



A Report on
Impact Assessment of MyGov
under Digital India Programme

Submitted to
CEO- MyGov
Ministry of Electronics and Information Technology (MeitY)
Government of India

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Submitted by
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- IIPA Team

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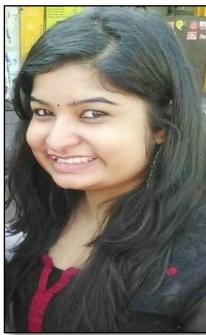
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<div data-bbox="280 1308 548 1612" data-label="Image"> </div> <div data-bbox="232 1675 633 1812" data-label="Caption"> <p>Mr. Pushkaraj Gavali Research Officer, IIPA Email: pushkar.iipa@gmail.com Mobile: +91-75-074-00025</p> </div>	<p>Mr. Pushkaraj Gavali is an IT professional specifically dealing in the fields of e-Governance, ICT, Digital India Framework, Intellectual Property Rights-IPR. He has contributed in various facets of e-governance including capacity building initiatives, an impact assessment project as well as development and knowledge dissemination of e-governance content. He is the key constituent of varied e-governance capacity building endeavours implemented by IIPA under Digital India Programme. He is also the key team member for the impact assessment of a prestigious portal of Government of India regulated by PMO. Pushkaraj also has a keen interest in project procurement and management (viz. Documentation, technical and financial bidding, technical evaluation).</p> <p>He had also been a crucial part of the Geographical Indications-GI assignments - one World Bank assisted project on Geographical Indication (Communities’ Intellectual Property Rights) and the other MACP & Commissionrate of Agriculture, Government of Maharashtra for GI registration task from 11 districts – facilitated through GMGC, Pune. Drafting GI applications, devising strategic</p>

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List of Abbreviations Used

Sr. No.	Abbreviations	Details
1.	APP	Application
2.	BRICS	Brazil, Russia, India, China and South Africa
3.	CEO	Chief Executive Officer
4.	DIP	Digital India Programme
5.	DST	Department of Science & Technology
6.	e-Book	Electronic Book
7.	e-Greeting	Electronic Greeting
8.	EOI	Expression of Interest
9.	e-Sampark	Electronic <i>Sampark</i>
10.	GoI	Government of India
11.	HR	Human Resource
12.	IAP2	International Association for Public Participation
13.	ICT	Information Communication Technology
14.	IIPA	Indian Institute of Public Administration
15.	IPR	Intellectual Property Rights
16.	IT	Information Technology
17.	MeitY	Ministry of Information & Technology
18.	MMPs	Mission Mode Projects
19.	NDSAP	National Data Sharing and Accessibility Policy
20.	NeGD	National e-Governance Division
21.	NeGP	National e-Governance Plan
22.	NIC	National Informatics Centre
23.	PIB	Press Information Bureau
24.	PM	Prime Minister
25.	PPP	Public Private Partnership
26.	SEO	Search Engine Optimization
27.	SRM	Strategic Road Map
28.	SWOT	Strengths, Weakness, Opportunities, Threats
29.	TELOS	Technical, Economical, Legal, Operational/ Organizational, Social
30.	UK	United Kingdom
31.	URL	Uniform Resource Locator
32.	US	United States
33.	UT	Union Territories

Glossary of Terms

S. No.	Abbreviation	Description
A		
	Active users	Active users are the number of unique users who initiate sessions on a website or an app during a specified time period.
	App (Mobile Application)	A mobile application software or mobile app is an application software designed to run on mobile devices such as smart-phones and tablet computers.
B		
	Bounce Rate	Bounce rate is the percentage of visitors to a particular website who navigate away from the site after viewing only one page. As a rough estimate, a bounce rate in the range of 26 to 40 percent to total number of visitors is excellent, 41 to 55 percent is average and 56 to 70 percent is higher than average.
	Broadband	Broadband is a popular term used for high-speed computer network or Internet access technology for wide bandwidth data transmission with an ability to simultaneously transport multiple signals and traffic types. In simpler words, it means faster digital communication for audio, video, text, graphics etc. Broadband connectivity requires upgrading transmission medium from conventional transmission cables (coaxial cable, twisted pair copper cables) may be optical-fiber cables or to wireless broadband options.
	Browser Push Notifications	Push notification, also called server push notification, is the delivery of information from a software application to a computing device without a specific request from the client.
C		
	Citizen Engagement Framework, (2012)	Ministry of Electronics and Information Technology (MeitY), Government of India had developed the Citizen Engagement Framework in March 2012 to leverage and encourage citizen engagement in governance, for participatory and good governance to be implemented in a transparent and accountable manner.
	Community Radio	Community radio is a radio service offering a third model of radio broadcasting in addition to commercial and public broadcasting. They broadcast content that is popular and relevant to a local, specific audience but is often overlooked by commercial or mass-media broadcasters. Community radio stations are operated, owned, and influenced by the communities they serve. They are generally nonprofit and provide a mechanism for enabling individuals, groups, and communities to tell their own stories, to share experiences and, in a media-rich world, to become creators and contributors of media.
	Content Management	Content management (CM) is the administration of digital content throughout its lifecycle, from creation to permanent storage or deletion. The usual stages in digital content management include creation, editing etc.
	Crowd sourcing	Crowd sourcing is the process of obtaining required services, ideas, or content by soliciting contributions from a large group of people, especially an online-community.
	CSCs	CSCs is a popular acronym created under the erstwhile National e-Governance Plan (NeGP) and retained thereafter refer to telecentres/cyber-dhabas that serve as information and

		communication technology access points (primarily in rural areas) for providing facilities for multiple transactions (primarily public services).
D		
	Digital India Programme	Digital India Programme is a flagship programme of Government of India with a vision to transform India into a digitally empowered knowledge economy.
	Domain Referrals	A referring domain, also known as "ref domain", is a domain from which a back-link is pointing to a page or link.
E		
	e-Books	An electronic version of a printed book which can be read on a computer or a specifically designed handheld device.
	External Back links	In search engine optimization (SEO) terminology, a back-link is a hyperlink that links from a Web page, back to one's own Web page or Web site. Also called an Inbound Link (IBL), these links are important in determining the popularity (or importance) of your Web site.
G		
	G2C	G2C is digital exchange of information, service & product between Governments to Citizens.
	G2G	G2G is a type of digital exchange of information, service & product between Governments to Government.
	Gamification	It is the process of integrating game mechanics into a website, an enterprise application, an online community etc so as to motivate participation, increase engagement, and foster loyalty for it.
	Good-Governance	The core governance characteristics of participation, transparency, responsiveness, effectiveness, and accountability.
	Google Analytics	Google Analytics is a free web analytics service that provides statistics and basic analytical tools for search engine optimization (SEO) and marketing purposes.
	Governance	The manner in which power is exercised in the management of a country's economic and social development.
	Grievance	A real or imagined cause for complaint by the citizens especially for unfair treatment.
H		
	Home page	A home page or a start page is the initial or main web page of a website or a browser. The initial page of a website is sometimes called main page as well.
	Home Page Slider	This term is used for a slideshow added into a web page.
I		
	IAP2	It is an acronym for International Association for Public Participation, which is an international association of members who seek to promote and improve the practice of public participation in relation to individuals, governments, institutions, and other entities that affect the public interest in nations throughout the world.
	Info-graphics	Information graphics or info-graphics are graphic visual representations of information, data or knowledge intended to present information quickly and clearly. They can improve cognition by utilizing graphics to enhance the human visual system's ability to see patterns and trends.
	Information Communicatio	The electronic means of capturing processing, storing and communicating information and comprise of computer hardware,

	n Technologies (ICTs)	software and networks. They also include intermediate technologies like radio and television, literate technologies like books and newspapers.
L		
	Load Time	Load time is the time it takes to download and display the entire content of a web page in the browser window (measured in seconds).
M		
	Marginalized societies	Social exclusion, or social marginalization, is the social disadvantage and relegation to the fringe of society. It is a term used widely in Europe and was first used in France. It is used across disciplines including education, sociology, psychology, politics and economics.
	MeitY	The recently re-christened and now a very popular acronym for the Ministry of Electronics and Information Technology, Government of India
	Micro-sites	A micro-site is an individual web page or a small cluster of pages which are meant to function as a discrete entity within an existing website or to complement an offline activity. The micro-site's main landing page can have its own domain name or sub-domain.
	Mobile Application	A mobile application, most commonly referred to as an app, is a type of application software designed to run on a mobile device, such as a smart-phone or tablet computer. Mobile applications frequently serve to provide users with similar services to those accessed on PCs.
N		
	NE – North East	Northeast India is the eastern-most region of India. It comprises of the contiguous Seven Sister States, and the Himalayan state of Sikkim.
O		
	OECD	The Organization for Economic Co-operation and Development (OECD) is an intergovernmental economic organization with 35 member countries, founded in 1960 to stimulate economic progress and world trade.
	Organic Search	Organic search is a method for entering one or more search items in a single data string into a search engine. Organic search results are listings on search engine results pages that appear because of their relevance to the search terms, as opposed to their being advertisements.
P		
	Page Views	An instance of an Internet user visiting a particular page on a website.
	Public Private Partnership (PPP)	A project based on a contract or concession agreement, between the government and a statutory entity on the one side and a private sector company on the other side, for delivering an infrastructure service on payment of user charges.
	Pull SMS	PULL messages are those that are initiated by a customer, using a mobile phone.
	Push SMS	PUSH messages are those that the service provider chooses to send out to a customer's mobile phone, without the customer initiating a request for the information.
R		
	Referral	Referral traffic is used to describe visitors to a website that arrive from direct links on other websites rather than directly or from search engines.
S		
	Sessions	A session is a group of interactions that take place on a website

		within a given time frame.
	Social Media	Social media are computer-mediated technologies that facilitate the creation and sharing of information, ideas, career interests and other forms of expression via virtual communities and networks.
T		
	TELOS	TELOS is an acronym in project management used to define five areas of feasibility of the project. T – Technical, E – Economic, L – Legal, O – Operational/Organizational, S – Social
U		
	UTs	Union Territory is an administrative division in India ruled directly by the Union Government.
V		
	Visitor Growth Rate	It is the rate at which the number of users or traffic to the websites is increasing over a specified period of time.
W		
	Website Traffic	Web traffic is the amount of data sent and received by visitors to a web site. This is determined by the number of visitors and the number of pages they visit.

Executive Summary

When 'Governance' is defined as "the process of decision-making and the process by which decisions are implemented (or not implemented)"¹, then the core of 'Good Governance' logically lies in 'Citizen Engagement'. In order to uphold this basic principle of inclusive governance, the Government of India formulated a 'Citizen Engagement Framework' (Ministry of Electronics and Information Technology, March 2012) to suggest various methods and mechanisms of citizen engagement in the processes of governance to make it more responsive, transparent and accountable.

Further, the Ministry of Electronics and Information Technology (MeitY) launched the National Portal of India (www.india.gov.in) in November 2005 as well as the Open Government Data Platform (www.data.gov.in) in October 2012 for providing easier access to public information and data. However, the social media engagement component of the 'Citizen Engagement Framework' was actualized only when an indigenous social media platform was conceptualized and implemented by MeitY through the creation of MyGov (www.mygov.in) on July 26, 2014. This initiative provides a digital opportunity to citizens and well-wishers from across the world to share their views on key governance issues by directly engaging with the associated policy makers and implementers.

Almost two years after its implementation, it was mandated to undertake the impact assessment of MyGov. This study, therefore, attempts to analyze the MyGov ecosystem to delineate the extent to which the aim and objectives outlined at the time of MyGov's inception have been achieved.

Organization of the Report

Chapter One presents the core theme of the study followed by a review of literature carried out over various facets relating to the study. Further, the linkages of governance, good governance, citizen participation in governance and the role of social media in eliciting citizen participation have also been explored. After the context is set, the chapter then introduces the need for such a study, followed by an overview of the impact assessment methodology undertaken to pursue this study.

Chapter Two outlines a broad overview of MyGov as a citizen engagement platform of India. It covers the genesis and growth of MyGov, all the activities that can be undertaken by a citizen (such as Do, Discuss, Talks & Blogs and Quiz/Polls/Surveys), brief information about the MyGov mobile application and data about MyGov micro-sites.

Chapter Three is comprised of the comparative analysis of best practices in citizen engagement at international and national level. The comparison of MyGov with identified international portals has been done with a special reference to the 'Spectrum of Citizen Engagement'. Further, the analysis compares the portals on the basis of their primary technical parameters such as bounce rate, load time, external back-links and domain referrals. The comparison of national portals includes the National Portal of India, the Open Data Platform, the official portals of MeitY and PIB. A study of activities similar to MyGov being carried out elsewhere online (in the national context) has also been provided in this chapter.

Chapter Four covers the detailed study of MyGov. This chapter focuses on studying the existing system of MyGov under the heads of technical, economic, operational/organizational and social (TEOS) parameters. A detailed SWOT analysis has also been carried out in this section to outline the institutional context of MyGov. The crucial aspects of this review based on TEOS are further detailed in the methodology.

Chapter Five proposes and integrates all the recommendations made on crucial strategic aspects of MyGov in accordance with the TEOS approach followed in Chapter 4. The chapter also reiterates the need of an indigenous social media like MyGov in India. Various recommendations on important facets of MyGov including technical enhancement (*such as website restructuring, content management and techniques to enhance outreach*), enhancement in financial model have been emphasized in this chapter. Further, the chapter discusses core aspects of revamping the organizational structure and proposes mechanisms for self-assessment.

The study has been undertaken in a multi-staged manner, wherein each stage of the study employed different data collection techniques and evolved several insights into the existing groundwork for its enhancement. The section below outlines the summarized form of the methodology undertaken, findings, recommendations and way forward for the initiative.

Methodology

Stage-A: This stage constituted the preliminary study of MyGov undertaken through primary and secondary data analysis.

- The primary information was gleaned through observation of the web site of MyGov. Further, preliminary discussions were conducted with all the team members of MyGov at their office premises. The secondary review included study of literature related to citizen participation in governance (Chapter-1) as well as review of existing documents of MyGov (Chapter-2).
 - In the second part of stage-A, an attempt was made to understand the evolution of national trends in citizen engagement. An extensive review of almost all the government websites was done to check, if any of the activities being presently carried out by MyGov users was being undertaken elsewhere in India. An attempt was made, therefore, to identify the duplication of online citizen engagement efforts by other Indian government departments/ministries.
 - This was thoroughly coupled with an understanding of the prevailing global trends and a systematic comparison of MyGov *vis-a-vis* these best practices including United Kingdom-UK, United States-USA, Australia and Singapore. (Chapter- 3).
 - A technical comparative analysis of these websites was done based on their primary parameters to understand the popularity (External Back links), reference (Domain Referrals), speedy interactive interface (Load Time) and retention of the citizens (Bounce Rate). The values for these parameters were obtained through web traffic data analytics tools - Alexa and Majestic. This was done not just to understand the international competitiveness of MyGov but also to outline areas where MyGov can optimize their technical performance.
- The second stage of the study, '**Stage-B**', was based on detailed investigations and in-depth interviews with all the relevant stakeholders to understand the back-end

mechanisms of MyGov. Two kinds of matrices were created from this analysis *viz.* SWOT and TELOS based on a detailed study framework, presented in (Chapter 4). The key aspects of this study are illustrated below -

- Technical
 - Study of website online reach, visitors' growth rate, website structuring and backend analysis, analysis of content management and social media analytics through various tools such as Google Analytics, Alexa.com, Majestic.com, Optimizely, etc.
 - Study of website architecture, content management techniques and design as well as its comparison with international best practices and benchmarks
 - Website traffic analysis including Audience Analysis, Acquisition, Behavioral and User flow analysis
 - Study of Technical dependencies and Technical Risk Management
 - Economic
 - Study of existing financials
 - Study for proposal of a Basic Revenue Model for Self-Sustainability
 - Delineation of guidelines for G2G communication and internal transfer pricing
 - Operational/Organizational
 - Study of existing organizational structure
 - Study of existing infrastructure and review of requirements of desired infrastructure
 - Study of existing mechanisms for interdepartmental communications, current feedback mechanisms, risk assessment and management techniques deployed and periodical monitoring and evaluation followed
 - Social
 - Study of inclusion of marginalised society and rural areas
 - Analysis of Government administrators' perception of MyGov
 - Proposal of techniques to enhance the online and offline outreach of MyGov and development of mechanisms for increasing citizen engagement in remote/rural areas
- In '**Stage C**', IIPA devised an **assessment framework** on the basis of the preliminary study to rank citizen engagement on various parameters, analysis of these parameters on gender, age, internet behavioral characteristics with respect to rural/urban classification, state-wise internet usage and quantification of the complete evaluation in the light of Internet usage trends and population statistics of India, evolved through Google Analytics (Chapter 4).
 - The '**Stage D**' represents the consolidated stage of all the above mentioned stages. In this stage, all the inferences drawn from the preliminary and the main study of the assignment have been collated, analysed and presented. To accomplish the overarching aim of MyGov as a holistic online platform to engage citizens and extend its reach to offline activities encompassing marginalized and far-flung citizen communities, details of enhanced manpower, infrastructural and financial requirements were projected. Special emphasis was put on understanding the

rural perception of MyGov and interlinking its existing activities with proposed new activities that ensure inclusion of the marginalized population and that of rural areas in MyGov's purview of activities (Chapter 5).

Findings

- MyGov, being a unique citizen engagement platform in India, is definitely a step in the right direction, in line with the need of the hour to achieve the best of participatory governance.
- MyGov has marked its presence as an authentic space for government authorities to invoke citizen participation for policy formulation.
- Many central and state/ UTs governmental bodies are undertaking similar activities in the citizen engagement realm on their individual online platforms. Therefore, the need of such a dedicated platform has been expressed by all the stakeholders.

Though MyGov is a unique digital platform for participatory governance in India, some concerns that beseech attention are listed herewith:

- A low retention rate on the MyGov website stays an important concern.
- The reach of the mobile application of MyGov is low and has a huge scope for enhancement and upgradation to become more citizen friendly.
- Study of international best practices and on the basis of the Public Participation Spectrum, MyGov has emerged as a moderate performer when compared to the citizen engagement platforms of countries like the United States, United Kingdom, Singapore and Australia.
- On the strategic front, prioritisation of online enhancements and restructuring of content management on the portal is a must
- There is a need to evolve and standardise G2G guidelines for leveraging citizen engagement needs of other government bodies through MyGov
- MyGov should implement a self-sustainable revenue model and citizen engagement enhancing models including (but not limited to) Gamification, merchandising, etc. The strategic blueprint on these aspects is provided in Chapter 5 of the report.

The findings from Google Analytics and the detailed technical analysis of MyGov (Chapter-4) has revealed a further set of observations that are summarised herewith-

- Citizen Reach: The current online platform of MyGov (mygov.in) has been used by about 6.93% of the Indian population with access to the Internet. This is a good achievement since the launch of MyGov in 2014, given that this platform is the first of its kind in a populous country like India.
- Citizen Traffic Growth: The citizen traffic to mygov.in has evolved at a growth rate of 55% sessions per year. However, due to various infrastructural, manpower and financial constraints coupled with external dependencies, the backend technical enhancements of MyGov have lagged in pace.
- Citizen Traffic Demographics: An analysis of the visitor traffic to MyGov from various states of India reveals that two states (Delhi and Maharashtra) contribute to over 40% of the traffic while 19 states contribute to less than 1% of the traffic. The online visitors from the North-eastern states are extremely low.
- Citizen Traffic Age Spectrum: About 71% of the traffic to mygov.in is of people aged between 18 to 35 years.

- Citizen Traffic Sources: Over 60% of visitor traffic to the MyGov website is from direct (by typing the website address directly into the browser) and referral sources (being redirected to mygov.in from another website after clicking on a specific link).
- Social Media Traffic: While organic search traffic (searching for mygov.in by typing in relevant keywords or search queries into the browser) contributes to around 17% of the traffic on the website, social media (being redirected to mygov.in from Facebook and/or Twitter) contributes to only 5.44% of the traffic to MyGov.
- MyGov Citizen Perception: A unique identity of MyGov is absent in the mind of the citizens due to the similarity of design and online content management strategies of the platform with various other e-governance portals of the Government. The roots of this observation also lie in the fact that all these websites are basically designed and maintained in accordance with NIC.
- Online Citizen Retention: About 51% of the sessions initiated on mygov.in last for less than 10 seconds. Additionally, the overall bounce rate of the website is 45.69%, which means that almost half of the citizen traffic leaves the website after visiting just one page.
- Online Content Management: The content management of mygov.in is not easily comprehensible for first time visitors. The content is organized in verticals according to the type of activity such as Do, Discuss, Polls/Survey, Blogs and Talks. Cutting across these verticals is another form of categorization of content under Groups.
 - Currently, the rationale behind the creation of Groups is not immediately apparent to the citizen as they contain a mix of topics such as Government Initiatives, State/UT specific groups, etc.
 - The verticals also mix low engagement, relatively less important content with high involvement, highly critical tasks that require a citizen to be familiar with the relevant subject before taking part in it.
 - ‘Discussions’ are unmediated by a backend administrator resulting in the presence of irrelevant comments in discussion forums that make a reader lose interest while browsing through spam-like content.
- MyGov Internal Perception: The unique value proposition of MyGov and how to leverage it effectively is not clearly understood by various Departments and Ministries of the Central and State Governments too. This is reflected from the fact that even after Cabinet Secretary’s letters exhorting Government officials to utilize MyGov for all their citizen engagement needs, about 35-40% of the Government Departments are yet to create instances on the MyGov website.

Recommendations & Way Forward

- Upside Scope of Citizen Reach: The upside scope for online citizen engagement through MyGov is almost 90% of the Indian population with Internet access.
- Homepage Refinement: Considering that Google analytics data shows that 64.8% of the sessions initiated on the MyGov website are by new users, the refinement of design and content management of the homepage becomes pivotal in increasing retention of traffic by sparking interest in a first time visitor and creating a unique perception of MyGov in the minds of the citizens.
- Restructuring of Content Management: A three dimensional content management model is proposed that along with the content verticals (Do, Discuss, Polls/Survey, Blogs and Talks) and horizontals (Groups with refined

sub-groups), also suggests engagement level tags for each activity posted on mygov.in such as Primary, Intermediate, Advanced and Innovative activities.

- Gamification of Citizen Engagement: Additionally, a system of tiered membership levels for citizens (Beginner, Enhanced, Professional and then Expert membership) engaging on MyGov is proposed as a gamification measure, to set a self-selection mechanism for ensuring optimal results of participation in nation building activities into motion.
- Refinement of Social Media Strategy: To leverage the huge amount of Indian population present online on platforms such as Facebook, Twitter, Instagram, etc., a detailed plan for restructuring the social media strategy in order to attract greater traffic to mygov.in from these platforms has been proposed.
- External Marketing Activities: In order to enhance the outreach of citizen engagement through MyGov to citizen communities who do not have access to the Internet or are located in technologically deprived far-flung rural areas, an offline extension of MyGov through various on-ground marketing activities has been envisaged.
- Internal Marketing Activities: In addition to external marketing activities aimed at increasing citizen participation, various internal marketing activities and technical enhancements to MyGov have been proposed to develop the G2G aspect of backend content creation, online posting, content life-cycle management, and report delivery to the concerned Department.
- Proposed Revenue Model of Self-Sustainability: Since at present, MyGov is completely dependent upon funds from Central Government to carry out its activities, a self-sustaining revenue model has been proposed. This model reiterates the scope of activities performed by MyGov and packages them as service deliverables to fulfil the online citizen engagement requirements of various official departments.

Enabling citizen centricity and participation is a task that has to be strengthened by taking into consideration the contextual factors that are indispensable to the complexities present in the current governance scenario in India. With the provision of enhanced resources and tweaking of its technical and organizational abilities, MyGov can surely achieve participatory governance in a country as diverse and unique as India.

1. Background

Chapter Overview

As the title indicates, this chapter delineates the background to the present study, starting with an introduction to the topic (Section 1.1). To keep pace with the prevalent theoretical deliberations, the literature is extensively reviewed and summarised on the related themes of governance, good governance, citizen participation in governance and the role of social media in eliciting citizen participation (Section 1.2). Special reference is made to the advent and application of social media by citizens for engaging with government agencies in the section titled ‘Engaging with Citizens using New Media in India’ with special reference to Citizen Engagement Framework’ notified by Government of India and creation of online citizen engagement initiatives including MyGov.in, National Portal of India (india.gov.in) and Open Government Data (OGD) platform (data.gov.in) (Section 1.3). The chapter then introduces the need for such a study (Section 1.4), an overview of the impact assessment methodology undertaken to pursue this study (Section 1.5) and the various parameters of the assessment framework for the study (Section 1.6) that shall serve as a guiding template for the conduct of the study.

1.1 Introduction

Governance is not merely an organ of the government but also a cultural and institutional environment in which citizens and stakeholders interact among themselves and participate in public affairs. This is particularly true for democratic countries. The most utopian form of governance in such a democratic setup is expected to achieve Good Governance, which delineates a responsive framework for public institutions to conduct its public affairs and to manage its public resources in the most judicious and efficient manner. UNDP (1997)² epitomises Good Governance by eight major characteristics viz. participation, rule of law, transparency, responsiveness, consensus-orientation, equity/inclusiveness, effectiveness/efficiency and accountability. Inculcation of these characteristics as the chief goals of governance would assure that the corruption is minimized and the views of minorities are taken into account in decision-making. Citizens, therefore, have become the highest priority of governance mechanisms insisting on adoption of varied forms of participatory governance. Further, citizen engagement is the logical culmination of participatory governance and can go beyond conventional public consultations.

Government of India (2012: pp 17-21)³ maintains that depending on the level of citizen engagement, these tools/mechanisms may include one or a combination of various mechanisms. It avers that for ‘Inform’ category of citizen engagement, the public authorities may imbue mass media – print, TV, radio, community radio, citizen charter, bulletin boards, newsletters, new media – websites, portals, social media sites, mobile access devices, face to face meetings; for ‘Consult’ type of citizen engagement, tools such as focus groups, surveys, Delphi process, expert groups and open meetings/ open days may be used; for ‘Involve’ the public authorities can resort to citizen outreach centres, workshops and qualitative interviews; on the other hand ‘Collaborate’ form of citizen engagement relies on new media – social networking, crowd sourcing, wikis, participatory planning and finally ‘Empower’ intends to employ intense strategies such as conduct of stake-holder dialogue and concerted action,

participatory learning & action, matrix scoring & ranking as well as application of new media.

In brief, citizen engagement can connote any process that empowers citizens to participate in the deliberation processes leading to decisions. It is also to be noted that irrespective of mechanisms and tools, in such citizen engagement processes the citizens may represent themselves as individuals or as interest groups such as civil society organisations and these processes might rely on tools and techniques that could be manual, automated or both. However, in 21st century, with proliferation of ICT in almost all aspects of governance, citizen engagement too is identified as an interactive two way process using digital platforms, which empowers exchange of ideas and flow of conversation between citizens (or interest groups) and state institutions. The presence of such a digital platform in a democratic country reflects willingness on part of government to share information and make citizens a partner in decision making.

1.2 Review of Literature

Governance literature also supports the idea of citizen participation. As early as 1990s, several philosophers of public administration had theorized that, “the future lies in networked government services with decision making resident at community levels wired to an inter-sectoral local, regional, national and international communication infrastructure” (Warren & Weschler, 1999, pp.125)⁴. This form of participatory governance has also been referred to as ‘community governance’ (Toole & Burdess, 2002)⁵.

Literature has also cited numerous advantages for citizen participation in governance processes (Lofstedt, 2017⁶; Martin, 1997⁷; Michel, 2005⁸). As Banathy (1996)⁹ claims, “...it is the users, the people in the system who are the experts when it comes to the design of social and societal systems of all kinds”; and also that “grassroots consultation prior to initiating projects is essential: top-down approaches do not work” (Rao, 2004, pp.268)¹⁰. From the bottom-up perspective, citizens are emerging as producers rather than just consumers of policy (Machintosh, 2003)¹¹. Literature also supports this contention (for instance Vigoda-Gadot, 2004)¹² that the collaborative model, whether bureaucracy-driven, citizen-driven, or private-sector-driven, is realistic and beneficial even if it cannot be fully applied. Jones *et al.*, (2007)¹³ conclude that relationship between the public sector and citizens is critical to the success of e-government especially to obtain perspectives to influence e-government implementations. Even in the design realm, such a citizen design perspective is expected to be “... manifestation of open system thinking (to) enable us to create a truly participative democracy and empower people to direct their progress Expected to enrich the design of public online services” (Lofstedt, 2007a, pp. 470-471)¹⁴. Researchers such as Evans and Yen (2006)¹⁵ reinforce that such efficient systems would yield “citizen satisfaction”. Noted philosophers and researchers as Damodaran *et al.*, (2005)¹⁶ caution that if whilst designing any e-governance application, the stakeholders’ involvement is ignored, then the understanding of user requirements would always be insufficient to design and implement initiatives.

ICT has the ability to morph citizens from passive, ‘powerless’ recipients of public services to active constituents and vocal participants of governance. This has enabled an empowering impact on citizenry to post their opinions using e-governance initiatives, notwithstanding issues related to digital divide created by inequity in

education, land and finance (Fors & Moreno, 2002, pp.201)¹⁷. The focal point of ‘e-participation’ is the citizen, i.e. the purpose of e-participation is to increase citizens’ abilities to participate in digital governance. By using special methods and tools, e-participation of citizens in e-governance can be measured (Lofstedt, 2007, pp.469)¹⁸ and vice versa. Several researchers (such as Tambouris, Liotas, Kaliviotis & Tarabanis, 2007)¹⁹ illustrate that e-participation projects and tools/technologies are increasing and this is because the efforts of governments to actively engage citizens in democratic processes is intensifying.

Based on extensive literature review, Kamal (2009)²⁰ points out that the “*motivation for e-participation initiatives/practices can be attributed to governments’ growing awareness of the need to attain more democratic governance, coupled with a widespread public interest in the potential of ICT to empower citizens*”. The same hypothesis of empowerment of citizens by “*liberating the power of new technology*” had been foreseen by Bellamy and Taylo (1998)²¹ for varied advantages including “*...the help to rebuild relationships with government and their citizens*”. Pujar *et al.*, (2008)²² sum it up saying that a collaborative citizen-centric approach would pave way for a better society.

It is also understood that the use of online citizen engagement activities contributes to a better democracy with a specific correlation with decrease in corruption in the country (Malhotra, 2015)²³. The data of social media usage-2014 for SAARC countries (Table-1) along with Corruption Perception Index-2013 for these countries (Column 1, Table-1), has been plotted and a strong linear correlation has been observed between the two indices (Figure-1). This observation is further endorsed by a strong correlation index of the value .83 (Value 1 indicates the strongest correlation between two variables).

Table 1: Social Media Ranks and CPI Ranks for SAARC countries

Country	Social Media Usage Rank, 2013* *(Source: We are Social, Mar 2013)	CPI Rank, 2013)** **(Source Transparency International, 2013)
Afghanistan	-	7
Bangladesh	7	6
Bhutan	2	1
India	5	3
Maldives	1	-
Nepal	3	4
Pakistan	6	5
Sri Lanka	4	2

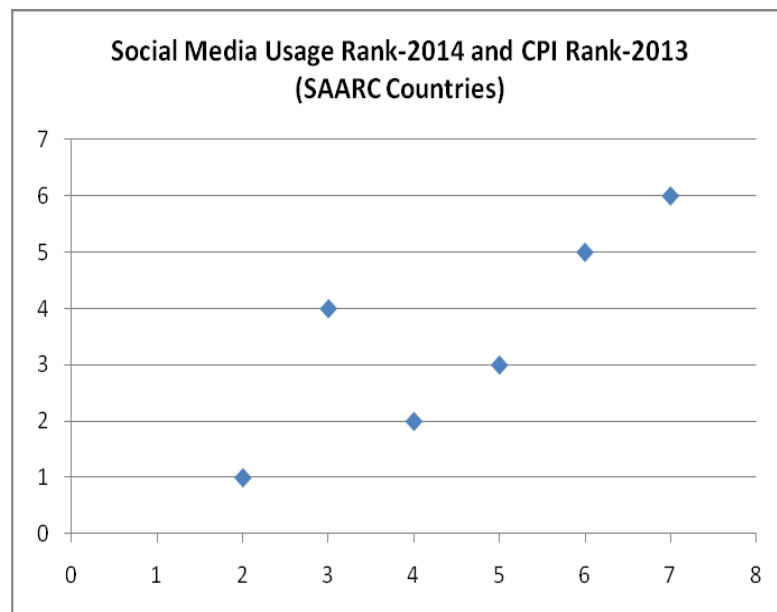


Figure 1: Correlation between Social Media Usage and Corruption Perception Index

(Source : Charru Malhotra (2015) "Role of Social Media In Promoting Transparency in an Open Government Era in SAARC Countries with Special Reference to India", 5th Revue R.I.M.D, Revue de l'Institut du Monde et du Development, University of Paris, Paris: France)

The review of the relevant literature has clearly bought out the fact that the benefits of the participatory governance are multi-fold. The literature further indicates that the overarching goal of development perspective is to widen people’s choices over their lives. Therefore, it can be clearly concluded that the usage of any technology in a country used for arming its citizens with more capabilities and choices, will not just ensure a symbiotic relationship between its citizens and governance but also simultaneously lead to sustainable development.

1.3 Engaging with Citizens using New Media in India

The Indian citizenry has developed an enormous pace of evolution despite the multi-dimensional diversity in the nation. ICT interventions have also enhanced the ecosystem to bridge the gap between citizens and government by providing digital mechanisms for effective citizen engagement. As already illustrated in the previous section, to develop a systematic methodology for enabling citizen engagement with compliance to ‘Citizen Engagement Framework’ was notified by Government of India through Ministry of Electronics and Information Technology (MeitY) in the year 2012. It provides a set of guidelines to public agencies and practitioners engaged with citizens so that they may build consensus on public concerns, raise awareness, and influence public policy formulation. Some of the technology based citizen-engagement projects that have emerged out of these trends include online citizen engagement portal MyGov.in, and other online public service delivery platforms such as National Portal of India (india.gov.in) and Open Government Data (OGD) platform (data.gov.in) (Table 2).

Table 2: Citizen Engagement Portals initiated by Government India

S.No	Portal Name	Objectives of the Portal
1	mygov.in	The citizen-centric platform empowers people to connect with the Government & contribute towards good governance through sharing ideas, suggestions, information and tasks.
2	india.gov.in	The objective behind the portal is to provide a single window access to the information and services being provided by the Indian Government for citizens and other stakeholders.
3	data.gov.in	The portal is intended to be used by Government of India Ministries/ Departments their organizations to publish datasets, documents, services, tools and applications collected by them for public use.

(Source: IIPA Findings)

In this study we propose to undertake an assessment of MyGov.in, henceforth being referred only as 'MyGov'.

MyGov is an indigenous social engagement platform that was launched on July 26, 2014 to ensure citizens' engagement in decision making by the Government. MyGov aims to establish a link between government and citizens. It offers simple plenary of citizen engagement practices through basic forms of communication such as 'Do', 'Discuss', and 'Disseminate'. There are multiple theme-based discussions on MyGov citizens can share their thoughts and ideas. Any idea shared by a contributor is expected to be discussed on these discussion forums, allowing feedback and interaction among all the stakeholders. MyGov offers several avenues to the citizens to volunteer for various creative activities such as designing a slogan, participating in related contests, etc. In the gambit of Digital India Programme, MyGov provides a web based citizen friendly forum that is based on open source technology and tools to engage participants in the governance issues.

1.4 Need for Existing Study

Since its inception in the year 2014, MyGov has been offering a plenary of citizen engagement practices through 'Do', 'Discuss', and 'Disseminate'. Now, two and half years post its inception, to ensure the robustness and sustainability of such a unique endeavour, it is very important to undertake an impact assessment of this initiative in order to comprehend:

- i. The extent to which MyGov has fulfilled its intended purpose.
- ii. The extent to which the result obtained corresponds to the resources used.
- iii. To have a real sense of ground realities in terms of accessibility, usage, level of participation (including rural areas).

This study is expected not just to gauge the extent to which MyGov has fulfilled its intended purpose but also would help to encourage and enhance the scope and perspective of MyGov by:

- i. Enabling effective citizen participation in policy making and other issues of national importance by adopting optimal citizen engagement practices

- ii. Serving as a one-stop solution to all government departments/ministries to cater to all requirements for gauging popular public opinion on various issues of governance
- iii. Publishing knowledge and government data related to schemes and new initiatives in an effective and citizen centric manner.
- iv. Spreading public awareness about government and governance issues to promote transparency about the functioning of the government.
- v. Encouraging states for their state instance of MyGov to ensure a holistic citizen participation from all regions of India

1.4.1 Scope of Work

IIPA was nominated by MyGov to conduct this impact assessment study. This impact assessment intends to come up with a coordinated strategic road map for MyGov, if the inception of such an initiative is deemed useful by the proposed study. The selection of method to be adopted for any study is dependent on both - the nature of the study and the social phenomena to be probed. The varied methods adopted for the present study are dependent on the objectives of its respective phases and the initiatives being studied in each phase.

1.4.2 Aim & Objectives

The aim of the proposed study was to assess the impact created by the MyGov initiative and to suggest a way forward that makes it more citizen-centric and citizen-inclusive. To achieve this aim, the objectives of the study were delineated to be:-

- To conduct the appraisal of the existing system: Genesis, Mission, Vision, Objectives, Present Organisational structure, Core functional domains, Facilitating and Impeding factors, Stakeholders' perceptions.
- To list the impact assessment parameters for evaluating international-competitiveness of MyGov.
- To do a normalised comparative study with selected global best practices and related Indian citizen engagement platforms.
- To suggest a detailed way forward for implementing and sustaining a more citizen-centric and citizen-inclusive version of MyGov.

1.5 Impact Assessment Methodology Undertaken

As evolved from the review of literature (Section 1.3), the basic presumption of the present study that forms its central theoretical plank which says that citizen engagement initiatives would be deemed citizen-centric only if the initiatives are responsive to the needs and expectations of the citizens and if they address the contextual factors of the ground reality. Therefore, the course of the study was segregated into five phases, each phase specifically identified through its deliverable *viz.* *Inception Report* in Phase-I, *Action Plan Report* in Phase-II, *Assessment Framework* to be delivered in Phase-III, *Draft Report* in Phase-IV and *Final Report on Impact Assessment of MyGov* in the last phase, Phase-V (Table 3).

Phases of the Study

Table 3: Deliverables and respective timelines

Sr. No.	Phases & Deliverables of the Study	Month 1	Month 2
1.	Phase-I - Deliverable-1 : Inception Report		
2.	Phase-II - Deliverable-2: Detailed Action Plan Report for approval		
3.	Phase-III - Deliverable-3: <i>Submission</i> of Assessment framework for approval		
4.	Phase-IV - Deliverable-4: First Draft Report		
5.	Phase-V - Final Report with <i>Recommendations</i>		

(Source - IIPA Findings)

- The deliverable of the first phase *viz.* **Inception report in Phase-I** was developed after preliminary study and a macro level analysis of the MyGov website. This report articulates the broad aspects for appraisal of the existing implementation schema of MyGov and presents a suggestive list of parameters of the assessment to be undertaken through primary and secondary data analysis. On basis of this report, the way forward for the study was suggested.
- The second phase of the study, **Phase-II**, was based on detailed investigations and in-depth interviews with all the relevant stakeholders to understand the back-end mechanisms which translate into the citizen-facing service offering, on the basis of which an **Action Plan report** was prepared. The prime objective of the Action Plan Report was to delineate in detail the aim, objectives and methodology to be followed for undertaking the study. The submission and subsequent approval of this report had set the study process rolling in a mutually agreed direction.
- In the **Phase III**, IIPA had devised an **assessment framework** on the basis of the preliminary study depending on various aspects such as the basic parameters to rank citizen engagement, analysis of these parameters on gender, age, internet behavioral characteristics with respect to rural/urban classification, state-wise internet usage and quantification of the complete analysis in the light of Internet usage trends and population statistics of India.
- The **Phase IV** was the consolidated output of all the above mentioned phases. Here, all the data drawn from the preliminary (Figure 2) and the main study of

the assignment (Figure 3) were collated. The observations and inferences drawn from the studies were compiled with future prospects and aspirations, as presented in the Chapter 5 of this report.

The **Phase V** of the study involved presenting the final report on impact assessment of MyGov. The report is extensive in its reach and intensive in its context, deriving the strengths and crucial insights into this citizen engagement platform.

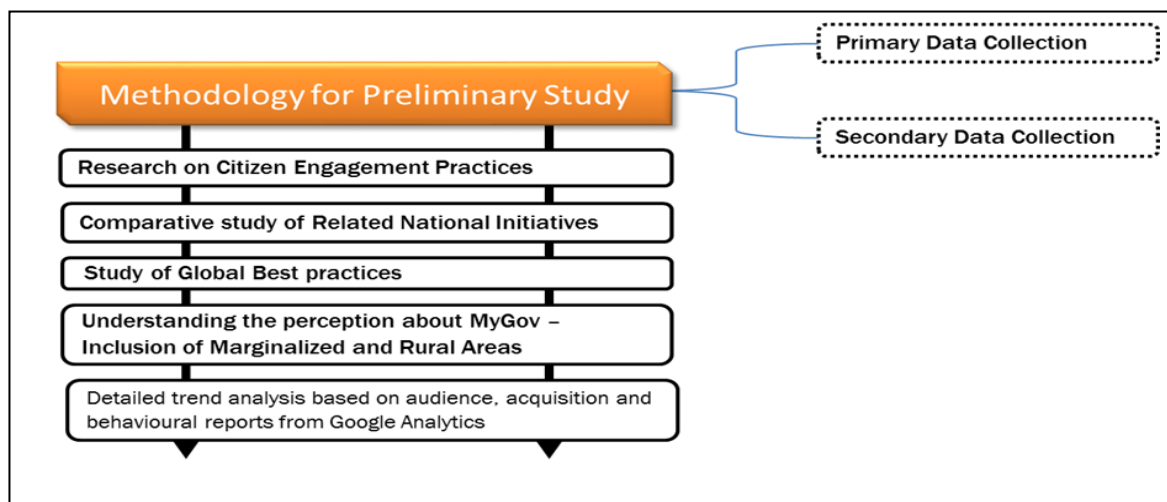


Figure 2: Methodology for Preliminary Study
(Source: IIPA Findings)

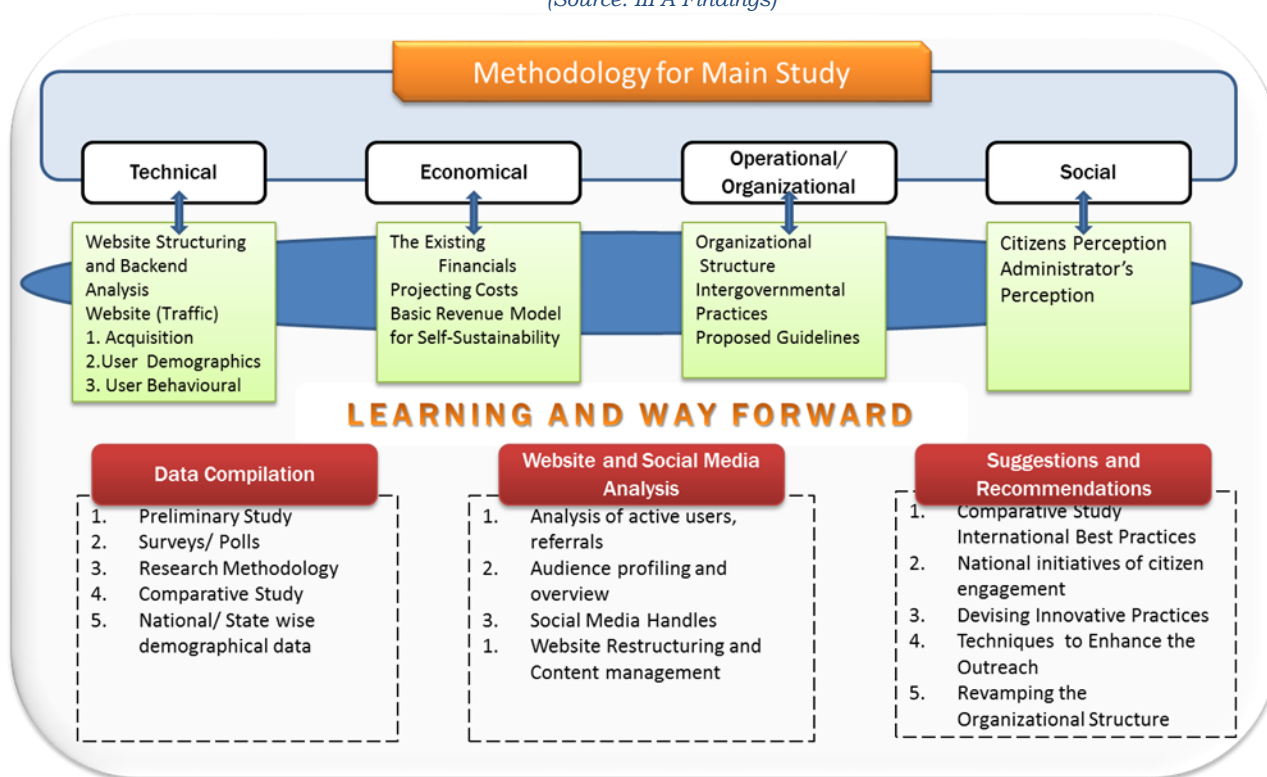


Figure 3: Methodology for Main Study
(Source: IIPA Findings)

The methodology also comprised of the following additional methods undertaken (Figure 2).

- Comparison with International best practices
- Comparison with national citizen engagement platforms and other related portals
- Study of duplication of online citizen engagement efforts by other Indian government departments/ministries
- Study of trend analysis based on audience, acquisition and behavioural reports from Google Analytics
- Understanding the perception of MyGov and interlinking it with the objective of inclusion of marginalized and rural areas

The inferences and insights drawn from these analyses are proposed for integration with the present organizational structure of MyGov for its enhanced functionality.

The study of international best practices and national citizen engagement portals is based on two main factors:

- i. Study based on 'Spectrum of Public Participation' given by International Association for Public Participation (IAP2). This spectrum provides the definition of the degree of citizen engagement through its components related to citizen engagement such as – Inform, Involve, Consult, Collaborate and Empower.

Technical analysis of the websites based on their primary parameters considering the popularity (External Back links), reference (Domain Referrals), speedy interactive interface (Load Time) and retention of the citizens (Bounce Rate). The values for these parameters have been obtained through online tools - Alexa, Majestic, and Google Analytics. The results and observations drawn from this analysis would help MyGov to optimize their technical performance using suitable search engine optimisation (SEO) tools. These values were fetched in due course of the study and are dependent on various technical factors of the website; therefore they may differ in magnitude from time to time.

- ii. A detailed SWOT (a tool delineating the strengths, weakness, opportunities and threats for an organization) analysis on various parameters including Technical, Economical, Legal, Operational/Organizational and Social has also been undertaken. These critical insights provide a sound basis to elaborate and propose scope of improvement for MyGov.

1.6 Defining the Assessment Framework

The broad aspects for appraisal of the existing system are outlined below:

- To gauge the MyGov interface in passing the flow of information from/to citizens and government on issues of national importance.
- To propose how this information can be meaningfully conveyed to the relevant government agencies in the most optimized way, if it has not been done at present.

- To analyse and enhance the effectiveness of participatory governance so that the online discussions and related collaborations permitted by MyGov can provide more effective information to the related departments/public service delivery agencies.
- To enhance the online presence of MyGov in a way to engage the maximum proportion of the right target audience for various government programs and initiatives, which in turn will ensure maximum sustained participation and increases opportunity of success of such programs. (Citizen Engagement Framework of MeitY will also be used as a reference point)

To ensure a holistic approach encompassing the effective global practices in citizen engagement, IIPA has customized an assessment framework for MyGov. The framework (Table 4) follows the parameters based on Technical, Economical, Operational/Organizational and Social aspects to analyze the impact of the MyGov platform. All these parameters are further elaborated in depth to develop a specific understanding with respect to MyGov (Table 4).

Table 4: Suggested Assessment Framework

Parameters for Assessment	
Technical	
<ol style="list-style-type: none"> 1. Comprehensive website analysis <ul style="list-style-type: none"> - Online impact calculation based on population and internet penetration data of India - Projections of visitor growth rate - Analysis of content management and its effectiveness - Analysis of visitor traffic sources - Analysis of website page loading times and its impact on visitor traffic 2. Social Media Analytics <ul style="list-style-type: none"> - Analysis and proposed restructuring of the social media outreach strategy 3. Analysis of Micro-sites <ul style="list-style-type: none"> - Detailed comparative study and analysis of Google analytics data 4. Study of Website Architecture <ul style="list-style-type: none"> - Website structuring and backend technical analysis - Analysis of home page design and its role in determining bounce rate - Recommendations on design architecture 5. Website traffic analysis <ul style="list-style-type: none"> - Audience analysis - Acquisition analysis - Behavioral analysis - User flow analysis 6. SWOT Analysis on TELOS framework 7. Technical dependencies (Developers, Designers) <ul style="list-style-type: none"> - Technical risk management 	
Economic	
<ol style="list-style-type: none"> 1. Study of existing funding pattern 2. Study of existing challenges and concerns 3. Analysis of fund allocation patterns 4. Proposed budgetary requirements 5. Basic revenue model for self-sustainability 	

6. Guideline for G2G communication and internal transfer pricing
7. Suggestions and recommendations

Operational/ Organizational

1. Study of existing organizational structure
2. Extent of services/ utilities
3. Revamping the existing membership mechanism
4. Accessibility of the services/ utilities
5. Governance over these services/ utilities (for their accountability, transparency, participation index)
6. Requirement analysis
7. Study of existing infrastructure
8. Recommended/ desired infrastructure
9. Existing mechanisms for interdepartmental communications
10. Feedback mechanism
11. Risk assessment and management
12. Periodical monitoring and evaluation

Social

1. Analysis of citizens' perception about MyGov
2. Analysis of administrators' perception about MyGov
3. Demographical analysis of MyGov as citizen engagement platform in India – in citizens' and government's perspective
4. Techniques to enhance the outreach
 - Online and offline
5. Mechanism for leveraging citizen engagement in remote/rural areas

(Source: IIPA Findings)

Summary

This chapter has collated all the decisive aspects of the study. The review of literature defines prospects to identify the gaps in the study and support the study with various conceptual researches. The need for the existing study has imparted a clear rationale to the efforts behind carrying out this impact assessment. Further, the methodology has defined the plan of action to be deployed while doing this study. The methodology is further explained in the form of an assessment framework for the study. All the subsequent chapters follow the approach which has been laid out by this methodology. Further, Chapter 2 delineates MyGov in its main form i.e. as a citizen engagement platform.

2. Understanding MyGov

Chapter Overview

Before analytically reviewing MyGov, it was pertinent to first have a macro synopsis of the initiative so that the evolution of activities could be understood from the perception of its designers and implementing team. Therefore, detailed investigations were carried out in the preliminary phase of the study, using data collection methods including the site-observation, reference to their pamphlets, internal public-domain documents, in-house presentations that MyGov team had used for various official occasions, extensive detailed discussions with the MyGov team including its Chief Executive Officer (CEO, MyGov). Based on this study of secondary sources and related investigations, this chapter offers an overview of MyGov's chronological growth and the related gamut of activities that it is presently involved with. The chapter therefore, presents – genesis and growth (Section 2.1), the various online activities a citizen can undertake online on mygov.in including Do, Discuss, Talks, Blogs, Quiz, Poll, Surveys, Newsletters (Section 2.2) including its mobile application (Section 2.3) and various micro sites, which are independent collection of web pages on the latest governance issues of concern (Section 2.4).

2.1 Genesis and Growth of MyGov

MyGov was launched by the Hon'ble Prime Minister Shri Narendra Modi on July 26, 2014 as an online platform to engage citizens and achieve the ultimate goal of 'Good Governance' (*Surajya*). MyGov establishes a connect between the government and the citizens of India through an online technology driven platform, with the opportunity to contribute towards policy formulation.

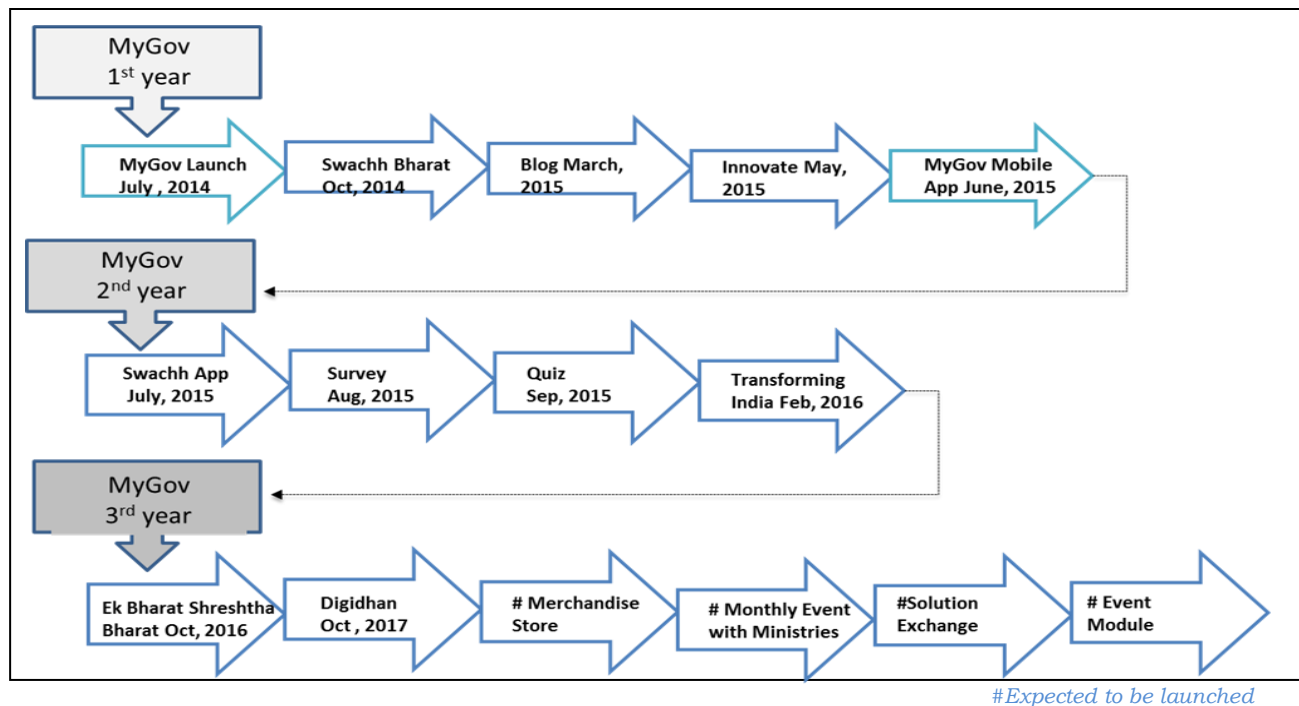


Figure 4: Evolution of Features and Activities of MyGov
(Source: IIPA Findings)

This direct interactive platform provides the citizen a voice in the governance process of the country and creates ground for the citizens as stakeholders who are not only involved in policy recommendation but also implementation through actionable tasks. MyGov has undertaken several activities and evolved over the years (Figure 4).

The Government of India aims to encourage citizen participation by seeking their ideas, suggestions and grass root level contribution through three modes of participation i.e. Do, Discuss and Disseminate (Figure 5).

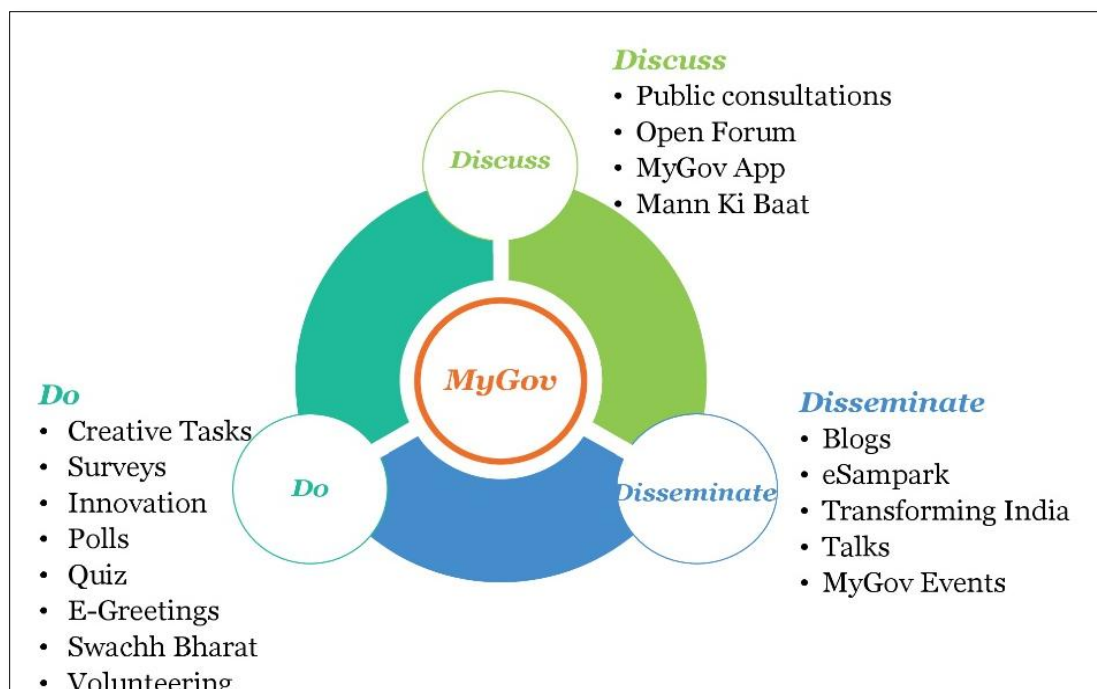


Figure 5: MyGov Ecosystem

(Source: IIPA Findings)

2.2 Activities on MyGov

An introduction to activities on MyGov is given below. (The critical analysis of each activity is further detailed in Section 4.2.2)

a. Do: Devote your time for Nation Building

The government through MyGov provides an opportunity to the citizens to partner in its policy implementation drive through the group based and individual tasks (Figure 6). The successful completion of a task enables citizens to earn credit points and a chance to share their ideas with the Government of India.

This section of activities includes tasks to encourage citizens to showcase their creative skills by participating in logo contests, messages, e-greetings as well as MyGov Innovate etc. Following are some of the glimpses on the tasks undertaken under 'Do' section:

- Logo designs for *Swachh Bharat*, *Digital India*, *Pravasi Bharatiya Yojana*
- 267 tasks with 53,451 submission for Smart City

- BRICS Football Tournament Trophy & Logo
- National Hockey Academy
- Basic structure of the *Ek Bharat Shreshtha Bharat* programme
- DST and TI Innovate for Digital India challenge
- e-Greetings creative contests

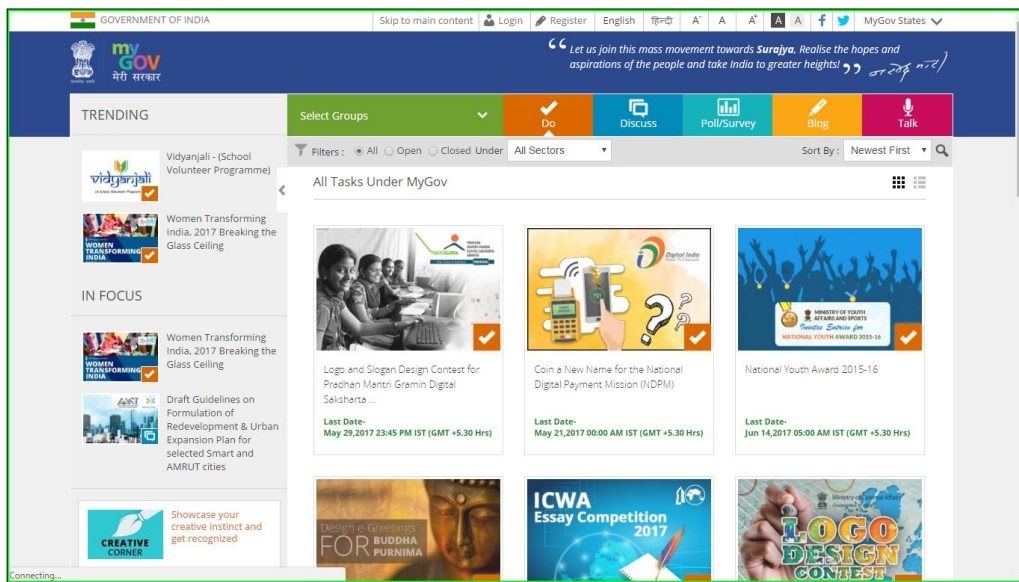


Figure 6: Snapshot of User interface for 'Do' Activity on MyGov initiative
 (Source: <https://www.mygov.in/home/do/>, accessed on May 15, 2017)

b. Discuss: Express yourself

Through this section, citizens may express their views on theme based discussions on the MyGov. These activities invite suggestions from citizens on various governance issues in the form of public consultations, open forums etc (Figure 7).

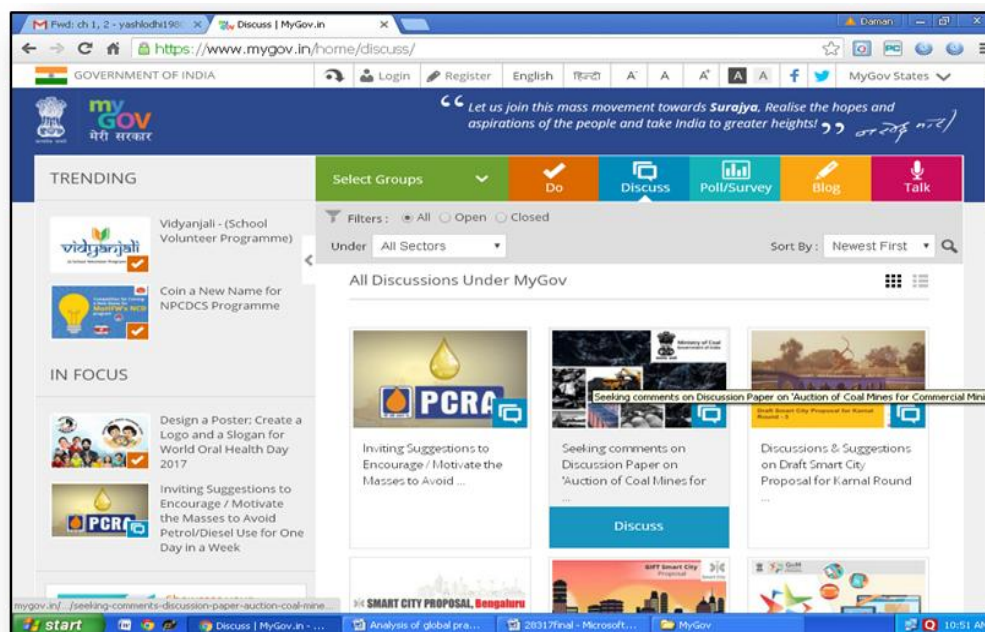


Figure 7: Snapshot of User interface for 'Discuss' activity on MyGov initiative
 (Source: <https://www.mygov.in/home/discuss/>, accessed on April 2, 2017)

A summarised overview of this section can be represented as following:

- 20 lakh inputs for Smart Cities Mission, SmartNet
- More than 1 Lakh ideas for PM's *Mann Ki Baat*
- Ideas for Union Budgets, Railway Budgets and New Education Policy
- Suggestions on Net Neutrality
- *Rashtriya Avishkar Abhiyan*, Accessible India Campaign, Housing for All

c. Talks & Blogs

Talk: Stay Connected – MyGov gives an opportunity to connect and engage with government representatives through live chats. This facility helps to exchange views and ideas on real time basis. At the same time, it also provides a direct link between government agencies and citizens, to educate and take forward their initiatives. This activity also facilitates live video interactions of citizens with senior government officers, industry experts, academia etc. (Figure 8).

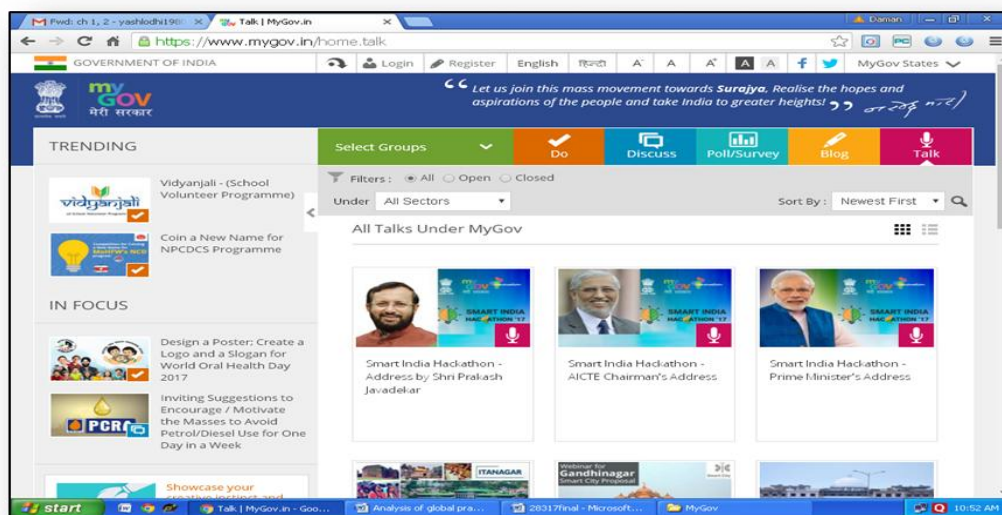


Figure 8: Snapshot of User Interface for 'Talks' activity on MyGov initiative

(Source: <https://www.mygov.in/home.talk>, accessed on April 2, 2017)

Blogs: Stay Updated– 'MyGov Blogs' are an important attribute of MyGov that helps citizens to stay up to date with the initiatives and activities of the government on MyGov (Figure 9). This activity provides expert opinions of important decision makers such as union ministers, industry experts and academia. Citizens can also share their views through comments. So far there have been -

- 15 talks with various Union Ministers.
- Prakash Javadekar on Smart India Hackathon
- Innovate India talk by CEO MyGov
- *Visaka* talk on Digital Financial Literacy campaign by Prakash Javdekar
- 36 Talks on Smart City
- 110 blogs on Smart City

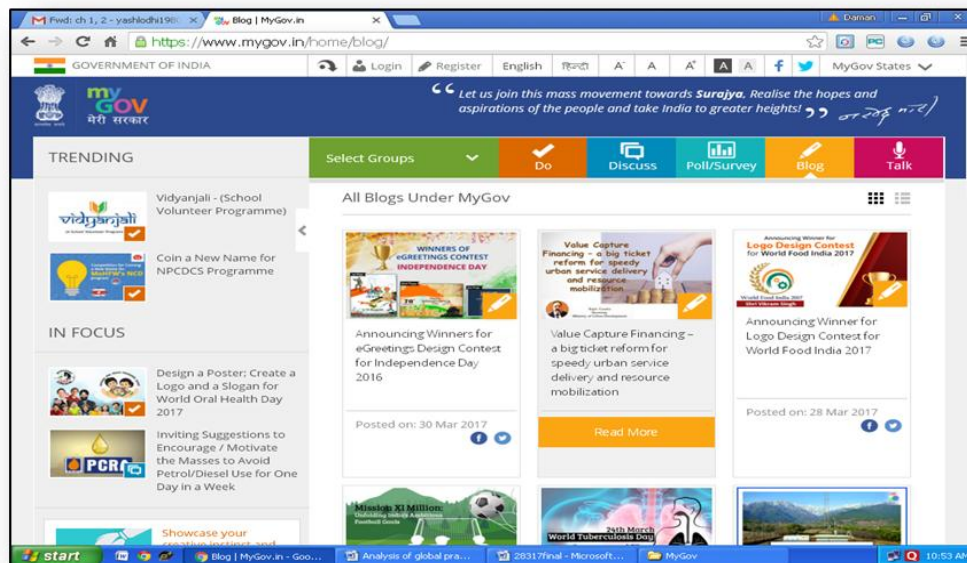


Figure 9: Snapshot of User interface for 'Blogs' on MyGov initiative
 (Source: <https://www.mygov.in/home/blog/>, accessed on April 2, 2017)

d. MyGov Quiz, Polls and Surveys: Tell us what you think

'MyGov Quiz, Polls and Surveys' give citizens an opportunity to cast their opinion on particular policy issues through online polls, giving the government a good idea about the effectiveness and reception of its policy initiatives. It helps the government in more informed decision making. It enables citizens to directly contribute to the decision making process. This activity collects citizens' responses on specific issues through polls and surveys. Some of the tasks where public opinion has been taken include -

- Digital India Quiz
- *Ek Bharat Shreshtha Bharat* Quiz
- Handloom Quiz
- India-Africa Quiz
- *Gandhi Smriti* Quiz
- Yoga Quiz
- 186 Polls in Smart Cities

e. MyGov Newsletters

MyGov also disseminates related news and information through newsletters published weekly and fortnightly. These newsletters are published in English and Hindi Languages (Figure 10).



Figure 10: Overview of MyGov Newsletters' Circulation
(Source: MyGov Document)

2.3 MyGov Mobile Application



MyGov provides a mobile app that has been published on Google Play Store and is accessible to Android mobile phone users (Figure 11). Though the total number of android installs is close seven lakh (Table 5), but it is yet to be developed for other compatible mobile operating systems including iOS, Windows, etc. The current status of MyGov mobile application in terms of total installs, active users, average rating and so on is depicted below (Table 5) –

Figure 11: Snapshot of MyGov Mobile Application

(Source: IIPA Findings)




Table 5: MyGov Mobile Application Overview

Overview of MyGov Mobile Application	
Total Installs	6, 56,868
Active Users	97,955
Average Rating	4.23
No of people who rated the app.	9,172
Current Version	1.2.3
Required Android Version	4.0 and up
Interactive Elements	Users Interact
Offered By	MyGov India

(Source: <https://play.google.com/store/apps/details?id=in.mygov.mobile&hl=en>, accessed on April 1, 2017)

Along with this MyGov Mobile app, MyGov has also published *Swachh Bharat* app, PMO app and MyGov Move app. An overview of the user base of these applications can be seen below (Table 6) -

Table 6: Overview of Mobile Apps managed by MyGov

Mobile Application			
Total Installs	2,00,282	1,55,039	8,424
Active Users	31,449	52,384	1,951
Average Rating	4.40	4.61	4.27
No of people who rated the app	1,662	1,600	115

(Source: PPT - MyGov Committee First Meeting, 2017)

2.4 MyGov Micro-sites

MyGov has initiated an online presence for various key programmes of the Government of India. These mediums have been designed through cluster web pages termed as 'MyGov micro-sites'. The programmes like 'Swachh Bharat Abhiyan', 'Transforming India', '2 Years of Government', 'MyGov Innovation' and 'e-Greetings' constitute some of key micro-sites of MyGov. Apart from these, micro-sites such as 'MyGov Auth', 'MyGov Blog' and 'MyGov Quiz' are also functional separately. Some of the micro-sites are briefly described herewith -

A. Swachh Bharat

Swachh Bharat Abhiyan was officially launched on 2nd October 2014 by Hon'ble Prime Minister Narendra Modi. It is the largest ever cleanliness initiative that has been undertaken by Government of India. The aim of the *Swachh Bharat Abhiyan* is to reduce or eliminate open defecation through the construction of individual, cluster, and community convenience (Figure 12).

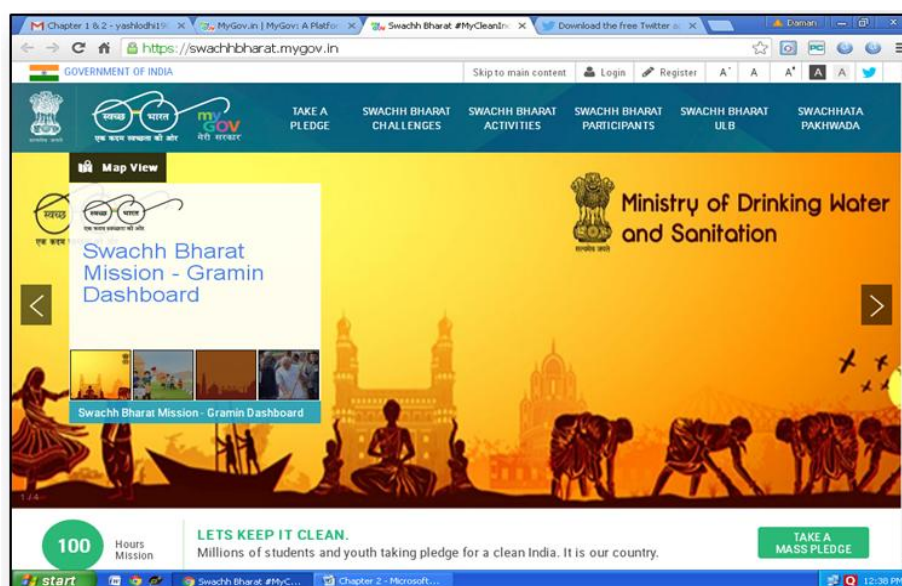


Figure 12: Snapshot of home page of 'Swachh Bharat' micro-site

(Source: MyGov initiative, <https://swachhbharat.mygov.in/>, accessed on April 2, 2017)

The *Swachh Bharat* micro-site offers following set of activities:

- Take a Pledge
- *Swachh Bharat* challenges
- *Swachh Bharat* activities
- *Swachh Bharat* participants
- *Swachh Bharat* ULB
- *Swachhata Pakhwada*

B. *Transforming India*

The micro-site presents ‘Transforming India’ journey with coordinated efforts of several ministries to change the lives of citizens. The last two years have seen remarkable changes in India’s development paradigm. India is in the spotlight globally and domestically, since significant steps have been taken towards social and financial inclusion to ensure holistic development of all sections of the society. The dedicated micro-site was launched by the Union Minister of Electronics and IT, Hon’ble Shri. Ravi Shankar Prasad, in March 2016, offering information in the form of info-graphics, e-books, performance dashboard, videos and daily news corner. It is also a social platform on which citizens can share their opinions about various initiatives of the government. Therefore, this micro-site strives to bring accountability of major national initiatives.

In 2016, Transforming India has published 260 info-graphics and conducted 25 live events. It also proposes to undertake social exchanges (more events with ministries), and wider information dissemination through newsletters and brochures (Figure 13).

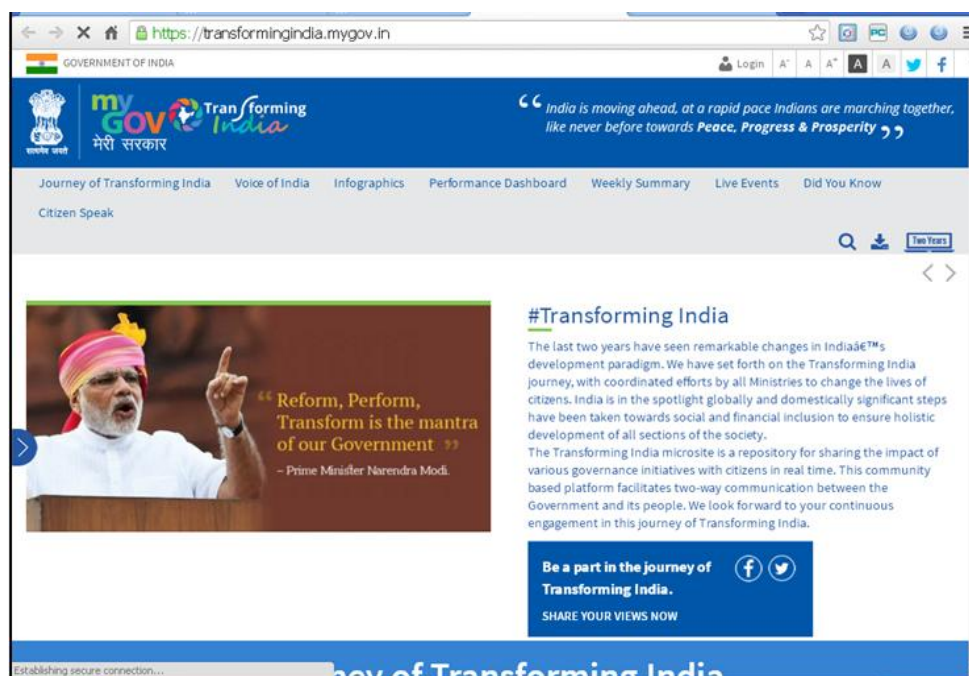


Figure 13: Snapshot of home page of ‘Transforming India’ micro-site
 (Source: MyGov initiative, [https:// transformingindia.mygov.in/](https://transformingindia.mygov.in/), accessed on April 2, 2017)

C. Two Years of Government

The community based platform presents comparative information of government as 'India - Then and Now', in pictorial form. It facilitates information provided by government with the comparison graph of India then and India now. This dedicated micro-site (Figure 14) has fetched huge number of visitors (58 Lakh) in a period of not more than five months; 1.90 crore sessions and 4.50 crore page views of this micro-site has increased the number of referrals to MyGov.



Figure 14: Snapshot of home page of '2 Years of Government' micro-site (Source: MyGov initiative, <https://transformingindia.mygov.in/>, accessed on April 2, 2017)

D. e-Greetings

The 'e-Greetings' micro-site aims to promote a contemporary and eco-friendly method of sharing greetings by government officials and agencies as well as citizens with their colleagues and friends for national holidays and other national occasions.



Figure 15: Snapshot of home page of 'e-Greetings' micro-site (Source: MyGov initiative, <https://innovate.mygov.in/>, accessed on April 2, 2017)

"Smart India Hackathon 2017" which has emerged as the biggest hackathon in the world with 42,000 participants "will create world's biggest open innovation model."

- **Shri Prakash Javadekar**
Cabinet Minister,
Ministry of Human
Resource and
Development, GoI

It allows users to select and send greetings from multiple occasion-specific templates. Government departments can also customize the greetings by adding tag-lines and messages related to their programmes and schemes of national importance (Figure 15).

E. MyGov Innovation

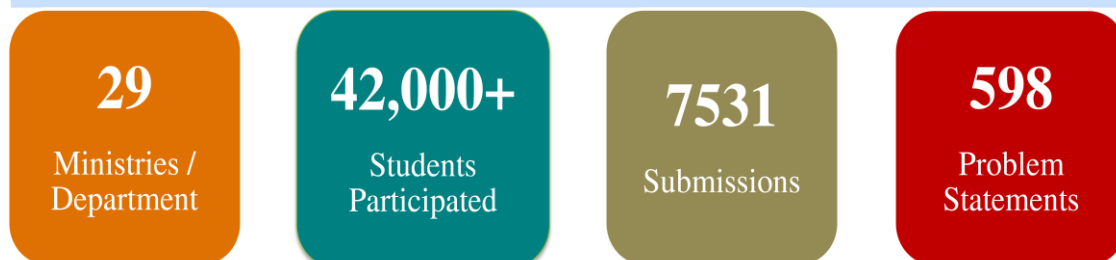
This micro-site has been created for fostering innovation and entrepreneurship and for incubating platforms. It encourages the citizens to design innovative solutions for the challenges put forth by various government departments. Innovation Challenge for Indian Railways, Innovation Challenge for Disaster Risk Reduction, National Contest on *Pravasi Bhartiya Divas* 2017 and the Smart India Hackathon 2017 are few of the instances of challenges put on MyGov Innovation.



Smart India Hackathon 2017

'Smart India Hackathon 2017' has been the biggest digital product development competition on MyGov Innovation micro-site to identify new and disruptive digital technology innovations for solving the challenges faced by our country. It involved all engineering colleges with a reach to approximately 30 lakh youth from across India. The plan was to challenge youth to think out of the box and offer innovative ideas to build smart applications that will help address major real time problems of our country. Ministry of HRD & AICTE had proposed SIH, to work towards the PM's vision. The overview of Smart India Hackathon'17 in terms of number of departments involved, participants, submissions etc. can be seen with info-graphics given below.

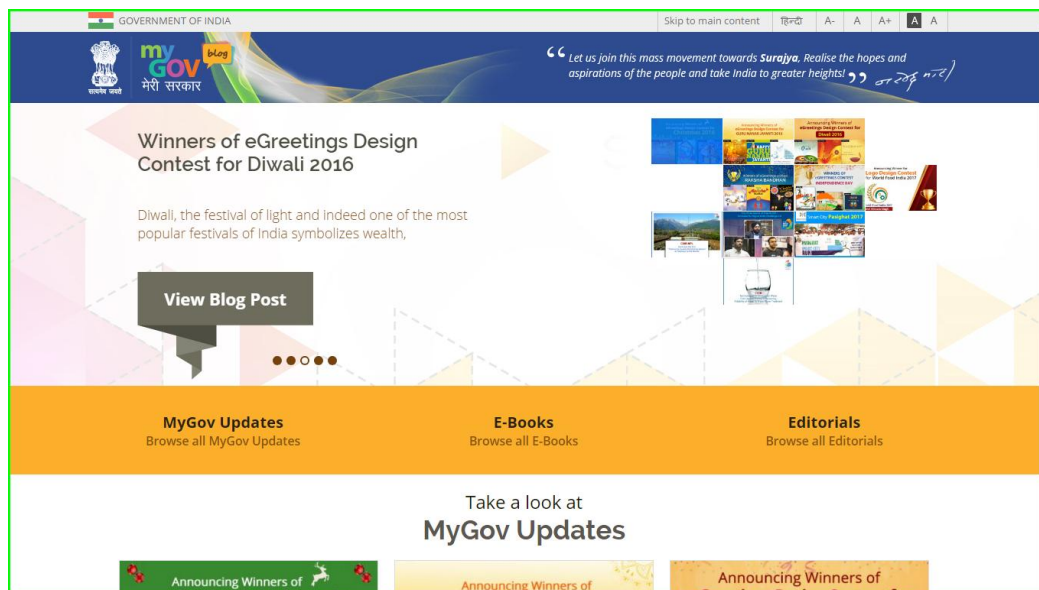
The Smart India Hackathon 2017 challenge continued for a period of 2 months and 22 days. Following data shows active participation of Ministries and Students for this period:



(Source: MyGov Presentation)

F. MyGov Blog

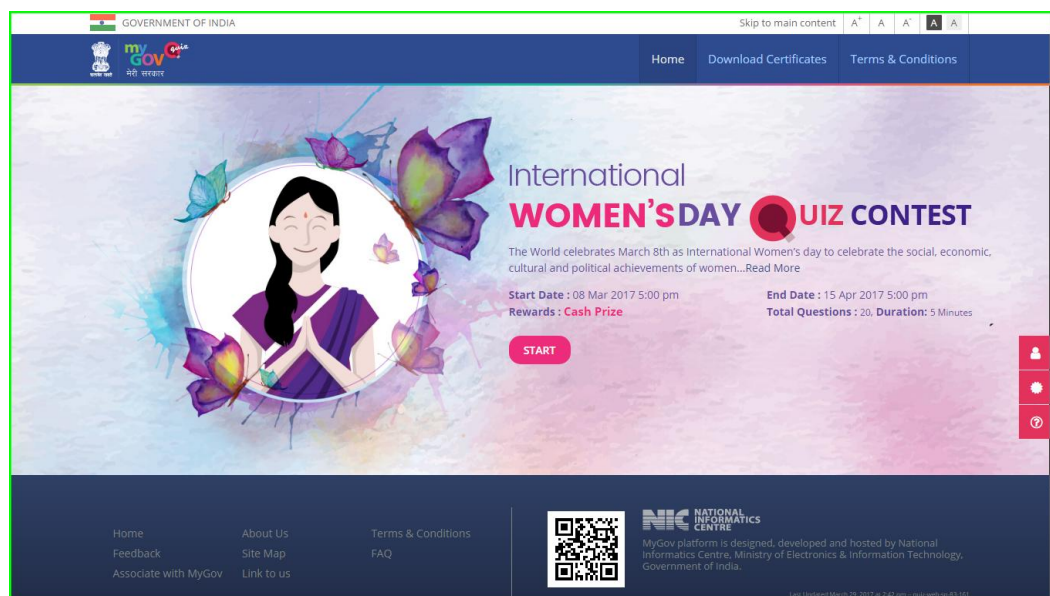
'MyGov Blog' helps citizens to stay up to date with the initiatives and activities of the government. Blogs are also used to announce the winners of the creative contests on MyGov (Figure 16).



*Figure 16: Snapshot of home page of 'Blogs' micro-site
(Source: MyGov initiative, <https://blog.mygov.in/>, accessed on April 2, 2017)*

G. MyGov Quiz

'MyGov Quiz' is a dedicated micro-site facilitating short questions on various international/national initiatives. As confirmed from Google Analytics Till now, MyGov Quiz has seen more than three lakh visitors, handled almost seven lakh sessions with ten lakh page views (Figure 17).



*Figure 17: Snapshot of home page of 'Quiz' micro-site
(Source: MyGov initiative, <https://quiz.mygov.in/>, accessed on April 2, 2017)*

State Instances of MyGov

To facilitate the citizen engagement at the level of States/UTs wherein the grass-root citizens can get involved in local governance using local language interface; MyGov has implemented the state instances for Assam, Haryana and Maharashtra (represented with their respective logos given below). Further, MyGov is in discussion with few more states such as Bihar, Jharkhand, Kerala, Chhattisgarh and Madhya Pradesh to undertake the same for these states too.

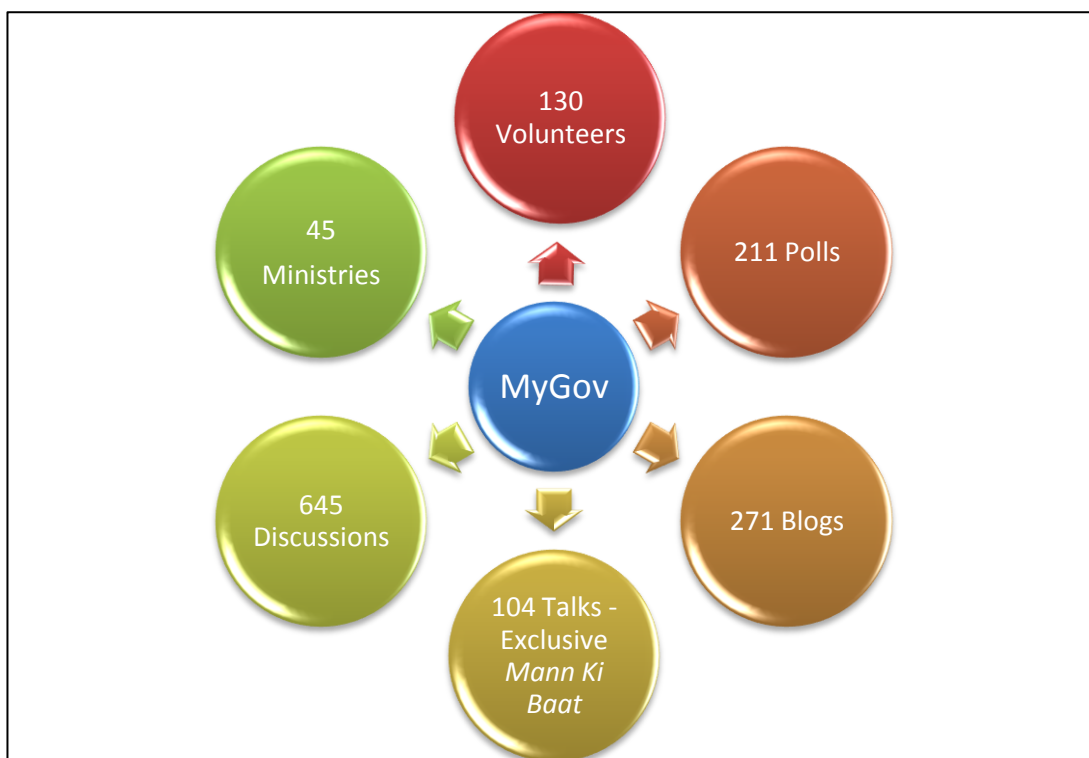


Figure 18: Overview of MyGov Activities

(Source: MyGov State Instance Websites (Haryana, Maharashtra and Assam))

In short, the statistics (Figure 18) shows that the change initiated by MyGov in culture on the discourse of citizen engagement is a step in right direction.

Summary

This chapter presented a broad picture about MyGov and its available online activities. Starting with the evolution of MyGov, the chapter depicted the facts and figures related to the reach of citizen engagement activities through MyGov. Elaboration of Do, Discuss, Talks & Blogs and Quiz/Polls/Surveys indicates their distinctive nature in terms of tasks provided on the website. The chapter also highlighted that these activities have managed to engage citizens in showcasing their creative skills, providing suggestions on various governance issues and gaining knowledge through dedicated channels. MyGov mobile application has a great upside scope for its usage and increasing its penetration statistics. The section on MyGov micro-sites has prominently brought out the information on user outreach through its various mediums.

3. Competitive Analysis of Citizen Engagement Practices (International and National)

Chapter Overview

After understanding the contextual background of MyGov, it was important to undertake a competitive analysis of MyGov – both at the international and national levels. A systematic comparison of MyGov vis-a-vis international best practices including United Kingdom-UK, the United States-USA, Australia and Singapore and with some identified national portals (such as National Portal of India, Open Data Portal, official portals of MeitY and PIB) is done in this chapter.

Therefore, this chapter presents the results of the comparison of MyGov with:-

- Selected international citizen engagement initiatives, compared on :
 - Levels and techniques of citizen engagement, as per Citizen Engagement Framework (MeitY, Government of India, 2012) (Section 3.1.1)
 - Technical performance parameters including the Bounce Rate, Load Time, Domain Referrals etc., as acquired using popular social analytics tools including Alexa, Majestic (Section 3.1.2)
- Related national citizen engagement initiatives on:
 - Technical performance parameters (Bounce Rate, Load Time, Domain Referrals etc.), as acquired using popular social analytics tools including Alexa, Majestic (Section 3.2)
- A study of other Indian government portals on technical parameters (Section 3.3)
- A brief overview of means to connect to these portals (section 3.3.1)
- Study of activities similar to MyGov being carried out elsewhere (Central and State/UTs government agencies) (section 3.4)

3.1 Comparison of MyGov (India) with International Best Practices

An extensive review of literature on citizen engagement has helped to set the context of the study (Chapter 1), which was followed by a basic understanding of evolution and activities of MyGov, without indulging in any critical analysis yet (Chapter 2). However, these two components reflect just the preparatory phase of the study.

Further, an unbiased comparison with international best practices was pertinent to initiate an unbiased critical analysis of MyGov, as per the prevalent global benchmarks in digital citizen engagement. Such a comparison was also deemed necessary to reveal insights about current achievements and scope for future improvements of MyGov, if any.

Therefore, the study undertook comparison of MyGov (refers to the citizen engagement initiative of India- mygov.in) on two aspects – the level of citizen engagement and the technical robustness of the initiative, both of which are detailed in subsequent two subsections.

3.1.1 Comparison on Levels and Techniques of Citizen Engagement

It has been observed that governments worldwide are putting their efforts for creating effective, honest and responsive public institutions by inculcating basic principles of citizen engagement principles. These principles advocate to ‘inform’ the citizens by dissemination of government to citizen-G2C information and policies, ‘consult’ with citizens which is a generic opinion gathering process, ‘involve’ them by seeking their suggestions for actionable implementation of innovative suggestions, ‘collaborate’ with them to imbue the tenets of participatory planning) and in its most utopian form empower them by ensuring their participation in policy implementation- all this using several online and offline techniques. As stated earlier (Section 1.4), India too has customised a similar framework, titled ‘Citizen Engagement Framework’ (MeitY, Government of India, 2012); this has been used in this study to quantify the level of citizen engagement achieved by some of the leading nations of the world, using the methodology as explained below.

Methodology

a. Choice and Observation of Global Best Practices: This particular part of the study compares various attributes of citizen engagement across those countries that have been rated as the best in this realm by the related literature (for instance Citizen Engagement Framework (MeitY, Government of India, 2012)²⁴; Civic Engagement Survey (OECD, 2016)²⁵). Based on this understanding, MyGov (India) has been compared with similar initiatives of four countries *viz.* the United States, United Kingdom, Singapore and Australia.

Each of these portals were critically observed for the kind and number of activities undertaken by them (to gauge the level of citizen engagement), and the number of techniques, each country was employing to implement these activities. This helped to classify each of the levels, as described below.

b. Classification of Levels of Citizen Engagement: This comparison has been drawn on the extent attained by each initiative on the five levels (Inform, Consult, Involve, Collaborate and Empower), each of which have been allotted a weight ranging from 1 to 5. Each level of the citizen engagement framework is also assigned a weight according to its enabling engagement level. Hence, ‘Empower’ has been assigned a weight of ‘5’ while ‘Inform’ has been assigned a weight of ‘1’.

c. Classification of Kinds of Techniques Employed for Citizen Engagement: Further the range of techniques employed by each initiative (Table 7) for attaining these parameters, have also been categorised as ‘High’, ‘Moderate’, ‘Low’, and ‘None’ based on the number of techniques employed by the respective initiative for each level. These categories have been defined below:

- High – Citizen engagement using more than 5 techniques
- Moderate – Citizen engagement using more than 3 techniques but less than 5
- Low – Citizen engagement using more than 1 technique but less than 3
- None – No citizen engagement at all

Further, to quantify these categories, a ‘weight’ has been assigned to each:

- High – Weight ‘3’
- Moderate – Weight ‘2’
- Low – Weight ‘1’
- None – Weight ‘0’

Though all care had been taken to allot the weights to the levels as well as the techniques, however, despite the best of cross verification and unbiased reference, an element of human subjectivity cannot be ignored. However, this element of human error is expected to be so minimal that it would not influence the final outcome of this comparison. The various kinds of online and offline techniques used at each level of the citizen engagement framework, have been illustrated below (Table 7).

Table 7: Types of Techniques for citizen engagement

Sr. No.	Level	Techniques (Online and Offline)	Assigned Weight
1.	Inform	Mass Media, Print, TV, Radio, Community Radio, Citizen Charter, Bulletin Boards, Newsletters, New Media – Websites, Portals, Social Media, sites, Mobile access devices, Face to Face Meetings	1
2.	Involve	Focus Groups, Surveys, Expert Panels, Delphi Process, Open Meetings/ Open Days	2
3.	Consult	Citizen Outreach Centers, Focus Groups, Workshops, Qualitative Interviews	3
4.	Collaborate	New Media –Social Networking, Crowd Sourcing, Wikis, Participatory Planning	4
5.	Empower	Participatory Planning, Stake-holder Dialogue and Concerted Action Participatory Learning & Action, Matrix Scoring & Ranking, New Media	5

(Source: Citizen Engagement Framework (MeitY, Government of India, 2012)

d. Computation of Ranking: A multiplication of the weights assigned to the levels (b.) as well as the techniques assigned (c.) is done to arrive at a cumulative score for each country. These scores then determine the comparative ranking of the corresponding citizen engagement portals (Table 8).

e. Comparison of Inception Year for Each of the Initiatives: Apart from classifying the levels and techniques of engagement, a comparison of respective inception year of the identified initiatives has also been done. This would help to draw a simple but powerful understanding of the evolution of each of these initiatives, normalised over time period. For instance, the earlier is the inception year of an initiative, more stable and ‘mature’ that initiative would be and if to the contrary a ‘younger’ initiative (whose inception year is very recent) too is exhibiting a higher rank, then this ‘younger’ initiative must be deemed ‘more powerful’ than its ‘mature’ competitor, as despite being a ‘young’ contender, it has been able to achieve a good score.

Findings

Based on aforementioned methodology, the identified five countries were ranked for level and techniques of citizen engagement (Table 8) and following inferences were drawn from this comparison:

a. Ranking:

- i. The citizen engagement portal of the United Kingdom (parliament.uk) gets the highest cumulative score of ‘39’ in terms of overall citizen engagement practices deployed.

- ii. This is followed by Singapore's www.reach.gov.sg with a cumulative score of '35'.
- iii. The United States' digitalgov.gov achieves a score of '33' which secure a third rank for it.
- iv. The Indian effort MyGov, has managed to do fairly well in all the aspects of citizen engagement. It emerges as the fourth contender in the list with a cumulative score of '30', that too with a negligible difference of '3' points from its forerunner.
- v. The last one, in the comparison, is the Australian portal 'mygov.au', which is more of a service-oriented portal focusing on the service delivery to citizens, though it has succeeded in dissemination of information to citizens and consultation.

b. Observations:

- The citizen participation in policy implementation of UK has achieved the highest score of '39' due to its implementation of several activities for each of the five levels of citizen engagement at parliament.uk. This has been a very strong aspect of UK. Further, it has employed maximum techniques (more than five) for citizen engagement for the most relevant aspects of citizen engagement framework viz. 'Collaborate' and 'Empower', hence a 'High' weight, followed by use of at least three to five techniques for even other three main levels viz. 'Inform', 'Consult' and 'Involve'.
- Singapore's reach.gov.sg has also achieved considerably good score of '35' with 'Consult' and 'Involve' being its core areas of influence where citizen participation using several opinion gathering techniques have been employed including the focus groups (prioritized focused discussions), surveys (consulting with large number of people) and open meetings ('Our Singapore Conversations').
- All the related activities and interfaces of the USA portal, scoring equally good score of '33', have been found to be highly engaging, user friendly, relevant and easy to use. The minimum gap between the scores of initiatives of USA and Singapore could rightly compel a critical observer to reactivate the entire ranking process.
- The citizen engagement levels achieved by mygov.in are creditable, given the fact that all other countries that have been compared with India and those which have emerged with highest cumulative scores, had initiated their portals around mid to late 2000s while mygov.in was started in the year 2014. Moreover, all the countries in comparison are recognized as developed countries. This comparison clearly exhibits that India jumped onto the citizen engagement bandwagon just in time but in the right manner.

Table 8: Comparison of International Best Practices of Citizen Engagement based on Citizen Engagement Framework

Sr. no.	Countries LEVELS	United States		United Kingdom		Australia		Singapore		India	
		<i>digitalgov.gov</i>	Score Calculation	<i>Parliament.uk</i>	Score Calculation	<i>my.gov.au</i>	Score Calculation	<i>reach.gov.sg</i>	Score Calculation	<i>MyGov.in</i>	Score Calculation
1.	Citizen Engagement Levels										
1.1	Inform (Weight: 1)	High (Weight: 3)	3*1=3	Moderate (Weight: 2)	2*1=2	Moderate (Weight: 2)	2*1=2	Moderate (Weight: 2)	2*1=2	Moderate (Weight: 2)	2*1=2
1.2	Consult (Weight: 2)	High (Weight: 3)	3*2=6	Moderate (Weight: 2)	2*2=4	Moderate (Weight: 2)	2*2=4	High (Weight: 3)	3*2=6	Moderate (Weight: 2)	2*2=4
1.3	Involve (Weight: 3)	Moderate (Weight: 2)	2*3=6	Moderate (Weight: 2)	2*3=6	None (Weight: 0)	0*3=0	High (Weight: 3)	3*3=9	Moderate (Weight: 2)	2*3=6
1.4	Collaborate (Weight: 4)	Moderate (Weight: 2)	2*4=8	High (Weight: 3)	3*4=12	None (Weight: 0)	0*4=0	Moderate (Weight: 2)	2*4=8	Moderate (Weight: 2)	2*4=8
1.5	Empower (Weight: 5)	Moderate (Weight: 2)	2*5=10	High (Weight: 3)	3*5=15	None (Weight: 0)	0*5=0	Moderate (Weight: 2)	2*5=10	Moderate (Weight: 2)	2*5=10
			Total Score=33		Total Score=39		Total Score=6		Total Score=35		Total Score=30
2.	RANK		Third Rank		First Rank		Fifth Rank		Second Rank		Fourth Rank
3.	Inception Year	2004				2013		2009		2014	

(Source: IIPA Findings)

3.1.2 Technical Analysis of Selected Portals

The technical analysis of the selected international portals aims to gauge the online performance assessment of these websites in terms of popularity (External Back-links), references (Domain Referrals), speedy interactive interface (Load Time) and retention rate of the citizens (Bounce Rate). A detailed insight into these parameters is provided along with a guideline to reading their values (Table 9).

Table 9: Understanding the technical parameters

<i>Bounce Rate</i>	Bounce rate is the percentage of visitors to a particular website that navigate away from the site after viewing only one page. As a rule of thumb, a bounce rate in the range of 26 to 40 percent is excellent, 41 to 55 percent is roughly average and 56 to 70 percent is higher than average.
<i>External Back links</i>	In search engine optimization (SEO) terminology, a back-link is a hyperlink that links a Web page back to the main Web page or Web site. Also called an Inbound Link (IBL), these links are important in determining the popularity (or importance) of the Web site. The greater the amount of these links, the greater is the popularity of the website.
<i>Load Time</i>	Load time is the time it takes to download and display the entire content of a web page in the browser window (measured in seconds). The lesser the load time, the better the online performance of the webpage/portal.
<i>Domain Referrals</i>	Referral traffic is used to describe visitors that come to the site from direct links on other websites rather than directly or from search engines. The greater the domain referrals, the greater is the scope of acquiring traffic for the web portal in question.

(Source: IIPA Findings)

The portals that have been selected to be compared on the basis of the above parameters are digitalgov.gov, parliament.uk, my.gov.au, reach.gov.sg and mygov.in (Table 10). The data of parliament.uk portal was not accessible through the applied online tool for all the parameters.

Table 10: Technical Analysis of Identified International Portals in Citizen Engagement

Parameters* ↓	Bounce Rate	Load Time (in seconds)	External Back-links	Referring Domains
Portals				
Digitalgov.gov (United States)	78.00%	3.209	71,081	1,852
My.gov.au (Australia)	22.50%	7.901	68,582	1,109
MyGov.in (India)	45.40%	7.398	1,900,017	3,200
Reach.gov.sg (Singapore)	81.10%	7.574	51,115	957
Parliament.uk (United Kingdom)			14,132	153

(Source: www.majestic.com and www.alexa.com) (*The values of these parameters have been fetched as on Jan 17, 2017 (but are variable with date and time).

Bounce Rate

Since bounce rate is the percentage of visitors to a particular website that navigate away from the site after viewing only one page, it is one of the primary parameters to gauge the ability of the website to retain the interest of the online traffic. Bounce rate in the range of 26 to 40 percent is deemed to be excellent, 41 to 55 percent is deemed to be good, and 56 to 70 percent is poor and above 70% is very poor.

Findings:

- The Australian service oriented portal has achieved least bounce rate (22.5%) and hence is excellent in retaining online visitor traffic. However, the low value of this bounce rate may also be attributed to the fact that citizens are compelled to be present online on a service delivery portal because of their inherent need to get their work done. In contrast, engagement in online governance activities is a purely voluntary activity.
- The performance of MyGov in this regard is good as a bounce rate of 45.40%, although on the higher side, is acceptable. A detailed root cause analysis of this bounce rate and the corresponding retention levels based on data gathered from Google Analytics is provided in Chapter 4 along with comprehensive strategic and online restructuring measures to reduce the same.
- Reach.gov.sg of Singapore has the highest bounce rate followed by digitalgov.gov of the United States (Figure 19).

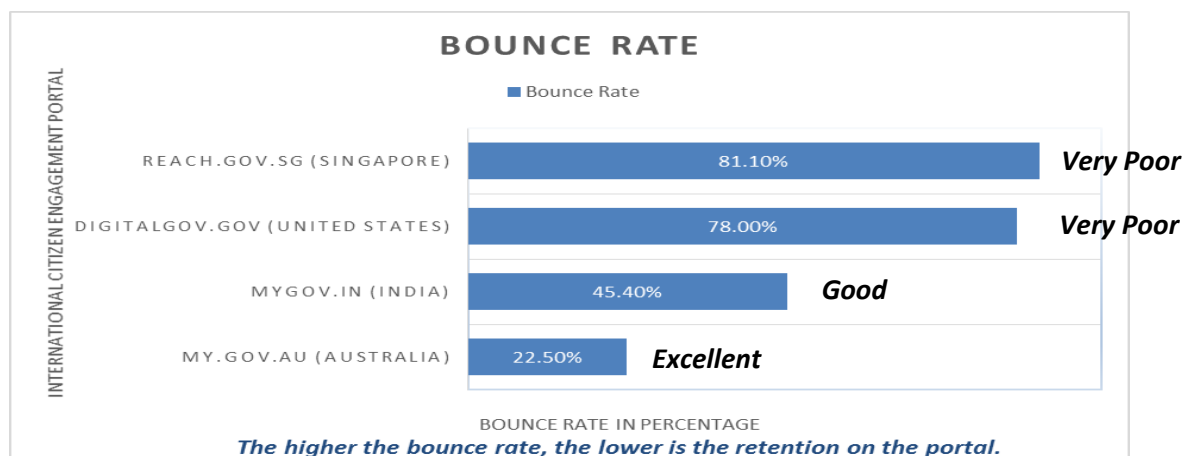


Figure 19: Bounce Rate of international portals

(Source: IIPA Preliminary Study)

Load Time

Load time is the time it takes to download and display the entire content of a web page in the browser window. Hence, the lower the load time, the better it is.

Load time varies with the type of data to be uploaded on the portal in a given instance. If high value data elements are present in terms of resolution etc., then the load time of the portal would increase (subject to network conditions).

Findings:

- The parliament.uk portal (UK) has the fastest loading time of 2.745 seconds

- MyGov (India) has placed itself in the third rank with an overall loading time of 7.398 seconds (Figure 20). The analysis of the loading time of the homepage of MyGov and corresponding effect on the rank of mygov.in while searching with relevant keywords is provided in Chapter 4.

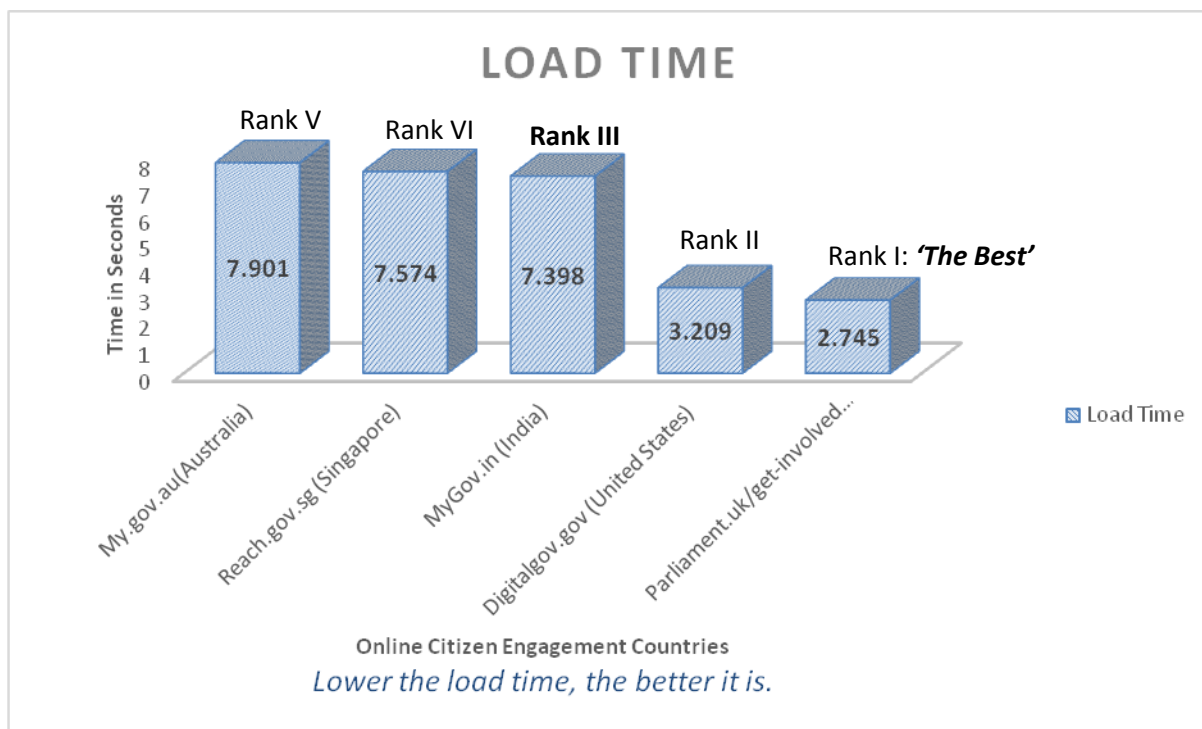


Figure 20: Comparison of identified portal based on their Load Time
(Source: IIPA Preliminary Study)

Domain Referrals and External Back-links

Count of referring domains (also called as domain referrals) and external back-links give the real time reference of the portal being linked through to other related websites.

Findings:

- MyGov (India) has the highest number of domain referrals from other government websites of India.
- There is a substantial difference between the domain referral values of MyGov (India) and the next ranked portal digitalgov.gov (US),
- The remaining three portals just have a slight difference in the values of these two components (Figure 21).
- The results are similar for external back links (Figure 22).

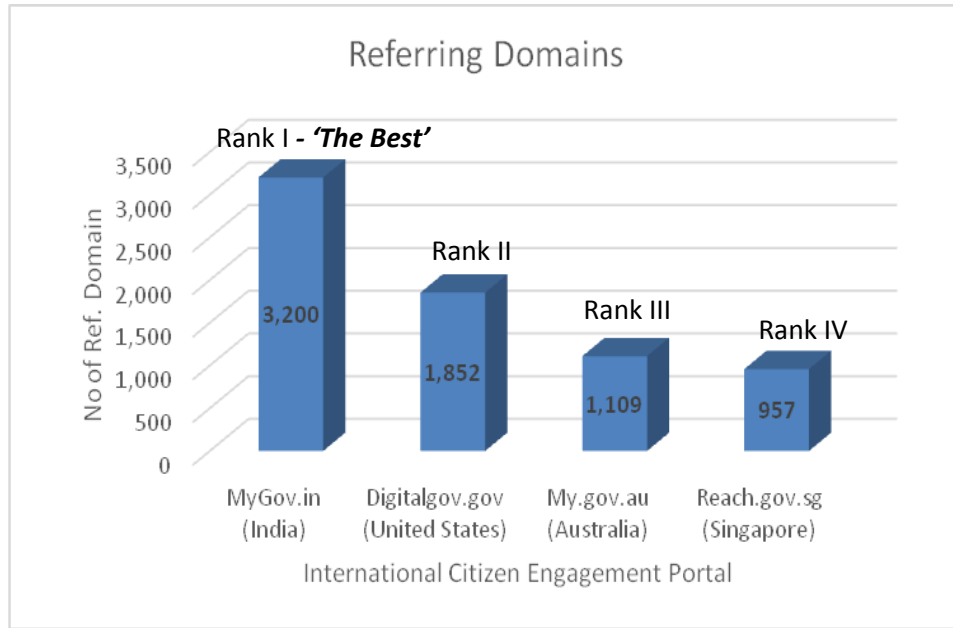


Figure 21: Comparison of identified portals based on the number of Referring Domains
(Source: IIPA Preliminary Study)

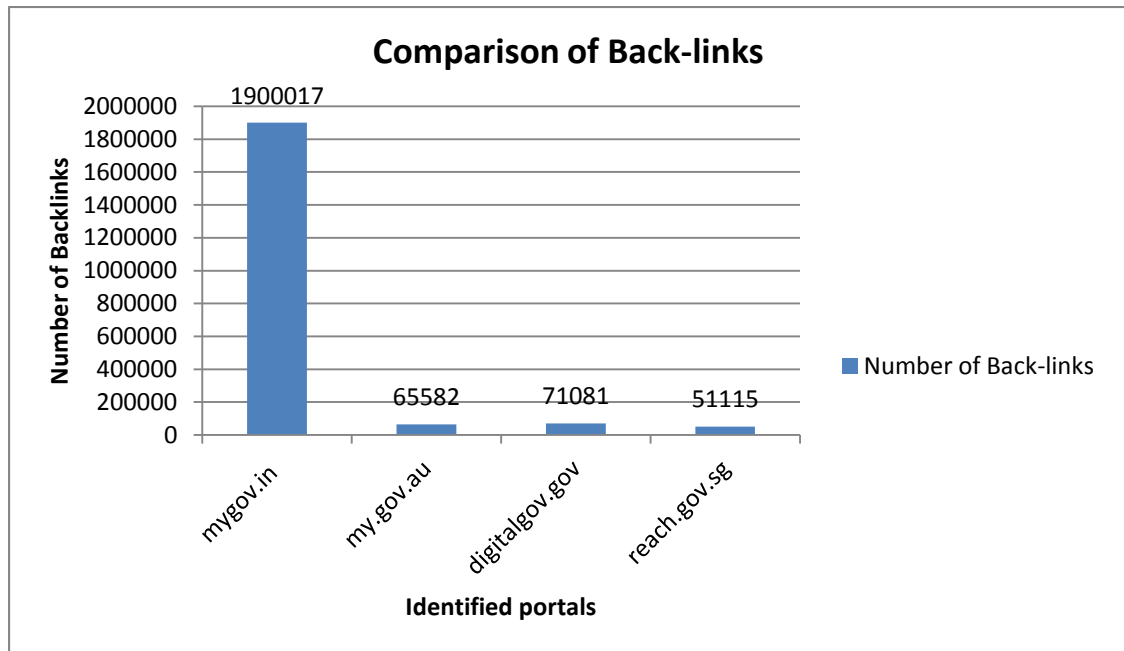


Figure 22: Back Links of international portals
(Source: IIPA Preliminary Study)

3.2 Indian Citizen Engagement Efforts

India, as a democracy, is attempting to enable citizen engagement as a crucial means to achieve 'Good Governance'. When the government formulated the Citizen Engagement Framework in 2012, the need for an Indian citizen engagement platform was felt.

However, before mygov.in was established in 2014, two other portals were created to bring coherence in the fragmented space of each department and ministry having their own independent website and to enable service delivery to citizens online through a centralized portal that would redirect to other websites – National Portal of India (india.gov.in).

An attempt to bring in transparency in the workings of the government was also made through the creation of online data sharing portals and provision of various reports in the public domain – Open Government Data (data.gov.in).

Rationale: Since india.gov.in and data.gov.in provide some form of citizen interactions too, a technical comparison of their online performance has been done with respect to mygov.in.

India.gov.in

- The portal was developed as a Mission Mode Project (MMP) in November 2005 under the National e-Governance Plan (NeGP) of government.
- The objective behind the portal is to provide a single-window access to the information and services being provided by the government for the citizens and related stakeholders.
- An attempt has been made through this portal to provide comprehensive, accurate, and reliable and one stop source of information about India and its various facets.
- The current portal is a metadata driven site that links to the other Indian government portals/websites for most updated information.

Data.gov.in

- The portal is intended to be used by various ministries/ departments and other related organizations to publish datasets, documents, services, tools and applications collected by them for public use.
- It was launched in October 2012, for providing easier access to public information and data.
- It intends to increase the transparency in the functioning of government and open avenues for many more innovative uses of government data to give different perspective.
- Other countries have also implemented such portals, such as data.gov of the US, data.gov.uk of United Kingdom, data.gov.au of Australia and data.gov.sg of Singapore (Table 7).

Technical Analysis of Indian Citizen Engagement Portals

Using the same analytics parameters as in the comparison of international portals to gauge popularity (External Back links), reference (Domain Referrals), speedy interactive interface (Load Time) and retention of citizens online (Bounce Rate), mygov.in has been compared with india.gov.in and data.gov.in (Table 11). The best values have been highlighted in bold.

Table 11: Technical Analysis of Indian Citizen Engagement Portals

Parameters* ↓ Portals	Bounce Rate	Load Time	External Back-links	Referring Domains
mygov.in	45.40%	7.398s	1,890,472	3,204
india.gov.in	70.60%	15.806s	13,149,972	12,017
data.gov.in	47.40%	10.605s	902,102	1,277

(Source: www.majestic.com and www.alexa.com *the values have been fetched on the given date and time and hence may be variable at times.)

Findings:

Bounce Rate

- MyGov has the lowest bounce rate among these two portals which is a commendable achievement since the other two portals are more oriented towards service delivery, hence it would be expected that they would have a lesser bounce rate.
- India.gov.in portal faces the lowest retention due to the highest bounce rate (Figure 23).

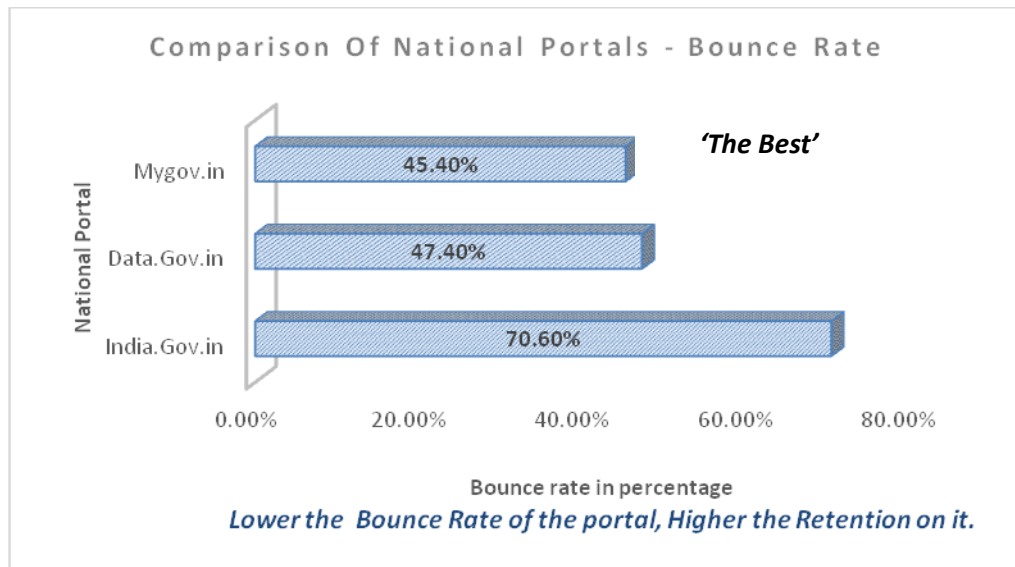


Figure 23: Bounce Rate of national portals

(Source: IIPA Preliminary Study)

Load Time

- MyGov has the fastest loading time as compared to the other two portals.
- The Open Data Portal is at second position with a load time of 10.605 seconds.
- The National Portal of India is placed at third position with a load time of 15.806 seconds (Figure 24).

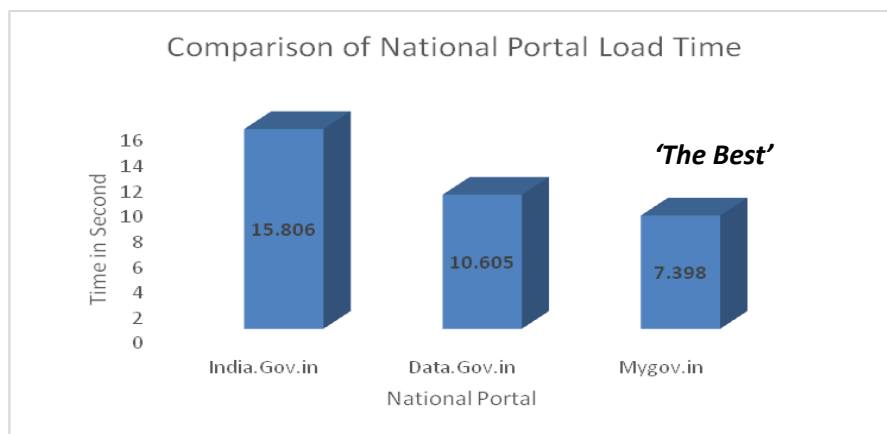


Figure 24: Load Time of national portals
(Source: IIPA Preliminary Study)

Counts of referring domains and external back links gives the real time reference of the portal to other websites.

- The india.gov.in website has the highest number of referrals and the external back-links to other government sites of India (Table 11). This is justifiable because india.gov.in was always meant to be a single-window access for all other government websites.

3.3 Comparison with other related Indian Sites

Apart from the above comparative study, to develop a deeper context of the performance of mygov.in in light of other related websites in the national context, a further comparison has been made with a few other government sites that give an access to the digital democracy and disseminate information nationwide. The selected websites are those of MeitY (Ministry of Electronics and Information Technology) – www.meity.gov.in and Press Information Bureau – www.pib.nic.in.

This comparison with MyGov is intended to provide a context especially in terms of website traffic – total visitors in a quarter, average daily visits, average visit duration, page views per visit and the bounce rate (Table 12). The best performance on each parameter has been highlighted in bold.

Table 12: Comparison of Other Indian Sites (Government)

Parameters ↓ Portals →	Total Visitors (Jan – Mar 2017)	Average Daily Visits	Average Visit Duration	Bounce Rate	Pages/ Visit
MyGov.in	5,89,700	21,060	03:12	45.40%	3.26
Meity.gov.in	90,200	5,511	01:57	56.65%	2.56
pib.nic.in	16,00,000	56,552	02:27	68.81%	1.87

(Source: www.similarweb.com; the data has been accessed on May15, 2017; it may vary at times subject to technical aspects of the portals.)

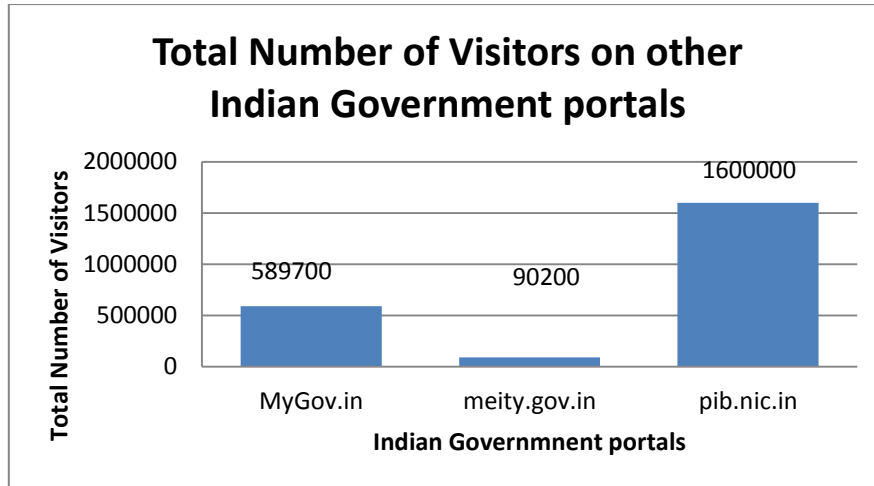


Figure 25: Total number of visits on other Indian Sites (Government)
 (Source: IIPA Findings)

Findings:

- The results show that Press Information Bureau (PIB) has *about 171% more* total visitor traffic and *about 168% more* average daily visits than MyGov (Table 12).
- The average visit duration is the highest for MyGov (about three minutes twelve seconds) as compared to the other two portals (Figure 26).

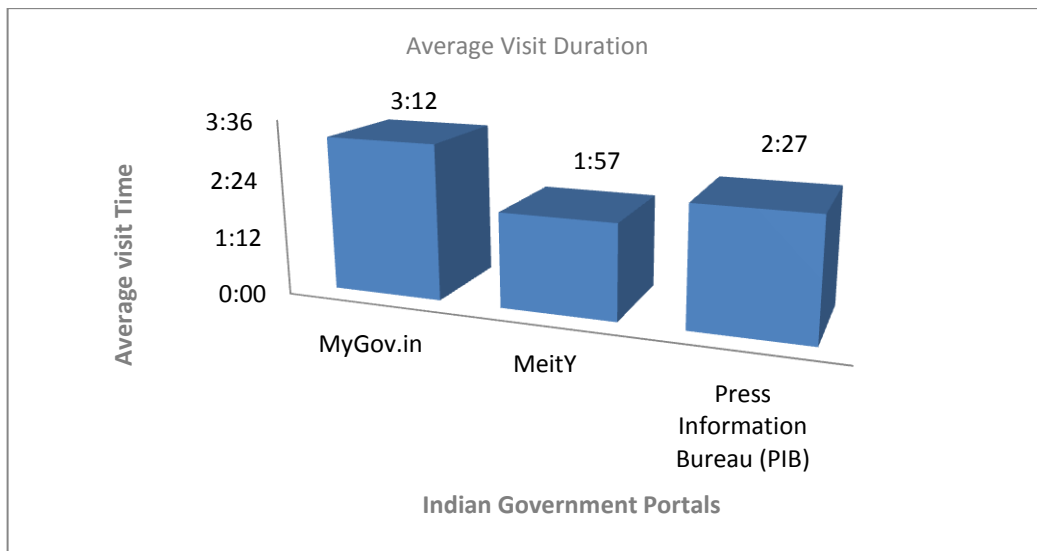


Figure 26: Average visit duration on other Indian Portals
 (Source: IIPA Preliminary Study)

- MyGov also boasts of the least bounce rate amongst the other two portals (Figure 27), indicating higher retention than that meity.gov.in and pib.nic.in.

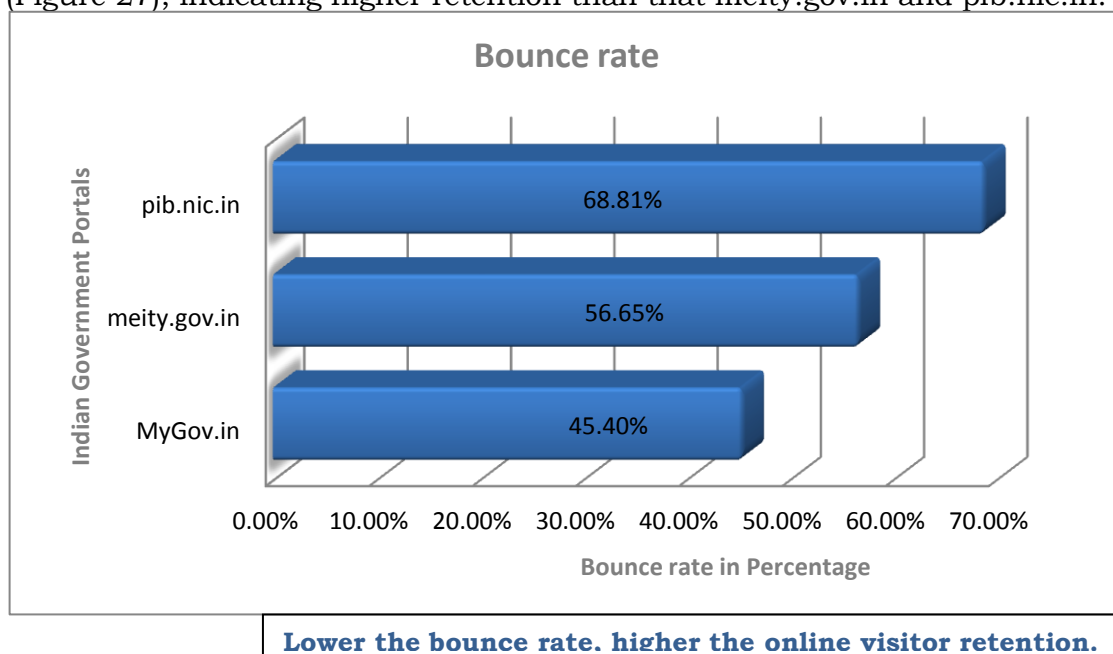


Figure 27: Bounce rate of other Indian Portals

(Source: IIPA Preliminary Study)

3.3.1 Overview of Traffic Sources

Table 13: Channels Overview of other Indian Sites

Parameters* ↓ Portals	Direct (Col 1)	Mail (Col 2)	Referrals (Col 3)	Social (Col 4)	Organic Search (Col 5)
MyGov.in	19.97%	8.66%	28.29%	3.53%	38.98%
meity.gov.in	17.31%	0.00%	6.95%	0.11%	75.64%
pib.nic.in	19.36%	1.36%	12.35%	3.01%	63.87%

*(Source: www.similarweb.com; *the data has been accessed on May 15, 2017; it may vary at times subject to technical aspects of the portals.)*

The sources of traffic for all the selected websites have been analysed and compared (Table 13). A brief explanation of the various sources of online traffic is provided below:

- ‘Direct’ represents the portal being directly accessed directly through its URL
- Mail represents the count of accesses from redirection links present in mailers
- ‘Referrals’ are the number of referring domains as well as the back links to other websites
- ‘Social’ represents traffic redirected to the portal from social media platforms

- ‘Organic Search’ is understood to be the count of accesses directed from popular search engines

Findings:

- The online traffic acquired through direct search (19.97%) along with referrals (28.29 %) for MyGov is remarkably high as compared to the other two portals
- The reach through social media has also been noted as the highest for MyGov even though the number’s absolute value contribution to the traffic is quite low and shows a great scope for improvement. A detailed social media restructuring plan in order to increase this contribution is provided in Chapter 5.

3.4 Duplication of Efforts and MyGov Referrals

Further to the comparative analysis of citizen engagement portals and service delivery portals within India and other international websites, a study of duplication of online citizen-engagement efforts being undertaken individually by various Indian government agencies is done. This analysis has been done with the following objectives:

- To identify the efforts of citizen engagement by government departmental websites other than MyGov
- To understand the intergovernmental communications between other government agencies and MyGov
- To identify the most popular engagement activities across various government portals
- To avoid the government expenditure on similar activities at different places.
- To gauge the number of government agencies* referring to MyGov from their respective portals.
- To avoid the duplication of efforts
- To strengthen MyGov in future to provide all these fragmented activities at a single place

*(*Government Agencies include central ministries and departments, state/UTs governments, district level government agencies etc.)*

The duplication of efforts/ activities has been further classified into two categories:

- Central Ministries
- States/UT governments

Findings:

- At the central level, various ministries and departments have initiated their activities on their own in various forms such as blogs, public opinions, and logo designs competitions (Table 14).
- Evidently, the scale of most prominent online citizen engagement practices is higher through central ministries than that through states/UTs.

Table 14: Duplication of Efforts in Central Ministries of Government of India

Sr. No.	Ministry/Department	Identified Citizen Engagement Activities	Corresponding MyGov Activity
1.	NITI Aayog	Blogs in various current issues	Blogs
2.	Ministry of Electronics and Information Technology	Public opinion invited through e-mail on various IT Policies	Discuss
3.	Ministry of Culture	Feedback & Suggestions	Discuss
4.	Ministry of Development of North Eastern Region	Design of logo for the Ministry of Development of North-Eastern Region	Do
5.	Ministry of Drinking Water & Sanitation	Upload (Innovations / Products / technologies) to Showcase or for Accreditation & View Innovations/ Products/ Technologies	MyGov Innovation
6.	Ministry of Housing and Urban Poverty Alleviation	Discussion Forum	Discuss
7.	Ministry of Human Resource Development	Community Engagement	On-ground
8.	Ministry of Parliamentary Affairs	Public Participation in Promoting Integrity and eradicating Corruption	Public Consultation
9.	Ministry of Shipping	Shipping <i>Samvad</i>	On-ground
10.	Department of Empowerment of Persons with Disabilities	Discussion Forum & Communities	Discuss
11.	Ministry of Water Resources, River Development & Ganga Rejuvenation	Rejuvenating <i>Ganga</i> - your suggestions solicited	Discuss
12.	National Mission For Clear <i>Ganga</i>	<i>Ganga Vichar Manch</i>	Discuss, Disseminate
13.	Digitize India (MeitY)	Crowd Sourcing	Do

(Source: IIPA Preliminary Study)

In the same vein, similar activities in states and UTs also reveal that a few of the states are actively undertaking citizen engagement activities on their own (Table 15).

Table 15: Duplication of Efforts in States and UTs

States /UTs	Citizen Engagement Activities State Level	Corresponding MyGov Activity
Andhra Pradesh	<i>Praaja Sadhikara</i> Survey Dashboard Smart Pulse Survey Socio Economic Survey	Polls/Survey
Himachal Pradesh	Discussion Forum	Discuss

Assam	Digi Dhan Mela Contest – To design slogans, audio jingles, digital posters	Do
Punjab	Blogs, <i>Shagun</i> Scheme	Blogs, Discuss
Telangana	Design Logo Contest - Telengana State formation celebrations logo	Do

Source: Primary data collected by IIPA

Recommendations:

- To fruitfully leverage MyGov for all online citizen engagement activities on behalf of respective government agencies, guidelines must be published for other government agencies to undertake such practices through MyGov only
- MyGov can also promote their own initiative ‘Associate With Us’ for better G2G collaboration (<https://www.mygov.in/simple-page/associate-mygov>)
- The creation of state instances of MyGov would enable an ease of connect and access to the government for active involvement of citizens. The states from remote and far-flung locations of the country including North-eastern states may be facilitated by the offline activities such ‘MyGov *Divas*’ – a monthly assembly of citizens at different places at the same time. Such programmes would facilitate direct interaction with citizen. Local chapters, educational institutions, Common Service Centres’ network can be utilised for such awareness campaigns. The proposed enhancements are elaborated subsequently (Chapter 5).
- An effective outreach strategy for public officials is also delineated in Chapter 5.

Summary

The study of national and international trends of citizen engagement and their technical behavior has brought up numerous crucial insights for betterment of MyGov in technical and operational contexts. Though MyGov has attained a moderate level in citizen engagement aspects when compared with international portals, MyGov present a further scope for penetration at national level. This finding, when viewed in light of the fact that all other countries that have been compared with India had initiated their portals around mid to late 2000s while mygov.in was started in 2014 and all the countries in comparison are recognized as developed countries, makes the progress made by MyGov a commendable achievement. More techniques of citizen engagement with reference to spectrum of citizen engagement could be undertaken by MyGov to attain high degree of citizen engagement. In terms of the technical comparison with international portals, MyGov performs moderately well in terms of retention of citizens online and the loading time of the website. However, the probability of acquiring greater citizen traffic is the highest for MyGov due to the presence of the highest number of external back-links and referring domains. This fact can even compensate for the low retention rate of MyGov to some extent due to the high absolute number of online citizen traffic that can potentially be redirected to mygov.in.

On comparing MyGov with some national portals (National Portal of India and Open Data Portal), it was noted that MyGov has the highest retention on its portal with fastest loading time. National portal of India - being a single window access to all government information has higher number of referrals. Further, when MyGov was

compared with portals of MeitY and PIB, it was noted that, MyGov gained the highest retention and page visit duration on its portal, whereas the Press Information Bureau has fetched the highest number of visitors in last three months (Jan-Mar, 2017). Furthermore, it was clearly understood that, many central and state/ UTs governmental bodies are undertaking similar activities not just for citizen engagement but also for access to government information and dissemination through their individual online platforms. Therefore, the need of such a dedicated platform stays reaffirmed. The international and national comparison paved way for this study to undertake an extensive and intense review of existing MyGov on its technical, economic, operational/organisational and social aspects.

4. Review of Existing System

Chapter Overview

After developing an understanding of online citizen engagement in governance by studying various such efforts made by other countries and scrutinizing the similarity in context of the Indian scenario, a comprehensive base comprising of best practices, international benchmarking, achievements and shortcomings has been made, which is expansive in its breath. Now, to understand the reasons behind both the achievements and the shortcomings, a vertically exhaustive analysis is required to delve deeper into the silos of MyGov's technical, organizational and social aspects.

Hence, in the following sections, an initiation into examining MyGov in absolute terms such as technical, economic, operational/organizational and social (TEOS). A detailed SWOT analysis has also been carried out in this section to outline the institutional context of MyGov (Section 4.1). The section – Review of Existing System intends to study on following aspects-

- Technical
 - Study of website online reach, visitors' growth rate, analysis of traffic sources, analysis of content management and analysis of means to connect to MyGov, including audience analysis, acquisition, behavioural and User flow analysis (Section 4.2)
 - Study of website structuring and backend analysis (Section 4.3)
- Economic: Study of existing business model (Section 4.4)
- Operational/Organizational structure (Section 4.5)
- Social: Study of inclusion of marginalised society, analysis of government administrators' perception of MyGov (Section 4.6)

4.1 SWOT Analysis of MyGov

As a first step to build a holistic understanding of MyGov, a structured analysis has been undertaken to identify the Strengths, Weaknesses, Opportunities and Threats, which might exist within MyGov or emanate from outside the MyGov ecosystem. These parameters have been identified for all the five different aspects of MyGov viz. T – Technical, E – Economical, L – Legal, O – Operational/Organizational and S – Social.

This planned analysis undertaken by the deployment of the SWOT tool would therefore help to focus on the areas of influence and to simultaneously take measures to improve the identified vulnerable aspects of MyGov. Such elaboration would also stand by stead for designing proactive strategies to minimise the possible threats and at the same time be geared up to take advantage of the opportunities strewn by national and international trends.

Strengths (Table 16) and Weaknesses (Table 17) are internal to MyGov whereas the Opportunities (Table 18) and Threats (Table 19) are external in nature and could stem from changing international competition, advent of future technologies or ever escalating aspirations of the citizenry.

Table 16: SWOT Analysis of MyGov - Strength

Strength	
(T) Technical	<ul style="list-style-type: none"> - Authentic insights into governance and the workings of the government - Ephemeral nature of commercial social media - Undertakes high value promotion and awareness of public policies, government sectors in the target groups - Appropriate mobile version of the portal - Mobile App also exists. - Optimal website aesthetics - Technical support by NIC
(E) Economic	<ul style="list-style-type: none"> - Funded by central government - Free access to portal; no usage charges levied
(L) Legal	<ul style="list-style-type: none"> - MyGov is an Independent Business Division. - All the activities are undertaken by authorized government agencies.
(O) Operational/Organizational	<ul style="list-style-type: none"> - Robust leadership - Wide array of citizen engagement practices/activities
(S) Social	<ul style="list-style-type: none"> - Participatory form of governance initiated - Effective outreach strategies both online-offline are being undertaken - High outreach of MyGov activities among online Indian citizens

(Source: IIPA Findings)

Table 17: SWOT Analysis of MyGov - Weakness

Weakness	
(T) Technical	<ul style="list-style-type: none"> - Lower retention rate on website - Lack of self-explanatory activities on home screen - Convoluted registration process on the portal (in mobile app as well) - Lesser visibility of MyGov through other digital platforms - Mobile application is not robust and up to date (yet to be developed for iOS) - Number of registered users is lesser than number of visitors - Poor cyber security measures - Absence of time-stamping on activities - External dependency for technical services (NIC) - Weak feedback loops to the citizens in all its activities
(E) Economic	<ul style="list-style-type: none"> - Lack of self-sustainable financial model
(L) Legal	<ul style="list-style-type: none"> - IPR concerns of the data generated are not clearly addressed
(O) Operational/Organizational	<ul style="list-style-type: none"> - No standardized practices are undertaken for intergovernmental communication/activities identified in C2G and G2G aspects - No periodical review and evaluation of the initiative
(S) Social	

- Lack of facilitation of MyGov through online/offline mediums to include rural and marginalized communities
- No citizen relation management

(Source: IIPA Findings)

Table 18: SWOT Analysis of MyGov - Opportunities

Opportunities	
(T) Technical	<ul style="list-style-type: none"> - Citizen relation management through membership levels and rewarding participation can be initiated. - Website restructuring can result in greatly improved retention. - High end cyber security measures can make it more reliable and acceptable. - Mechanism for user profiling and targeted marketing of merchandise can be explored. - Customized content according to demographics, user interests can be devised. - Improved scope to enhance existing android mobile app and to develop app for other platforms such as iOS, Windows etc.
(E) Economic	<ul style="list-style-type: none"> - Supplementing the revenue through Gamification, Merchandising, e-commerce and other related avenues - Devising financial model for government agencies seeking MyGov services
(L) Legal	<ul style="list-style-type: none"> - Exploring commercial opportunities through IPR and allied possibilities - Formulation of G2G guidelines for government agencies to undertake citizen engagement activities using MyGov - Evolve new models of collaboration with potential partners including private, citizen communities, other government agencies
(O) Operational/Organizational	<ul style="list-style-type: none"> - Revamping of organizational structure to manage resource utilization
(S) Social	<ul style="list-style-type: none"> - Improved outreach strategies both online-offline to be devised - Huge upside scope for penetration of MyGov among online Indian citizens

(Source: IIPA Findings)

Table 19: SWOT Analysis of MyGov - Threats

Threats	
(T) Technical	<ul style="list-style-type: none"> - System and network failure due to unexpected loads - Possibility of interrupted support and procrastinated development due to external technical dependency
(E) Economic	<ul style="list-style-type: none"> - Possibility of obstructed financial support
(L) Legal	<ul style="list-style-type: none"> - Potential violation to Public Records Act (1993) due to undefined aspects of content generated through MyGov
(O) Operational/Organizational	<ul style="list-style-type: none"> - Possible repercussion of frequent changes of leadership, administrative and team etc. - Diluted acceptance of the platform as a result of the above threats

(S) Social

- Unexpected change in social behaviour of the citizens
- Deterioration of perception of MyGov due to excessive creative/leisurely content (less critical content)
- Probable misuse of portal for promotion of political ideologies or individual beliefs of the influencers

(Source: IIPA Findings)

It is evident that this SWOT tool provides a valid macro level insight into the positive attributes (strengths) internal to MyGov as well as lends a comprehensive understanding of those factors that seem to be detracting MyGov from its stipulated objectives. The external positive factors (opportunities) are very relevant as they could catalyze growth of MyGov.

4.2 Basic Impact Assessment of Website (Technical Aspects)

MyGov Website Online Reach Calculation – National

Aim: In order to lay the foundation of the performance assessment, it is attempted to gauge the outreach of the MyGov website among that portion of the population of India which has access to the Internet.

Parameters Used: The total Number of Sessions initiated on MyGov by Indian citizens from 30th July, 2014 till 7th February, 2017 has been considered as a basic measurement of the traffic to the website. The parameter, Number of Sessions, includes both Repeating Visitors and New Visitors and is not an exact representation of the number of unique individuals who have visited MyGov, but a fairly accurate one for impact assessment purposes at this point.

Rationale: The Number of Sessions, when viewed as a percentage of the Indian population having access to Internet connectivity gives a fair idea of the basic penetration of the MyGov website among the online Indian citizens. It also provides a good measurement of the upside scope of citizen engagement through MyGov for the Indian citizens who are online but have never engaged on MyGov.

Method: The details of the calculation are explained below:

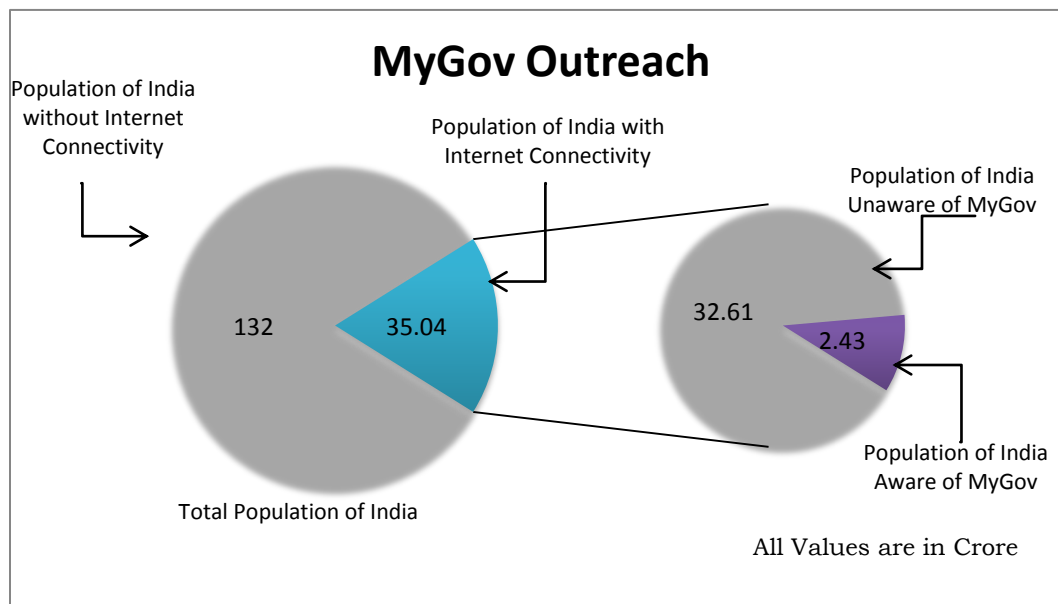


Figure 28:
MyGov Outreach w.r.t internet penetration and total population of India

(Source: Population in India – Census Data 2011 (Census, India), Internet Penetration – TRAI Quarterly Report (Till June 2016), MyGov Users Data – MyGov Google Analytics)

- The population of India is 1.326 billion or 132.6 crore (2011 census data extrapolated to 2016 using a growth trend).
- Internet Penetration in India is 26.51% of the population or 39.15 crore Indian citizens (TRAI, 2016)²⁶. This number represents the proportion of Indian population that can be potentially reached through online citizen engagement activities due to their ability to access the Internet.
- As per Google Analytics data provided by MyGov team, the total number of sessions on the MyGov website registered from 30th July, 2014 till 7th February, 2017 is 2.66 Crore
- As per the Google Analytics data provided by MyGov team, the total number of sessions initiated on MyGov by Indian citizens over the same time period is 2.43 Crore (out of the total of 2.66 Crore).
- As a basic representation of traffic from Indian citizens, this number – 2.43 Crore as a percentage of the Internet Penetration in India – 35.04 Crore is 6.93%.

Result

- Hence, it can be concluded that *MyGov has reached 06.93% of the Indian population with access to the Internet* (Figure 28).
- Therefore, the upside scope for online citizen engagement through MyGov is 93.07% of the Indian population with Internet access.

MyGov Website Online Reach Calculation – Rural v/s Urban

Aim: To further investigate the above results, an attempt to gauge the penetration of MyGov among the urban and rural Indian population has been done.

Parameters Used: The basic approach remains the same as above. However, in order to determine the split of the percentage of sessions registered by Google Analytics on MyGov from urban citizens and rural citizens, we have followed the method illustrated below:

- The ratio of urban (Col. 2) to rural (Col. 3) internet subscribers has been calculated for all states that contribute to greater than 1% of the total traffic to the MyGov website.
- This state-wise ratio of urban to rural internet subscribers is used to divide the number of sessions for each state on MyGov (Col. 1) into sessions originating from urban (Col. 4) and rural (Col. 5) areas for that corresponding state.
- The sum of number of sessions from urban areas of all these states (S_u) and the sum of number of sessions from rural areas of all these states (S_r) has been found as a percentage (P_u and P_r) of the total number of sessions (S_t) initiated from these states.
- The details of these calculations are represented below (Table 20):

Table 20: Online Reach Calculation- MyGov Website

Region	No. of Sessions (Col. 1)	Internet Subscriber Base (in Lakh) of		Split of Col. 1 based on ratio of Col. 2 and Col. 3	
		Urban areas (Col. 2)	Rural areas (Col. 3)	No. of Sessions from Urban areas (Col. 4)	No. of Sessions from Rural areas (Col. 5)
Delhi	55,18,584	187.3	9.5	5252188.94	266395.06
Maharashtra	43,12,963	191.5	98.5	2848042.81	1464920.19
Karnataka	21,01,657	164.1	58.0	1552822.66	548834.34
Uttar Pradesh	19,76,592	204.2	166.2	1089687.06	886904.94
West Bengal	14,75,069	53.7	74.3	618837.54	856231.46
Gujarat	13,18,836	145.7	60.9	930079.41	388756.59
Tamil Nadu	12,78,686	205.4	70.4	952291.89	326394.11
Madhya Pradesh	10,60,207	132.1	65.5	708771.99	351435.01
Telangana	9,64,862	157.3	96.5	598001.55	366860.45
Rajasthan	7,24,380	98.0	73.0	415141.75	309238.25
Haryana	4,49,541	45.3	29.3	272978.65	176562.35
Bihar	4,15,041	102.9	83.9	228628.05	186412.95
Andhra Pradesh	3,53,393	157.3	96.5	219025.69	134367.31
Kerala	3,27,377	84.4	59.7	191746.14	135630.86
Punjab	3,03,958	85.3	46.2	197168.19	106789.81
Odisha	2,59,710	43.6	36.6	141188.98	118521.02
Sum of Sessions	St = 2,28,40,856			Su = 1,62,16,601.29 (Pu = 71%)	Sr = 66,24,254.71 (Pr = 29%)

(Source: IIPA Findings)

The above table helps to arrive at the fair estimate that 71% (P_u) of the traffic on MyGov website originates from the urban population of India and 29% (P_r) from the rural population of India.

Rationale: The split of the number of sessions from urban and rural areas, when viewed as a percentage of the Indian population residing in those areas respectively and having access to Internet connectivity, reveals a comparison of the penetration of the MyGov website among urban and rural online Indian citizens. It also provides a good measurement of the upside scope of citizen engagement through MyGov for each of these categories of Indian citizens who are online but have never engaged on MyGov.

Method: Proceeding with the calculation based on the parameters derived above:

- Percentage of urban population in India is 33% (World Bank data - United Nations, World Urbanization Prospects) that is 41.316 crore Indian citizens.
 - Internet Penetration in Urban India is $I_u = 22.15$ crore (2016)²⁷
- Similarly, the rural population in India is 83.884 crore Indian citizens.

- Internet Penetration in Rural India is $I_r = 11.28$ crore (2016)²⁸
- As calculated above, traffic on MyGov website from Urban Population: $T_u = 71\%$ of 2.43 crore = 1,72,53,000 sessions.
- Traffic on MyGov website from Rural Population: $T_r = 29\%$ of 2.43 crore = 70,47,000 sessions.

Result: MyGov has reached 7.79% of Urban Internet users (T_u/I_u) and 6.25% of Rural Internet users (T_r/I_r).

MyGov Website Online Reach Calculation – Rural vs Urban (With Gender Comparison)

Extending the same approach to further capture an approximate gender based reach of MyGov website among males and females from both urban and rural areas, it is outlined that:

- Internet Penetration in Urban India: $I_u = 22.15$ crore users (2016)
 - Urban Male Internet Users: $I_{um} = 62\%$ of 22.15 Crore = 13,73,30,000 users
 - Urban Female Internet Users: $I_{uf} = 38\%$ of 22.15 Crore = 8,41,70,000 users
- Internet Penetration in Rural India: $I_r = 11.28$ Crore (2016)
 - Rural Male Internet Users: $I_{rm} = 88\%$ of 11.28 Crore = 9,92,64,000 users
 - Rural Female Internet Users: $I_{rf} = 12\%$ of 11.28 Crore = 1,35,36,000 users
- According to data captured by Google analytics, percentage of sessions on MyGov initiated by males: $T_m = 68.66\%$ of 2.43 Crore = 1,66,84,380 sessions
 - Percentage of sessions from urban males: $T_{um} = 71\%$ of 1,66,84,380 = 1,18,45,909 sessions
 - Percentage of sessions from rural males: $T_{rm} = 29\%$ of 1,66,84,380 = 48,38,470 sessions
- Hence, MyGov has reached 8.63% of Urban Male Internet Users (T_{um} / I_{um}) and 4.87% of Rural Male Internet Users (T_{rm} / I_{rm})
- According to data captured by Google analytics, percentage of sessions on MyGov initiated by females: $T_f = 31.34\%$ of 2.43 crore = 76,15,620 sessions
 - Percentage of sessions from urban females: $T_{uf} = 71\%$ of 76,15,620 = 54,07,090 sessions
 - Percentage of sessions from rural females: $T_{rf} = 29\%$ of 76,15,620 = 22,08,529 sessions
- Hence, MyGov has reached 6.42% of Urban Female Internet Users (T_{uf} / I_{uf}) and 16.32% of Rural Female Internet Users (T_{rf} / I_{rf})

The data for the urban and rural male and female internet users for the above calculation has been derived from the below info-graphic (Figure 29).

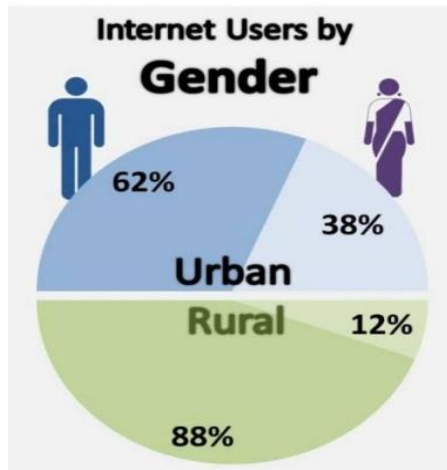


Figure 29: Internet Users by Gender

(Source: IAMAI-IMRBI- cube estimates, 2015)

(Source: <http://www.oneindia.com/india/india-to-cross-400-million-internet-users-by-dec-2015-iamai-report-1929570.html>)

Visitor Growth Rate

Visitor traffic on the MyGov website has varied a lot over the span of about three years as observed from the Google Analytics data. Many reasons can be attributed to this variation, some of which are:

- The relevance of content present at any given point of time on the MyGov website,
- The effectiveness of online and offline marketing activities
- The mentions of the MyGov citizen engagement platform in the media or by the Prime Minister in his speeches in India and abroad, etc.

Average Daily Website Traffic: On an average, 28,886 sessions are initiated on the MyGov website daily.

Maximum and Minimum Daily Website Traffic: On any particular day, the Number Of Sessions initiated on the MyGov website has been found to be as low as 5,489 sessions and as high as 4,23,288 sessions (in the time period from 30th July, 2014 till 7th February, 2017).

A graphical representation of the daily number of sessions initiated on MyGov website from 30th July, 2014 till 7th February, 2017 is shown below (Figure 30).

Note on Figure 31: In line with the previous calculations, the Number of Sessions per day is taken as a representative of the visitor traffic to the MyGov website)

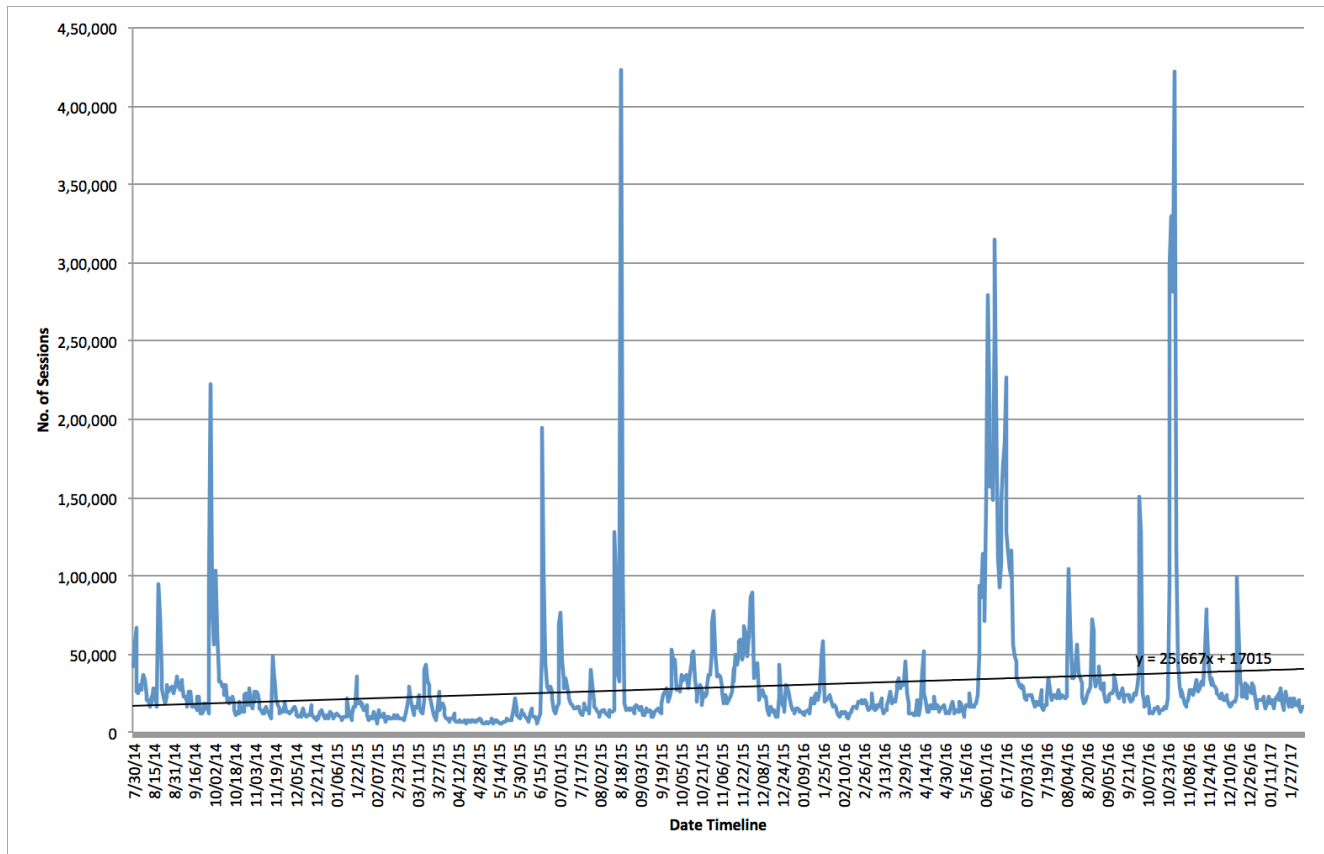


Figure 30: Visitor Growth Rate, from 30th July, 2014 till 7th February, 2017

Visitor Traffic Growth Rate: If a linear trend line is imposed on the above graph, the slope of the line suggests a *healthy growth rate of 0.151% sessions per day or 55% sessions per year*. With such a growth in the traffic to MyGov, the previously calculated percentages of the reach of MyGov among the online population of India would also witness a corresponding hike in the coming years.

Analysis of Traffic Sources

Technical Analysis:

According to Google Analytics data provided by MyGov, over 60% of traffic to the MyGov website is from direct (by typing the website address directly into the browser) and referral (being redirected to mygov.in from another website after clicking on a specific link) sources.

Over 89 lakh sessions were initiated on the website from 30th July, 2014 till 7th February, 2017 through direct usage of the website URL.

This illustrates a strong association and memorability of the name of the MyGov platform in the minds of the visitors. It also shows proof of a strong word-of-mouth about the citizen engagement platform among the people.

Similarly, over 71 lakh sessions were initiated on the website during the same period by visitors who landed at MyGov from other Government and Non-Government websites by clicking on referral links.

Hence, this type of a marketing strategy of gathering citizen traffic from other Government Departments'/Ministries' websites has shown positive results and must be continued.

While organic search traffic (searching for mygov.in by typing in relevant keywords or search queries into the browser) also contributes to around 17% of the traffic on the website, social media (being redirected to mygov.in from Facebook and/or Twitter) contributes to only 5.44% (14, 53,058 sessions out of 2, 66, 90,750 sessions) of the traffic to MyGov.

This indicates a weak social media strategy and a large chunk of the target audience online are left untargeted through social media.

Bounce rate of traffic obtained through social media channels is also highest (53.31%) among traffic from direct (43.82%), referral (39.75%) and organic search channels (37.94%). The number of pages visited per session and average session duration is also the lowest (2.57 and 2 minutes 45 seconds respectively).

Hence, the visitor traffic obtained due to the implementation of the current social media strategy is not optimal as the retention and interest levels exhibited are quite low.

However, percentage of new sessions is highest for the traffic obtained through Social Media (76.37%) as compared to traffic from direct (72.11%), referral (41.61%) and organic search channels (67.58%).

Hence, if an effective mechanism is developed to retain the traffic obtained from social media channels, it is one of the best ways to engage new citizens on MyGov.

Table 21: Analysis of Traffic Sources

Traffic Sources	No. of Sessions	% New Sessions	Bounce Rate	Pages / Session	Avg. Session Duration	No. of Sessions as Percentage of Total
Direct	89,03,262	72.11%	43.82%	3.33	0:03:59	33.36%
Referral	71,73,528	41.61%	39.75%	3.57	0:04:05	26.88%
Organic Search	46,65,404	67.58%	37.94%	3.87	0:04:44	17.48%
(Other)	43,44,250	80.74%	64.76%	1.59	0:01:08	16.28%
Social	14,53,058	76.37%	53.31%	2.57	0:02:45	5.44%
Display	1,14,033	82.83%	48.46%	1.42	0:00:55	0.43%
Other Advertising	32,558	85.46%	83.00%	1.23	0:00:50	0.12%
Paid Search	4,551	85.70%	59.02%	1.4	0:00:50	0.02%
Email	106	66.04%	46.23%	3.08	0:04:15	0.00%
	Total = 2,66,90,750		45.69% (Overall)	Average = 3.15	0:03:35 (Overall)	

(Source: IIPA Findings)

Demographic Analysis:

Google Analytics data pertaining to the geographical sources of traffic reveals the following seventeen states that contribute to *more than 1%* of the traffic to the MyGov website (Table 21).

Delhi and Maharashtra lead this list (Table 22) with contributions of over 22% and 17% of the traffic to the website respectively. *This can be attributed to the high internet penetration in these states and also the presence of over 97% of the population as urban population in Delhi.*

Table 22: Contribution to MyGov - State wise no of sessions and respective percentage (> 1%)

S. No.	Region	Sessions	% Sessions (of Total Sessions)
1.	Delhi	55,18,584	22.70%
2.	Maharashtra	43,12,963	17.74%
3.	Karnataka	21,01,657	8.65%
4.	Uttar Pradesh	19,76,592	8.13%
5.	West Bengal	14,75,069	6.07%
6.	Gujarat	13,18,836	5.43%
7.	Tamil Nadu	12,78,686	5.26%
8.	Madhya Pradesh	10,60,207	4.36%
9.	Telangana	9,64,862	3.97%
10.	Rajasthan	7,24,380	2.98%
11.	Haryana	4,49,541	1.85%
12.	Chandigarh	4,38,222	1.80%
13.	Bihar	4,15,041	1.71%
14.	Andhra Pradesh	3,53,393	1.45%
15.	Kerala	3,27,377	1.35%
16.	Punjab	3,03,958	1.25%
17.	Odisha	2,59,710	1.07%

(Source: IIPA Findings)

A look at Google Analytics data pertaining to the geographical sources of traffic also reveals the following nineteen states that contribute to *less than 1%* of the traffic to the MyGov website (Table 23).

Table 23: Contribution to MyGov - State wise no of sessions and respective percentage (<1%)

S. No.	Region	Sessions	% Sessions (of Total Sessions)
1.	Assam	1,74,535	0.72%
2.	Uttarakhand	1,60,738	0.66%
3.	Chhattisgarh	1,05,642	0.43%
4.	Jharkhand	90,017	0.37%
5.	Himachal Pradesh	78,778	0.32%
6.	Jammu and Kashmir	75,328	0.31%
7.	Goa	40,995	0.17%

8.	Puducherry	26,809	0.11%
9.	Tripura	20,460	0.08%
10.	Meghalaya	7,865	0.03%
11.	Mizoram	7,812	0.03%
12.	Manipur	7,217	0.03%
13.	Sikkim	3,459	0.01%
14.	Andaman and Nicobar Islands	3,163	0.01%
15.	Nagaland	2,764	0.01%
16.	Dadra and Nagar Haveli	2,621	0.01%
17.	Daman and Diu	41	0.00%
18.	Arunachal Pradesh	1	0.00%
19.	Lakshadweep	1	0.00%

(Source: IIPA Findings)

A look at Google Analytics data pertaining to the age demographics of visitor traffic (Table 24) reveals that over 71% of the traffic to the MyGov website is of people aged between 18 to 35 years.

In fact, acquisition data of new user's shows that the highest number of new users acquired were in the age group of 18 to 24 years, illustrating a positive sentiment about online citizen engagement activities among the youth of the country.

Table 24: Google Analytics Data pertaining to age demographics

Age (in years)	Sessions	% New Sessions	New Users	% Sessions (of Total Sessions)
18-24	34,95,163	64.69%	22,60,851	41.84%
25-34	24,74,626	60.83%	15,05,204	29.62%
35-44	9,37,528	60.37%	5,65,975	11.22%
45-54	5,86,577	59.66%	3,49,977	7.02%
55-64	4,86,803	61.16%	2,97,705	5.83%
65+	3,73,924	58.62%	2,19,194	4.48%

(Source: IIPA Findings)

4.3 Website Structuring and Backend Analysis

Analysis of Website Page Loading Times

Google Analytics data reveals that the average webpage load time for the MyGov website homepage is 15.62 seconds. Also, the average webpage load time for MyGov signup page is 10.93 seconds (Figure 31).

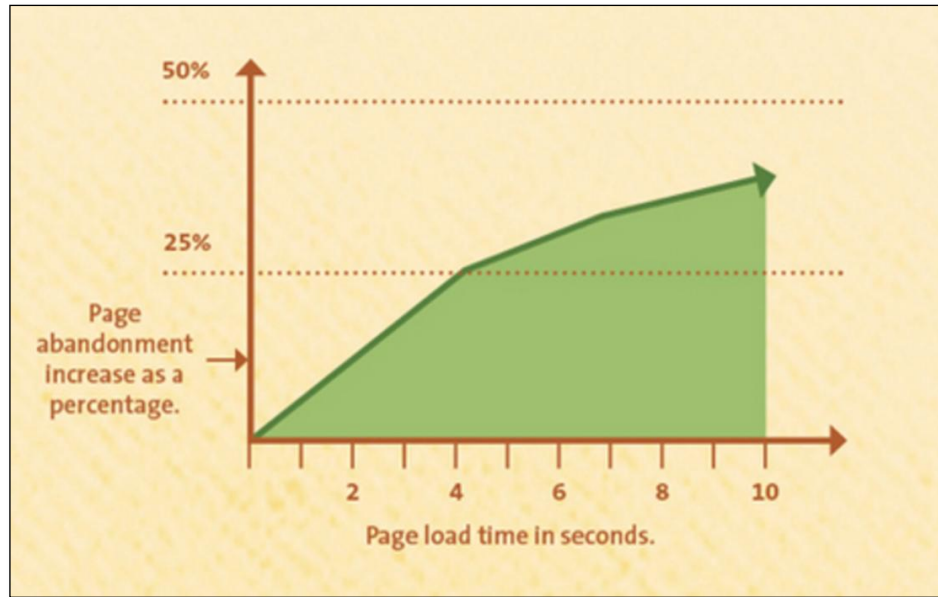


Figure 31: Analysis of Website Page Loading Times

Online research done by Optimizely²⁹ shows the reduction in percentage of page views for the following four variants of delay:

Variant A: ~4 seconds delay: Reduction of 11.02% in page views

Variant B: ~8 seconds delay: Reduction of 17.52% in page views

Variant C: ~16 seconds delay: Reduction of 20.53% in page views

Variant D: ~20 seconds delay: Reduction of 44.19% in page views

Google also considers page load time as one of the biggest factors for the website's search engine ranking. An analysis of the keyword 'Citizen Engagement' shows MyGov website appearing at Rank 8 in the results as shown below (Figure 32).

citizen engagement		all	en-in Desktop	National	avg. monthly searches 110	est. CPC \$15.1
URL	Position					
http://www.opengovguide.com/topics/citizen-engagement/	1					
http://www.opengovguide.com/topics/citizen-engagement/	2					
http://www.worldbank.org/en/about/what-we-do/brief/citizen-engagement	3					
http://www.govtech.com/e-government/5-Ways-to-Improve-Citizen-Engagement-Initiatives.html	4					
https://www.weforum.org/agenda/2016/01/10-lessons-on-citizen-engagement/	5					
http://www.rural.palegislature.us/Effective_Citizen_Engagement.pdf	6					
https://en.wikipedia.org/wiki/Civic_engagement	7					
https://mygov.in/	8					
http://www.cprn.org/documents/49583_EN.pdf	9					
http://www.aph.gov.au/About_Parliament/Parliamentary_Departments/Parliamentary_Library/pubs/rp/rp1112/12rp01	10					

Figure 32: MyGov initiative's ranking, based on search of 'citizen engagement' keyword
 (Source: https://serps.com/?ref=rank_checker)

Additionally, mygov.in is at Rank 4 when searched with keyword 'Citizen Engagement in India' (Figure 33). With the improvement in load time of mygov.in, the rank obtained for the provided example of these two keyword searches would improve significantly, hence making the search of mygov.in more relevant too. This would extend to all other related keyword searches too.

citizen engagement in India		all	en-in Desktop	National	avg. monthly searches 0	est. CPC \$0
URL	Position					
http://www.archive.india.gov.in/allimpfrms/alldocs/16485.pdf	1					
https://india.gov.in/spotlight/mygov-citizen-participation-towards-good-governance	2					
https://www.facebook.com/CitizenEngagementIndia/	3					
https://mygov.in/	4					
http://www.opengovguide.com/topics/citizen-engagement/	5					
http://www.worldpolicy.org/blog/2015/11/03/role-citizens-india%E2%80%99s-smart-cities-challenge	6					
https://techcrunch.com/2013/08/22/indias-citizen-engagement-comes-online-but-political-parties-still-operate-above-the-law/	7					

Figure 33: MyGov initiative's ranking, based on search of 'citizen engagement in India' keyword
 (Source: https://serps.com/?ref=rank_checker)

Analysis of Online Visitor Retention

Online Visitor Retention (Pageviews): Google Analytics data reveals that almost half (47.36%) of all page views on the MyGov website last between 181 to 1800 seconds i.e. from about 3 minutes to 30 minutes. Out of these 23.28% page views last between 3 minutes to 10 minutes, which is an appropriate amount of time for a citizen to browse and get familiarized with the basic structure and workings of the MyGov website.

The Number of Sessions, Page Views and their corresponding calculation as a percentage of the total with respect to the time intervals is outlined below. The highest values are highlighted in bold (Table 25).

Table 25: Structuring and Backend Analysis

Session Duration	Sessions	Pageviews	Sessions as a Percentage of the Total	Pageviews as a Percentage of the Total
0-10 seconds	1,36,61,831	1,41,38,750	51.19%	16.80%
11-30 seconds	18,07,242	31,29,989	6.77%	3.72%
31-60 seconds	18,10,426	41,76,932	6.78%	4.96%
61-180 seconds	32,59,494	1,11,82,447	12.21%	13.29%
181-600 seconds	32,88,154	1,95,96,764	12.32%	23.28%
601-1800 seconds	22,38,685	2,02,68,337	8.39%	24.08%
1801+ seconds	6,24,918	1,16,78,194	2.34%	13.87%
Total →	2,66,90,750	8,41,71,413		

(Source: IIPA Findings)

Online Visitor Retention (Sessions): When the same data is analyzed from the perspective of the number of sessions on the MyGov website, it is found that 51.19% of the sessions initiated on MyGov last for less than 10 seconds. This observation is in accordance to the overall bounce rate of the MyGov website i.e. 45.69%.

Analysis of Homepage and Website Structure

In order to analyze the root cause behind the low retention of online traffic, the homepage of MyGov is scrutinized for its ability to engage citizens for the maximum amount of time. The following observations are understood regarding the Home Page of MyGov from a citizen's perspective. The analysis below is presented in the same sequence in which an online visitor to the Home Page of mygov.in would encounter the various sections while scrolling from top to bottom.

- Home Page Slider:

What works:

- For returning visitors who are aware of MyGov, the Home Page Slider provides a quick glance of the new and important activities.

Scope for improvement:

- Content on Home Page Slider, which is the first interaction point of the MyGov citizen engagement platform with a new citizen, is not illustrative of the unique value proposition and the purpose of the website.

- Considering that Google analytics data shows that 64.8% of the sessions are initiated by new users on MyGov, the current home page slider is inadequate to spark an instant interest in the first time visitor and may lead to a high bounce rate.
- For returning visitors too, the Home Page Slider is extremely similar in design and form as those on other government websites such as india.gov.in. During quick browsing between these websites or after clicking a link on one of the other Government websites that redirects visitors to MyGov, this similarity of Homepage design can create confusion and result in a loss of unique identity of MyGov in the perception of the citizen.
- Highlights section:
What works:
 - Numbers displayed in Highlights section portray a successful image of the initiative
 - High numbers create a sense of fear of missing out on activities that a lot of citizens are engaging in, eventually motivating a visitor to probe the website further, and hence contributing to the reduction in bounce rate.
- InFocus section:
Scope for improvement:
 - InFocus section mixes highly important, critical governance and policy engagement content with relatively less important content like e-greetings, poster design contents, etc.
 - The demarcation between activities that require a high level of engagement and others that can be pursued as leisurely tasks is absent.
- Activities section:
What works:
 - The description provided in the Activities section is the only place that explains the core of the existence of the MyGov platform and its basic structure.*Scope for improvement:*
 - This section's presence at the bottom of the webpage is detrimental to the retention of traffic that may exit the website before scrolling to this section.
- Other Elements:
 - Important options and features such as the ability to create a MyGov account or change the language of the website to Hindi are lost in obscurity above the Home Page Slider that prominently covers majority of the screen space.

To further delve deeper into the analysis of the root cause behind the low retention of online traffic, the basic building blocks of MyGov are scrutinized for their ability to sustain citizen interest for the maximum amount of time. Line diagrams explaining the flow of information between MyGov and a citizen are provided for each building block. Solid horizontal lines represent a mandatory flow of information between the two ends while dotted lines represent an information flow that may or may not take place.

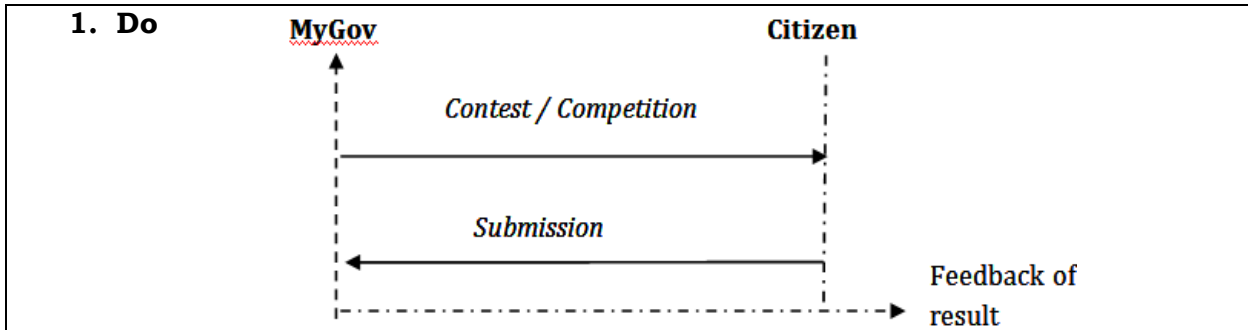


Figure 34: Do (Feedback) of MyGov

(Source: IIPA Findings)

- ◆ **Lack of Importance/Engagement Level Tagging:** ‘Do’ section contains low engagement, relatively less important content that can be taken up as a leisurely activity such as e-greetings design contests mixed with high involvement, highly critical tasks such as Visual Improvement Design Contests for Smart Cities that require a citizen to be familiar with the relevant subject or go through the provided documents before taking part in it. For a first time visitor browsing through the “do” topics, the overall perception of this mixed content may come across as rather frivolous even though it may not necessarily be. It may also deter potential participation by learned citizens whose inputs might be extremely valuable for high involvement, critical tasks.
- ◆ **Feedback to the Citizen:** An activity flow diagram of ‘Do’ section (Figure 34) illustrates the optional nature of the feedback loop. A feedback regarding the submission of the citizen plays a pivotal role in creating sustained interest in the activities on the website and motivating repetitive participation.
- ◆ **Sorting and Filtering Content:** The provision of a sorting facility of tasks is good, but is limited in functionality to either chronological order or popularity.
 - ◆ It is also observed that while sorting by popularity, a number of closed tasks show up on the page which are irrelevant, once again causing a decrease in interest of a new visitor.
 - ◆ To overcome the above observation, a visitor has to resort to the use of filters, which one again, are limited in functionality.

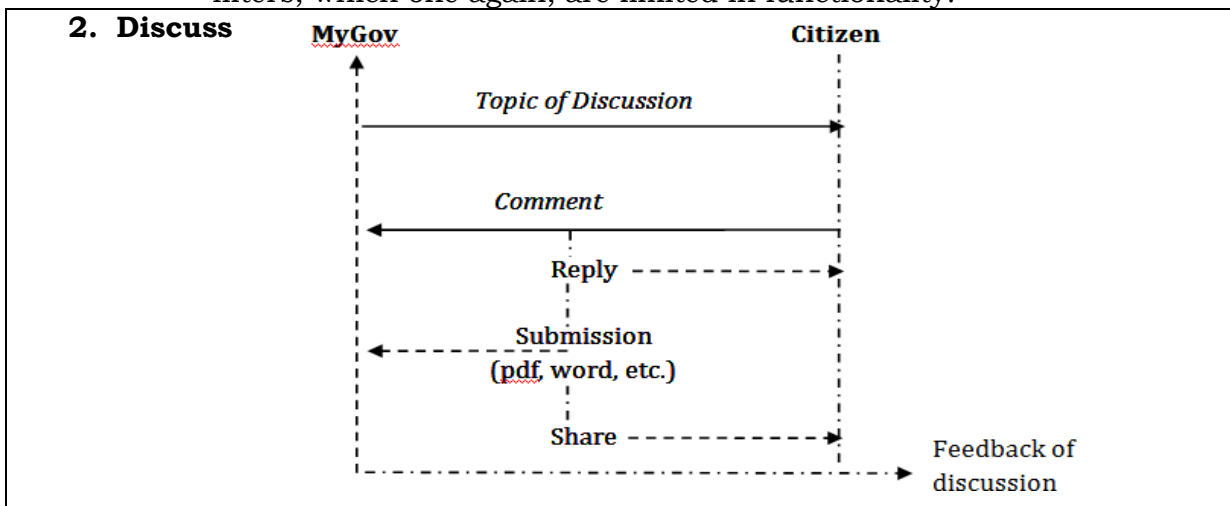


Figure 35: Discuss (Feedback) of MyGov

(Source: IIPA Findings)

- ◆ ‘Discuss’, as per the basic meaning of the word, is meant to foster an interaction among citizens on the lines of brainstorming ideas and giving one’s views on other citizen’s ideas.
- ◆ Dilution of Relevance: As per the current structure of “Discuss” (Figure 35), the above aim is not completely achieved as majority of the citizens present their ideas in the form of PDF or Word document submissions in the comments section. This practice blurs the difference between “Do” and ‘Discuss’, leading to dilution of the unique identity and value of the “Discuss” section.
- ◆ Lack of Administrator Mediation: ‘Discussions’ seem to be unmediated by an administrator. Due to this, the following is observed:
 - ◆ Lots of irrelevant comments are present that make a reader lose interest in the discussion browsing through spam-like content.
 - ◆ PDF, Word submissions are mixed with actual comments of citizens who are trying to provide a relevant opinion in line with the spirit of discussion.
 - ◆ There is a lack of conversations taking place in comments even though there is provision to reply to another citizen’s comment, like or dislike a comment, etc. The presence of all individualized, standalone viewpoints expressed solely as a unicast communication towards the Government go against the motive of “Discussion” and tread into the “Do” territory.
- ◆ Ordering of Comments: Submissions/Comments are ordered in reverse chronological order which can cause top submissions or widely popular opinions to be lost in the “View More” button leading to a decrease in the interest of a new reader browsing through other citizen’s views on the topic.
- ◆ Feedback to the Citizen: There is no definite knowledge of a feedback loop which provides information to the citizens who participated in that discussion about:
 - ◆ The results or summary of the discussion.
 - ◆ The major citizen views those were helpful/appreciated by the relevant government.
 - ◆ Further actions to be undertaken on the topic.
 - ◆ Information about actual results seen on ground after implementing the results of the discussion.

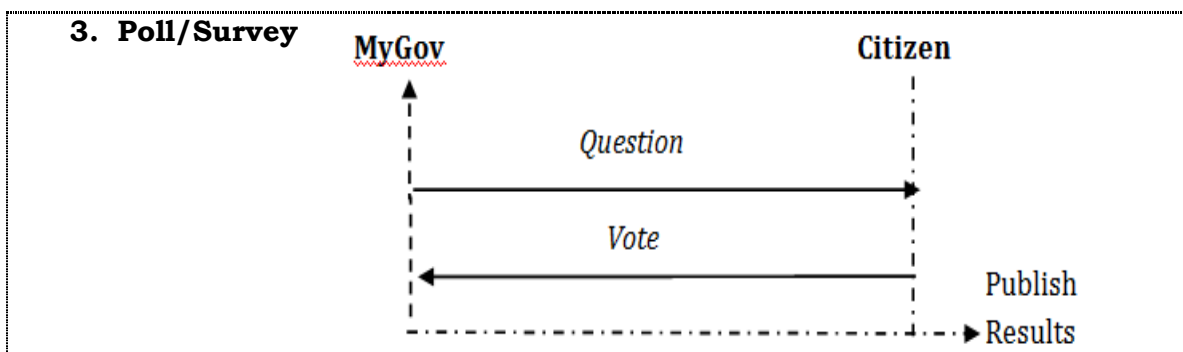


Figure 36: Poll/ Survey (Feedback) of MyGov
(Source: IIPA Findings)

- ◆ Polls and Surveys are easier mediums for engaging citizens. Hence, short polls and surveys can even be highlighted on the homepage in a separate, dedicated section urging citizens to participate as it consumes very little time (Figure 36).

- ◆ Ability to participate in a poll without having a MyGov login is currently not present. Provision of this facility may be considered for specific short polls and surveys as an effective way to ignite interest in new visitors and increase retention.
- ◆ To remove automated bots and other spammers from playing havoc with open-to-all polls, methods like captcha, tracking of IP address, etc. may be used.

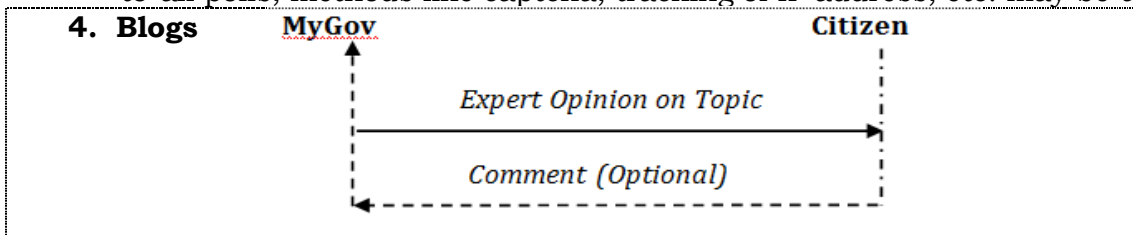


Figure 37: Blogs (Feedback) of MyGov

(Source: IIPA Findings)

- ◆ Lack of Advanced Search: Blogs are rich in content, but it can be difficult to find a specific blog on the MyGov website due to lack of filtration or intra-site search options (Figure 37).
- ◆ Redundancy with Blogs Micro-site: Clicking on a blog redirects to the blog.mygov.in micro-site that is further categorized as MyGov Updates, E-books and Editorials.
- ◆ Ambiguous Categorization under ‘Groups’: The overall categorization of blogs is through ‘Groups’ that contain a combination of government initiatives such as *Beti Bachao Beti Padhao* and regional ones such as Chandigarh UT. Hence, the basis of classification of these groups is unclear.
- ◆ Lack of Content: The ‘Groups’ appear in alphabetical order with a display of the number of posts in each group. Most of the groups appearing first have low values of the number of posts in them (mostly being 0 or 1). This leads to a decrease in the interest of a visitor browsing through the micro-site for the first time.

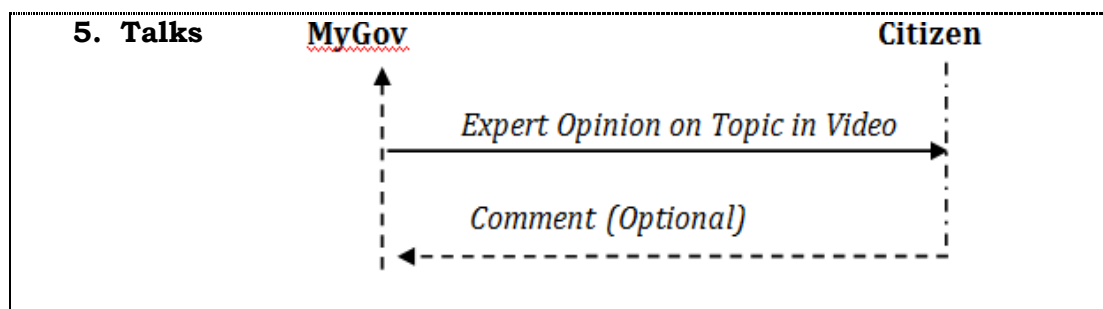


Figure 38: Talks (Feedback) of MyGov

(Source: IIPA Findings)

- ◆ Ambiguous Definition: Talks are defined as “Dialogue with Decision Makers” on the homepage but contain only videos i.e. one sided flow of information from the Government body to the citizens defeating the purpose of a dialogue (Figure 38).
- ◆ Enabling Two-sided Communication: Comments under the talks can provide an opportunity for dialogue provided they are monitored under a code of conduct and posting.
- ◆ Lack of Filtration of Comments: Talks are currently marred by irrelevant and spam-like comments below them which can dissuade new viewers.

Analysis of Content Management

Two-dimensional Content Management: In order to provide a clear understanding of the numerous engagement activities present on the MyGov website to the citizen, the content posted online should be exhaustively categorized under various well-defined verticals and/or horizontal.

- Verticals: One of the methods of categorization of content being currently used on the website is through the type of engagement activity i.e. Do/Task, Discuss, Poll/Survey, etc.
- Horizontal: Cutting across these verticals is another form of categorization of content under Groups. Currently, the rationale behind the creation of groups is not immediately apparent to the citizen while browsing through the website as they contain a mix of topics such as Government Initiatives (*Clean Ganga, Beti Bachao Beti Padhao*, etc.), departmental groups (Consumer Protection and Internal Trade, Department of Administrative Reform and Public Grievances, etc.), State/UT specific groups (Chandigarh UT, Dadra Nagar Haveli UT, etc.), etc. This mix of categories or in other words, a lack of sub-categories within groups leads to sub-optimal content management on the website.

Ultimately, any engagement activity that is not immediately apparent in its purpose to the online visitor will suffer from deterioration in the level of engagement.

4.4 Business Model

Existing Financials

The current source of revenue for MyGov is limited to financial grants provided by the Central Government through MeitY. In spite of MyGov being an online citizen engagement platform that offers a host of activities to citizens, there is an absence of a revenue generation model based on the nature and type of online services offered. Hence, all the fixed and variable costs of MyGov, including operational expenditures, general & administrative expenditures and cost overheads, are being accounted from the supply of financial grants only.

In this regard, till now, a grant of forty four crore sixty lakh was received by MyGov and another one of twenty crore fifty eight lakh was received pertaining to e-*Sampark*/ e-Greetings. Out of this, expenses amounting to forty one crore twenty eight lakh (with an additional interest amount of about sixty four lakh) have been incurred by MyGov and expenses amounting to twenty crore fifty eight lakh (with an additional interest amount two crore sixty three lakh) have been incurred by e-*Sampark*/e-Greetings.

Furthermore, as confirmed from MyGov resources, an expenditure of over thirty crore was committed upto 31st March, 2017 for MyGov and over twenty crore upto 31st March, 2017 for e-*Sampark*/e-Greetings. Hence, there is a need to enhance the budget of ninety nine crore forty eight lakh that has been approved for MyGov and/or to develop a self-sustaining revenue model for proper functioning and achievement of the goals of MyGov.

4.5 Operational Aspects

Study of Organizational Structure

Presently, MyGov has a pool of human resources and domain experts within their organization comprising of experts from MeitY, NeGD supported by the Data Centre and Web Services group of NIC. These individuals are the practitioners in diverse areas such as Administration, Management, Technology, Data Content Management etc. They are currently being supported by hired manpower, other domain specialists and advisors to achieve efficient and agile task management. A Chief Executive Officer appointed by MeitY heads MyGov and the whole MyGov Team works under the leadership of the CEO (Figure 39).

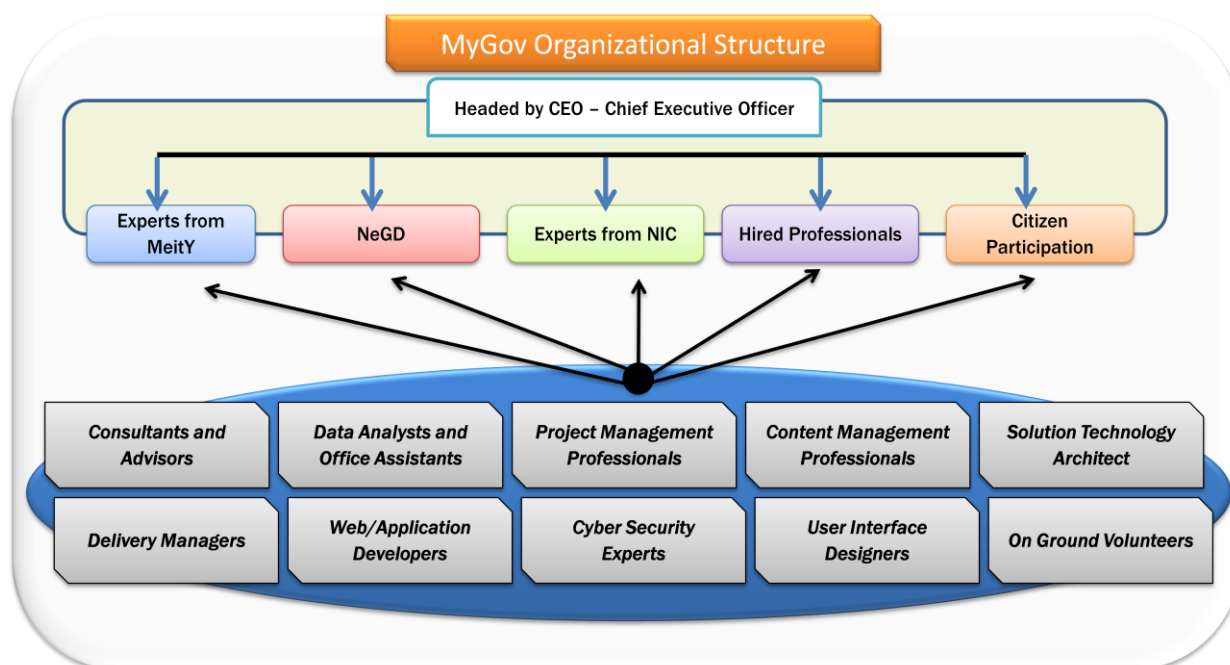


Figure 39: MyGov Existing Organizational Structure
(Source: IIPA Findings)

Infrastructure at MyGov

As a citizen engagement platform in the demanding digital era, MyGov needs to be operated 24*7*365. As far as infrastructure is concerned, MyGov has been provided office space, computer hardware and software system, existing network architecture and Web & domain support (from NIC). Presently, MyGov has their setup at MeitY. An extensive table below (Table 26) gives a detailed picture of existing infrastructure at MyGov –

Table 26: Existing Infrastructure at MyGov

Sr. no	Infrastructure	Infrastructure at MyGov
1.	Office Space	MeitY Premises
2.	Office Hardware including computers, laptops and printers	In-house – MyGov

3.	Technical aspects including Web-hosting, design and development	NIC
4.	Servers and Data Management	NIC <i>(Presently, NIC provides racks and servers as per their standard guidelines and policies.)</i>
5.	Content Creation and Management	In-house - MyGov
6.	Digital Studio (as and when required)	External Sources

(Source: MyGov Document and Preliminary Study)

The present office premise of MyGov is quite modest and cluttered (Figure 40).



Figure 40: Present Infrastructure at MyGov - Office Premises at MeitY

(Sample Photos captured on April 12, 2017)

It was informed that there were several pending civil works for which administrative approvals were needed to establish a dedicated set up of infrastructure.

4.6 Social Impact of MyGov Activities

The positive impact created by MyGov in its ability to channelize popular public opinion for formulation of various important policies has been noticed internally among various Government Departments and Ministries.

One of the numerous examples of success stories is that of the Smart Cities Mission, regarding which “The Smart Cities Challenge” was conducted on MyGov to enable the engagement of local residents as a core component of Smart City plans. Mr. James Anderson, Head of Government Innovation Programs, Bloomberg Philanthropies wrote, “From our experience running large-scale regional competitions in the United States, Europe, and now Latin America and the Caribbean, we see that competition creates bottom-up buy-in. The Smart Cities Challenge did just that. As a competition, the first of its kind in India, it helped create extraordinary buzz and excitement in the nominated cities. MyGov.in received inputs from across the

“The focus at MoUD is to move away from archaic ‘top-down approach’ of urban governance, planning and financing. MyGov has played a pivotal role in facilitating this by enabling citizens to connect with us contributing to ‘people centric’ planned urban development through #SmartCity, #AMRUT #SwachhBharat missions.” Similarly, MyGov helped in the proliferation of the concept of Digital India through various activities conducted for the citizens on its website.

- Mr. Rajiv Gauba, IAS
Secretary to Government of India, Ministry of Urban Development

competing cities. Individual cities were then able to translate these responses into viable plans.”

Apart from this, various other missions and campaigns have witnessed high levels of citizen interest and engagement that contributed to a positive administrator’s perception about MyGov. Internally, within the Government Departments that have used MyGov as a platform, its expertise of sparking unprecedented citizen interest and enabling broad citizen engagement campaigns both online and offline is now quite well-known.

Summary

On the basis of analyses, it is noted that special attention is to be laid on increasing penetration in Indian citizenry, effective content management for higher retention on the portal, task allocation and management within the organisation and presence in mobile application era, and last but not the self-sustainable revenue model. The prominent findings which have emanated through these analyses are briefed below –

- The present outreach of MyGov has been noted to be 6.93% of the total internet users in India.
- Though MyGov portal has grown at rate of 55% session per year, it has lagged in its pace due to various infrastructural, financial, technical constraints and dependencies.
- Traffic on MyGov has been contributed majorly by two prominent states of the country; therefore it reflects the need of strong outreach mechanism especially in North-eastern states.
- Major chunk of the audience on MyGov has been noted in the age group of 18-35years.
- MyGov has gained major traffic from direct access followed by the referral sources.
- Citizen perception about MyGov can be enhanced by effective content management and website structuring resulting high retention on the portal.
- Study of existing business model and organisational aspects – infrastructure and human resources has also found that, further enhancements are to be implicated.

The study in this chapter has not just comprehended the existing institution of MyGov but also helped us to analyse its performance and derive recommendations for its enhancements using related suitable processes. Such attributes and recommendations to enhance the existing system are integrated in the next chapter.

5. Recommendations

Chapter Overview

This chapter integrates all the recommendations on crucial concerns related to MyGov implementation and sustainability. An indigenous social media like MyGov in India has been presented point wise (Section 5.1). Presuming MyGov is indispensable, various recommendations for enhancing its scope have been presented herein. Recommendations for important facets of technical enhancement such as website restructuring, content management and techniques to enhance outreach are elaborated (Section 5.2). Techniques to enhance the online and offline outreach of MyGov and development of mechanisms for increasing citizen engagement in remote/rural areas are also further illustrated (Section 5.2.2). Enhancement in financial model including self-sustainable revenue model has been emphasized (Section 5.3). Further, the chapter discusses core aspects of revamping organizational structure and mechanism for self-assessment (Section 5.4 and 5.5 respectively).

5.1 Need for MyGov in India

From its inception on July 26, 2014 till present, in just a short span of three years, MyGov has managed to provide authentic digital spaces for the government authorities to invoke citizens' participation for policy formulation. The fact that quite a few government agencies have relied on MyGov for participatory governance (Ministry of HRD, Ministry of Railways etc) and several others (such as NITI Aayog, Ministry of Culture, Andhra Pradesh state portal, Punjab portal and so on) have been independently undertaking similar activities on their individual online platforms corroborates the need for a central, consolidated platform for citizen engagement at the national level. The positive attributes/strengths (Table 16) and the array of opportunities (Table 18) that have emerged from the SWOT analysis of MyGov (Chapter 4) further reaffirm that MyGov can be reckoned as a unique citizen engagement platform of India that permits inclusion of citizens' voices in the processes of governance using digital means.

Apart from afore mentioned findings derived from review of existing system (Chapter 4), the glaring facts, listed below, further necessitate the incubation and nurturing of such a home grown digital platform as MyGov is:-

1. Projected Growth of Internet Penetration in India

Internet consumption in India has already exceeded that of US to become number second ranked consumer. Also over the past couple of years, internet penetration in India too has increased at a phenomenal rate. As per one report 'Annual Internet Trends' (Meeker, 2016)³⁰, India is growing at the rate of 43% every year on Internet usage. From the year 1998 when the users had been a meagre fourteen lakh, to the year 2013, when it rose to become nineteen crore, now, by the year 2016, it has grown to almost forty six crore. Not surprisingly, this number is projected to grow to almost over sixty three crore internet users in the year 2021.

Also 75% of new Internet users in India are projected to be from rural areas (Nasscom and Akamai Technologies, 2016)³¹. A Boston consulting group studied that by the year 2020, about thirty two crore Indians living in rural areas will be connected to the Internet (Boston Consulting Group, 2016)³².

All these statistics reiterate the need and pivotal importance of keeping alive a digital citizen engagement platform such as MyGov. As a greater proportion of the Indian population comes online, the greater will be their access to and say in issues of national importance, hence greater effectiveness and inclusivity will be achieved in the process of policy making.

2. The Mandate of Public Records Act, 1993 to Retain Public Records within the Country

The framework on use of social media by different agencies of Government of India notes that social media should not be used by government agencies just to broadcast information but also to undertake meaningful participation from the citizens to formulate public policies. Government agencies can use social media to receive feedback from citizens, re-pronounce public policy, conduct general and issue-based interactions, spread awareness and educate citizens on various National Action Plans and their implementation strategies and for brand building. However, The Public Records Act, 1993 insists, “*No person shall take or cause to be taken out of India any public records without the prior approval of the Central Government*”. Therefore, if online citizen engagement activities on Social Media are undertaken on any proprietary platform whose servers are usually located outside national boundaries, this tenet of the Act (1993) might be severely violated. The presence of the data servers of these Social Media platforms outside Indian geography and the national borders gets coupled with the possibility of sharing some public records on these private servers of proprietary platforms during the course of online citizen engagement. Hence, a platform like MyGov that is owned and maintained by a Government agency is needed.

3. The Transient Nature of Other Commercial Social Media

The longevity and sustenance of online social media platforms such as Facebook, Twitter, etc. is ambiguous and prone to obsolescence with the advent of new technologies. A good example of such an occurrence is *Orkut* – a social media platform that is no longer in existence today due to lack of public acceptance, inability to innovate with time and various other factors. Adverse or insufficient network effects have also affected the public acceptance of such platforms. The giant player Google is yet to succeed to make their social media platform ‘Google+’ a successful one; whereas, platforms like Facebook and Twitter have marked their popularity through increasing number of visitors, which is again subject to constantly changing behaviour of end users in terms of social, cultural, technical aspects, etc.

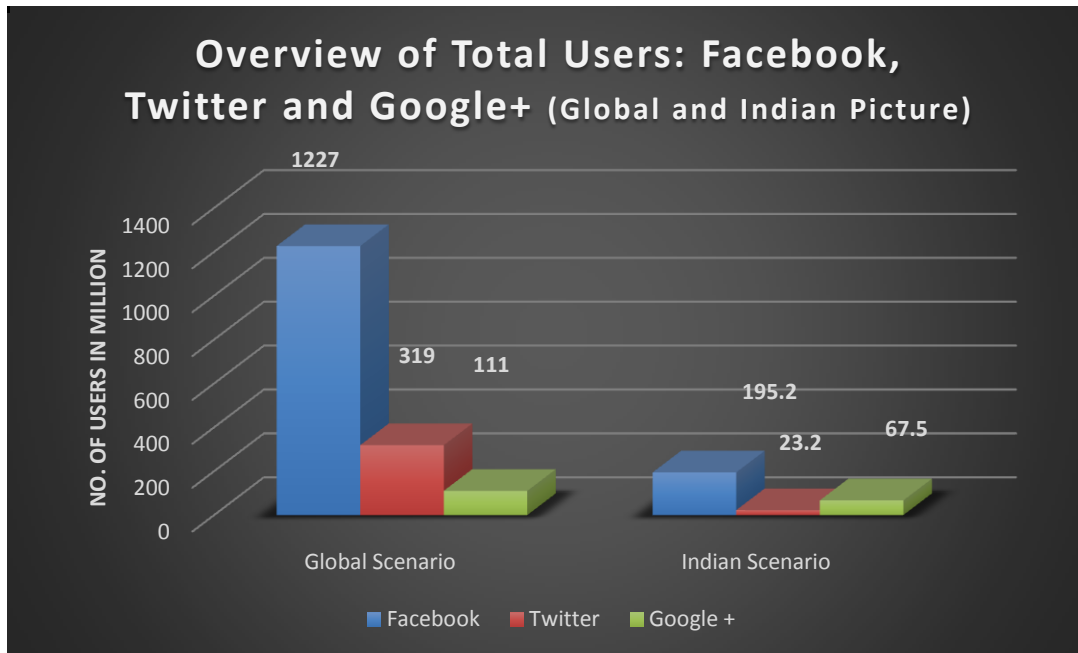


Figure 41: Overview of Total Users - Facebook, Twitter and Google+
(Source: IIPA Preliminary Study)

A macro level analysis of total users of social media platforms – Facebook, Twitter and Google+ both on the global and Indian scenario display the fluctuating nature of users’ preference (Figure 41). All these facts reiterate the need for a stable, indigenous platform akin to the current social media platforms owned by foreign companies but totally managed by Government of India. Such a platform would adhere to the tenets of the Public Records Act too and also be immune to the changing technologies and global trends that might threaten the continuity of citizen engagement activities, if undertaken on non-proprietary platforms. The core of the engagement activities must be performed through such an indigenous portal, with the role of non-indigenous social media platforms being limited to attract greater number of visitor traffic to the indigenous platform.

4. e-Governance flavour of bidirectional C2G2G interactions in India

MyGov has successfully contributed popular citizen opinion as the basis of the formation of various important Government policies in the past. From contributing to the “New Education Policy” to crowdsourcing ideas for both the Railway Budget and the Union Budget, MyGov has proved its relevance in modern times by converting a basic form of “e-Government” to a comprehensive, holistic and smooth functioning “e-Governance”. There have been several digital initiatives to establish online presence of the Government but they have been primarily limited to service delivery component only. However, with the establishment of a platform like MyGov, the administrators at various Government Departments and Ministries are able to consider the “voice of the citizen” before policy formulation exercises.

After the need for an indigenous social media for invoking citizen participation in the processes of governance is established, it sets the ground ripe to evolve its enhancement strategies so that it could weather all the unpredictable changes anticipated in future

The review of existing system (Chapter 4) provides a clear basis for strategizing a more robust design for MyGov. This chapter, therefore, delineates some recommendations that could help to evolve a strategic blueprint for MyGov so that it is not just more self sustainable but also more rugged.

5.2 Technical Aspects

5.2.1 Website Restructuring and Content management *Restructuring the Homepage*

Considering the fact that 64.8% of the sessions initiated on the MyGov website are by new users (revealed by Google analytics data), the design and content management of the homepage becomes pivotal in increasing the retention of traffic by sparking interest in a first time visitor and creating a unique perception of MyGov in the minds of the citizens. Hence, it is pertinent to design a user-friendly and engaging homepage. The following changes are proposed in this regard:

- Easily Accessible Links: Along with the logo of MyGov on the top-left corner, the links to the basic building blocks of the website such as Do, Discuss, Polls, etc. must be present in a bar at the top of the homepage.
- Position of Language Change Options: The option to change the language can be present in the top right corner of the page as a drop down menu.
- Highlighting 'About Us' Section: A short welcome note explaining the unique value provided by the MyGov website as an effective citizen engagement platform in topics of national importance should be provided at the very top. This can be accompanied by a short video explaining the relevance and impact of MyGov on the right similar to the one currently provided.
- Addition of 'Trending' Section: A *Trending section* may be added on the homepage to show activities that are witnessing the highest footfall of traffic to spark greater interest in visitors.
 - Traffic Numbers should be displayed along with the trending activities to portray a successful image of the initiative.
- Geographical Relevance: An *Around Me* option/*My City* option may be added to discover activities specific to a citizen's geography.
- More Engaging Explanations of Activities: A dedicated "what is?" tab should link the homepage to a new section that explains various engagement activities present on MyGov in detail.
- Highlighting Success Stories: An *Impact* section may be added to illustrate citizen stories of bringing about change for the national good due to participation in various engagement activities on MyGov.
- Creating Anticipation: A *Coming Soon* activities/campaigns section may also be added.

A reference to a good example of a website homepage in this context can be found at: <http://www.opengovguide.com/>. Screenshots for the same are provided in (Appendix IV).

Redefining the Architecture of the Website

Each of the following architectural elements of the MyGov website meant to categorize the content/activities on the website should have a clearly stated Unique Value Proposition – the factor that differentiates it from other activities and defines the

core of its existence – that should reflect in the type of content being posted under that category:

1. Do
2. Discuss
3. Polls/Survey
4. Blogs
5. Talks

Based on the observations made in Chapter 4 regarding the website structure from a citizen's perspective, we suggest the following content management refinements:

1. Do

Unique Value Proposition – This section should contain only activities that a citizen can perform individually after going through the relevant subject matter/guidelines provided. It should basically be limited to a submission of work that a citizen prepares post comprehension of the instructions of the activity from the Government.

- The output of a “Do” activity results in the submission of a file or a report, the process for which should be well defined.
- Citizens should ideally not be able to view each other's submissions. The “Do” section of the website must be technically designed in a way so as to ensure adherence to the above Unique Value Proposition.
- Feedback must be provided to the citizens in an optimal manner as to the results/impact created through the “Do” activity.
- Only content that falls in line with the above outlined Value Proposition should be posted in this section.

2. Discuss

Unique Value Proposition – This section should contain only activities that require brainstorming and sharing of ideas/opinions of the citizens among themselves to arrive at the solution of a problem.

The citizens participating in a discussion should not be expected to submit their solutions to the problem individually in the form of word/PDF files in the comments. Instead, a dialogue between citizens should be fostered in the comments with each citizen expressing his/her individual views as well as opinion on the views of others. To ensure that a constructive discussion happens, the following measures are suggested:

- Addition of Discussion Moderators: A discussion moderator may be present to moderate the content and ensure that a constructive discussion takes place
- Topic Criticality Tags: The topic of the discussion may be tagged according to level of criticality: Citizens may also be required to submit a brief Expression of Interest (EOI) to the discussion moderator for discussion on more critical topics
- Ordering of Discussion Comments: The citizen comments that get the highest likes or the highest number of replies in the discussion may be shown at the very top of the list of comments for a new visitor entering the discussion

- If any suggestions are being approved by the content moderator while the discussion is happening, highlights from the approved submissions should be informed to all who are a part of the discussion
- Displaying Discussion Results: The final results of the discussion should be made known to the citizens once the discussion is closed
- Feedback of Discussion Impact: The implementation of the suggestions of the discussion and the impact generated must be conveyed to the citizens

3. Polls/Survey

Unique Value Proposition – Polls and surveys should direct citizens to answer specific questions from their knowledge or experience either anonymously or without being influenced by the opinions of other citizens. It should be an individual activity that helps the Government gathers the majority opinion or sentiment regarding any issue.

The following are some measures to ensure adherence to the above value proposition:

- To create a greater engagement in polls:
 - Poll statistics should be displayed or the number of people who have participated in the poll when it crosses a certain significant threshold
 - Trending polls with highest engagements should be displayed higher in the list of ongoing polls
 - Trending polls can act as a stepping stone to ignite user interest at the homepage, get first time visitors to sign up and reduce bounce rates drastically

4. Blogs

Unique Value Proposition – Blogs should be the primary method to disseminate information at large scale to the citizens. Access to reading blogs is not limited to just the registered users of MyGov but is open to all, hence it can be effective in popularizing citizen engagement activities among even those website visitors who do not have MyGov login accounts. Acting as the face of the MyGov initiative, blogs also ignite interest in first time visitors browsing through the website out of curiosity.

Blogs should not be limited in topics based on the current content groups present on the Blog micro-site but should have an exhaustive categorization including blogs explaining the unique value proposition of each engagement activity on MyGov, a guide to website architecture regarding how the content is organised, meaning and importance of online citizen engagement in India, success stories from India and abroad, etc. Inviting blogs by citizen influencers in the political fields too and not just by Government experts is an option that may be explored. This opens up the doors of *citizen generated content* with a flow of information from the citizens to the Government (through blogs too) and not just from the Government to the citizens.

5. Talks

Unique Value Proposition – All forms of video content containing information for dissemination to the citizens at a large scale should be categorized under talks. The classification of talks should be exhaustive, based on either the topic of the talk or the purpose of that talk.

- A proper schedule should be followed for talks and marked on the calendar with regular telecasts.
- None of the talks should be sporadic in nature, as it would cause visitors to lose interest in the thread of content being conveyed through the talks.
- Ideally, the talks section should be similar to a Television channel handling various issues from political topics, bureaucratic policies, academic spheres, etc.
- All talks must be available after the date of broadcasting in a properly categorized archiving system that is searchable through keywords.

Refinement of Content Management to a Three Dimensional System

The analysis of Content Management techniques being currently used on the MyGov website in Chapter 4 revealed a two dimensional system with Verticals such as Do, Discuss, Polls/Survey, etc. constituting one dimension and Horizontals such as 'Groups' constituting the second dimension. To make the categorization of content more comprehensive and crisp, the following improvements in the above system are suggested:

1. Comprehensive Categorization under 'Groups': Under the horizontal categorization of groups, sub-categories should be created of Governmental departments, State Instances, Governmental Initiatives and Schemes, etc. Proper filtration mechanism must be provided on the website to enable a citizen to search for specific activities under a particular vertical and horizontal.
2. Proposal of a Third Dimension: The activities posted on MyGov under any vertical or horizontal should have engagement level tags, which would constitute the third dimension imposed upon the current two-dimensional content management system being used. The levels of this dimension are proposed as under:
 - Primary
 - Intermediate
 - Advanced
 - Innovative

These engagement level tags should cut across all horizontal groups, their sub-groups and the vertical categorization of activities – Do, Discuss and Polls/Survey.

Illustrative examples categorizing recent activities posted on MyGov according to the proposed new third dimension of content management are provided below:

1. Primary

The following activities present on MyGov may be categorised under this basic level of engagement tag:

 - a. Creative corner - taking part in logo design contests, e-greetings contests, vision statement contests, etc.
 - b. Open Forum activities like inviting ideas for PM Modi's Mann ki Baat, #Sandesh2Soldiers, etc.
 - c. Poll/Survey activities like 'Rate My Government'.
2. Intermediate

The following activities present on MyGov may be categorised under this level of engagement tag which ranks second in level of increasing complexity:

- a. Discuss section activities like Discussion on Simultaneous Elections, which do not require any prior technical knowledge or expertise before taking part in the discussion.
- b. Do section activities like Smart City Muzaffarpur Design Competition which requires submissions to be regulated under a certain set of terms and conditions.

3. Advanced

The following activities present on MyGov may be categorised under this level of engagement tag which ranks third in level of increasing complexity:

- a. Discuss section activities like Public consultation on Government Open Data Use License – India which require the citizens to refer to documents like Government Open Data Use License – India (Draft) and National Data Sharing and Accessibility Policy (NDSAP) and have a basic understanding of the topic before commenting in the discussion.

4. Innovative

The following activities present on MyGov may be categorised under this level of engagement tag which ranks at the top with maximum complexity:

- a. Do section activities which involve citizens in assessing the institutions of government (either physically through site visits, etc. or a research based assessment) and identifying priorities for reform
- b. Volunteering activities which require citizens to engage with socially excluded and other marginalized people (without access to Internet, illiterate societies, etc.) in order to design, with them, effective public policy solutions and services
- c. Allowing ‘expert’ citizen members of MyGov or ‘distinguished’ volunteers to prototype new approaches to citizen participation

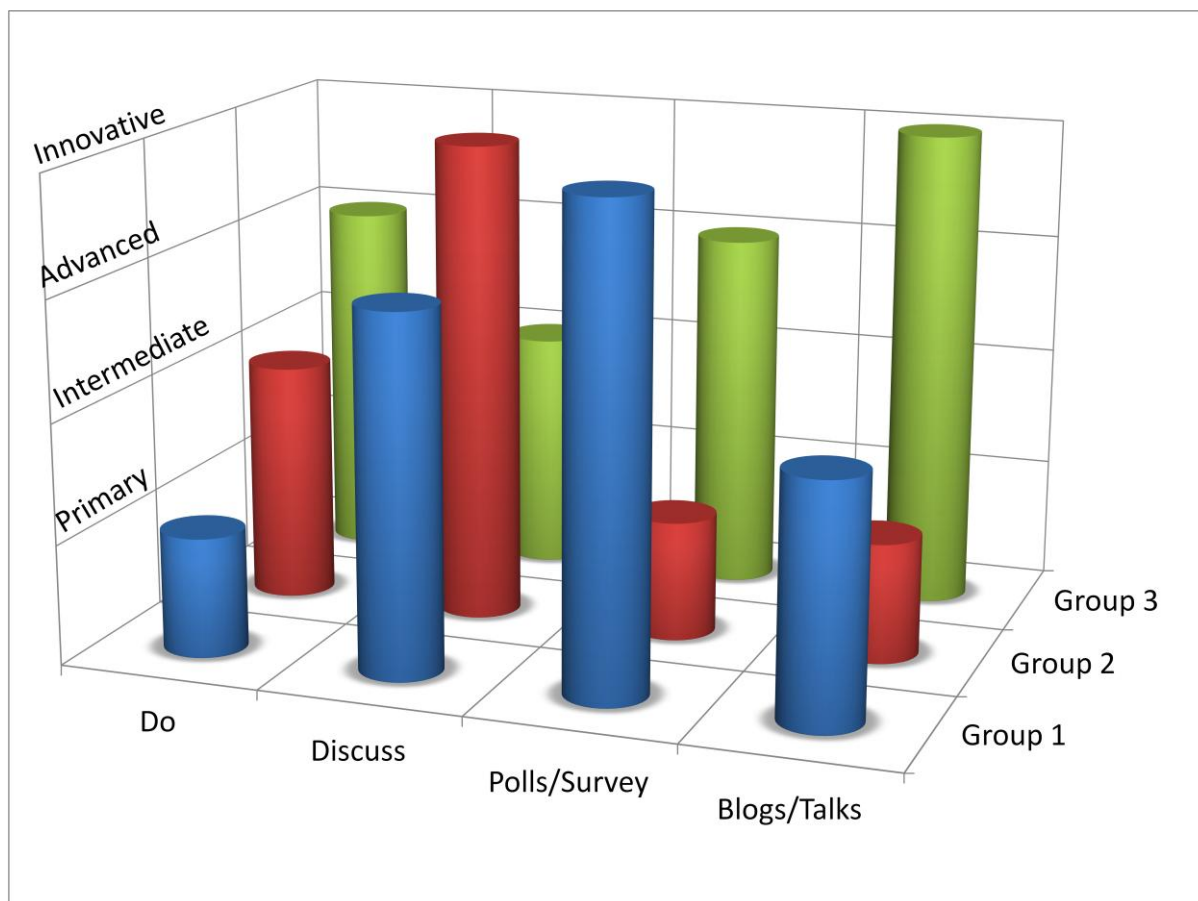


Figure 42: Refinement of Content Management

(Source: IIPA Findings)

As an example to illustrate the management of content under this mechanism, a Do activity under Group 1 is categorized as having a Primary engagement level and a Discuss activity under Group 3 is categorized as having an Intermediate engagement level (Figure 42).

Proposed Gamification for Citizens Engaging on MyGov

A system of tiered membership levels for citizens engaging on MyGov is being proposed. Such a system would set into motion, a self-selection mechanism for ensuring optimal results of participation in nation building activities. A citizen would create an account on MyGov with a basic membership provided as default. As this citizen engages in more and more activities on the MyGov website and based on the quality of inputs provided by the citizen during his/her past engagements, he/she would move up the membership ladder.

Rationale:

- Through this method a discipline and seriousness about the MyGov initiative would be introduced, thus resulting in an increase in the quality of citizen inputs received.

- Citizens participating in discussion forums online would give only relevant and thoughtful inputs; tasks would be carried out properly, etc. due to the intrinsic motivation to reach the next level of membership.
- As more critical activities would be available to citizens higher up in the membership level hierarchy, the filtration and compilation efforts required to extract valuable citizen inputs would reduce because only experienced citizens would reach that level.
- Moreover, the achievement of a higher membership level would act as an intrinsic reward and recognition for individual efforts put in as a citizen, motivating them even in absence of consistent extrinsic recognition from the Government.
- The level of membership would act as a badge of pride for the citizen – a testament to his contribution in nation building activities and an overall promotion of the feeling of patriotism among the citizens.
- These membership levels would turn citizens from an anonymous, distant ‘visitor’ to a member of the ‘MyGov Citizen’.

In this regard, a four-tiered membership system is proposed, after a person registers with MyGov. These levels are outlined below:

- Tier 1: ‘Beginner’ membership
- Tier 2: ‘Enhanced’ membership
- Tier 3: ‘Professional’ membership
- Tier 4: ‘Expert’ membership

5.2.2 Techniques to Enhance the Outreach

In order to increase the engagement on MyGov, effective outreach strategies for both citizens and government agencies must be undertaken. The way forward for MyGov in this sphere is outlined in the following sections.

Citizens’ outreach

Restructuring the Social Media Strategy

The analysis of traffic to the MyGov website had revealed that its related social media handles, namely Facebook and Twitter, contribute only 5.44% of the overall traffic to the website. In order to increase this number, the following measures are suggested:

- Increase in the frequency of posts:
 - The typical Facebook page post reaches about 16% of the page’s fan base. Now, if the same message is taken, re-written 4 or 5 times and sent out once a week for 5 weeks, then theoretically, 80% of the Facebook page audience can be reached.
 - Similarly, increasing the posting frequency on Twitter too will result in a greater reach to the relevant audience, causing greater diversion of traffic to the MyGov website.
 - The framework for Use of Social Media by Government Agencies states that none of the sites should ideally be abandoned for more than a week or two without any new content and the content should be topical and up to date.

- Creating Engaging Posts: Any update to the content on the website, however big or small, must be posted about on the Social Media handles. Not just this, new, interesting and sharable content must be created just for the Facebook page and Twitter handle to create greater engagement.
- Utilizing other Pools of Online Traffic: Prime Minister Narendra Modi is the most popular Indian on Facebook with 32.9 Million likes as of second quarter of 2016. As per the content posting strategy and frequency outlined in the first point, an occasional use of the Prime Minister's Facebook page to redirect traffic to MyGov website through citizen engagement related posts can create a great impact on the citizen reach of MyGov.
- Utilizing High Engagement Tactics: A number of subtle tactics while posting content on Social Media handles can increase engagement to a great extent. Some of these are mentioned below:
 - *Short and readable descriptions* explaining what the post is about on Facebook
 - *Simplifying the content* and moulding it in such a way that it grabs attention and is sharable
 - Increasing engagement in Facebook posts by urging people to “*Tag a Friend*” in the comments section who would like to participate
 - Frequently *Retweet/Share/Repost* other ministries' posts/tweets/pictures to create traffic synergies and generate ample content at all times
 - *Reply to citizen comments* on Facebook page by the MyGov Facebook page admin will create a sense of feedback and dialogue in the citizens, inspiring them to visit the MyGov site and increasing engagement manifold
- Coming soon campaigns: Such campaigns launched on Social Media handles with great buzz can create a sense of anticipation among citizens and also provide a method to post repetitively (once during coming soon campaigns and then again once the activities are live) on social media, hence driving up awareness and increasing the mindshare of MyGov among citizens
- Live Twitter chats: Such chats with ministers/ministry officials can be conducted in order to build up audiences for specific engagement activities posted on the MyGov website
- MyGov Instagram: Creating a MyGov Instagram page which would
 - Showcase in pictures and info graphs all important content of MyGov website
 - Showcasing 'expert' citizens and their contributions
 - Showcasing successful impact of MyGov

Marketing Campaigns

a. External Marketing Activities

While the current online marketing campaigns to increase referral traffic from other Governmental department/ministry websites have been quite successful, a number of other marketing initiatives can be launched too.

- Exhibiting Positive Impact Creation: Success stories illustrating the impact generated by MyGov for gauging public opinion and its inclusion in policy

formulation such as the examples of Rail Budget, Education Policy, Union Budget, etc. must be showcased on the related ministry websites too with redirect links to the MyGov website.

Offline Marketing: In the offline marketing sphere, MyGov advertisements on TV and Radio are one of the simplest methods of creating a large-scale awareness of the citizen engagement platform among the masses.

- The *advertisements* should be focused on impact creation through MyGov for better nation building.
- *Increased PR activities* and pushing for greater media coverage for MyGov success stories (volunteer/citizen engagement stories) both in online news portals and print media can go a long way in attracting more citizens to engage with the platform.

In the past, a number of on-ground activities have been taken up by MyGov such as setting up of MyGov Stall at 15 different cities to provide avenues for citizens to provide their inputs for Hon'ble Prime Minister's monthly *Mann ki Baat*.

- Such offline counterparts of the engagement activities posted on the MyGov website must be used by MyGov volunteers to engage citizens who do not have access to the Internet.
- In addition, establishing MyGov presence at all Government and other related private sector events such as conferences, programs, trainings, etc. must be undertaken.
- Local chapters of MyGov must be established at district level and/or at local institutes. This will create an extension to the online content for social inclusion of all citizen communities.

Such activities are especially important for rural areas and for those geographies that do not contribute significant citizen traffic to MyGov as illustrated in the analysis of traffic sources in Chapter 4.

Synergies with the Education Sector:

- Linking the MyGov platform with the education sector, internships can be provided to students enabling them to learn about MyGov and participate in this new age form of nation building.
- Researchers and /or professionals taking sabbaticals during advanced studies can be encouraged to research on and contribute to MyGov and its advancement in the future from a theoretical standpoint.

Such projects undertaken in association with educational institutions will enhance the outreach of MyGov among the 18-35 years of age demographic of citizens that contributed to the highest engagement on the MyGov website as per analysis already presented Chapter 4.

Search Engine Marketing and Optimization: Even after integrating the offline marketing activities supported with research oriented engagements, MyGov may undertake few effective Search Engine Marketing (SEM) tools to spread a greater word of mouth. These SEM tools can be identified with respect to the context of activities

and their priorities. SEM tools would help MyGov to increase the visibility in SERPS – search engine results pages, which would be a paid promotional activity.

Enhancing Female Participation: The Google analytics data had revealed that over 68% of the traffic to the website arises from male audiences; steps need to be taken to enhance female citizen participation. Hence, female citizen-specific on-ground campaigns, induction of greater number of female volunteers, reaching out to females in rural areas and engaging them through local and district level MyGov instances are some suggested activities that may be undertaken.

b. Internal Marketing Activities

As per data provided by MyGov, only about 60-65 percent of the Ministries have actively used the MyGov platform for their engagement activities. In order to promote adequate usage of MyGov as a one-stop online platform for launching activities from the stage of drafting content, publishing citizen engagement activities online to providing results of the activities to the Ministries/Departments, it should be internally marketed as a form of internal Social Media and Online Content Management platform for all Central Government bodies and/or Departments and Ministries.

Activities to increase internal awareness among the Government bodies must be undertaken to exhibit the online citizen engagement prowess of MyGov. Social exchange, a daylong training program for social media teams of union ministries and Ministers on how to use social media for information dissemination, is a good example of an internal marketing exercise by MyGov. Such related activities must be enhanced and special action plans must be established and put into force to convert laggard ministries that are still hosting citizen engagement activities on their own online portals, contributing to the duplication of efforts already being done by MyGov.

c. Marketing to Integrate Marginalised Citizens

The consideration and the idea of integration of urban and rural areas by the means of MyGov have led to the notion of implementing interactive governance in rural India. The realization of India to be a Global village requires the following actions to be taken in order to attain the inclusiveness of rural India.

- a. Simplified Community Outreach: Special activities may be hosted and geo-targeted messaging (targeted by specific geographic areas) may be deployed to inform and engage citizens in the governance processes (including facilitation of offline engagement, if required).
- b. Gather feedback through multiple channels: A multi-channel approach is optimal to engage marginalised communities as the absence of an outreach through one channel may be compensated through another channel. The channels that may be used are:
 1. Interactive surveys (face-to-face, if required)
 2. Centralizing the management of all online and offline engagement at physical local hubs
 3. Reach people under-represented due to language, demographics and economic barriers through sessions conducted in local languages, interactions of volunteers from similar backgrounds, etc.

4. Get meeting-ready reports, sharable data insights and clear engagement metrics
- c. Citizen Engagement Maps: Community inputs can be obtained through map-based civic engagement tool for collaborating problem solving that expands the outreach
 1. Capture place-based comments to collaboratively solve issues of a particular community
 2. GIS layers and project boundaries can be overlaid to seek direct feedback
 3. A merger between GIS and community mapping
 4. Mobile version to detect user's locations and provide local user friendly interface.
- d. Offline Engagements: Events or Workshops may be introduced periodically say 'Digital Saptah' or 'Digital Divas' to keep the citizens updated about the insights of area specific projects.

Community Radio

The ICT intervention in information flow has already created an ease of accessibility to the people. Community radio is one of the best examples of it as it broadcasts content that is popular and relevant to a local, specific audience. These stations serve geographic communities having similar interests.

MyGov, through its collaborators and on-ground volunteers, may devise engagement activity through community radios. MyGov may propose to take several initiatives to unify the basic skill sets and to counter the challenges of digital divide.

Browser Push Notifications

According to Google Analytics data, 61.31% of the sessions on MyGov were initiated on Chrome. Hence, using Chrome push notifications for MyGov can increase visitor traffic and subscriber base by almost 30 times while at the same time improving retention too.

Streamlining the Officials' Public Engagement

In order to increase internal adoption of the MyGov platform among all Government bodies to direct their respective online citizen engagement requirements to be posted on the MyGov website, clearly defined process mechanisms should be present that must outline the following:

- Conveying (to the MyGov team) a clear goal of the online citizen engagement activity that the Department aims to achieve.
- Detailed terms of association between the participating Department and MyGov.
- The duration & type of activity and how it would fit within the existing verticals and horizontals of content management on MyGov.
- Providing a description of the activity and any related reading/study material that needs to be made available to the citizens before they engage in the activity.
- Establishing a clear feedback of the results of the activity to loop in the citizens at the end of the activity.

Based on the initial feedback received from the demo by MyGov NIC team of the Task Management tool following changes are recommended to be incorporated in the tool:

- 1. **Login:** In addition, a global login to be given for PMO – which would show current status of activities and past activities
 2. Dashboard box details: Individual activity boxes to highlight **Active/ Live** activities and **Total** activities.
 3. On clicking on the specific activity (Do/Discuss etc.), it should produce the list of specific groups but segregated by Ministry/ Department.
 4. Provision of **sorting** the list has to be changed in the task lists. Can be changed to a drop down. In addition **Group column to be introduced.**
 5. **Moderator** role to be included.
 6. Quiz should be added to Task Management.

(Source: MyGov Document, 2016)

- Expectation of deliverables from MyGov regarding collation/compilation of the results of the activity and transfer of raw data to the Department, if necessary.

In addition to the above aspects of the association between Government Departments and MyGov that must be clearly defined at the very beginning of the activity, MyGov should take the following steps to enable a technological inclusion of the Government Departments in the operationalization of their activities while at the same time ensuring a quick and smooth service delivery to the Departments:

- An internal online portal may be enhanced that provides logins and self-serve options to various Government Department officials for collaborating with MyGov in various stages of launching the activity – from drafting the content to publishing it to preparing the results.
- An advanced version of the task management tool would help the concerned Government Ministries/ Departments/ Organizations to view and extract comments and responses to various tasks and discussions in PDF, Excel, CSV and Word Format.
- This tool can provide real time insights to the Departments in all of their activities that are live on MyGov at any given point of time. This would help them to modify the activities, if needed or take any necessary strategic actions based on the citizen response.
- The portal can enable Departments to nominate nodal officers and/or content experts from their side, if required, to participate in back-end moderation of the online activity.
- Role based access to various officials from the Government Department can be provided to take necessary actions in real time and monitor the type/level of citizen response on the posted activity.
- Such a portal can be extended or a new portal created for Volunteer Management on similar lines.

5.2.3 Ensuring Technical Robustness

In order to maintain the pace and momentum of the data flow to and from the online portal, processing time, efficient page loading times with respect to the traffic coming to the website, crucial work needs to be undertaken by content managers,

designers and developers, hosting service providers and the system administrators. Hence, ensuring the robustness of the system is of absolute importance.

In the event of technical calamities and failures, the systems revert to a self-recovery mechanism from the backup servers and hardware infrastructure provided to the system administrator. Enabling Robust Design Architecture of the system mainly considers the following aspects (Figure 43):

1. Risk Assessment and Management
2. Cyber Security Measures
3. Data Privacy
4. Backup and Recovery

All these aspects lead to an achievement of enhanced quality, refined processing, greater data security, better forecasting and resolution of technical issues. This Robust Design Architecture would enable the system to cope with erratic events through its interlinked divisions of the system architecture.

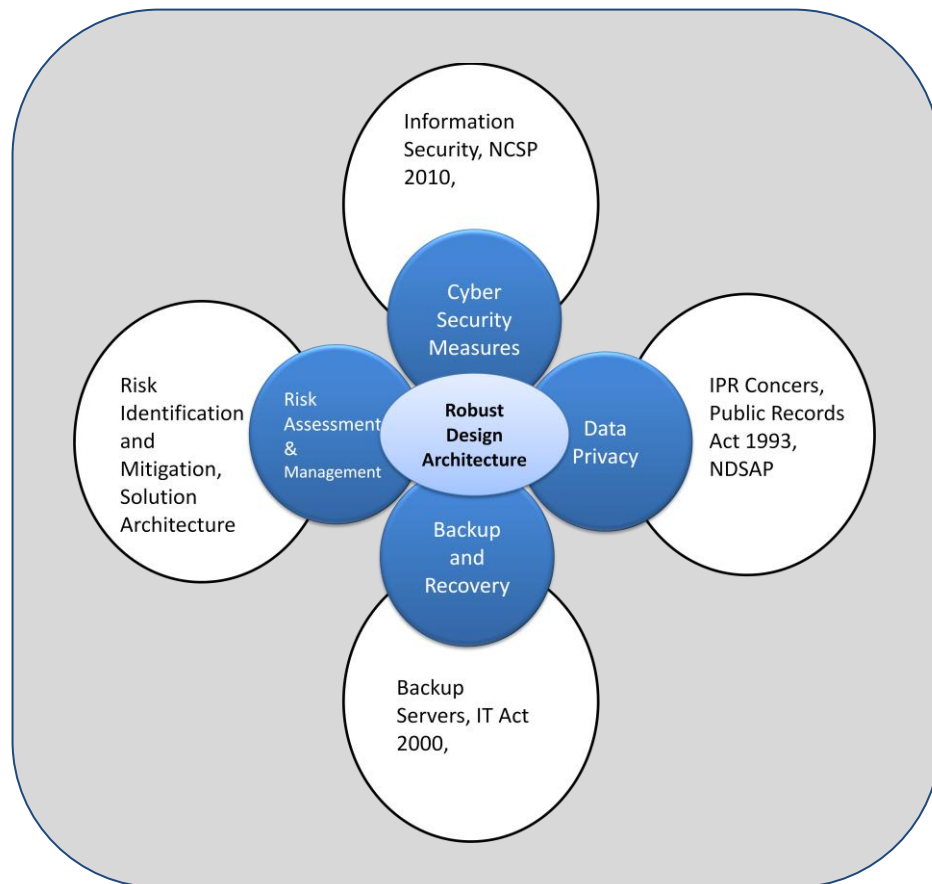


Figure 43: Robust Design Architecture
(Source IIPA Findings)

5.3 Economic Model

5.3.1 Projecting Costs

In order to support the scale at which MyGov is growing, it is required to incur greater expenditure to manage the operational, organisational and technical expansion. With a comprehensive approach that takes into account effective upgradation of MyGov, the following spheres have been identified for cost projections along with the justification of use:

- **Infrastructure:** The current office space of MyGov is inadequate for the enhanced scope of activities to be performed by the organisation. Upgradation of the site would include expenditure on civil work, electrical work, furnishing, etc. In addition, the resources provided to the employees to ensure their optimal performance such as desktop systems, laptops, Data Cards, printers etc. would be required. For back-end technical strengthening of the online portal, Hardware Servers (Blade Servers, storage, NAS, Object Storage), Near Online and Disaster Recovery Software (Red Hat Linux, VMW) as well as Virtual Machines in GI Cloud would be required. To ensure a seamless experience for the citizens on the website, MyGov needs to have 24*7 Monitoring Support resources. Also, a Digital Studio for MyGov talks and hangouts of Ministries needs to be available for enhancing citizen engagement through “Talks”.
- **Technical:** Since MyGov needs to be differentiated from other Government websites owing to its unique and critical nature of purpose, an in-house technical development team needs to be built. This would include an Application Development Team for MyGov Platform comprising of Sr. /Solution Architect, Developers & Designers who would undertake development of Apps, APIs and Interface of the platform in accordance with the current services being provided by the NIC. Another PMU Central Team for Promotion, Testing, Content Delivery & Office Support (for promotion on Social Media, Delivery Manager for Govt interaction, Tester - Content and Office Assistant, for on site management of MyGov Platform in coordination with Ministries/ Departments is needed for ensuring timely delivery of quality content online to the citizens.
- **Offline Citizen Engagement Delivery:** Additional cost would be incurred on Workshops/Sensitization sessions/training for Capacity Building, MyGov *Divas*, etc. to enable offline citizen engagement enhancing the reach of MyGov to areas bereft of Internet services. Engagement of Institutions and Community for evangelizing, evaluation study, impact analysis etc. through grant in aid (lump sum) is another effort that would reinforce the achievement of the same aim. Apart from these, expenditure on Promotion (Conferences, Events, Promotional Video, Advertisements and Brochures) needs to be taken into account under this head.
- **Human Resource Development:** In order to keep the MyGov team abreast with modern engagement practices and new developments in the field, periodic skill upgradation and research related visits including international visits are required.
- **Backend Content Management:** To manage gathered content of citizen views and opinions, various software solutions are required to ensure timely delivery of the voice of the public to the related Government Department or Ministry. These softwares include Analytics Software, Transcription Software, etc. In addition, for enhanced engagement, call centre services may also be needed.

- Online Marketing: As a new initiative of online marketing, Merchandize for MyGov needs to be manufactured and delivered for online sale as one of the proposed aspects of the self-sustaining revenue model. Cost would be incurred regarding the same.
- Others: A miscellaneous expenditure needs to be taken into account such as contingency expenditure, tour and travel, etc. for ensuring smooth functioning of MyGov on a daily basis.

5.3.2 Basic Revenue Model for Self-Sustainability

To develop a Self-Sustaining Revenue Model, MyGov can be envisioned as a service offering for online content management and online visitor traffic engagement for all Government Ministries and Departments. Since MyGov is a platform that attracts the maximum amount of citizen traffic and provides the optimal enablement of citizen engagement activities, all such needs of the Government Departments should be fulfilled by MyGov. This is similar to the example of an entity such as DAVP, which acts as the one-stop agency for the advertising needs of all Central Government bodies all over the country for advertising and/or visual publicity, etc.

As the funding support is being provided by the Ministry of Electronics and Information Technology (MeitY), therefore, MyGov should undertake activities that would be responsive to the needs of the digital ecosystem of the organisation and hence have a self-serving commercial flavour imbued in them.

This would be systematically and structurally supported by various sustainability checklists provided to each of the activity leaders by the core project team. Several of the activities of MyGov can be turned up to a tangible commercial component. Due considerations must also be paid to the economic, social and environmental impact of MyGov and it is an inherent component of the proposal.

Guidelines:

- The *flow of content* for citizen engagement activities to be posted on MyGov must be from Departments/Ministries and the visitor traffic flow may be from MyGov to ministry websites, if required.
- All the *citizen engagement activities may be funnelled through MyGov* with the support of respective organisation and MeitY. All engagement activities must be posted and carried out through the online resources of the MyGov website, the results of all such activities would be collated and reports prepared by MyGov would be presented to the Departments/Ministries as the deliverable of the services being offered to them.
- An *internal transfer pricing* may be set up for various kinds of activities and services offered by MyGov according to the specific needs of the Departments/Ministries. Thus, the funds allocated to these Departments/Ministries for online citizen engagement activities would act as a revenue source for MyGov.

5.4 Revamping the Organizational Structure

MyGov has displayed huge progress in the advancement of the scope of its activities, to engage citizens through the website. To ensure effective implementation of all the proposed upcoming enhancements and refinements to MyGov, the existing organizational structure in terms of Infrastructure, Human Resource and extended

Technical Support must be expanded with respect to the future requirements' analysis.

Having a host of future activities in the pipeline, MyGov needs to deploy a competent and adequate team, procure advanced state of the art infrastructure and ensure robust technical support to maintain cross-functional coherence among all stakeholders. In order to function as a proactive Independent Business Division in the citizen engagement realm, MyGov should be staffed with the suggested expansion in Infrastructure, Human Resource and Technical Support.

MyGov in its revised DPR (published in May 2016), has proposed an extensive list of HR personnel. This list has been found to be in line with the aspirations of MyGov for future. The list can be divided into important HR divisions such as –

- ◆ Establishment and Leadership
- ◆ Strategic and Business Expansion
- ◆ Content Management and Creation
- ◆ Technical (Front End & Back End)
- ◆ Finance and Accounts
- ◆ Research, Development and Training
- ◆ Administration and Legal

Such a division may help to execute the operational aspects in a decentralised manner with a centralised control. The extended team should be focusing on the divisions based on their functionalities to have dedicated task allocation and execution. (Appendix IV, pg. no. 112) represents the table of projected HR requirements in MyGov.

The engagement of these individuals can be done on a purely temporary basis (except for the Heads and Directors of the divisions). It is also suggested that all the appointments may be done on contract basis with the following order of priority for hiring the personnel:

- a. Suitable individuals from within government/ PSUs on deputation, wherever applicable
- b. Recruitment from open market on contract basis
- c. From consulting organizations on lease basis

For dedicated activities such as application development and support, MyGov may deploy one empanelled agency or internal staff to handle such an activity on iterative basis, instead of approaching different agencies. This team should be able to provide a quick turnaround time on the project with competent resources.

MyGov may also deploy individuals for annual maintenance of the organizational components including software, hardware, digital studios, infrastructural components, etc.

Infrastructure Requirements

As the activities of MyGov are expected to expand their horizon and engage more human resources to leverage the citizen engagement practices of all the government bodies through one uniform platform, it needs a state of the art

infrastructure for its smooth functioning. The following table illustrates the proposed infrastructure requirements of MyGov (Table 27) –

Table 27: Infrastructural Requirements

Sr. no	Infrastructure Requirements	Description
1.	Office Space	- Office space can be extended by MeitY or else MyGov can hire space to manage the project activities and new human resource engagement.
2.	Office Hardware including computers, laptops, and printers, Client Systems	- Desired hardware allocation is very necessary for the envisaged manpower to be engaged in MyGov - In-house hardware servers and system softwares can also be incurred by MyGov, keeping the enhanced scope in view.
3.	Technical aspects including Web-hosting, design and development	- NIC can be requested to increase the technical support in terms of dedicated servers, separate lease lines, website administration through MyGov officials, which may result into seamless augmentation of the technical pillars of MyGov - Traffic through micro-sites can also be managed separately. - It can also deploy a separate team for mobile app management and surveillance.
4.	24*7 Monitoring Resources	- To cope up with data overload, massive website traffic, scrapping up of extraneous data and activities, MyGov is expected to deploy a more robust and sustainable mechanism for monitoring and evaluation.
5.	Servers and Data Management	- NIC servers and data management infrastructure should be strengthened.
6.	Content Creation and Management	- Separate provision for Digital Library, Archives and e-Treasury should be initiated in forthcoming years.
7.	Digital Studio	- MyGov can be functioned as data dissemination in audio-visual form which includes – talks, talk shows, panel discussions, radio shows etc. - A self-driven but dedicated set up in the form Digital Studio should be provided.
8.	Civil and Electrical Works	- It is suggested to leverage the MeitY infrastructure for civil space and other necessary infrastructure when considered in terms of external appearance and experience.

Keeping in mind the rapidly increasing internet penetration in India, MyGov has the potential to establish a new era of citizen engagement through its platform. Therefore, a solid foundation of adequate and sound infrastructure is absolutely necessary for MyGov.

5.5 Proposed Self-Assessment Mechanism

Defining and Monitoring KPIs: The establishment of periodic monitoring and self-assessment mechanisms ensures that any project's performance is on track according to projected forecasts. Development of Key Performance Indicators (KPIs) in various spheres of the MyGov project from technical aspects such as the visitor growth rate or measuring the level of engagement on online activities to periodic performance reviews and audits done at an organizational level is necessary for optimal sustenance of the project. Processes must be established to track relevant KPIs regarding the growth and performance of the MyGov initiative. The foundation of these KPIs should be based on an analysis of historical data and projecting growth trends over the performance of the project till date. KPIs can be tracked in various spheres suggested below:

- Online performance tracking of website (tracking citizen engagement levels, amount of traffic, sources of traffic, etc.)
- Internal Performance Measurement of MyGov as an Organization
- Tracking of external factors relevant to MyGov (such as growth of Internet penetration in India or easier access to high speed Internet)

Preparation of Strategic Blueprints: The impact of such external factors that contribute closely to the success of the project must be taken into account while preparing short-term and long-term strategic blueprints. Based on the goals established in these strategic vision documents, the operational strategies must be decided and relevant KPIs created to ensure that goal-achievement is on track.

Defining Contingency Measures: In case of deviation of these KPIs from their projected trends or the observation of any anomalies during performance monitoring of online engagement activities, a root cause analysis must be performed for the case in point. The identification of root causes will contribute to lifelong learning and establish a culture of continuous improvement in the organisation. It will also help to develop backup plans and damage mitigation strategies that must be put into action to ensure that the performance goals of the project are achieved on a periodic basis.

5.6 Concluding Remarks

During this study, the following key factors have emerged:

- ◆ Technical Enhancement
- ◆ Effective Outreach Strategies
- ◆ Guidelines for Standardized Intergovernmental Communication
- ◆ Progressive Economic Model with Self-sustainability
- ◆ Revamping Infrastructure and Engaging New Human Resources
- ◆ Proposal of Self-Assessment Mechanisms (Review, Monitoring and Evaluation)

The current online platform of MyGov has reached about 10.29% of the Indian population with access to the Internet. This is a good achievement since the launch of MyGov in 2014, given that this platform was the first of its kind in a populous and

diverse country like India. In addition to increasing the citizen reach of the MyGov website, various technical and content management refinements must be adopted to retain the traffic that comes to the site. This is an important priority that must be achieved through a technical overhaul both at the backend and the design of the website along with the application of various engagement tactics such as gamification techniques, improving the feedback loop to the citizens about their inputs, moderation of online discussions to ensure quality output, etc.

In order to enhance the outreach of citizen engagement through MyGov to citizen communities who do not have access to the Internet or are located in technologically deprived far-flung rural areas, offline extension of MyGov through various on-ground marketing activities is needed.

Since at present, MyGov is completely dependent upon funds from Central Government to carry out its operational and organizational activities while at the same time enhancing the technical platform, a self-sustaining revenue model must be implemented, which also defines the role and importance of MyGov in the larger ecosystem of the Governmental ministries and departments. This model, as outlined in the report, must include the scope of activities performed by MyGov and package them as service deliverables to fulfil the online citizen engagement requirements of various official departments.

In order to achieve the overarching aim of MyGov as an online platform to engage citizens and extend its reach to offline activities encompassing marginalized and far-flung citizen communities, enhanced manpower, infrastructural and financial requirements must be met. With the provision of enhanced resources, the future strategy and vision outlined for MyGov is one that can be achieved for ensuring the prevalence of participatory governance as a core pillar of the democratic system of India. This digital platform makes the citizen an agent of change through crowd sourcing and provides an opportunity to contribute in the journey towards nation building.

Appendix I - Case Study – TeamBHP.com – for Membership Levels

(To be linked to Proposed Citizen Membership Levels in Chapter 5)

In order to continually improve the content quality of Team-BHP, we have implemented the following membership levels:

1. Newbie: Less than 25 posts

This is where fresh members will start their Team-BHP journey.

Newbies will NOT be able to:

- - Directly post in the community. Their posts will show if and when the Moderators have approved them
- - Use the "Private Messaging" and "Email Member" facilities
- - Post polls
- - Upload their car pictures in the BHP Garage
- - Post in the Team-BHP Directory

2. BHPian : 25 posts or greater

Access to all standard features including direct posting (no moderator queue), private messaging, a PM box size of 250 messages, polls, thread rating, BHP Garage etc.

3. Senior BHPian: Greater than 1000 posts

Senior BHPians will have the privilege of:

- - A new user title: "Senior BHPian"
- - Interacting with Moderators, in the private Pitstop section, on a 1-on-1 basis
- - A PM capacity of 500 messages
- - Posting events on the calendar (TBHP Meets etc.)

4. Distinguished BHPian: Only via invitation, and based on contribution to Team-BHP (Read more here)

In addition to all the regular benefits, Distinguished BHPians will be entitled to:

- - A new user title "Distinguished BHPian" with a 5 star display
- - Set self to Invisible mode
- - An increased PM space of 1000 messages
- - An increased Number of BHP Garages
- - Access to a private forum where they can have a one-on-one with the Team-BHP Moderators

Appendix II – Gamification

“The concept of applying game mechanics and game design techniques to engage and motivate people to achieve their goals. Gamification taps into the basic desires and needs of the user's impulses which revolve around the idea of status and achievement.”

OR

Gamification is the process of taking something that already exists – a website, an enterprise application, an online community – and integrating game mechanics into it to motivate participation, engagement, and loyalty.

OR

Gamification is the use of game mechanics to non-game activities in order to influence people's Behaviour. When particularly applied to consumer-oriented web and mobile sites it is the Process of integrating game elements in order to encourage people to adopt the applications.³³

OR

Gamification as –the process of using game thinking and game mechanics to engage audiences and solve problem.³⁴

ORIGIN

Gamification is a relatively new term, but not a new concept. The roots of gamification originate in the digital media industry and started out with the term –funware.³⁵

Funware is the art and science of turning your customer's everyday interactions into games that serve your business purposes.³⁶

TECHNIQUES

A. The Power of Games

- I. Urgent Optimism – the desire to act and the belief in achieving success.
- II. Social Fabric – the ability to trust and form stronger social bonds through game playing.
- III. Blissful Productivity – the belief that the task they are engaging with is meaningful, hence the dedication towards the game task itself.
- IV. Epic Meaning – the strong attachment to a meaningful and awe-inspiring story that they are personally involved in and striving to make their mark on it.

B. Game Design

- I. Inclusion of visual cues measuring progress and experience (–progression dynamic), i.e. a completion/progress bar.

- II. Rapid feedback provided through the progression dynamic.
- III. Multiple long and short-term goals.
- IV. Rewards for effort and task completion, which are strong motivators for engagement with the game and viewed as –social status symbols among gamers.
- V. Appointment dynamic – the idea that in order to play a game, one has to be prompted to return and be –inl the game.
- VI. An element of uncertainty (not knowing what rewards lie ahead)
- VII. Collaboration and engagement with other game users.

C. Game Mechanics

Game mechanics are constructs of rules and techniques that when employed in gamification are used as building blocks for gamifying a website or application.

I. Points

Points can be used to reward users across multiple dimensions, and different categories of points can be used to drive different behaviours within the same site or application

II. Levels

Levels are a system, or "ramp", by which players are rewarded by an increasing value for accumulating points. Often features or abilities are unlocked as players ‘progress to higher levels. Levelling is one of the highest components of motivation for gamers.

III. Challenges, Trophies, Badges, Achievements

These four mechanics work in a similar way and in principal they give people missions to accomplish and then reward them for doing so. Challenges give people goals and the feeling like they’re working toward something. The general approach is to configure challenges based on actions that you’re tracking, and reward users for reaching milestones with trophies, badges and achievements.

D. Game Dynamics

Game dynamics are the reason why people are motivated by game mechanics. Humans have needs and desires that are universal and cross generations, demographics, cultures, and genders. Game designers well know how to address these needs within gaming environments, and the widespread need for gratification enables these precepts to be applied broadly. Some of the most indicative desires and motivations are mentioned below.

- I. Human beings are motivated by receiving rewards.
- II. Most humans have a need for status, recognition, fame, prestige, attention and, ultimately, the esteem and respect of others. People need to engage themselves in activities to gain this esteem, though.

- III. A lot of people are motivated by a need to achieve, to accomplish something difficult through prolonged and repeated efforts, to work towards goals, and to win.
- IV. Individuals can also be motivated by competition. It has been proven that higher levels of performance can be achieved when a competitive environment is established and the winner rewarded.

Apply Gamification in MyGov



Gamification in Global

Canadian government examines game-playing to motivate bureaucrats. 37

Appendix III – Primary Tools for Research

A. Assessment of Citizen's Perception about Online Citizen-Engagement using Indigenous Social Media Platform of Government of India

1. Identification Details	
Name of the respondent _____	Rural (<i>Please tick</i>) <input type="radio"/> Semi-urban <input type="radio"/> Urban <input type="radio"/>
State _____ City _____	District _____ Taluka /Village _____
E-mail _____	Mobile no _____ (<i>optional</i>)

2. Respondent's Profile	
We would like to know some information about you and your household. [Please tick on the appropriate choice.] <i>(All this information would strictly be kept confidential and used for academic purpose only.)</i>	
2.1	Age Below 18 years <input type="radio"/> 18-34 years <input type="radio"/> 34-50 years <input type="radio"/> 50-60 years <input type="radio"/> Above 60 years <input type="radio"/>
2.2	Gender Male <input type="radio"/> Female <input type="radio"/> Others <input type="radio"/>
2.3	Education Upto Class XII <input type="radio"/> Diploma <input type="radio"/> Graduate <input type="radio"/> Postgraduate and above <input type="radio"/> Any other (<i>May please specify</i>) _____ <input type="radio"/>
2.4	Occupation Unemployed <input type="radio"/> Student <input type="radio"/> Self-employed <input type="radio"/> Government Employee <input type="radio"/> Private Sector Employee <input type="radio"/> Any other (<i>May please specify</i>) _____ <input type="radio"/>
2.5	Please mention the annual household income from all sources? INR Less than 50,000 <input type="radio"/> 50,000 – 2,50,000 <input type="radio"/> 2,50,000 – 5,00,000 <input type="radio"/> More than 5,00,000 <input type="radio"/> Not applicable <input type="radio"/>

3. Awareness And Usage of MyGov			
3.1	How often do you visit MyGov?	This is my first visit Daily Weekly Fortnightly Monthly Any other (<i>May please specify</i>) _____	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
3.2	How did you come to know about MyGov? (Please tick all that apply)	Radio Facebook Twitter Print Media (Newspapers/Handouts) Television Acquaintances Any Government site Any other (<i>May please specify</i>) _____	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
<p>As you might be aware, MyGov offers several activities invoking citizens' participation, as listed herewith -</p> <p>Groups – This activity lets the citizens to identify and participate in the related engagements on the topics of their interest.</p> <p>Do – This activity includes tasks and activities for citizens to encourage them to showcase their creative skills by participating in logo contests, messages, e-greetings as well as MyGov Innovate etc.</p> <p>Discuss – This activity invites suggestions from citizens on various governance issues in the form of public consultations, open forums etc.</p> <p>Polls/Survey – This activity collects citizens' responses on specific issues through polls and surveys.</p> <p>Blogs – This activity provides experts' opinions on governance issues where citizens can also share their views.</p> <p>Talk – This activity facilitates live video interactions of citizens with senior government officers, industry experts, academia etc.</p>			
3.3	Even if you are a first time visitor to MyGov, which of the activities on MyGov are most often used by you? You may provide us the choices as per your perception only. (Multiple Selection)	Groups Do Discuss Polls/ Survey Blogs Talk Never participated in any of the activities	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
3.4	Even if you are a first time visitor to MyGov, which of the activities on MyGov are least often used by you? You may provide us the choices as per your perception only. (Multiple Selection)	Groups Do Discuss Polls/ Survey Blogs Talk Never participated in any of the activities	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
3.5	Which of these micro-sites# of MyGov are you aware of? (Please tick all that apply) #Micro-site can be understood as a cluster of web pages discussing a governance	MyGov 2 Years Transforming India Swachh Bharat Innovation – MyGov MyGov Newsletter MyGov Quiz	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>

	initiative independently within MyGov.						
3.6	Please indicate, how far you found the suggested MyGov micro-sites listed here relevant to its respective governance initiative/activities?						
	Sr. No . Micro Sites	Scale \Rightarrow \Downarrow	Very Relevant	Relevant	Can't Say	Less Relevant	Not Relevant
	b.	MyGov 2 Years					
	c.	Transforming India					
	d.	Swachh Bharat					
	e.	Innovation – MyGov					
	f.	MyGov Newsletter					
	d.	MyGov Quiz					

4. User's Perception of MyGov

Please tick on the appropriate choice for following questions.

		Strongly Agree	Agree	Can't Say	Disagree	Strongly Disagree
4.1	MyGov is a way to enable effective citizen participation in policy making and other issues of national importance.					
4.2	MyGov is a knowledge pool of all government schemes and new initiatives.					
4.3	MyGov is meant for spreading public awareness about government and governance issues.					
4.4	Government should encourage and expand MyGov's scope and range of activities to ensure better citizen engagement on governance issues.					
4.5	All state governments and their organisations should also utilise MyGov platform for their respective citizen engagement activities.					

5. Comments and Suggestions

5.1	Please comment on the best features of MyGov. [Maximum 50 Words]	
-----	---	--

5.2	You may please put forth your valuable suggestions and recommendations for improving MyGov on following parameters -				
	Design and format of MyGov				
	Activities/ Micro-sites of MyGov				
	Spread of public awareness about MyGov				
	Response of MyGov to citizens' queries				
	Any other				
5.3	Government should encourage and expand MyGov's scope and range of activities to ensure better citizen engagement on governance issues.				
5.4	All state governments and their organisations should also utilise MyGov platform for their respective citizen engagement activities.				

B. Analysing Administrators' Perception about Online Public Formulation Processes

A. Identification Details (All this information would strictly be kept confidential and used for academic purpose only.)	
Name of the respondent	
Department/ Organisation	
Designation	
E-mail	
Contact #	
Mobile #	
Age (Tick any one)	<ul style="list-style-type: none"> • 35-50 years • 50-60 years • Above 60 years
Gender (Tick any one)	<ul style="list-style-type: none"> • Male • Female

B. User Perception on MyGov (Please tick on the appropriate choice for following questions.)						
		Strongly Agree	Agree	Can't Say	Disagree	Strongly Disagree
B.1	MyGov is a way to enable effective citizen participation in policy making and other issues of national importance.					
B.2	MyGov is a knowledge pool of all government schemes and new initiatives.					
B.3	MyGov is meant for spreading public awareness about government and governance issues.					
B.4	Government should encourage and expand MyGov's scope and range of activities to ensure better citizen engagement on governance issues.					
B.5	All state governments and their organisations should also utilise MyGov platform for their respective citizen engagement activities.					

A. Awareness And Usage of MyGov

As you might be aware, MyGov offers several activities invoking citizens' participation, as listed herewith -

Groups – This activity lets the citizens to identify and participate in the related engagements on the topics of their interest.

Do – This activity includes tasks and activities **for citizens** to encourage **them** to showcase **their** creative skills by participating in logo contests, messages, e-greetings as well as MyGov Innovate etc.

Discuss – This activity invites suggestions from **citizens** on various governance issues in the form of public consultations, open forums etc.

Polls/Survey – This activity collects citizens' responses on specific issues through polls and surveys.

Blogs – This activity provides experts' opinions on **governance** issues where citizens can also share their views.


Talk – This activity facilitates live video interactions of citizens with senior government officers, industry experts, academia etc.				
C.1	Is your department using MyGov for any of your department’s activities pertaining to citizen engagement? <i>(Tick any one)</i>			
	<ul style="list-style-type: none"> • Yes • No • Can’t Say 			
If your response is ‘YES’ to Q. C.1 then you may attempt Q. Yes.1 to Yes.4 and If your response is ‘NO’ to Q. C.1 then you may attempt Q. No.1.				
Yes.1	If your response is ‘YES’ to Q. C.1 then in which of the following activities of MyGov was your department listed? <i>(Please tick all that apply)</i>			
	<ul style="list-style-type: none"> • Do • Discuss • Poll/Survey • Blogs • Any other <i>(Please specify)</i> _____ • Can’ say 			
Yes.2	Were you satisfied with quality of citizens’ inputs received on your department’s activities listed thereon MyGov?			
	<ul style="list-style-type: none"> • Yes (Remarks <i>[if any]</i> -> _____) • No (Remarks <i>[if any]</i> -> _____) 			
Yes.3	Has your department provided any summarised feedback to MyGov after the respective activity was accomplished on MyGov?			
	Do	Discuss	Polls/Surveys	Others <i>(Please specify)</i>
	Can’s Say			
	<ul style="list-style-type: none"> • Yes • No • Can’ t Say 	<ul style="list-style-type: none"> • Yes • No • Can’ t Say 	<ul style="list-style-type: none"> • Yes • No • Can’ t Say 	
Yes.4	Were you satisfied with the overall MyGov service experience? <i>(Tick any one)</i>			
	<ul style="list-style-type: none"> • Yes • No • Can’t Say 			
No.1	If your response is ‘NO’ to Q.1 then what are the reasons for not using MyGov? <i>(Tick all that apply)</i>			
	<ul style="list-style-type: none"> ➤ Our department does not need any such platform or inputs from citizen engagement. ➤ Our department was not aware of any such platform. ➤ Our department would never be interested to use such a platform. ➤ Our department can’t rely on the citizen’s opinions for its activities. ➤ Our department is unable to spend time due to cumbersome processes of such a platform. ➤ Our department is running short of technical manpower for using such a platform. ➤ Our department has to go through number of administrative approvals before the use of such platform can be initiated. ➤ Any other <i>(May please specify)</i> _____ 			

C. Comments and Suggestions			
D.1	Please comment on the best features of MyGov. [Maximum 50 Words]		
D.2	You may please put forth your valuable suggestions and recommendations for improving MyGov on following parameters -		
	Design and format of MyGov		
	Activities/ Micro-sites# of MyGov		
	Response of MyGov to citizens' queries		
	Awareness of MyGov	In citizens	
		In government departments	
	Any other		
<p>#Micro-site can be understood as a cluster of web pages discussing a governance initiative independently within MyGov.</p>			

Since your feedback is very valuable to us, we would be happy to undertake further one to one interaction with you via email/ telephone if so required. Are you willing for the same?

- Yes
- No

A. Comparative Study of Social Media Handles of International Portals

Countries  Parameters	Country 1	Country 2	Country 3	Country 4	Country 5
Tweeter Handle	<<Officials Twitter Handle>>	<<Officials Twitter Handle>>	<<Officials Twitter Handle>>	<<Officials Twitter Handle>>	<<Officials Twitter Handle>>
Tweeting Time	<<Time Frame>>	<<Time Frame>>	<<Time Frame>>	<<Time Frame>>	<<Time Frame>>
No. of Tweets	<<Numeric Value>>	<<Numeric Value>>	<<Numeric Value>>	<<Numeric Value>>	<<Numeric Value>>
Following in Twitter	<<Numeric Value>>	<<Numeric Value>>	<<Numeric Value>>	<<Numeric Value>>	<<Numeric Value>>
Total no. of Followers	<<Numeric Value>>	<<Numeric Value>>	<<Numeric Value>>	<<Numeric Value>>	<<Numeric Value>>

Appendix IV – Suggested Manpower in MyGov

Sr. No.	HR Division	Functionality	Projected Manpower	
			Designation	Tentative no
1.	Establishment and Leadership	- Leadership - Organizational Driving Force	CEO	1
			Executive Assistant to CEO	1
			PS to CEO	1
2.	Strategic and Business Expansion	- Strategic Road Maps - Review, Monitoring and Evaluation - Business Development - Communication and coordination with stakeholders (Government bodies etc) - Coping up with global trends	Director – Business Development	1
			General Manager -	1
			Asst. General Manager	2
			Sr. Consultant	2
			Jr. Consultants	3
3.	Content Management and Creation	- Digital Library - Drafting, editing and publishing contents (blogs, e-books, editorials) - Content writing - Preparing response summary	Director Content	1
			Assistant Editor Blogs	1
			<i>Relationships Head</i>	1
			Relationship Managers	2
			Content Updating	3
			Researchers	3
			<i>Monitoring & Analysis Head</i>	1
			Live Help Executives	3
			Analysis & Summary	2
			Moderators	3
			<i>Creative Head</i>	1
			Graphics Designers	5
			Translators	3
			Video Editor	3
			Script Writer	3
			Anchors	3
			<i>Volunteer Head</i>	2
Government Volunteer schemes Coordinator (NSS, NKYS < Chapters etc)	2			
Divisional Heads	1			
MyGov Volunteer Head	1			
Divisional Heads	2			
4.	Technical (Front End Back End)	- Dashboards, Task Management (Maintenance and upgradation) - HTML - Website design and development	Director Technical	1
			Chief Technical Officer	1
			<i>Application Head</i>	1
			Solution Architect & Sr.	2

		<ul style="list-style-type: none"> - Micro-sites design and development - Managing IVRS, Lease lines (Call Centre) - Integration with MyGov point system - Mobile app design, and uploading - Web Module development for MyGov volunteers' module - Google Analytics - Deploying Analytics software - Recording, editing of Hangout and co-ordination with technology partners for the same - Mobile app development, testing, quality assurance - Website development and module development for solution Exchange (for Smart cities Mission) - integration with courier and postal services for delivery system - Payment gateway (wherever applicable) 	<ul style="list-style-type: none"> PM Security Auditors Software Developers Technical Document Writer QA Team UI Design <i>Infra Head</i> Network Administrator Network Engineers Cloud Service Engineers Disk and Storage Manager Security Experts Live Monitoring Executives System Admin <i>Sampark & eGreeting Head</i> Web Designers Graphic Designer Programmers *Data Entry Operators 	<ul style="list-style-type: none"> 3 5 5 4 4 1 1 3 3 2 3 5 2 2 5 5 5 5
5.	Public Awareness and Promotions	<ul style="list-style-type: none"> - Online and Offline Outreach strategies - Social media marketing - Digital marketing - Advertising (TV, radio, print, online) - On-ground activations - Outreach exercises - MyGov Events. 	<ul style="list-style-type: none"> <i>Advertising & traditional Media Head</i> Director Marketing Marketing Executives <i>Social Media & Digital Media Head</i> Social Media Analyst Digital Media Experts PR & Events Head Assistant Managers Executives 	<ul style="list-style-type: none"> 1 1 3 1 2 2 1 2 5
6.	Finance and Accounts	<ul style="list-style-type: none"> - Funds allocation - Funds management - Auditing and Accounting 	<ul style="list-style-type: none"> Finance Head Sr. Finance Officer Accountant Assistant Intern 	<ul style="list-style-type: none"> 1 1 1 1 2
7.	Research, Development and Training	<ul style="list-style-type: none"> - Action oriented research - Policy research - Capacity Building - Strengthening and 	<ul style="list-style-type: none"> Programme Coordinator Training Officer Sr. Research Officer Research Assistant 	<ul style="list-style-type: none"> 1 1 1 2

		augmenting the capacities of MyGov team as well as government officials for encouraging usage of MyGov	Interns	1
8.	Administration and Legal	- Office Administration	Establishment and Admin Head	1
			Admin Executives	2
			Legal	2
			Procurement Experts	2
			Account Executives	
			HR Head	1
			HR Analyst	2
			PS	2
			PA	2
			Office Boys	3
		Total		173

(Source: MyGov DPR (May 2016) and IIPA Findings)

Appendix V- Screen shots of MyGov Brochure



An array of Microsites

- myGov Quiz**
quiz.mygov.in – Dedicated microsite to intellectually engage citizens about polity, governance, history, culture, heritage and other facets of India
- MyGov Survey**
survey.mygov.in – Dedicated microsite for hosting surveys for different ministries and departments seeking public opinion on important issues
- MyGov Innovation**
innovate.mygov.in – Dedicated microsite created for fostering innovation and entrepreneurship and providing a platform for incubating start-ups
- Transforming India**
transformingindia.mygov.in – Dedicated microsite that is a repository for sharing the impact of various governance initiatives with citizens in real time
- Swachh Bharat Mission**
swachhbharat.mygov.in – Dedicated microsite for the Swachh Bharat Mission enabling pledges, challenges and uploading photographs and videos
- MyGov Blog**
blogs.mygov.in – Dedicated microsite providing insights about the activities managed by MyGov. Blogs are also used to announce the winners of the creative contests on MyGov

MyGov in Numbers

- 25,00,000** Smart Cities Mission – Over 25 lakh inputs in the form of discussions, tasks and polls.
- 73,000** Net Neutrality Discussion – More than 73,000 suggestions received on the Net Neutrality discussion.
- 70,000** Union Budget – More than 70,000 ideas received in Union and Rail Budget consultations, many of which reflected in the Budget proposals.
- 50,000** PMO App Contest – Over 50,000 ideas received from citizens for the official mobile app of the PMO.
- 1,18,000** New Education Policy – 30,000 suggestions by citizens in 33 discussion themes and 1,18,000 submissions by Gram Panchayats and Block Panchayats in local body consultations.
- Prominent logos crowdsourced through MyGov.in**



“ Let us join this mass movement towards Surajya, Realise the hopes and aspirations of the people and take India to greater heights! ”

e-Greetings

As of 31st March 2016, 18 lakh e-Greetings have been shared through the e-Greetings portal. The e-Greetings portal aims to promote a contemporary and eco-friendly method of sharing greetings for several occasions, festivals and days of national importance. The portal allows users to select and send greetings from multiple occasion-specific templates. Government Departments can also customize the greetings by adding taglines and messages related to their programmes and schemes. Additional features of the portal includes calendar, scheduling cards, sharing of cards over social media etc.

State instances of MyGov

MyGov has already helped initiate state MyGov instances for the Government of Maharashtra and Haryana. More state instances will be launched shortly.



www.mygov.in
www.transformingindia.mygov.in








MyGov is creating a participatory digital democracy, leveraging technology to enable every citizen to contribute ideas and efforts for nation-building, transforming these ideas into actions and recognizing individual contributions.

What is MyGov

MyGov is Government of India's citizen engagement platform which aims to promote active citizen participation in India's governance and development. Launched on 26th July 2014 by Prime Minister Shri. Narendra Modi, MyGov is designed to facilitate engagement between the Government and citizens using a range of methodologies.

Over the last decade, India has witnessed an Internet revolution. This has stirred new forms of awareness and participation among citizens, giving them new avenues to express their opinions.

Realising the vast potential of technology, the Prime Minister envisioned MyGov as the primary means to bring alive the concept of Jan Bhagidari for Surajya. The dream of every citizen to become an equal partner in the governance process, and the Government's vision to effectively harness the talent and expertise of citizens, has now become a reality.

Key Components of MyGov

MyGov facilitates dialogue, discussion, deliberation and information dissemination between Citizens and Government in the following ways:

- Discuss** - This section invites suggestions from users on various governance issues
- Do** - This section includes tasks and activities (online and on-ground) encouraging users to showcase their creative skills
- Disseminate/Blogs** - This section provides insights about MyGov activities through updates, as well as sharing infographics, e-books and editorials on issues of policy and governance
- Creative Corner** - This section comprises contests for crowdsourcing creative inputs for programmes, logo designs, e-Greetings, taglines etc.
- Open Forum** - This section seeks citizen inputs on wider national issues not limited to a specific Ministry or programme
- Polls** - This section enables the collection of a quantified citizen response on specific issues through a polling process
- Talks** - This section facilitates live citizen interactions with senior Government decision makers, domain experts and eminent academicians on current governance topics and initiatives

Prominent Initiatives on MyGov

- ★ Rate My Government, an online survey for citizens to rate Government of India's performance
- ★ Live online interactions of various Union ministers with citizens on topics that matter
- ★ A contest, in collaboration with NITI Aayog and UN in India, to crowdsourcing stories celebrating the indomitable spirit of women who have made a difference
- ★ An innovation contest inviting innovators to share ideas and get mentorship, incubation and seed funding
- ★ Monthly events with various ministries to supplement online engagement with citizens
- ★ e-Sampark, a web portal, enabling the Government to connect with citizens through mailers, outboard dialing and SMS campaigns, and citizens to subscribe to these services
- ★ Centralized platform for entire citizen consultations for Smart Cities Mission with more than 25 lakh inputs received from across the country
- ★ Grass-root consultations at Gram Panchayats, Block Panchayats, Zila Panchayats and Municipalities for the New Education Policy through survey.mygov.in
- ★ Crowdsourced logos for Swachh Bharat, Pradhan Mantri Jan Dhan Yojana, Digital India, New Education Policy and National Digital Literacy Mission
- ★ Wide range of contests and discussions for prominent programmes like Digital India, Skill India, AMRUT, Atal Innovation Mission and Beti Bachao, Beti Padhao
- ★ Design and development of PMO Mobile App through a MyGov contest
- ★ Basic structure of the Ek Bharat Shreshtha Bharat programme crowdsourced through MyGov
- ★ 50 most publicly accessed Government buildings in selected 50 cities identified through MyGov as part of the Accessible India Campaign

Mann Ki Baat

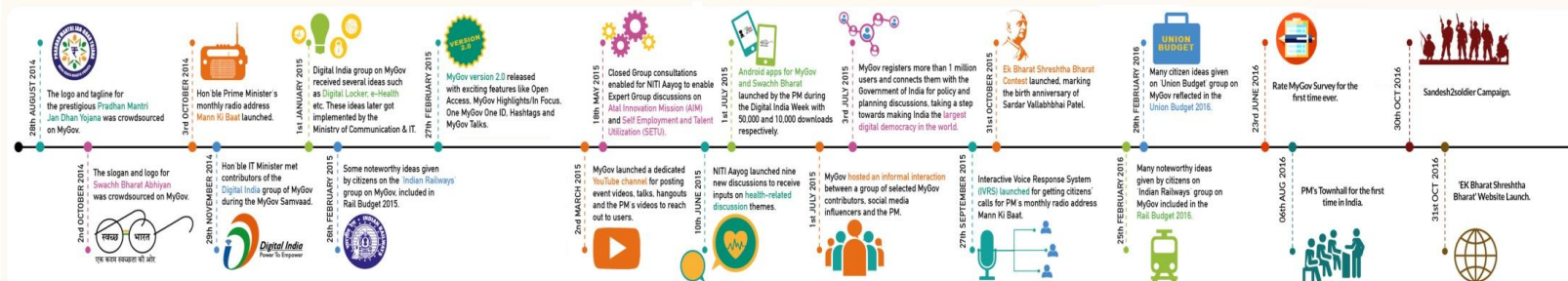
- MyGov is the primary mechanism for seeking citizen inputs
- MyGov Open Forum facilitates detailed written inputs from citizens since the first episode of Mann Ki Baat in October 2014
- Toll free number 1800-11-7800 for facilitating audio inputs from citizens lacking internet connectivity enabled since September 2015
- Missed Call triggered outboard dialing facility to enable citizens to listen to Mann Ki Baat episodes in 20 languages [Dial 81908 81908]



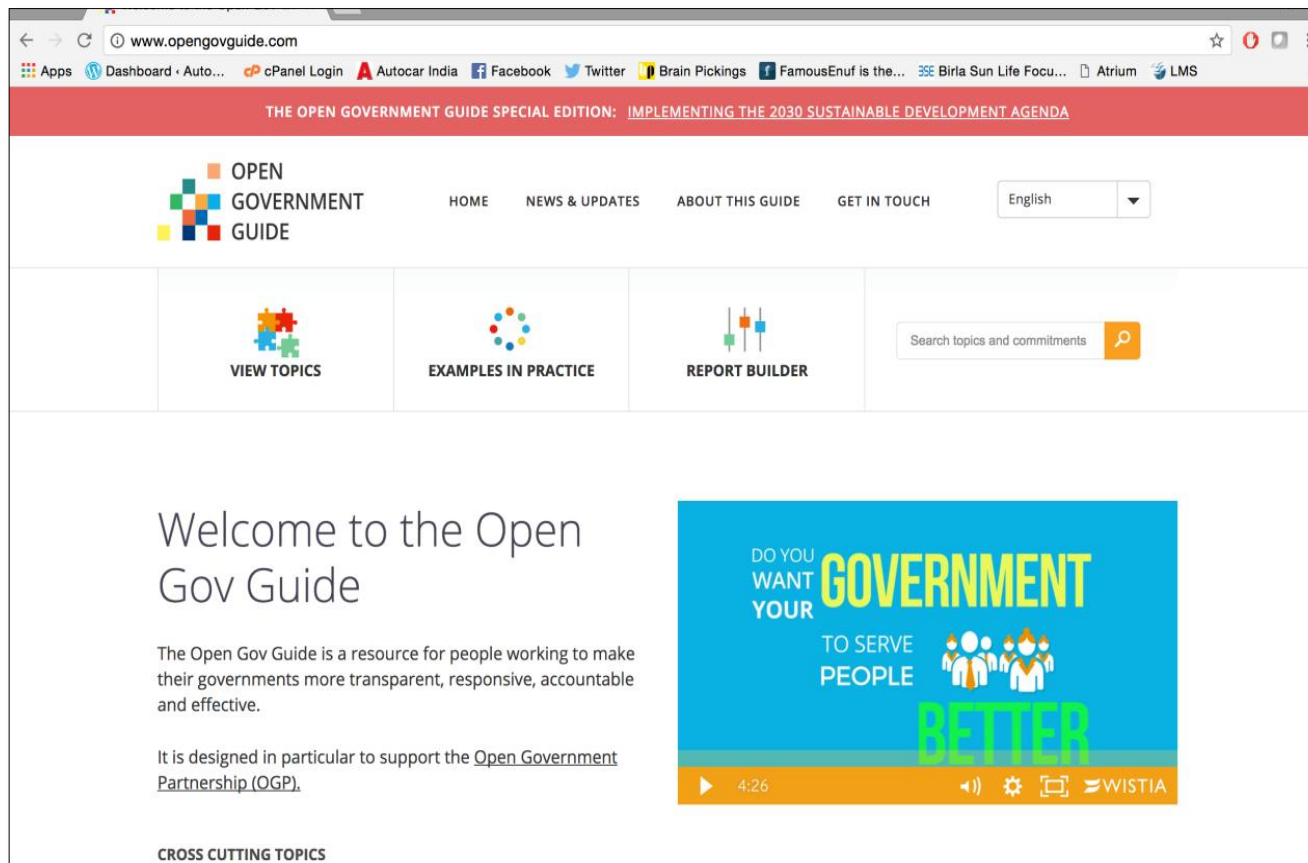
Road Map

Expanding the scope of its current activities, MyGov is shortly launching the following features:

- SmartNet** - A collaborative platform for evolving smart solutions under the Smart Cities Mission
- Events module** - An online platform to create official on-ground events and to help the volunteers connect with each other
- Swachh Bharat mobile app** - A dedicated mobile app for citizens to share their cleanliness activities
- IVRS and SMS integration** - Creating new avenues for citizens to reach out to the Government and share their suggestions
- Merchandise store** - An in-house online merchandise store providing users an opportunity to get MyGov branded products
- Volunteer module** - A volunteer mobile application to enable citizens to engage with ministry led initiatives by volunteering for physical events, activities and field execution of tasks at hand



Screenshot of Home Page of <http://www.opengovguide.com/> to be linked to Section 5.1.1 about MyGov Home Page restructuring



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