

## PULSE

### Tapping into citizen aspirations

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#### Current Scenario

The study of feedback mechanisms is an essential component of management theory. While the public sector is yet to understand the worth of such systems and innovate in developing such systems, the private sector – firms such as Google and Amazon, has developed advanced systems to collect and analyse feedback data for better services and profit. However, A McKinsey Report, mapping service delivery satisfaction rating of different industries in the United States of America found that public sector services are way behind in service-delivery satisfaction ratings compared to the private sector (average of 5.9 compared to 7.7 out of 10). Other studies found that lower satisfaction ratings of citizens lead to a public institution's inability to achieve its stated mission, underperform in its efforts to meet budget goals, and generate a lack of motivation within employees to develop a superior culture of citizen service.

India had its bottom-up planning renaissance in 1992 when the 74th Amendment provided for the constitution of ward committees in all municipalities with a population of 3 lakhs or more. In addition, newly drafted urban policies such as the Draft National Urban Policy Framework 2018 (NUPF, India) encourage the use of bottom-up planning to ensure more dynamic city planning (MoHUA, 2018). However, the Smart Cities Mission has eclipsed other initiatives in sheer scale to signal the country's intent of citizen centric development. It's encouraging to know that not only are the country's efforts following the same timeline as those of developed countries but also are taking the first steps towards the sustainable form of demand driven development. In the second phase of the Smart Cities Mission, it is increasingly important for the country to get what it started right. It's an opportunity to usher in a revolution to replace the way cities have been traditionally planned. However, public institutions need to upgrade the existing tools and capacity to take on this challenging vision.

#### Idea

Project Pulse will reduce the gap between project visions and citizen aspirations to increase citizen satisfaction. It acknowledges the utility of traditional forms of feedback such as citizen engagement workshops, social media campaigns and grievance redressal systems but intends to explore the use of digital mediums. It believes that a digital tool that is engaging, scalable, cost-effective and relevant to decision-making would enhance traditional forms of feedback. Project Pulse believes that a solution cannot be developed in a silo: developing the tool itself is only one side of the coin. To create a sustainable tool, it must rely on a bedrock of theory and institution – concepts such as game theory, behavioural economics, territoriality, incentive theory, rational theory and social exchange theory would be essential to its development.

#### References

- [1] Tony D'Emidio, et al. (2017). Improving the customer experience to achieve government-agency goals. McKinsey: Insights..
- [2] MoHUA, M. o. (2018). Draft National Urban Policy Framework. New Delhi: Government of India