yes/No
			Number of trips required for correction to be done
			Travel cost for the trips
			Waiting time in offices for getting correction done
Estimate of wage loss, if any, in getting correction done			
Payment of user fee/processing charges	Total processing fee paid for the task		
Extent of reduction in data/documents to be submitted	Total license fee, stamp duty, taxes paid		
	Number of documents to be submitted		
	Cost of preparation of documents in terms of hours/days		
2.	Governance: Corruption, Accountability, Transparency, Participation	Levels of corruption -Specify what the user's perception of corruption is.	Measured on a scale
		Need for engaging intermediaries (Include Reason for engaging intermediary, Distinction between intermediaries who are an integral part of the process Vs. touts)	Yes/No
		Adherence to a citizen's charter: compliance to committed service time frame (include awareness of citizen charter, possibility of agent influence)	Perception measured on a scale
		Accountability of Government functionaries (Mechanism to assess accessibility)	Degree to which of Government functionaries can be held accountable: Measure on a scale

	Key Dimension of Impact	Indicators	Questions
		Quality and quantity of information shared by agencies	Are the rules and procedures clearly stated without ambiguity and mistakes: Measure on a scale
			Transparency of data: Measure on a scale
			Transparency of decisions: Measure on a scale
			Awareness level and source of information
			Does the agency take responsibility for the accuracy of information shared: Yes/No
		Quality and quantity of information exchange between client and agencies.	Has any suggestion or feedback been provided: Yes/No
		Ability to influence policy, rules/procedures through feedback (Include grievance Redressal)	Measured on a scale
3.	Quality of Service: Decency, Fairness, Convenience, etc.	Quality of problem resolution and exception handling	Was any problem taken for resolution: Yes/No
			Satisfaction with the resolution process: Measure on a scale
		User independence of time and/or place, 24 x 7 availability	Convenience of location of access point for service: Measure on a scale
			Is the service available 7 days a week: Yes/No (include reasons of inaccessibility)
			Satisfaction with service timings: Measure on a scale
		Quality of facilities at access points	Measured on a scale
		Simplicity of user actions required for obtaining the service	Measured as a direct indicator
		Single window access to several services (dependant on whether single window access required by design)	How many different services are availed
			Convenience through a single window measured on a scale
		Overall convenience in obtaining service	Measured on a scale
		Friendliness in interaction with Government staff (Including parameter of dignity/decency with which client is treated)	Measured on a scale
		Location of service access points	
		Reliability	
		Utility	

Key Dimension of Impact	Indicators	Questions
	Extent of protection of privacy	Any instance of privacy being violated: Yes/No
		Perception of protection of privacy and confidentiality of data: measure on a scale

Open ended question:

- Fairness, speed of processing, accuracy of transactions, legibility and durability of certificates and printouts, convenience of obtaining service
- Willingness of users to adopt practices in the future

Impact on Agency

	Key Dimensions	Indicator	Question
1.	Economic: Direct & Indirect	Increased revenue collection: enhanced payee base and improved compliance	Total collections over at least 4 years (2 years prior to application and 2 years after the application)
			Payee base over at least 4 years (2 years prior to application and 2 years after the application)
			Perception on compliance: Measure on a scale (To be supplemented with qualitative inputs)
			Total collection over at least 4 years (2 years prior to application and 2 years after the application)
		Collection of user fee/ processing charges	Total cost over 3 years after implementation
		Total yearly costs for providing service: manpower, operating costs.	Total number of employees over 3 years after implementation
		Prevention of fraud and improved cost control	Number of frauds reported in previous 2 years
			Fraud prevention measured on a scale
			Ability to control cost measured on a scale
		Productivity gains	Number of transactions processed per month
Accuracy of output/error rate	Average number of transactions per employee		
	% reduction in cycle time of key processes		
2.	Governance: Corruption, Accountability, Transparency, Participation	Transparency of rules, procedures, data and decision making	Transparency of data measured on a scale from perception of a sample of employees
			Transparency of decisions made measured on a scale from perception of managers
			Measured on a scale from a sample of

	Key Dimensions	Indicator	Question
			employees
		Perception in change of work and working conditions of civil servants	Measured on a scale from perception of managers
		Extent of unnecessary discretion and exercise of gate keeping role.	Are intermediaries present: Yes/No
		Reduction in corruption and presence of intermediaries	Reduction in corruption measured on a scale from perception of managers
			Measured on a scale from perception of managers
		Strengthening feedback mechanisms	Measured on a scale from a sample of employees
		Degree of employee involvement in project design, development & implementation	Extent to which computerization has helped in furthering the goals: measured on a scale
3.	Performance on Key Non-economic Objectives	With reference to the key organization goals in section I	Coverage as % of target population over at least 4 years (2 years prior to application and 2 years after the application)
		Ability to define and comply with a citizen's charter	Number of new services added in the previous 2 years
		Enhanced basket of services	Measured on a scale from perception of managers
		Improved performance monitoring and decision support (account for no. of services)	Number of complaints over 6 years (3 years prior to application and 3 years after the application)
			Proportion of complaints addressed in stipulated time (Designed compliance Vis a vis performance compared to exception handling)
		Improvements in complaint handling and problem resolution	Is user satisfaction on complaint handling measured: Yes/No
			Satisfaction with complaint handling measured on a scale from perception of managers
			Measured on a scale from perception of managers
		Improved policy formulation and implementation	Measured on a scale from perception of managers
		Reduced effort in management and statutory reports	% of reports that are generated automatically
			Measured on a scale from perception of managers (To be supplemented with qualitative inputs)
			Transparency of rules and procedures measured on a scale from perception of a sample of employees

	Key Dimensions	Indicator	Question
4.	Process Improvements	Reduction in cycle times of key processes	Degree of improvement measured on a scale from perception of managers (To be supplemented with qualitative inputs) Reduction in throughput time
		Integration of services across agencies and single window delivery	Measured on a scale from a sample of employees
		Process simplification and reduction in data handling (To capture redesign of form and procedures, auto population of data separately)	Measured on a scale from a sample of employees
		Improved record maintenance: accuracy, consistency, security and disaster recovery (including Inclusion of data retrieval, security policy present)	Measured on a scale from perception of managers Lapses in security recorded in last 2 years
		Data transaction traceability and audit trails	Measured on a scale from perception of managers
		Process Change	
5.	Quality of implementation	Role Clarity and Degree of employee-buy-in (Change management)	Understanding of one's work measured on a scale from a sample of employees Comfort level with the new system measured on a scale from a sample of employees
		Stakeholder Consultation	
		Employee Satisfaction	
		Adherence to SLAs	

Framework for Detailed Assessment (DA)

Impact on Users

All measurements are to be done on the basis of a sample of clients for each major service availed by the client. Measurements would be done for electronic delivery of services as well as for the earlier mode of delivery of the same service. In cases where alternate (non electronic modes) are currently being used by the same set of users in similar contexts elsewhere, measurement would be recorded for such usage.

	Key dimension	Indicators		
eGovernance	Service (Citizen Perspective)	Awareness	Efforts made Mechanisms Actual Complete	-Different level
		Access mechanism	Online Third party	-Mobile -Internet -Facilitation Centre

	Key dimension	Indicators
		-Authorized agencies
		Government offices
		Ease of access
	Time	Total time
		Waiting time
		Turnaround time
		Adherence to SLA
	Interaction	Number of visits
		Number of channel partners interacted with
		Number of types of channel partners interacted with
		Quality of interaction
		-Ease of interaction
		-Politeness
		-Satisfaction
		-Dignity
		-How was queue being managed
		-Pro-activeness
		-Help desks & call centers
		Grievance handling
		-Availability
		-Satisfaction
		-Process
		Infrastructure
		-Seating
		-Parking
		-Accessibility
		-Drinking water etc
	Information	Complete
		-Instruction
		-Information
		-Across channels
		Relevant
		Consistency across channels
		Simple
		Language support
		Accuracy/updation of information
		Status update/verification
		Flexibility of modification
	Costs (to the user)	User charges
		Agent
		Bribe
		Opportunity cost?
		Cost of access
		-Travel
		-Technology
		-Preparing documents
		-Search cost
	Delivery of service	Integrated
		Complete
		End to end

	Key dimension	Indicators		
		Overall perception		
Organization and stakeholder (Organization Perspective)	Governance (Citizen Perspective)	Corruption		
		Trust		
		Transparency		
		Privacy		
		Accountability		
		Responsiveness		
		Security		
		SLA	Existence Adherence	
		Use of connections/ relations		
		Citizen charters	Awareness Visibility Language Availability	
	Technology	Adherence to standards		
		Scalability		
		Versioning		
		Change management		
		Inter-operability		
		Security	-Governance -Disaster recovery -Incident handling	
		Infrastructure		
		Resources	Financial Human	-Capacity building • Training • Knowledge management -Change management • Pro-activeness
		Benefits	Revenue Indirect	-Employee morale -Computer awareness
Project governance	Leadership			
	Continuity			
	Monitoring			
	Service model	-PPP -In-house -Any other		
Process –before and after	Capacity utilization			
	Service lead time			
	Human resource utilization			
	Cycle time			
	Record management			
		Audit trail		