

Improving the delivery of Direct Benefit Transfers

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Structure of the presentation

- About Direct Benefit Transfers (DBTs)
- Operational findings on DBTs
- Improving Operational Delivery
- Conclusions



How does a DBT work?



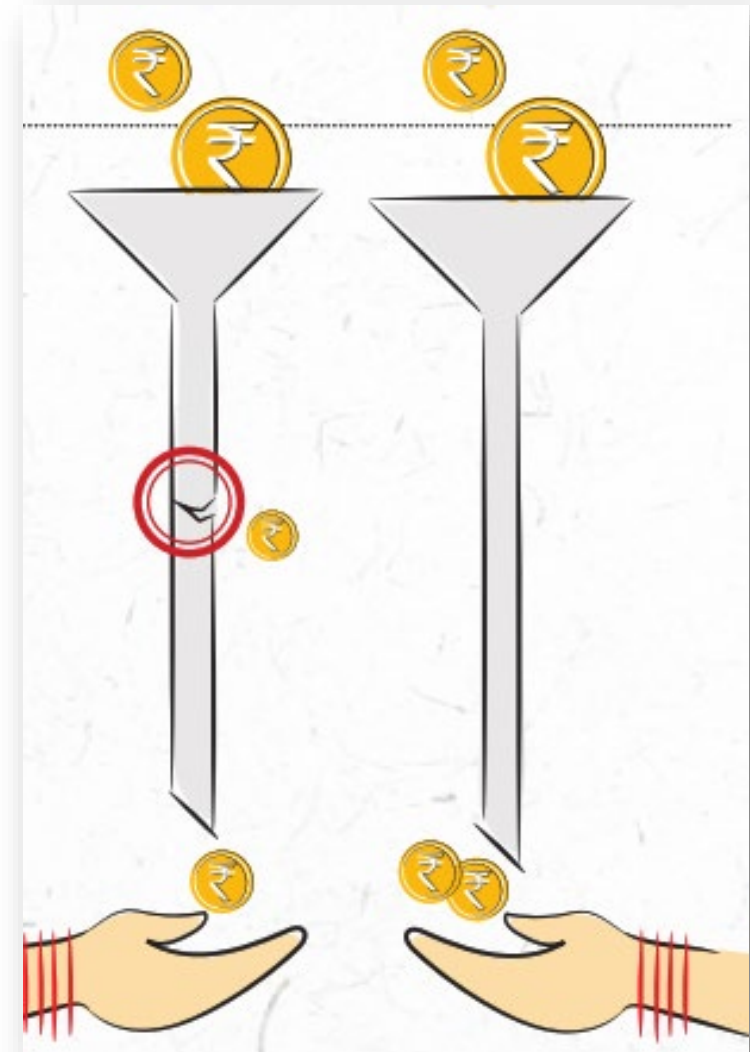
Ideally

Direct benefit transfers (DBTs) are currently being used in social protection programmes across the country, with the aim of reducing leakage and inefficiencies in receipt of entitlements.

Successive governments have stressed the importance of DBTs as the best way of ensuring benefits reach the right people, at the right time, reducing leakage in the process.

Increasing financial inclusion has helped propagate DBTs.

Current govt figures estimate a total of INR 7,38,456 Crores transferred through DBT.



Schemes that currently use DBTs



PM-Kisan Samman Nidhi

Department of Agriculture, Cooperation & Farmers Welfare
Ministry of Agriculture & Farmers Welfare

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- 439 schemes over 55 ministries

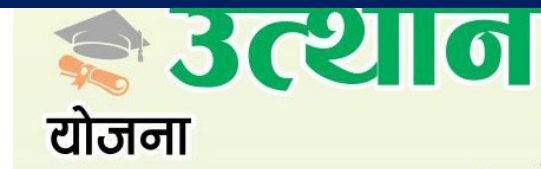
- 22 crore transactions

- Estimated savings: INR 1,41,677 crores



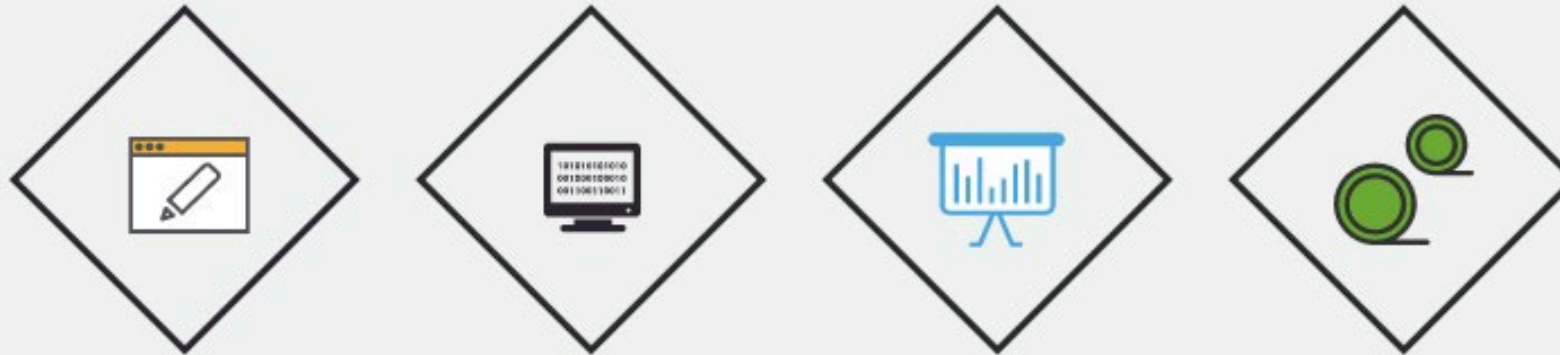
Fertiliser Subsidy Scheme

**adhanmantri
atritva Vandana**

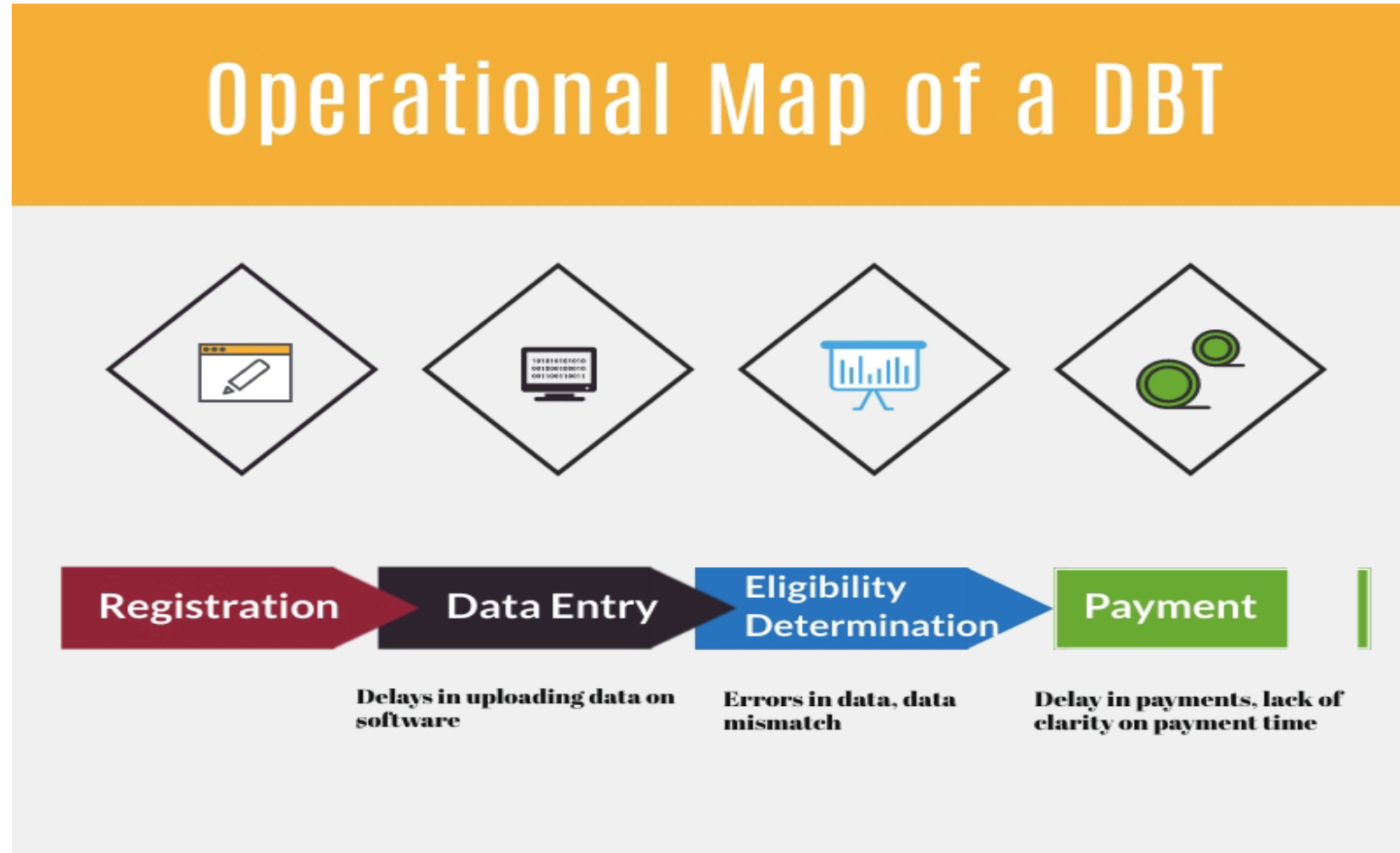


Yojana

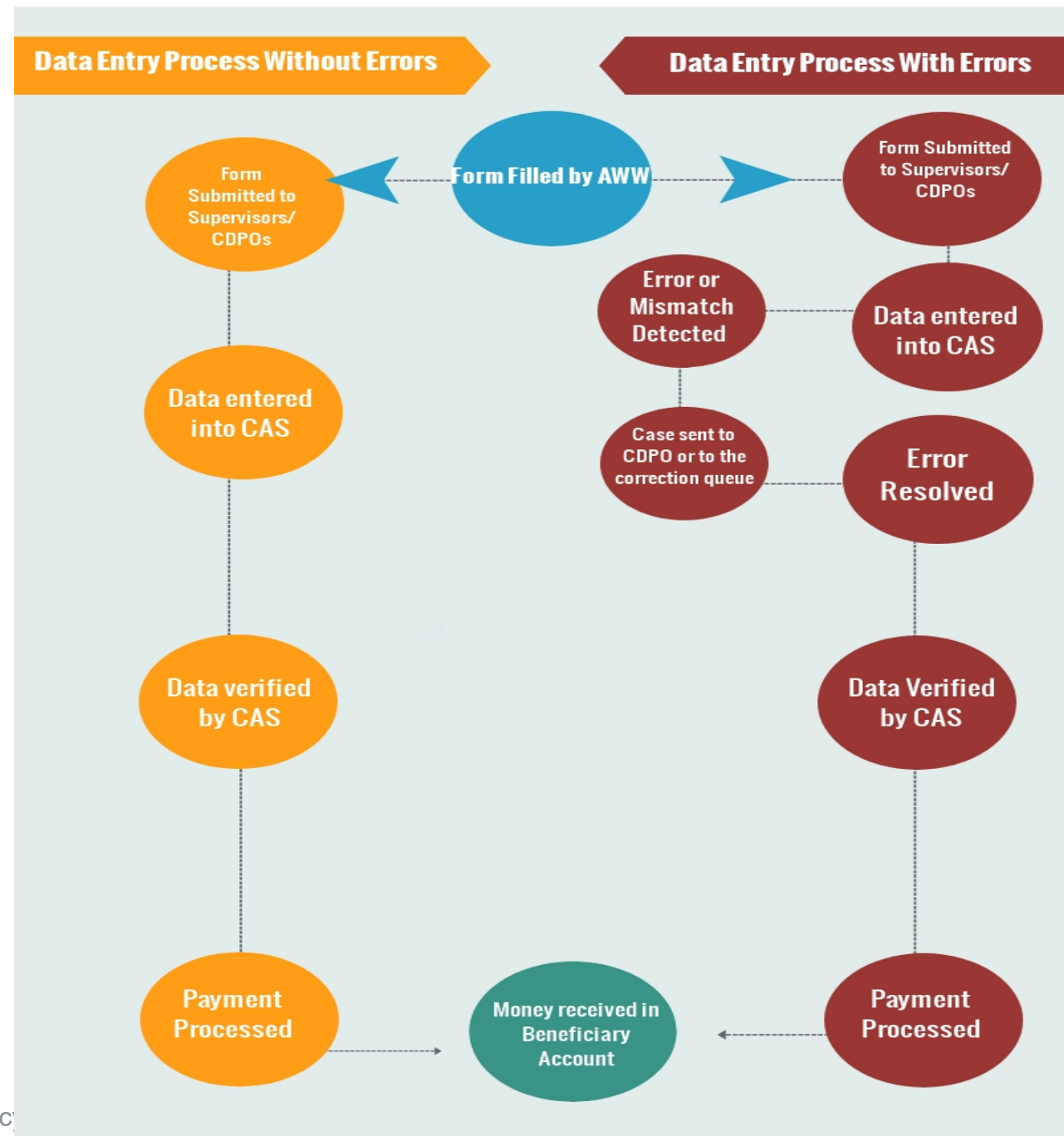
Operational Map of a DBT



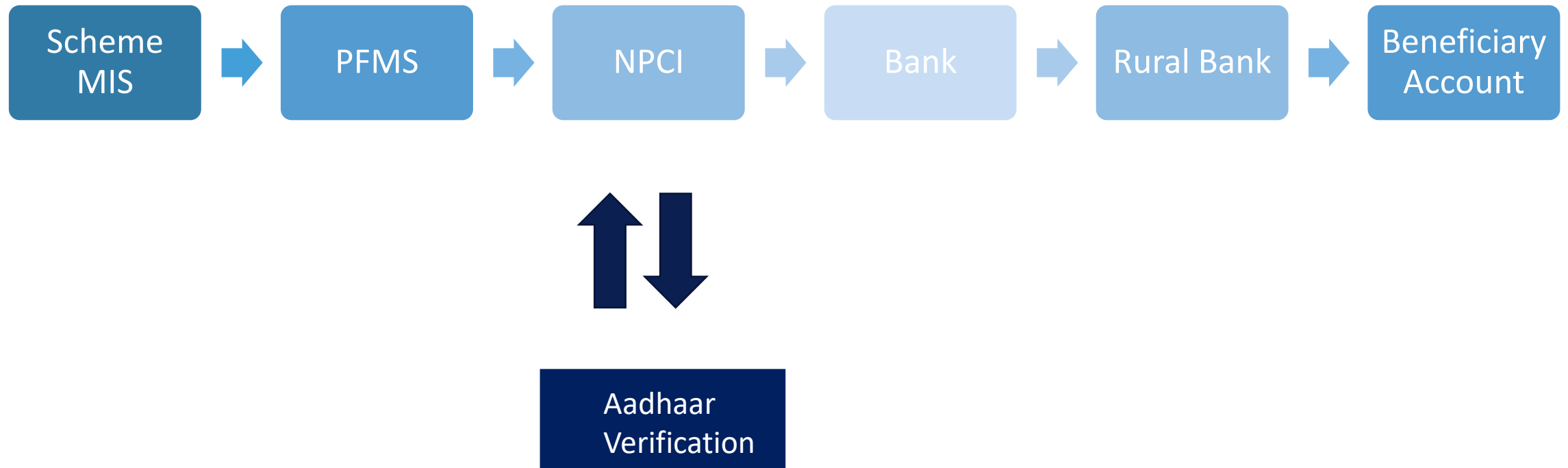
In Practice



Data Entry: Process Map



Payment Processing



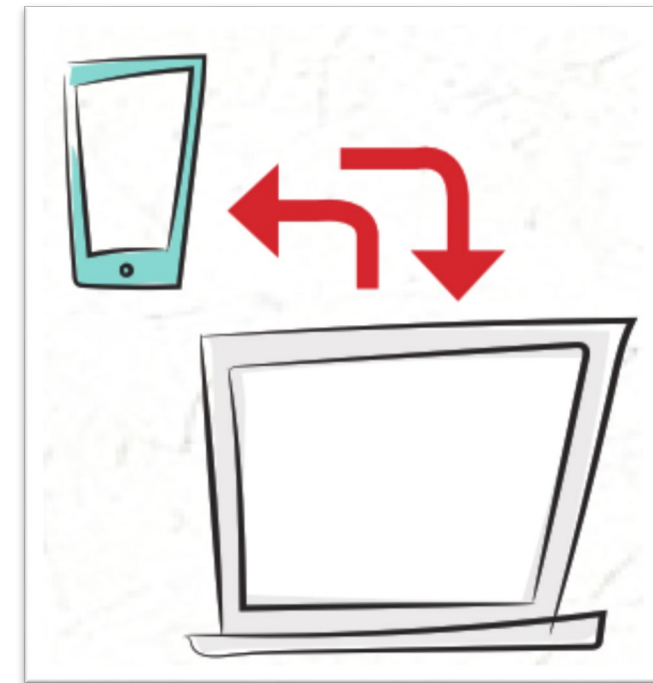


Improving Operational Delivery



Systems

- Ensuring that programme software is adequately aligned to the needs of implementing officials; designed with a keen eye on usability
- Programme software has the potential to generate data which can be useful in guiding implementation decisions on the ground. The ability to track real time performance of schemes and adapt accordingly is important in improving operational efficiency
- Conversations between implementers and programme designers is crucial; with a consistent feedback loop



Personnel Capacity

- Ensuring adequate functional competencies exist; use of technology may require new skills and personnel – scheme guidelines need to include these
- Training sessions for service delivery providers; help them use the technology
- Understand how data can be used; current focus on certain outcome metrics alone



Grievance Redressal

- Use of technology alters the nature of interaction between the citizen and the state; traditional intermediaries (such as frontline workers and local panchayat leaders) have limited information or power. This creates an information asymmetry for some beneficiaries.
- It is important that DBT schemes set up robust grievance redressal mechanisms and information kiosks.
- An accessible and robust grievance redressal system would help monitor scheme implementation and improve accountability. In the absence of this, beneficiaries are met with an opaque and confusing system where traditional modes of information and grievance redressal are redundant.



Not just DBTs

- These themes resonate in other schemes that use tech platforms for service delivery
- To realise the true potential of technology aided solutions in governance, they must be accompanied by a complementary investment in the processes and personnel delivering these digital systems
- If not designed well, technology solutions can replicate the same opaque hierarchies found in paper-based programmes
- Technological solutions, without accompanying delivery mechanisms, can magnify challenges to social protection delivery rather than reducing them

Thank you



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