CHAPTER – II
E-GOVERNANCE IN INDIA

Like governments in other part of the world, government of India too has introduced initiatives to improve the standards of governance. For this government of India had established the Department of Electronics in 1970s. The subsequent establishment of the National Informatics Centre (NIC) in 1977 was the first major step towards e-governance in India as it brought ‘information’ and its communication in focus. NIC has been providing a strong communication backbone and effective support for e-governance to the central government, state governments, UT administrations, districts and other government bodies. It offers a wide range of online services also. This includes NICNET launched in 1987, a nationwide communication network with gateway nodes at about 53 departments of the government of India, 35 State/UT secretariats and 603 district collectorates to service ICT applications. NICNET has played a pivotal role in decentralized planning, improvement in government services, wider transparency of national and local governments and in improving their accountability to the people. NIC assists in implementing ICT projects, in close collaboration with central and state governments.¹

A National Task Force (NTF) on information technology and software development was constituted in May 1998. While recognising information technology as a frontier area of knowledge, it focused on utilizing Information Technology (IT) as an enabling tool for assimilating and processing all other spheres of knowledge. It recommended the launching of an ‘operation knowledge’ aimed at universalizing computer literacy and spreading the use of computers in education. Numbers of important recommendations were made in the three reports, submitted by National Task Force (NTF). It suggested earmarking of at least two percent (2%) of the budget of every ministry or department for the implementation of information technology. On the recommendation of this National Task Force (NTF), government initiated several regulatory and promotional measures to remove impediments and to facilitate large-scale application of Information Technology (IT) in various areas related to day-to-day lives of the people.²

In 1999, the Union Ministry of Information Technology (MIT) was created. By 2000, a 12-point minimum agenda for e-governance was identified by government of India for implementation in all the union government ministries/departments. The agenda undertaken included the following action points:³

I. Each ministry/department must provide personal computer (PCs) with necessary software up to the section officer level. In addition, Local Area Network (LAN) must also be set up.

II. It should be ensured that all the staff members that have access to and need to use computer for their office work are provided with adequate training. To facilitate this, ministries/departments should set up their own or share other’s learning centres for decentralized training in computers as per the guidelines issued by the MIT.

III. Each ministry/department should start using the office procedure automation software developed by NIC with a view to keep the record of receipt of dak (a Hindi word), issue of letters, as well as movement of files in the department.

IV. Pay roll accounting and other house-keeping software should be put to use in day-to-day operations.

V. Notices for internal meetings should be sent by e-mail. Similarly, submission of applications for leave and for going on tour should also be done electorally. Ministries/departments should also set up online notice board to display orders, circulars etc. as and when issued.

VI. Ministries/departments should use the web-enabled grievance redressal software developed by the department of administrative reforms and public grievances.

VII. Each ministry/department should have its own website.

VIII. All acts, rules, circulars must be converted into electronic form and, along with other published material of interest or relevance to the public, should be made available on the internet and be accessible from the information and facilitation counter.

IX. The websites of ministries/departments/organisations should specifically contain a section in which various forms to be used by citizens/customers are available. The forms should be available for being printed or for being completed on the computer itself and then printed out for submission. Attempts should also be made to enable completion and submission of forms online.

X. The Hindi version of the content of the websites should as far as possible be developed simultaneously.

XI. Each ministry/department would also make efforts to develop packages so as to begin electronic delivery of services to the public.

XII. Each ministry/department should have an overall IT vision or strategy for a five year period, within which it could dovetail specific action plans and targets (including the minimum agenda) to be implemented within one year.

2.1 NATIONAL E-GOVERNANCE PLAN (NeGP)

The union government approved the National e-Governance Plan (NeGP) on May 18, 2006. This national e-governance plan (NeGP) was formulated by the Department of Information Technology (DIT) and Department of Administrative Reforms & Public Grievances (DAR&PG). NeGP include 27 Mission Mode Projects (MMPs) and 8 components. The NeGP aimed at improving delivery of government services to citizens and businesses with the following vision: “make all government services accessible to the common man in his locality, through common service delivery outlets and ensure efficiency, transparency & reliability of such services at affordable costs to realise the basic needs of the common man”

The e-governance framework included back-ends databases of the different government agencies, service providers, state governments; middleware and the front-end delivery channels such as home PCs, mobile phones, kiosks, integrated citizen services centres for citizens and businesses. The middleware comprised of communication and security infrastructure, gateways and integrated services facilitating integration of inter-departmental services. The Framework can be depicted in Figure 2.1 as bellow:

---

2.2 MISSION MODE PROJECTS (MMPs)

NeGP consists of 27 Mission Mode Projects (MMP) encompassing nine central MMPs, eleven state MMPs and seven integrated MMPs. Line ministries/departments are responsible for the implementation of the assigned mission mode projects (MMPs). Mission mode projects would be owned and spearheaded by various line ministries for central government, state governments and integrated projects. Each department works in a project mode within a tight, defined timeframe by preparing a detailed project document, either in-house or with the assistance of a consultant. All important aspects of the project clearly defined, like services and service levels, project implementation team, process reengineering proposed, change management plan, project management plan, timelines, etc. The services and service levels are determined in consultation with the actual users. State governments are responsible for implementing state MMPs, under the overall guidance of respective line ministries in cases where central assistance is also required. The list of Core Project has been mentioned in the Table 2.1

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### Table 2.1

**Core Projects (Central Mission Mode Projects)**

<table>
<thead>
<tr>
<th>S. No</th>
<th>Mission Mode Projects</th>
<th>Ministries/Department Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Central government</strong></td>
<td></td>
</tr>
<tr>
<td>01</td>
<td>Income Tax</td>
<td>Ministry of Finance/Central board of Direct Tax</td>
</tr>
<tr>
<td>02</td>
<td>Passport Visa and Immigration Project</td>
<td>Ministry of External Affairs/Ministry of Home Affairs</td>
</tr>
<tr>
<td>03</td>
<td>MCA21</td>
<td>Ministry of Company Affairs</td>
</tr>
<tr>
<td>04</td>
<td>Insurance</td>
<td>Department of Banking</td>
</tr>
<tr>
<td>05</td>
<td>National ID (UID)</td>
<td>Ministry of Home Affairs</td>
</tr>
<tr>
<td>06</td>
<td>Central Excise</td>
<td>Department of Revenue/ Central board of Excise and Custom</td>
</tr>
<tr>
<td>07</td>
<td>Pension</td>
<td>Department of Pensions and Pensioners Welfare and Department of Expenditure</td>
</tr>
<tr>
<td>08</td>
<td>Banking</td>
<td>Department of Banking</td>
</tr>
<tr>
<td>09</td>
<td>e-office</td>
<td>Department of Administration Reforms and Public Grievances</td>
</tr>
<tr>
<td></td>
<td><strong>State Specific Projects</strong></td>
<td></td>
</tr>
<tr>
<td>01</td>
<td>Land Records</td>
<td>Ministry of Rural Development</td>
</tr>
<tr>
<td>02</td>
<td>Road Transport</td>
<td>Ministry of Road Transport and Highway</td>
</tr>
<tr>
<td>03</td>
<td>Property Registration</td>
<td>Department of Land Resources</td>
</tr>
<tr>
<td>04</td>
<td>Agricultural</td>
<td>Department of Agriculture and Cooperation</td>
</tr>
<tr>
<td>05</td>
<td>Treasuries</td>
<td>Ministry of Finance</td>
</tr>
<tr>
<td>06</td>
<td>Municipalities</td>
<td>Ministry of Urban Development and Poverty Alleviation</td>
</tr>
<tr>
<td>07</td>
<td>Gram Panchayats</td>
<td>Ministry of Rural Development</td>
</tr>
<tr>
<td>08</td>
<td>Commercial Taxes</td>
<td>Ministry of finance</td>
</tr>
<tr>
<td>09</td>
<td>Police</td>
<td>Ministry of Home Affairs</td>
</tr>
<tr>
<td>10</td>
<td>e-District</td>
<td>Department of Information Technology</td>
</tr>
<tr>
<td>11</td>
<td>Employment Exchange</td>
<td>Ministry of Labour and Employment</td>
</tr>
<tr>
<td></td>
<td><strong>Integrated Service Project</strong></td>
<td></td>
</tr>
<tr>
<td>01</td>
<td>EDI</td>
<td>Ministry of Commerce and Industry</td>
</tr>
<tr>
<td>02</td>
<td>E-Biz</td>
<td>Department of Industrial Policy and Promotion/Department of Information Technology</td>
</tr>
<tr>
<td>03</td>
<td>e-Court</td>
<td>Ministry of Home Affairs</td>
</tr>
<tr>
<td>04</td>
<td>e-Procurement</td>
<td>Director General of Supplies and Disposals</td>
</tr>
<tr>
<td>05</td>
<td>Common Service Centres</td>
<td>Department of Information Technology</td>
</tr>
<tr>
<td>06</td>
<td>Indian Portal</td>
<td>Department of Information Technology/ Department of Administrative Reforms and Public Grievances</td>
</tr>
<tr>
<td>07</td>
<td>National e-Governance Service Delivery Gateway</td>
<td>Department of Information Technology</td>
</tr>
</tbody>
</table>

Source: Department of Information Technology Government of India
2.3 OVERVIEW OF A FEW OF THE MISSION MODE PROJECTS

A brief introduction of a few of the MMPs under NeGP, has been discussed below to bring some level of understanding of these projects.

PASSPORT

The passport SEVA project was launched by the ministry of external affairs to redeem the situation by infusion of technology in their procedure. The passport MMP is to be implemented in various stages. The pilot sites of the project are fully functional and are running satisfactorily. The project envisages setting up of 77 passports SEVA kendra’s (PSKS) across the country, a data centre and disaster recovery centre, call centre operating 24x7 in 17 languages, and a centralized nationwide computerized system for issuance of passports. The entire operation will function in a “less paper” environment with an attempt being made to deliver passports within 3 working days to categories not requiring police verification. The end objective being delivery of passport services to the citizens in a timely, transparent, more accessible, reliable manner and in a comfortable environment.

Ministry of Company Affairs (MCA 21)

The project was launched on February 18, 2006 at Registrar of Companies (RoC) Coimbatore, the first pilot location and a second major pilot was launched at RoC Delhi on March 18, 2006. Progressive rollout was completed at all other RoC offices in the country by 04-sep-2006, almost co-terminous with the mandating of electronic filing from September 16, 2006 enabled through the amendments introduced in the companies act, 1956. MCA21 implemented by the Ministry of Company Affairs (MCA) built up a secure portal. It was implemented on Build Own Operate and Transfer (boot) model under public-private partnership (PPP) framework. The portal services can be accessed from anywhere, at any time that best suits the corporate entities, professionals and the public at large. There are more than 100 services covered within the scope of MCA21 such as: name approval, incorporation of new companies, filing of annual statutory returns, filling of forms of change of name/address/director’s details, creation/modification/satisfaction and verification of charges, inspection of company documents and investor grievance redressal.
PENSIONS

The pensioner’s portal has been designed and developed by NIC in consultation with stakeholders, pensioners associations/ ministries/departments of government of India. It was implemented on March 30, 2007, through various ministries/ departments/ organisations of government of India. Besides, around 27 pensioners associations have also been identified across the country with respect to implementations of the portal. The pensions MMP is primarily aimed at making the pension/retirement related information, services and grievances handling mechanism accessible online to the needy pensioners, through a combination of interactive and non-interactive components, and thus, help bridge the gap between the pensioners and the government. The portal provides the following services:

- **Online registration of grievances** - CPENGRAMS is an online web-enabled system developed by NIC in association with the department of pensions and pensioners welfare, for speedy redressal and effective monitoring of grievances related to pension, by various central government ministries/ departments/ organisations.

- **Dissemination of information** through this science concerning pension and retirement related benefits to pensioners, other stakeholders, etc. All orders/instructions are uploaded on the portal for the users.⁶

BANKING

The banking MMP is yet another step towards improving operational efficiency and reducing the delays and efforts involved in handling and settling transactions. The MMP which is being implemented by the banking industry aims at streamlining various e-services initiatives undertaken by individual banks. Evolution of core banking technology in India has brought in the convenience of "anytime, anywhere banking" to Indian customers. There is now a movement towards integration of core banking solutions of various banks, which is expected to bring in operational efficiency and reduce the time and effort involved in handling and settling transactions, thereby improving customer service and facilitating regulatory compliance. The present focus of the banking MMP is on the setting up and

operationalising the central electronic registry, as mandated by the securitization and reconstruction of financial assets and enforcement of security interest (SARFAESI) act, 2002. The following will be the scope of the registry:

- Security over property to secure repayment of loans given by banks and financial institutions.
- Securities created over properties in favour of lenders other than banks and financial institutions are not covered.
- The law applies to loans of Rs.1 lakh and above.

E-OFFICE

The government of India has recognized the need to modernize the central government offices through introduction of Information and Communications Technology (ICT). The e-office mission mode project has been taken up by the Department of Administrative Reforms and Public Grievances (DAR&PG) in order to improve efficiency in government processes and service delivery mechanisms. The product is aimed at increasing the usage of workflow and rule based file routing, quick search and retrieval of files and office orders, digital signatures for authentication, forms and reporting components. The key objectives of the e-office MMP are:

- To improve efficiency, consistency and effectiveness of government responses
- To reduce turnaround time and to meet the demands of the citizens charter
- To provide for effective resource management to improve the quality of administration
- To reduce processing delays.
- To establish transparency and accountability

IVFRT (Immigration, Visa and Foreigners Registration & Tracking)

The project for modernization and up-gradation of immigration services is identified and included as one of the MMPs to be undertaken by the ministry of home affairs under the National e-Governance Plan (NeGP). The MMP is titled “Immigration, Visa and Foreigners Registration & Tracking (IVFRT)”. The project has been implemented across 169 missions, 77 Immigration Check Posts (ICPS), 5
Foreigners Regional Registration Offices (FRROS), and Foreigners Registration Offices (FROS) in the state/district headquarters.

**The Phase I Implementation (April, 2010- June, 2011)**

It has covered 2 missions: (a) Dhaka, Bangladesh (b) London, UK. 4 ICPS: Delhi, Mumbai, Kolkata and Haridaspur. Traffic from the two selected missions was mostly routed through these 4 ICPS, 3 FRROS: New Delhi, Mumbai, and Kolkata. These FRROS should be able to track the travellers from the missions and ICPS chosen for phase-I.

**Phase II Implementation (July, 2011-September, 2014)**

Roll out across remaining 167 missions, 74 ICPS, 2 FRROS and FROS at state headquarters in a planned and phased manner (as per infrastructural/ connectivity readiness of locations) supported by effective communication, training, and capacity building.

A total of 37 services, including 9 core services, are to be covered under MMP for streamlining and integrating visa, immigration and foreigner’s registration and tracking processes. The 9 core services envisaged to be provided under this project are:

- Facilitation services to the traveller by providing multi-channel access to relevant information and submission of forms.
- On-line appointments, application status tracking, feedback and grievances redressal.
- Visa issuance service
- Integrated database of unique case files for travellers for effective collection and dissemination of traveller information
- Effective facilitation of travellers at immigration
- Effective targeted intervention through an integrated approach to profiling, risk assessment and watch-listing
- Inter-agency information and alert sharing services
- Alert generation and dissemination service
CENTRAL EXCISE AND CUSTOMS

The central board for excise and customs (CBEC) has brought about a major change in the way of central excise and service tax formations and in their regular business, by developing and deploying a software application called Automation of Central Excise and Service Tax (ACES). ACES was rolled out on a pilot basis in December, 2008 has been completely rolled-out nationally in all 104 Commissionerates of central excise, service tax and large tax payer units. This application automates all major processes in central excise and service tax through a workflow-based application. ACES aims at improving tax-payer services, transparency, accountability and efficiency in the indirect tax administration in India. This application has automated all major processes in central excise and service tax through a web-based and workflow-based system.

UID

The unique identification project was conceived as an initiative that would provide identification for each resident across the country and would be used primarily as the basis for efficient delivery of welfare services. It would also act as a tool for effective monitoring of various programs and schemes of the government.

Unique identification number (AADHAAR) would help in better targeting of beneficiary oriented schemes like Nrega, Sarvashiksha Abhiyan, Indira Awaas Yojana and various state specific beneficiary oriented schemes by uniquely identifying the residents/beneficiaries. It would significantly reduce identity frauds and thereby help in efficient utilization of funds allocated to these schemes. Over a period of time, this may help in reducing the total outlay under these schemes by preventing duplicates both under the same scheme and across various schemes. The benefits of the scheme may be as follows:

- A single repository of resident data with identity information which would obviate the need to undertake a de-novo survey for building resident database by individual departments frequently, thereby reducing the overall government outlay in building separate identity related databases. It would effectively enable shift from de-novo approach to incremental updating of database in a collaborative manner.
- Better monitoring and targeting of social benefits to the beneficiaries
• Eliminating the need for multiple identification mechanisms prevalent across government departments
• Help in preventing and controlling pilferage, and fraudulent siphoning off of government benefits
• Help in inclusive banking and financial services
• Important from the national security perspective

E-BiZ

The e-Biz initiative seeks to address several issues related to approvals and permissions, reducing the point of contact between the business entities and the Government organisations. The Department of Industrial Policy and Promotion (DIPP) is piloting the initiative. This project is designed to help a variety of stakeholders like the entrepreneurs, industrial and businesses, industry associations, regulatory agencies, industrial promotion agencies, banks and financial institution and taxation authorities’ etc. The vision of eBiz is “to transform the business environment in the country by providing efficient, convenient, transparent and integrated electronic services to investors, industries and business throughout the business life cycle” which has been presented in Figure 2.2.

Figure 2.2

E-Biz takes e-Government beyond online transactions to Government transformation. Its main objectives are to facilitate a ‘one stop shop’ for procuring all business licenses and permits; eliminate the need to physically interface with
regulatory authorities at various levels of governance. At present the e-Biz project has been providing 29 G2B services- amongst which there are 18 Central and 11 State/Municipal services which are presented in Table 2.2

Table 2.2
Services provided by e-Biz

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Services</th>
<th>Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Issue of Name Availability Letter</td>
<td>Ministry of Corporate Affairs (MCA)</td>
</tr>
<tr>
<td>2</td>
<td>Issue of Director Identification Number</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Issue of Certificate for Corporation</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Issue of Certificate for Commencement of Business</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Issue of Permanent Account Number</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Filing of Returns by Companies (Form 1)</td>
<td>Central Board of Direct Taxes (CBDT)</td>
</tr>
<tr>
<td>7</td>
<td>Tax Deduction Account Number of Income Tax Dept</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Excise Tax Registration (Form R-1)</td>
<td>Central Board of Excise and Customs (CBEC)</td>
</tr>
<tr>
<td>9</td>
<td>Filing monthly returns for production and removal of goods (Form E.R 1)</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Service Tax Registration (Form ST-1)</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Filing Half-yearly Service Tax Returns</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Issue of Industrial Entrepreneur Memoranda</td>
<td>Department of Industrial Policy &amp; Promotion (DIPP)</td>
</tr>
<tr>
<td>13</td>
<td>Issue of Industrial License</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Issue of Importer Exporter Code</td>
<td>Director General of Foreign Trade (DGFT)</td>
</tr>
<tr>
<td>15</td>
<td>Application for Environmental Clearance</td>
<td>Ministry of Environment and Forest (MOEF)</td>
</tr>
<tr>
<td>16</td>
<td>Filing of FC-GPR (Reporting of Forex Transaction)</td>
<td>RBI</td>
</tr>
<tr>
<td>17</td>
<td>Filing for Employees State Insurance Corporation</td>
<td>ESIC, M/o Labour &amp; Employment</td>
</tr>
<tr>
<td>18</td>
<td>Filing for Employees Provident Fund Organization</td>
<td>EPFO, M/o Labour &amp; Employment</td>
</tr>
<tr>
<td>19</td>
<td>Issue of Registration Certificate under Value Added Tax</td>
<td>State Commercial Taxes Dept (CTD)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Services</th>
<th>Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>Filing of Returns by Dealers</td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>Registration of SSI unit under the Industries Development and Regulation Act</td>
<td>State Industries Department</td>
</tr>
<tr>
<td>22</td>
<td>Registration under Shops and Establishment Act</td>
<td>State Labour Department</td>
</tr>
<tr>
<td>23</td>
<td>Issue of license under Factories Act, 1948</td>
<td>State Factories Department</td>
</tr>
<tr>
<td>24</td>
<td>Filing of Annual Returns under Factories Act, 1948</td>
<td>State Factories Department</td>
</tr>
<tr>
<td>25</td>
<td>Payment of Property Tax</td>
<td>Municipal Authority</td>
</tr>
<tr>
<td>26</td>
<td>Application for power connection from DISCOM</td>
<td>State Electricity Department</td>
</tr>
<tr>
<td>27</td>
<td>Permission to Charge the Line</td>
<td></td>
</tr>
<tr>
<td>28</td>
<td>No Objection Certificate from Pollution Control</td>
<td>Board Pollution Control Board</td>
</tr>
<tr>
<td>29</td>
<td>Registration for Profession Tax</td>
<td>State Commercial Taxes Department</td>
</tr>
</tbody>
</table>

Sources:-http://dipp.nic.in accessed on 12/15/2014

**E-COURT**

India has a complicated society. It is therefore no surprise that the legal system across the country gets clogged up, especially with regards to civil and common law areas. The Indian judiciary comprises of nearly 15,000 courts situated in approximately 2,500 court complexes throughout the country. The waiting time for trial can be anywhere from six months to three years or longer. In recognition of the above facts, the e-Courts Mission Mode Projects (MMP) has been designed; it is proposed to implement ICT in Indian judicial system. The MMP aims to develop, deliver, install, and implement automated decision-making and decision-support systems in 700 courts across Delhi, Bombay, Kolkata and Chennai; 900 courts across 29 State/ Union Territory capitals; and 13,000 district and subordinate courts across the nation. The objectives of the project are: to help judicial administration streamline their day-to-day activities; to assist judicial administration in reducing the pendency of cases; to provide transparency of information to the litigants; to provide judges with easy access to legal and judicial databases. E-Court also provides a uniform litigation system throughout India without the need to understand the peculiarities existing in each state and regional legislative system 8.

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8 *Ibid.* p.21
E-PROCUREMENT

This MMP is being implemented to ensure that government procurement becomes simplified, transparent and result-oriented. The project is implemented by Director General of Supplies and Disposals, a central purchasing organisation under the Ministry of Commerce and Industry. The e-procurement MMP has been designed to take into account Government procurement of goods, works as well as services. The project envisages covering all aspects of procurement indent tender to tender preparation, bidding, bid evaluation and award of contract. The vision of the e-Procurement MMP is “to create a national initiative to implement procurement reforms, through the use of electronic Government procurement, so as to make public procurement in all sectors more transparent and efficient”. The proposed services which can be integrated through e-procurement are such as Vendor Management; Indent Management; e-Auction; Rate Contracts; Contract Management; e-Billing and e-payment mechanism and Management Information Systems (MIS). The specific objectives of the e-procurement MMP are:

• Establish a one stop-shop providing all services related to government procurement;
• Reduce cycle time and cost of procurement;
• Enhance transparency in government procurement;
• Enhance efficiency of procurement;
• Bring about procurement reforms across the government;

Apart from these initiatives government of India has taken many other steps to improve the e-governance establishment in India. The Government of India has also made the strategies in the 10th five year plan for the betterment of e-governance establishment.

TENTH FIVE YEAR PLAN (2002-2007)

The report of the working groups highlighted that, e-governance presents a wide variation of the level of computerisation and the use of IT enabled applications within the government and for the delivery of services and information. It also felt that though, a minimum agenda had been devised for computerisation of the

9 http://www.commerce.nic.in accessed on 14/02/12.
governments; there was no real total picture of the country or any marking of the level up to which it was being used by the government. It defined the scope of e-governance and mentioned that it involves transformation from being a passive information and service provider to bringing active citizen involvement. Its dimensions could include the following:

- Single source of information for citizens
- Equality and ease of access
- Optimising resources of multiple organisations
- Inter-governmental participation
- Public networks
- Involving various stake-holders
- Stimulating debates
- Exchanging views and information
- Increasing participation by citizens in decision making
- Public information feedback

It was suggested in the report that the master-plan of e-governance should be guided by the following:

- A clearly focused vision of what is the objective of introducing e-governance.
- The range and standards of delivery of information and services to the people must be defined with time frame within which they are to be attained.
- Any plan or scheme for e-governance should have sustainability; it should not be a mere novelty at government is expense only for the sake of doing something that is in vogue.
- Standardisation should be started without any delay otherwise confusion will ensue that would negate the advantages of its use.
- Areas of public funding should be clearly spelt out.
- The situation in various states should be gone into details and appropriate plans and schemes suggested suited to different states.
- Interactivity must be built into all schemes of e-governance otherwise it will only remain as a labour saving device for the government functionaries.
In the matter of e-governance, G2G, G2C, G2B functionalities have necessarily to be developed. E-governance is to be understood in the sense also of governance even of public and private corporate bodies, municipal corporations and even local bodies. If e-governance is to be ushered in an effective manner, it is necessary to create set of ‘flash pictures’ of the state of e-governance in the country.\(^{10}\)

The following schemes have been included in the plan:

<table>
<thead>
<tr>
<th>Schemes</th>
<th>Fund (in crore rupees)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computerisation of secretariat</td>
<td>3% of plan</td>
</tr>
<tr>
<td>Creating India portal (single window)</td>
<td>100</td>
</tr>
<tr>
<td>Development of local language tool and content</td>
<td>50</td>
</tr>
<tr>
<td>Evolving its architecture (guidelines, best practices, standards and support for pilot/test-bed project etc.)</td>
<td>50</td>
</tr>
<tr>
<td>Technical support to state government for accelerating e-governance practices</td>
<td>50</td>
</tr>
<tr>
<td>Creating citizens data bases through id/smart card</td>
<td>600</td>
</tr>
<tr>
<td>Research for information security, covering</td>
<td></td>
</tr>
<tr>
<td>• Technology for e-commerce</td>
<td></td>
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<tr>
<td>• Information security, encryption, digital signature</td>
<td></td>
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<tr>
<td>• Public key infrastructure</td>
<td></td>
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<tr>
<td>• Smart cards</td>
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<tr>
<td>• Bio-metrics</td>
<td></td>
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<tr>
<td>• Digital rights management</td>
<td></td>
</tr>
<tr>
<td>It for masses (support for multi-functional community information centre)</td>
<td>700</td>
</tr>
</tbody>
</table>


**Eleventh Five Year Plan (2007-2012)**

The Eleventh Five Year Plan was approved by the National Development Council on 19 December 2007. The objective of Eleventh Plan was faster and inclusive growth calls for new integrated modern townships across the country for IT industries; formulation of proactive IT hardware manufacturing policy; development of trained manpower to meet the requirement of the IT industries and promoting R&D. Apart from it Eleventh Five Year Plan has identified some important area

which needs acceleration is the NeGp for providing all government services to the common man in his locality through common service centres and ensuring efficiency, transparency, and reliability of such services at affordable costs. After reviewing the tenth five year plan, the working group of eleventh five year plan has mention some initiatives would need to be taken up for accelerating the National e-governance programme in India:

- Make digital signatures mandatory for e-commerce, e-government, and e-banking initiatives.
- Identify and develop ‘Killer Applications’ i.e. Online auctions, e-voting and home banking,
- Speedy and effective implementation of various MMPs under the NEGP is required for the growth of e-governance.
- Promotion of technologies such as Digital Subscriber Lines (xDSL), Wireless Fidelity (Wi-Fi), and Worldwide Inter-operability for Microwave Access (Wi-MAX) for providing the last mile connectivity to the rural places where copper wiring is not possible.
- Technologies such as Broadband should also be explored.

The Eleventh Five Year Plan has suggested various initiatives for the enhancement of IT for future. In this direction government start many new initiatives in this Eleventh Five Year Plan and strengthen the already running schemes. Some of the important initiatives in addition to those mentioned above that would help in reaching the goal of faster and inclusive growth is as follows:

- Support the adoption of e-procurement model in all government procurements activities
- State Governments should initiate major citizen-centric mission projects under NeGP, preferably in the Public Private Partnership mode.
- To promote IT hardware manufacturing industry.
- Policy needs to be put in place to set up Hardware Manufacturing Cluster Parks (HMCPs) in private sector or public sector or PPP and to co-locate the inter-dependent units in the same complex.
- Policy should be drafted to address the different issues related to the National Digital Library.
• To precede the Unique Identification Project to create a core database this is then regularly updated and is easily accessible to all departments for identification.
• Initiate MMPs for developing quality human resource which is industry ready.
• To start the programmes for development of quality faculty\textsuperscript{11}.

**INDIA US DEAL 2011**

To improve the status of e-governance and to make it available to citizens Indian Government has made a deal with the US government. This deal will really help to improve the status of e-governance. The details of the deal are mentioned below:-

1. The government of India and the World Bank on May 10, 2011 signed an agreement of US $150 million for “\textit{e-delivery of public services development policy loan}”, under the national e-governance plan (NeGP), a flagship e-governance initiative of the government of India aimed at transforming the service delivery system across the country.

   The agreement was signed by Shri Venu Rajamony, joint secretary, department of economic affairs on behalf of the government of India and Shri Roberto Zagha, country director, world bank, India, with Shri Shankar Aggarwal, additional secretary, department of information technology, government of India and Shri Abhishek Singh, director, department of information technology, government of India attending the signing ceremony.

2. The “\textit{e-delivery of public services development policy loan}” will support NeGP’s countrywide plans of increasing online services for citizens in their locality, to improve the quality of basic governance in areas of concern to the common man.

3. With a vision to make all government services accessible to the common man in his locality, through common service delivery outlets and to ensure efficiency, transparency and reliability of such services at affordable costs, to realize the basic needs of the common man, NeGP has identified various key

components including common core and support infrastructure and several mission mode projects to be implemented at the central, state and local government levels. These will result into provision of efficient and cost-effective online services including birth and death registration, tax filing, land records, driving licenses and vehicle registration, passports and visas, agricultural extension services, and a wide range of municipal and panchayat (local government) level services. It will also enable e-services for a number of critical services to be provided by the private sector like banking, insurance, and trade.

4. While this World Bank loan will not target specific services per se, it will support GOI’s objective of increasing access to online services by citizens in their locality. It will do so through supporting policy and institutional actions, which place higher emphasis on coordination and increase outreach to citizens. These policy and institutional actions include:

- Policy for institutional strengthening of state governments;
- Policy for public private partnerships to improve service delivery;
- Policy on use of open standards to ensure inter-operability and avoid vendor lock in;
- Policy for inter-agency coordination and monitoring & evaluation;
- Policies for access to citizen services through mobile platform and increasing the pace of broadband penetration;
- Policy for mandating increased participation of users;
- Policy on service orientation for government processes and officials;
- Electronic service delivery act; and
- Policy on uniform and predictable verification of e service users.

5. Government of India (GOI) proposes to use this DPL support as a focal point to convene the associated departments and levels of government around a concrete reform agenda.

6. “This loan will support critical policy measures within government’s overall e-governance reform agenda leading to more robust implementation of NeGP
with significant social benefits for the population and positive impact on the poor.” Said Shri Shankar Aggarwal, additional secretary and department of information technology.

7. “The NeGP has plans to significantly widen citizen access to e-services. We hope, this loan from the World Bank will support NeGP in its efforts to ensure efficient, cost-effective, accessible and transparent delivery of public services across the country,” said Shri Venu Rajamony, joint secretary and department of economic affairs.

8. “The government of India’s aim of providing web-enabled anytime, anywhere access to information and e-services can have significant social and economic benefits. Reducing the financial and opportunity costs of obtaining specific services through enabling policy measures can go a long way in transforming service delivery in the country,” said Shri Roberto Zagha, World Bank country director in India.

9. The loan from the international bank for reconstruction and development (IBRD) has a 5-year grace period and a maturity of 18 years.12

**Twelfth Five Year Plan (2012-2017)**

Twelfth five year plan has highlighted that Information Technology has made remarkable progress in the last decade. It has transformed the innovation, enhanced productivity and improved standards of living. In twelfth Five Year plan vision has been made of e-Development of India through a multi-pronged strategy. This includes promotion of e-Infrastructure, software Industry, building knowledge network and securing India’s cyber space. For the promotion of IT in India twelfth plan has took various initiatives in terms of policy issues and programme reforms, which has been presented below:

- Ensured policies which induce greater participation of private sector in human resource development.
- Finalisation and implementation of National policies on electronics and Information Technology.

• Establishment of ‘National Electronics Mission’ for the synchronisation of industry function through effective coordination across ministries and government departments at the Centre and the States.
• Attempt to removing language and accessibility barriers for equal access to Internet and its benefits.
• Formulate and implement a national digitisation plan for enabling the common man to use ICT optimally.
• The M-SIPS scheme has been introduced to promote large scale manufacturing in the Electronics System Design Manufacturing (ESDM) sector by providing financial support in terms of special incentive package.
• The focus would be on cyber security through sponsored projects at recognised R&D institutions.
• For cloud computing ‘e-Gov Cloud’ would be established for delivering services to the people.
• There is need to establish an e-Governance Academy as a Centre of Excellence and think tank for the implementation of e-Governance projects in India\textsuperscript{13}.

2.4 \textbf{E-GOVERNANCE INITIATIVES AT STATE LEVEL}

Information and Communication Technology (ICT) has been playing a multifaceted role for changing the model of business transactions and facilitating new forms of interactions. It reduces the transaction cost and increases the market access. ICT has an enormous impact on shaping the mindsets and attitudes of the society for adopting the change process. E-governance is currently one of the leading approaches to government reform, with initiatives being carried out at the local, state and national level. A number of state governments have initiated e-governance projects and many of them have been successful. Most of these are essential for improving the service delivery and improving the government services. Some of the major ICT initiatives taken by the state governments are given in Table 2.3

\textsuperscript{13} Planning commission (2012-17), “Communication”, \textit{Twelfth Five Year Plan}, Chapter 16, Volume II, pp. 263-271
### Table 2.3

**Selected E-Governance Initiatives in India**

<table>
<thead>
<tr>
<th>States/Territory</th>
<th>Urban Initiatives covering departmental automation, user charge collection, delivery of policy/programme information and delivery of entitlements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andhra Pradesh</td>
<td>e-Seva, CARD, VOICE, MPHS, FAST, e-Cops, AP online-One stop-shop on the Internet, Saukaryam, Online Transaction processing</td>
</tr>
<tr>
<td>Bihar</td>
<td>Sales Tax Administration Management Information</td>
</tr>
<tr>
<td>Chattisgarh</td>
<td>Chattisgarh Infotech Promotion Society, Treasury office, e-linking project</td>
</tr>
<tr>
<td>Delhi</td>
<td>Automatic Vehicle Tracking System, Computerization of website of RCS office, Electronic Clearance System, Management Information System for Education etc</td>
</tr>
<tr>
<td>Goa</td>
<td>Dharani Project</td>
</tr>
<tr>
<td>Gujarat</td>
<td>Mahiti Shakti, request for Government documents online, Form book online, G R book online, census online, tender notice</td>
</tr>
<tr>
<td>Himachal Pradesh</td>
<td>Lok Mitra</td>
</tr>
<tr>
<td>Karnataka</td>
<td>Bhoomi, Khajane, Kaveri</td>
</tr>
<tr>
<td>Kerala</td>
<td>e-Srinkhala, RDNet, Fast, Reliable, Instant, Efficient Network for the Disbursement of Services (FRIENDS)</td>
</tr>
<tr>
<td>Maharashtra</td>
<td>SETU, Online Complaint Management System-Mumbai</td>
</tr>
<tr>
<td>Rajasthan</td>
<td>Jan Mitra, RajSWIFT, Lokmitra, RajNIDHI</td>
</tr>
<tr>
<td>Tamil Nadu</td>
<td>Rasi Maiyams – Kanchipuram; Application forms related to public utility, tender notices and display</td>
</tr>
<tr>
<td>North-Eastern States</td>
<td>Community Information Center. Forms available on the Meghalaya website under schemes related to social welfare, food civil supplies and consumer affairs, housing transport etc.</td>
</tr>
</tbody>
</table>

Sources: compiled by researcher

### ANDHRA PRADESH E-GOVERNANCE INITIATIVES

Andhra Pradesh was the first state in the country to take up e-government in a systematic manner under a clear vision to create a knowledgeable society by using information technology in all aspects of development and governance. Pioneering efforts are being made to let the benefits of it reach the citizens, whether they are rich or poor, literate or illiterate and belong to urban or rural area. The government is conscious of the dangers of the digital divides and is making special provisions for
reaching the information to have not’s.\textsuperscript{14} Some of the major e-governance initiatives of Andhra Pradesh are discussed below:-

**E - SEWA**

The Andhra Pradesh government has launched a twin project for the two cities Hyderabad and Secundrabad, in Andhra Pradesh. The experimental pilot project aimed to deliver 16 electronically enabled services. Later on in August of 2001 the project was re-launched as an improved version and christened as E-Seva. E-Seva is a G2C initiative of state government, the aim of this project is to provide a one stop, under a single-roof contact point for availing oneself of a wide spectrum of services from a number of different departments. At present E-Seva has been offering a host of services to citizens in a seamless fashion such as payment of public utility bills, like water, electricity, telephone, submission of passport application, booking tickets etc. Its on-line manifestation, www.esewaonline.com, offers information on issues of interest and also provides downloadable forms and external links. However, what makes it unique is the offline manifestation of e-Seva; it has also established around 44 e-Seva centres spread over the twin cities and Ranga Reddy district. These are computerised Integrated Citizen Services Centres (ICSCs). They connect the twin cities and the Ranga Reddy district. These centres provide service to nearly 12 million people in the area. The important fact is that no jurisdiction is imposed on the citizens and hence any man or woman is free to have access to any centre at will. It is a marked improvement over the earlier system where each citizen had to go to his/her designated local area office to pay utility bill or lodge a complaint.

The e-Seva ICSCS have the following features:

- Integration of it: by providing real time online transaction.
- Flexibility in the mode of payment: payment can be made through cheque, cash, demand draft and credit card.
- Operating schedule: the centres operate from 08:00 am-08:00 pm hours on all working days and 09:00 am-03:00 pm hours on Saturday and Sunday.
- Facility of direct debit system: e-Seva has an agreement with five prominent banks of the region; anyone having registration at www.esewaonline.com can

utilize the e-payment facility, provided he or she has internet banking account with their respective banks.

- Validity of e-Seva receipts: receipts taken at any centre is taken as a valid proof of transaction.\(^{15}\)

### Table 2.4
**Services provided by ‘e-seva’ centres**

| Services for payment of utility bills | • Electricity bills  
|                                         | • Water and sewerage bills  
|                                         | • Telephone bills (BSNL & Tata Tele services)  
|                                         | • Property tax, sales tax |
| Certificate                           | • Registration of birth/death  
|                                         | • Issue of birth/death certificates  
|                                         | • Registration departments: issue of encumbrance certificates  
|                                         | • Issue of caste/nativity certificates |
| Permits/licences                      | • Medical and health department: renewal of drug licences  
|                                         | • Issue/renewal of trade licences |
| Transport department services         | • Change of address of vehicle owner  
|                                         | • Transfer of ownership of a vehicle  
|                                         | • Issue of learners’ licences  
|                                         | • Issue/renewal of driving licences  
|                                         | • Registration of new vehicles |
| Information                           | • Transport department procedures  
|                                         | • Registration department: market value assistance |
| Reservation                           | • Reservation of apsrtc bus ticket  
|                                         | • Hmwsrb: reservation of water tanker  
|                                         | • Tourism: reservation of tickets/accommodation |
| Other services at ‘e-seva’ centres    | • Sale of passport application forms  
|                                         | • Receipt of passport applications  
|                                         | • Receipt of application for new telephone connections  
|                                         | • Sale of non-judicial stamps  
|                                         | • Collection of small savings |
| Internet services                     | • Internet-enabled electronic payments  
|                                         | • Downloading of forms and governments order  
|                                         | • Filing of application on the web |

Source: https://www.esevaonline.ap.gov.in

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COMPUTER-AIDED ADMINISTRATION OF REGISTRATION DEPARTMENT (CARD)

The Computer-aided Administration of Registration Department (CARD) of Andhra Pradesh has designed to eliminate the maladies affecting the conventional registration system by introducing electronic delivery of all registration services. The project was originally conceived in August 1996 and implemented at two sites in 1997. Judging the project by its initial success and the immense potential it has in transforming the concept of public services, the government decided to replicate it all over the state. In order to give legality to the documents registered through CARD, Act no. 16 of 1999 was enacted under which the following important provisions made here:

- In the registration Act, 1908, as in force the state of Andhra Pradesh, in sub-section (2) of section 2, after the words “includes a portion of book”, the words “and the information storage device like floppy disk, hard disk, compact disk” have been added.

- In section 16 of the principal act, for sub-section (1), the following have substituted the original provision, namely: “the state government shall provide for the office of every registering officer the books and also the information processing and storage devices like computer and scanners along with the software prescribed by the inspector general, from time to time necessary for purpose of this act”.

- In section 61, after sub-section (1), the following provision has been added: “provided that the copying of the items referred to above may be done using electronic devices like scanner.”

Introduction of the CARD has demystified the registration process, brought speed, efficiency, consistency and reliability and substantially improved the citizen interface. Six months following the launch of the card project, about 80% of all land registration transactions in AP were carried out electronically. Card is operational at 387 sub-registrar offices in the entire state of Andhra Pradesh and is providing services to the citizens in a short period for nominal user charges. The most popular services are registration of deeds, issue of encumbrance certificates and market value searches. Prevalent user charges are: Rs 95 for registration of documents (maximum
of 10 pages with Rs 5 for every additional page), Rs 10 for motor vehicle (MV) search certificates, Rs 20 for encumbrance certificates and Rs 20 for certified copies of the documents.  

E- PROCUREMENT

In Andhra Pradesh, procurement in government departments was done through a manual tendering process. This manual process consisted of a long chain of internal authorizations and scrutiny which necessitated several visits by the suppliers to government departments. The manual tender system suffered from various deficiencies, including discrimination, cartel formation, delays, lack of transparency etc. To reduce these malpractices, the government of Andhra Pradesh introduced the e-procurement project in the year 2003. State has implemented the e-procurement within four departments of state. On the successful completion of pilot phase e-procurement was quickly rolled out to other departments for all works procurements costing above Rs 1 million and goods/services procurements costing above 0.5 million. Presently e-procurement is being implemented in 16 government departments, 22 public sector corporations, 89 municipalities and 5 autonomous institutions in the State.

The entire e-procurement process was designed to avoid human interface. The system now ensures total anonymity of the participating suppliers and the buyers until the bids are opened on the platform. The e-procurement application provides automatic bid evaluation based on the evaluation parameters given to the system. These improved processes have eliminated subjectivity in receipt and evaluation of bids and has reduced corruption to a significant extent. Further, to bring transparency in e-procurement tender documents containing all details are posted on the website. The documents can be downloaded by the interested suppliers free of cost, from the day of publication of a tender. At any time in the procurement cycle, any person associated with the transaction can check and know the status of the transaction. This saves time and effort involved in finding out the status of a purchase order, besides enabling better planning of the inventory.

Benefits of e-procurement are:-

- Reduction in tender cycle time: in the pre e-procurement era, the departments would take 90-135 days for finalization of high value tenders. The tender

cycle time gradually came down to an average of 42 days over a period of one year and further reduced to 35 days at the end of the second year.

- **Reduction in opportunities for corrupt practices:** the e-procurement system allows ‘any where’ and ‘any time’ access for bidders and suppliers to the internet. The automatic tender evaluation mechanism inherent in the system has reduced subjectivity in tender evaluation and helped to curb opportunities for corrupt practices to a significant extent and increased the accountability of procurement officials.

- **Improve transparency:** in terms of transparency, any supplier or citizen can get information about tenders through a search engine on the home page. A supplier participating in a tender knows the list of other participating suppliers, the documents furnished by his competitors, price quotations and the evaluation result.

- **Cost savings:** there is also substantial reduction in the advertisement costs in the press media, as e-procurement tender notices were shortened to contain only basic information on the name of work, estimated costs and the URL of the e-procurement site. There has been a 25% saving in the column space used, resulting in savings of approximately $0.56 million in a year. Figure 2.3 has been showing e-procurement trends.

![Figure 2.3](http://www.eprocurement.gov.in)
Services provided by the e-procurement are as follow:

- E-tendering
- Issue of tender documents to prospective tenders
- Submission/receipt of tenders
- Opening of technical bids
- Approval of tenders
- Contract management
- Rate contract based procurement
- Online bid submission
- Online status publishing

**E-PANCHAYAT**

This project has been launched in the year 2002 at Ramchandrapuram village near Hyderabad; it is India’s first e-panchayats enabling village. The objective of this project is to computerise all activities relating to citizens and provide them online service at village level as well as inter-governmental functions. E-Panchayat comprises of nearly 30 main and 150 sub-models. In line with the 30 Sectoral functions of gram panchayats, Ramchandrapuram gram Panchayat was taken as pilot Panchayat for e-Panchayat project. Services provided by the e-procurement are as follows:

- Download forms of birth/death application
- House tax application status and assessment demand
- Licenses: application no, licenses status/fee details
- Birth and death reporting
- Grievances registration and enquiry status.

**GUJARAT E-GOVERNANCE INITIATIVES**

Gujarat started a little late the efforts to bring the benefits of ICT in governance. But it expressed a resolve to catch up fast. It had the benefits of the results and pitfalls of other models that were already on the implementation ladder. E-governance activities in Gujarat have been initiated at various levels by numerous government entities including the department, district offices, commissionerates and state agencies of the government. These have been in the form of electronic

documentation and information exchange, information and service delivery to citizens, process automation and smaller computerisation initiatives. E-initiatives of Gujarat are as follows:-

**CITY CIVIC CENTRE – AHMADABAD MUNICIPAL CORPORATION (E-CITY)**

This project was started at Ahmadabad Municipal Corporation (AMC) to facilitate better performance of the delivery of municipal services. For this AMC has established six city civic centres which are located in five zones of city and also created forty-three ward civic offices all these are interconnected via internet connectivity. As the city civic centre is on the network and connected to the main server which in turns is connected through the global internet protocol, the citizens can track the status of their application later on through the corporation website. For doing so, a unique registration number is allotted to every applicant, which can be later used to track the status. Citizens can take information through website www.egovamc.com by the click of a button, citizens can also avail themselves of various services at single window. Services provided by e-city centres are:

- Registration of complaints
- Payment of all municipal duties (property tax, professional tax)
- Registration and issuances of birth and death certificates
- Issuance of licenses for shops and establishments, payment of hoarding fee.
- Information of infrastructure, projects and tenders.
- Issuance of health and hawkers’ licenses
- Respite of right to information application
- Collection of property tax application and complaints

**MAHITISHAKTI**

The Mahitishakti project was started in 2001 and has facilitated information access for the rural citizens of the Panchmahal district. The project is implemented through about 80 information centres (Mahitishakti Kendra) through which citizens

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can have access to various type of information and services. The project has been implemented with nearly 100 per cent local language interface, using appropriate internet technology. Along with the web application, an exhaustive Gujarat geographic information system (GGIS) package which provides information about more than 95 parameters like total number of schools, availability of water resources etc. is provided. Services that are available on this portal are:

- Over 200 forms made available along with checklist giving details of documents to be attached with the form at the time of submission.
- Information pertaining to ongoing schemes like those under the district rural development authority (DRDA) and district planning board (DPB), tribal area sub plan (TASP) as also activities like security etc. On parameters pertaining to each of these giving details.
- The web-enabled version of the Gujarat geographic information system (GGIS) giving details of the resource availability in terms of 95 parameters of every village of the district is available on a query-based system.
- Starting of electronic newsletter in the portal Mahiti Mahisagar featuring medical help, legal help, science corner, children’s corner etc.
- The grievance redressal forum provides a fourm for citizens to voice their specific complaints.
- Public opinion on important issues.
- Chat facility with the ministers and senior officers of the district
- Access to the electoral roll for anybody requiring the information for a useful purpose.
- Below poverty line list.\(^{19}\)

**TALE FARIAD (PUBLIC GRIEVANCE REDRESSAL)**

By making an innovative use of the ICT, government of Gujarat has designed and commissioned “Tale Fariad” (chief minister’s call centre) for public grievance redressal. This project was started on pilot basis in December 2001 at Banaskantha

district. Experience was successful and many another call centres were opened in the state. Under this project special four digit telephone number 1505 has been allotted for Tale-Fariad system throughout the state. People lodge complaints in original voice format which is compressed and forwarded to designated mailbox at CM’s office Gandhinagar within 6-8 minutes. Voice messages are transcribed by the operators on a web based application developed by NIC, Gujarat and forwarded to related departmental heads and others the same day for necessary action under intimation to CM’s office. Action taken on complaints is reconciled on receipt of replies from the department by the CM’s grievance cell. People can inquire about the status of their complaints from the collectors’ office or CM’s grievance cell.20

KARNATAKA E-GOVERNANCE INITIATIVES

Karnataka is another state that has undertaken an ambitious e-governance programme. This state has begun to computerise most of departments. Its major city, Bangalore, is known as an IT hub attracting over 1500 IT companies from advanced industrial nation. To reinforce its mission of restoring citizens’ confidence the government has adopted projects to ensure computerisation of land records, registration, the education system, transport and so on. Important projects of Karnataka are:-

BHOOMI PROJECT

The government of Karnataka, embarked upon a project “Bhoomi” in 2002 designed by National Informatics Centre, Bangalore, under which the entire land records in Karnataka were to be computerised and made open to the public. In all 20 million records of land ownership of 6.7 million farmers were digitalized through 177 government-owned kiosks in the state. These rural land revenue documents play a crucial role in the lives of the people. Such record is essential for security of loans, bail applications, getting scholarships for children and getting the benefit of rural development programmes, etc. Nearly 9000 village accountants were maintaining these records. The introduction of Bhoomi project has changed the entire system by converting the data into digital format. The information is made available to the people under a simple and user friendly procedure which is convenient and quick.

20 Ibid
177 talukas touch-screen kiosks (Bhoomi Centres) were set-up from where farmers could get the revenue documents within a short time by paying Rs15 as users fee. In fact, Bhoomi project now envisages offering some additional services in the future:

- Issue of land record with digital signature
- Providing connectivity with Bhoomi to court and banks
- Scanning of survey sketches/maps and linking them with Bhoomi
- Decentralisation of the issue of land record to Hobli (sub taluka) level on a PPP model²¹.

KHAJANE (ONLINE TREASURY SYSTEM)

‘Khajane’ is a major e-governance initiative of the Karnataka State Government. Basically, it is a government-to-government (G2G) project. This project was implemented mainly to eliminate systemic deficiencies in the manual treasury system and for the efficient management of state finances. Khajane in Sanskrit language means treasury. This project is the first of its kind in the country where the entire treasury activity has been computerised. The online treasury project, Khajane, computerises all the 216 treasury offices in Karnataka and is connected to a central server at the state secretariat through Very Small Aperture Terminal (VSAT). It provides regular updates regarding the state expenditure and receipts to the central server. Khajane aims to bring about a more transparent and accountable system of financial transactions and also brings discipline in operations and management, resulting in efficiency and cost-effectives for the government. This system eliminates duplication of data entry and maintenance of individual treasuries and enables uniform replication of modified data at the central server. This software is modular in nature and covers the entire treasury activity, such as receipts, payments, deposits, stamps and strong room, pensions, social security pensions, accounts, returns, housekeeping and master maintenance. Some of the important features of Khajane project are

- Budget control
- Online funds transfer

• Zilla panchayats and Taluka panchayats fund control.
• Monitoring of non-payable detailed contingent bills.
• Social security pension payments.
• Transparency in treasury transactions.
• Financial management information system.
• Daily report to finance department.
• Monthly reports to the finance department and to the heads of departments.  

E-GOVERNANCE INITIATIVES OF KERALA

Kerala is another state which has taken many initiatives to introduce e-governance in the state. At present many e-governance projects have been in operation in the state, which is providing various services to the citizens and making the process more accountable, efficient and transparent.

FRIENDS

FRIENDS or “Fast, Reliable, Instant and Efficient network for disbursement of services” was started in the year 2000 in Thiruvananthapuram and started by the Kerala state department of information technology with the help of local bodies. The FRIENDS centre, or Janasevana kendra, is a one-stop integrated citizen service centre of the government of Kerala. The centre functions as a single counter to remit utility bill payments, submit applications, seek information on government programmes and schemes, and provide access to other specialty services. After the success of the Pilot project, FRIENDS was launched in the remaining 13 district headquarters in 2001. The centre works from 9 am to 7 pm in two shifts from 9 am to 2 pm and from 2 pm to 7 pm on all days including Sundays without lunch breaks. This centre is closed on every second Saturday and on public holidays. The services offered at FRIENDS centres are:

• Electricity bill payments
• Fee for new ration cards
• Kerala university examination fees, general fees for Kerala university
• Motor vehicle tax
• Fee for licenses and permits from the motor vehicles department

• One-time vehicle tax, registration fee for motor vehicles
• Fee for trade licenses
• Building tax
• Basic land tax
• Revenue recovery
• Property tax, professional tax
• Fee for food license and trade license
• Water bill payments, telephone bills of Bharat Sanchar Nigam Ltd (BSNL)

AKSHAYA

Akshaya, an innovative project implemented in the state of Kerala aimed at bridging the digital divide, addresses the issues of ICT access, basic skill sets and availability of relevant content. The Malappuram Akshaya pilot project started as the beginning of a state wide flagship programme was very much successful and it was subsequently declared the first totally e-literate district in the country. With the Malappuram experiment becoming a big success Akshaya e-services have been implemented in eight districts including Malappuram in the second stage. In the third phase, Akshaya activities are being rolled out in the remaining six districts of the state. Today, the project Akshaya has been providing self-employment to around 3000 persons and direct employment to about 3-5 persons in Akshaya e-kendra's. Each e-kendra, set up within 2-3 kilometres of every household caters to the requirements of around 1000-3000 families to make available the power of networking and connectivity to common man. Akshaya is acting as an instrument in rural empowerment and economic development in the state. Thus, the project is having a long-standing impact on the social, economic and political scenario of the state.

Online services links provided through the website of Akshaya are:-

• E-payment services
• Department of food and civil supplies
• E-Grant data entry
• E-Vidya online exam
• E-krishi
• Sales tax department

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23 http://www.apdip.net
E-GOVERNANCE INITIATIVES OF MADHYA PRADESH

The e-governance initiatives of Madhya Pradesh are as follows:

GYANDOOT

Gyandoot is an intranet based government to citizen (G2C) service delivery portal, initiated in January 2000 by a committed group of civil servants in consultation with various gram panchayats in the Dhar district of Madhya Pradesh. Gyandoot is a low cost, self-sustainable, and community-owned rural intranet system (Soochnalaya) that caters to the specific needs of village communities in the district. Gyandoot aims to create a cost-effective, replicable, economically self-reliant and financially viable model for taking the benefits of Information and Communication Technology (ICT) to the rural masses.

Thirty-five such centres have been established since January 2000 and are managed by rural youth selected and trained from amongst the unemployed educated youth of the village. They run the kiosks as entrepreneurs. Kiosks are connected through the intranet. The user interface is menu based with information presented in the local Hindi language and the features of the Gyandoot software are continuously being updated. Services provided through this project are:

- Commodity/ mandi/ marketing information system
- Income certificate
- Domicile certificate
- Rural hindi e-mail
- Public grievance redressal (Shikayat Nivaran)
- Forms of various government schemes
- Below poverty line family list
- Employment news
- Rural matrimonial
- Rural market
- E-education general provident fund

E-GOVERNANCE IN PUNJAB

In consonance with the national objective of making India a global IT power and a front runner in the information revolution, the government of Punjab has taken various initiatives to commence e-governance in the state. The e-governance initiatives of the state focus on creating efficient and cost effective government.

E-DISTRICT

The government of Punjab has implemented e-district projects under national e-governance plan (NeGP). The state government has decided to rollout e-district pilot projects in Kapurthala and Shaheed Bhagat Singh Nagar (Nawanshahar) districts with HCL as a solution provider. The project aims to target high volume services delivered at the district level by undertaking backend computerisation of common service centres. It also aims at seamless integration of various departments for providing services to the citizens by integrating various district databases, creation of ICT infrastructure for rolling out of e-governance plans right up to sub-division and block levels. Services including such as

- Certificates,
- Pension schemes,
- Public distribution system,
- Licenses,
- Revenues court cases,
- Grievances redressal

SUWIDHA

The project was initiated in August 2002 at Fatehgarh Sahib. The project was funded by government of India, department of communication & information technology. The project was successfully completed by district administration with technical support of national informatics centre. Based on the success of the pilot project, the government of Punjab decided to implement this project in all districts of Punjab. The project replication started in all districts with technical support of NIC-

26 http://www.gyandoot.NIC.in/
28 http://www.doitpunjab.gov.in
district centres. As of now, the project is being executed in all deputy commissioners’ offices. Suwidha was ranked topmost among all the e-governance projects in the country by Skoch in 2005-06. Suwidha received excellence award from Microsoft in September 2006.

Project provides convenience to a citizen by capturing the input at a single point, defining a specified delivery date depending upon the type of service and accepting cash at the counter itself and delivering district administration services to the citizens from the same counters. It ensures timely delivery without any need to interact with the concerned branch. Suwidha centre has started SMS Service which, status of application is intimated to the applicant as soon as document is ready, SMS for pending documents on due date is sent to the applicant. In case any applicant wishes to know the status of his application, he can send a SMS to the number 09417607646 as follows: su (token no) year. In addition applicants can also enquire status of their application by calling at Suwidha centre numbers 0181-2453200 and 0181-2453300. Applicant can also view application status online. The services provided through Suwidha centre are:

- Affidavits
- Arms license
- Copies and miscellaneous
  - a) Copy of old registry record
  - b) Copy of demarcation
  - c) Copy of mutation
  - d) Copy of criminal case
  - e) Non encumbrance certificate
  - f) Unmarried certificates
  - g) Permission regarding fairs etc
- Counter signature of documents submitted by applicant from various departments.
- Learning licence
- Passport
- Vehicle registration

http://suwidha.NIC.in
SAARTHI AND VAHAN

In order to introduce Information Technology in the Road Transport Sector, National Informatics Centre (NIC) has developed “VAHAN”, application software for Registration Certificates of vehicles and “SARATHI” application software for Driving Licenses. These two software VAHAN & SARATHI are provided with possible validation checks to the best of available knowledge and software. The project has been started to implement on pilot bases at District Transport Office (DTO) Ropar in Punjab. The office of Sub Divisional Magistrate (SDM) Kharar has also been covered in the pilot project. The Government of Punjab is keen to have partnership with private parties for infrastructure investment and support services on a BOOT (Build Own Operate Transfer) basis. The following services has been providing to the citizens through this project:

- Issue of Learner’s License on paper
- Issue of duplicate learner’s license on paper
- Issuance of learner’s license through academic institutions nominated by the department
- Issue of the driving license on smart card
- Addition of another class of motor vehicle to the existing driving license
- Renewal of driving license
- Issue of duplicate driving license
- Revocation of driving license
- Issuance of international driving license
- Issue of conductor’s license
- Renewal of conductor’s license
- Issue of duplicate conductor’s license
- Issue of trade certificates / license on paper
- Issue of paper based registration certificate by dealer of the vehicle
- Issue of smart card based registration certificate

http://www.doitpunjab.gov.in
- Renewal of certificate of registration, re-registration of transport vehicles and assignment of new registration mark
- Issue of duplicate certificate of registration
- Transfer of ownership of a vehicle
- Change of address of a registered vehicle

**E-GOVERNANCE IN RAJASTHAN**

The Rajasthan government has taken various measures in introducing Information Technology (IT) in various departments of the state. The people of Rajasthan are the main priority for the government and the state is committed to provide them with better governance. Computerization of procedures in different departments is also being done for e-governance. Projects are in progress in all sectors which are directly associated with common man like the revenue, police, medical and health, education, power departments.

**LOK MITRA**

The state government of Rajasthan had launched two ambitious e-governance projects in the year 2002, namely lokmitra and janmitra. Lok mitra was the first of its own kind of electronic service in the state of Rajasthan. It aims to deploy information technology for the benefit of the masses. It is a one stop, citizen friendly computerized centre located in the heart of the city at government hostel, Jaipur. This has provided relief to common man as they get efficient services through its driven interfaces at a single window. It is an e-governance project in which the computer server is linked to different departmental servers through dedicated leased line & dial-up network with multiple e-counters, which can handle all services.

Services offered by the Lok Mitra centre are:

- Payment of electricity bills and water bills.
- Online bus ticketing of RSRTC
- Issue of birth and death certificates
- Payments of various dues/fee of Jaipur municipal corporation
- Payments of various dues/fee of Jaipur development authority
• Payments of various dues/fee of land and building tax Department.
• Payments of land line and cell phone bills.

JAN MITRA

Jan Mitra is an integrated e-platform through which rural population of Rajasthan can get desired information and avail themselves of services. This project has been successfully implemented on pilot basis in Jhalawar, Rajasthan. Jhalawar is the first district among five project location districts in India, where the project has been implemented before schedule. Services provided by Jan Mitra are:

• Public grievance redressal
• Online submission of application forms
• Access to land and revenue records
• Access to government information
• Development schemes
• BPL list
• Agriculture information and mandi rates

E-GOVERNANCE IN UTTER PRADESH

UP has established leadership in many e-Governance initiatives. However, the transformation from being an IT laggard state to becoming a front runner in the race for various National and International awards for excellence in e-Governance applications has been made possible due to hard work, grit and determination of the State Government. E-Governance projects in UP cover the entire spectrum of interfaces. However, the major achievements of the e-Governance initiatives of the state have been in the development of IT culture in government functioning. Some of the successful projects of the state include:-

LOKVANI

“Lokvani” in Hindi means the voice of the people, is a public-private partnership project at Sitapur district in Uttar Pradesh which was initiated in

31 http://emitra.gov.in accessed on 15-05-14
November, 2004. The project established with multi objectives such as to provide a single window service, self sustainable e-governance solution with regard to handling of grievances, land record maintenance and providing a mixture of essential services. The programme format uses the local language, Hindi, and is spread throughout the district to a chain of 109 Lokvani kiosk centres. These kiosks have been established by licensing the already existing cyber cafes. The main attraction for the citizens is the online grievance redressal system. The Lokvani centre enters the complaint on behalf of the complainant. The user need not be literate or computer expert to lodge his / her grievance. A copy of the complaint is given to the complainant along with the complaint number (like the PNR no. of the railway ticket) and the database keeps track of all the complaints filed by a particular Lokvani centre. All complaints lodged through this site are monitored and sorted at the district magistrate’s office. The complaints are then marked to the concerned officers. A time frame is determined for the redressal, depending on the nature of the complaint. It varies from 15 to 40 days. The name of the officer, to whom the complaint has been marked along with the deadline, is uploaded on the server the next day. The complainant can access these details within 2 to 3 days of lodging the complaint. Other services offered by Lokvani are:-

- Availability of land records (Khataunis) on the internet
- Online registration, disposal and monitoring of public grievances
- Information relating to various government schemes
- Online availability of prescribed government forms
- Online status of arms license applications
- GPF account details of basic education teachers
- Details of work done under mplad/vidhayak nidhi
- Details of allotment of funds to Gram Sabhas under different development schemes
- Details of allotment of food grains to kotedars
- Other useful information of public interest.32

E-SUVIDHA

The department of information technology and electronics, government of Uttar Pradesh has decided to create and develop an electronic bridge between the common citizen and the government departments and constituted the state smart city project unit (e-suvidha), a government society, is registered as under the societies registration act, 1860. E-suvidha has proposed to implement an information technology enabled public utility interface across the state of Uttar Pradesh and to begin with initially started on pilot basis in the city of Lucknow in August, 2006. E-suvidha provides a one stop interface to citizen to interact with government departments. At present there are 31 e-suvidha centres in Lucknow operate from 8 am to 8 pm on all working days including Sundays and holidays. Citizens can avail themselves of any service from any of the e-suvidha service centres across any counter without any jurisdictional limit. All e-suvidha service centres accept all forms of payments including credit cards. The following services are presently being offered at all the locations:

- Electricity bill payment service
- Payment of water tax for jal Sansthan
- Payment of house tax for Nagar Nigam
- Payment of house instalments for Lucknow Development Authority (LDA).
- Railway ticket reservation service.
- Railway tatkal ticket reservation service.
- BSNL bill payments/cellone services.  

BHULEKH

Bhulekh is the UP government’s initiative to convert manual land records to digital form, in order to ensure uniformity in the maintenance of land records across the state and to overcome the shortcomings of the manual system of land records generation. Moreover, farmers can now get the record of rights (ROR) document instantaneously from the tehsil office. Bhulekh is now operational in all 305 tehsils under 70 districts. The legacy system of manual generation of RORs has been

33 http://www.esuvidha.goup.in accessed on 14-8-2012
replaced completely. Within the first five months of its operations, Bhulekh had provided nearly 1.5 million copies of RORs to more than five million farmers. The ultimate aim is to make Bhulekh an integrated land information system that can be used by citizens, banks, governments, NGOs and planners to access all kinds of information pertaining to land. RORs can be issued to farmers on demand by paying a service charge at the tehsil office. It has also made land records more secure which can now be changed only through user’s authentication. It has also increased government land revenue as the process of Jamabandi and collection of lagan has become more efficient, minimised tenancy violations and encroachments have been minimised because the relevant data is available with administrators and law enforcement agencies, instead of being with the lekhpal and it has resulted in enhanced efficiency of record updating.34

E-GOVERNANCE IN HIMACHAL

The government of Himachal Pradesh is committed to providing online opportunities to the citizens for their economic and social development. The state of Himachal Pradesh has been blessed with an enormous potential of Information Technology (IT). Himachal Government has chalked out a policy heralding its benefits for its citizens and for the state as whole. Himachal Pradesh society for the purpose of promotion of IT and e-governance has initiated the implementing agency of e-governance projects in Himachal Pradesh and encouraged a number of projects in the state. Some of the important projects are as follows:-

E-SAMADHAN

E-samadhan is an online Public Grievance Monitoring System. The Government of Himachal Pradesh has provided a facility to the people of state that they can submit their grievances or demands online through (a) own personal computer connected with internet (b) cyber cafe (c) various e-Samadhan counters established by the Government of Himachal Pradesh. An individual can register his demands and grievances from anywhere at any time. Individuals have to simply identify the nature of application and department with whom the complaint is concerned and can get to know the status of his/her application through e-Samadhan portal or through SMS if the individual has submitted the mobile number at the time of application submission.

34http://www.icisa.cag.gov.in accessed on 25-8-2012
At present portal has disposed 22452 grievances out of 24365 received and disposed 10850 demands out of 13821 totals received. The “e-Samadhan” is a web-based application and no indirect cost is incurred by the users for availing the services because of the following reasons:

- **Cost Effective**
  
  The “e-Samadhan” system eliminates costly and wasteful distribution of printed materials and information is always up-to-date. It also eliminates expensive multi-site licenses and above all no hardware upgradation is required for accessing the web-based application “e Samadhan”.

- **No special configuration**
  
  No special configuration or changes are required on users’ PCs. Everybody should have a browser. This leads to lower costs for browser-based software – “e-Samadhan”.

- **Centralized Data**
  
  Data is centralized, secure and have backup system therefore it eliminates the need to synchronize data between locations.

- **Easy Maintenance**
  
  The “e-Samadhan” application is easy to change, and maintain. Updates can be made quickly and easily.

- **24X7 Access**
  
  Biggest advantage of the “e-Samadhan”, users have access from anywhere in the world, 24 hours a day, 7 days a week. Employees or public located at different locations, travelling or stationed even overseas, all have direct access to current information.

**ONLINE ELECTRICITY BILL PAYMENT**

Himachal Pradesh State Electricity Board has started online Electricity Bill Payment Services in Shimla on “pilot project” basis. The residents of Shimla can make online payment of electricity bills of Himachal Pradesh State Electricity (HPSEB) Board after registering at the official website of Himachal Pradesh.

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35 http://admis.hp.nic.in/esamadhan. accessed on 10-9-2012
36 http://www.csinihilent-egovernanceawards.org accessed on 14-8-2012
Electricity Board. Customers can then view their Bill and Pay Electricity Bills Online. Very soon the entire population of Himachal Pradesh may be able to pay Online Electricity Bills of Himachal Pradesh State Electricity Board

SUGAM

Himachal Pradesh is a sparsely populated State with difficult topographical and climatic conditions. The people have to travel large distances on foot or by road to reach the appropriate level of administration to get their jobs done. Moreover, certain things can be got done at tehsil level whereas for others, a person may have to go to sub-division or district head quarters. Besides this, within a place, one may have to approach different offices for various kinds of jobs. This results in substantial wastage of time and money of an individual. Therefore, government has started the use ICT in government process so that the services may reach the doorstep of rural community. For this government has setup one Sugam centre (having PCs, Printers, Scanner, Web Camera and UPS etc.) in a District covering all Tehsils/ Sub-Tehsils, Sub-Divisions and District Headquarters of that District. Sugam Centres at all the levels tehsil, sub-division and district headquarters have similar setup and same services at all places. Services provided through Sugam centres are:

- High Court Case List
- Vidhan Sabha List of Business
- Downloadable official forms
- Schemes
- Essential commodities rates
- Arms Licence
- Police Online Complaints
- Employment job portal
- E-registration of electors
- Government Pensioner Helpline
- Directory of 2000 Hotels
- Private Hotel reservation
- Examination results.

37 http://hpseb.com/mybill accessed on 25-8-2012
LOKMITRA Web-enabled Government-Citizen Interface

The Government of Himachal Pradesh is committed to provide the general public especially living in distant rural areas of the State, with the benefits of "Using Information Technology (IT) in Governance". The Web-enabled Government-Citizen Interface, named as LOKMITRA, The Common Service Centre (CSC) scheme is one such step of the State Government in that direction. LOKMITRA, a G2C project, it provides an interface for the citizens to interact with various government functionaries and solicits the active and direct contribution of citizens in the process of governance. The project based in Hamirpur district consists of two Pentium-III-based Servers (Under Windows NT), with 4 Pentium-III-based Client systems and a Router, set up in a LAN using HUB in a separate room at the Deputy Commissioner’s office, Hamirpur, named as LokMitra Soochnalaya. A total of 25 panchayats have been identified for setting up Citizen Information Centres. The project will be extended to cover all the districts of Himachal. The project was initiated by the Department of Information Technology, Government of Himachal Pradesh. The software was developed by National Informatics Centres (NIC), Himachal Pradesh State Unit Shimla.39 Services provided through LOKMITRA are:-

- Employment exchange services (Job Portal)
- Land Records (Unauthenticated copy)
- Electoral services
- Public Grievances (Lokvani / Lokmitra mode)
- HRTC / Railway Booking
- Registration for pension schemes
- Availability of all Government forms
- E-Kalyan scheme (for disbursal of pensions once banking services penetrate down to the level of Panchayats)
- Issuance of Himachali Domicile, Caste and Agriculturist Certificates based on web based data
- Examinations results

E-GOVERNANCE IN MAHARASHTRA

Harnessing the benefits of Information Technology for effective and transparent functioning of the administration is one of the core focus areas of the IT policy of the Government of Maharashtra. Various initiatives have been taken by the state government to employ IT in government process. Some of the important initiatives have been mentioned below:

SETU (Integrated Citizen Facilitation Centres)

It tenders the possibility of making routine administrative process faster, smooth and transparent. To ensure time bound service delivery to citizens, the government has initiated the program to set up citizen facilitation centres known as Integrated Citizen Facilitation Centres (SETU). As the name suggests these are to act as a bridge between the citizens and the government. At present there are multiple points of interaction between the citizen and individual departments spread over so many different Government offices. A one-stop service centre for all such routine matters must be made available. The Integrated Citizen Facilitation Centres (SETU) is to work on these very basic needs of the citizens and reorienting our administrative processes accordingly. The aim is to lay the foundation for e-governance, create visible impact of the intention of the Government in this direction, and facilitate the interaction of the citizens with the Government to make it more transparent, pleasant and satisfying. These single window counters provide routine services such as:-

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41 http://www.maharashtra.gov.in accessed on 15-10-2012
1. Government Services
   - Land records
   - Vehicle Registration
   - Issue of certificates/ Government schemes
   - Employment exchange
   - Ration cards
   - Electoral services
   - Pension schemes
   - Road transport
   - Public grievances
   - Utility/Telephone Bills (Government undertakings)

2. Business to Consumer (B2C) services
   - Commercial Services
   - Digital Photos
   - Web surfing
   - Photocopying
   - DTP
   - Email/Chats
   - CD Burning
   - Typing
   - Printing
   - Games
   - Utility/Telephone Bills (Private undertakings)
   - Forms downloads/Estimates\(^42\)

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SARITA (Stamps & Registration Information Technology based Administration)

The Stamp and Registration with Information Technology Application (SARITA), a software platform developed by the Centre for Development of Advanced Computing (C-DAC) to support the computerization of the state’s land registration system. Since 2002 SARITA has been introduced at 405 Stamps and Registration Department (SRD) offices, which serve 7 million customers each year and process a million pages of documents per day. The project runs on PPP model. The project SARITA cuts the time and effort required of both SRD officials and customers to process documents and it has also made the land registration procedure very easy. Crucially, the system has also helped to boost state government revenues. SARITA automatically checks the value of the land or property that is being registered, provides a valuation and calculates the amount of stamp duty payable. This can be carried out at the click of a button because SARITA is hooked up to databases containing land survey and property market data verified by the state government.43

Project Objectives

- Complete the computerisation of existing registration process.
- Adjudication.
- Generation of receipt and pending list.
- Issuing notices to parties.
- Scanning of registered documents and a secured document archival technique with backup facility.
- Generation of all types of reports (periodical, miscellaneous) at all levels in the department's hierarchy.
- Maintaining a master database of all villages in the jurisdiction of the office.
- Presenting higher authorities with a consolidated picture.
- Quick services to the citizens relating to search reports, registration and certified copies of registered documents etc.
- Remote access to Web enabled InfoBase for citizens.

43 http://ictupdate.cta.int 05-11-2012
Services Offered

- Registration of 67 different types of documents as mandated by the Government.
- Comprehensive software simultaneously deployed at 360 sites networked.
- Document is registered with all relevant parameters and deleveraging less than 30 minutes assured to the public.
- Error free registration with on-line monitoring and document encryption with photograph and thumb impression of seller, buyer, and consenter.
- Product in a shrink-wrapped form for easy replication and administration at sites.
- Registration-valuation, scan-archive, network and process monitoring modules integration.
- User interface in Marathi.\(^\text{44}\)

<table>
<thead>
<tr>
<th>For Government</th>
<th>Help in increasing document registration from average 16 to 40 per day and consequent 10-15% increase in revenue without any capital investment</th>
</tr>
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<tbody>
<tr>
<td>For Industry</td>
<td>Build - Operate - Transfer (BOT) mechanism permitted eight private industries to participate in investing and running operations at IGR sites using their computing infrastructure on a cost-sharing basis</td>
</tr>
<tr>
<td>For Public</td>
<td>Drastically reduce time for registration from several days/week to an assured 30 minutes with penalties for delay and reduce subjectivity on part of Government officials and reduce hassles in a conventional registration</td>
</tr>
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Sources: [http://www.indg.in](http://www.indg.in) accessed on 26/8/13

**ROJGAR WAHINI**

It is a web based portal and is being used across the State of Maharashtra for coordinating the employment available with the employable persons. A web portal [http://ese.mah.nic.in](http://ese.mah.nic.in) Rojgar Wahini has been developed for the department of Employment (DE) and self-Employment (SE), Government of Maharashtra. Project has been forming a link between businesses and other forums including the government and citizens and between private citizens who would like to engage the

\(^{44}\text{http://www.indg.in/e-governance/ict-initiatives-in-states-uts/e-governance-initiatives-in-maharashtra/ accessed on 10-11-2012}\)
unemployed in the informal sector. The portal also builds a bridge between the Government and Business (G2B) through the Employer module G2C because the candidate may not come to the Employment Exchange personally as the ‘Candidate module’ of the portal allows an unemployed person to register with a particular exchange on the web. Services provided through the portal are:

- Candidates may register and update their registration details online. However the candidate has to report within a specified time period to the Employment Exchanges for verification of his educational qualifications and other details submitted by him. Even then they get their seniority as on the date of registration online. Due to this verification, the portal is one of the only available portals where authenticated information is available regarding the candidates.
- Candidates may view job advertisements.
- Candidates may know their submission details i.e. in the event of notification from employer, a list of suitable candidates is provided. Here candidates’ names are submitted. Thus candidates know their submission details through 'mazi pathavanichi mahiti' tab where he knows as to how many times their names have been submitted and to whom they were submitted.
- Employers can search suitable candidates from database of authenticated 32 lakh registered candidates.
- Employers can submit statutory returns ER-I & ER-II and vacancy order notifications online.
- Detailed information about schemes, businesses, training programmes, loans, NGO, Self Help Groups (SHGs), and banker’s schemes for avenues is available on Self Employment subsite.
- Informal sector workers or ‘kamgars’ such as nurses, domestic helpers,
- Construction workers, masons, drivers can post their bio-data or search their requirements. The job provider too can post their requirements or search suitable person according to their requirement.

• 'About Us' contains information about the organizational structure, role & responsibilities of department & its personnel and the office locations, phone numbers, e-mail IDs of the Department of Employment and Self Employment.

• The RTI (Right to Information) sub-site provides access to the 17 proactive disclosures made by the Department as per the Act. The contact details of the Information Officers, Appellate Authorities of the Department are also made available.

• The Bankers’ Corner gives advice on loans and related processes. Details of NGOs working for self-employment; and the details of seva societies registered with the Department are also available here.46

WARNA WIRED VILLAGE PROJECT

ICT was brought to this area by the Warana "Wired Village" project, launched in 1998 as collaboration between the National Informatics Centre (NIC), the Government of Maharashtra, the Warana Vibhag Shikshan Mandal (Education Department) and the WGC. Warna Project has initiated with the objectives to bring benefits of Information and Communication Technology (ICT) to rural India. To provide links the diverse business activities in the village and information to people through computerised kiosks. This project has been initiated to serve the information needs on different crop cultivation practices of major crops, sugarcane cultivation practices, pest and disease control, marketing information, dairy and sugarcane processing information etc. to the farmers, right up to their village level. The project has resulted in a Web based information system on the agriculture produce market, agriculture schemes and crop technology, village information system, employment and self-employment schemes, educational and vocational guidance and many more. It allows wired management of sugar cane cultivation and marketing over the Intranet47.

46 http://ese.mah.nic.in  accessed on 22-11-2012
KOSHWAHINI

Koshawahini is an online financial information system designed by Directorate of Accounts and Treasuries with the help of National Informatics Centre. In this project data collected from 33 District Treasuries, 292 Sub Treasuries & Pay & Accounts office and processed and converted into useful information at the level of the Directorate.\(^{48}\) The objectives of Koshawahini is to provide appropriate information at right time in right place, Building up of responsibility and accountability in the system, Ensuring professional approach in the Government, to Provide efficient service management and efficient delivery of services to end users. The system gives detailed information for Compiled Payment Data, Compiled Receipt Data. Moreover, it manages the exchequer across Maharashtra. It is a powerful fact-based fiscal management tool for the entire State Government. Services provided through Koshawahini are:-

- Expeditious and transparent system of clearance of bills in a timely manner to the most socially backward classes and to the remotest tribal areas.
- Expenditure forecasts so that the required amounts are kept available in the treasuries.
- Generates bills of monthly Pension to be paid to the five lakh State pensioners and provides them facility of payment through Electronic Clearing System (ECS)
- Payment of salary to 6 lakh State Government employees directly into their bank account.\(^ {49} \)

E-GOVERNANCE IN BIHAR

The Government of Bihar is moving ahead with a mission to take Information and Communication Technology (ICT) to every village and to every citizen’s door step. Bihar is using ICT to improve the internal processes of the government for Information Technology, administrative reforms, re-engineering and modernization with a mission to provide an efficient, responsive, transparent, and cost effective Government. Some of the key e-Governance initiatives of Bihar are:-

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\(^{48}\) http://www.icisa.cag.gov.in accessed on 28-11-2012

\(^{49}\) indiagovernance.gov.in/download.php?filename=files/Koshawahini accessed on 30-11-2012
JAANKARI

Government of Bihar has decided that Information and Communication Technology (ICT) could be innovatively and effectively employed for expanding the base of the RTI access. In order to achieve this government establish facilitation centre "JAANKARI" for Right to Information (RTI) in 2007. This system designed to enable a citizen wishing to file an application for seeking any information under RTI Act, without any hassles of physical movement for purchase of postal order (for the requisite RTI application fee of Rs.10/-) going to the designated RTI Officer of the concerned department. All the facilities were quickly put in place and the “JAANKARI” Facilitation Centre was located in the State Government’s Software Technology Park in BISCOMAUN Tower, Patna. Besides premium rate call number, another five digit number dial 155310 for general enquire and 155311 for RTI application status on normal tariff was also made available. Both these numbers have been widely publicized for public knowledge and consumption. Advantages of Jaankari to the Citizens:-

- Citizens are the core focus of the initiative.
- No hassles of physical movement to PIO Office for filing RTI application,
- Money saved by way of travel time/lost as well as for making drafts/Postal order from Bank and Post offices.
- Government bears the cost of the Facilitation Centre, cost of transmitting the application to the concerned PIOs as well as substantial cost on providing the premium call service.
- The Project keeps in mind differences in local culture when seeking to engage citizens
- Even writing the application is done by Facilitation Centre executive.
- Citizen's handicap arising out of linguistic variations can also be overcome by the Facilitation Centre executives, who would screen and do the necessary handholding.

Advantage of Jaankari to the Government:-

- Empowerment of common man, resulting in better compliance.
• Unique application of a combination of state of the art communication technologies for providing facilitation to citizen.

• Man-hours saving for collection of RTI application in individual Departments by centralising it at The Facilitation Centre.

• "JAANKARI"-first device of its kind in the country, announces loud and clear the positive intentions of the government.

• Introduces transparency in government.

• Creates peer pressure and enabling environment for the government's delivery system.

• Project data analysis also indicates area of improvement as well as sectors demanding state intervention.  

VASUDHA KENDRA

Common Service Centres (CSC) is a policy of government of India. These CSC have been known by various names state to state. In the State of Bihar it is known as a “Vasudha Kendra”. These Vasudha Kendras have been established for the masses in every panchayats in the State. These Kendras are based on single window system and these provide various online government and non-governmental services to the masses. These Kendras have operated through the Village Level Entrepreneur (VLE). It’s a Public Private Partnership (PPP) model. The VLE is allowed to do his own business along with the services provided to the people. VLEs do not have fixed salary they get amount from the government as per the services provided to the people. These CSC are beneficial for people, VLE and Government as well. Presently the services being provided by the Vasudha Kendra are:-

• Caste Certificate
• Income Certificate
• Domicile
• E-mail sending or receiving
• Online form filling
• Results

50 http://cic.gov.in/CIC-Articles/JAANKARI-pdf-26-03-07.pdf accessed on 03-12-2012
• PAN card
• Mobile recharge
• DTH recharge
• Photo
• Photo-stat

Apart from these services, Vasudha Kendra has been providing many online services to the peoples through websites, such as:-

• Online application for Caste Certificate, Income Certificate, PAN card and Domicile
• Check the status of online application
• To check the voting list
• To check the BPL list
• Railway reservation\(^{51}\)

**E-KHAZANA**

E-Khazana is the tool to automate the treasuries and sub-treasuries of Bihar. The system facilitates online fund management, reconciliation with budget, timely submission of classified accounts. E-Khazana system facilitates sharing of accounts with excise, registration, commercial taxes and transport department. E-KHAZANA has a powerful ‘fire-and–forget’ capability whereby if certain steps are ensured; the accounts are accurate and dependable. E-KHAZANA makes the timely submission of classified head-wise monthly treasury accounts as a definite reality\(^{52}\)

**E-GOVERNANCE IN WEST BENGAL**

West Bengal is striving fast towards realization of the goals of e-Governance. West Bengal Government endorses many projects to foster the IT enabled services in the state. The foremost of these projects are:-

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\(^{51}\) [http://vasudhakendra.com](http://vasudhakendra.com) accessed on 05-12-2012

\(^{52}\) [http://www.nisg.org/knowledgecenter_docs/B05040004.pdf](http://www.nisg.org/knowledgecenter_docs/B05040004.pdf) accessed on 08-12-2012
TELEMEDICINE

Telemedicine is a client friendly high tech system used for critical patients. The Government of West Bengal recognizes the delivery of health care services, particularly for the underserved rural, hilly and semi-urban areas. Telemedicine plays a significant role by way of augmenting and improving the existing public health care systems and the Government has taken initiatives for the deployment of Telemedicine through execution of few pilot projects in the state Government Hospitals along with indigenous development of the technology.\(^{53}\) Project covers various diseases such as:–

- Tropical diseases
- Radiology
- Paediatrics
- Orthopaedics
- General medicine
- Cardiology
- Neurology
- Oncology
- HIV
- Dermatology

ONLINE TREASURY INFORMATION SYSTEM

The treasury offices are basic fiscal units and the focal point of primary record of the financial transaction of the government. In the year 1993, the Finance Department decided to computerize the treasury functions systematically. In the year 1999, with the advancement of technology, the Finance Department decided to computerize the entire Treasury functioning i.e. from receiving of bills to compilation of accounts through ‘Client Base System’. The then ‘Host-Based System’ was gradually replaced by ‘Client-Based System’. In 2004, the system was again converted to a ‘Browser Based’ technology called ‘Thin-Client System’. The main feature of the system is that the application package and the database are stored in a

server and the operations are carried out through ‘Browser Based Thin Client’. At present, in West Bengal all the 85 Treasuries are running under fully computerised system. Treasury computerization has significant impact both on the citizens and on government departments as follows:

- Bills presented by DDO's take lesser time to process.
- Fund allotment checking and Budget monitoring at government level has become a smooth task.
- Receipts are quickly processed and accounted.
- Efficient computerization of Treasuries has enabled better Fiscal Management and Control.
- Proper management and control of State Exchequer.
- Ensures better utilisation of the funds at grass root level.
- Better service to other Government Sector and general public.
- Timely fulfilment of other social obligations like payment of pension etc.
- Timely submission of accounts and reports by the treasuries.
- Easier verification of the correctness of accounts through its application.

**COMPUTERISATION OF SALARY ACCOUNTS (COSA)**

Computerisation of Salary Accounts (COSA) has been developed as a stand-alone accounting system and client server application for implementation in around 10,500 government offices in West Bengal for generation of pay bills, schedules, supplementary bills, arrears bills, pay slips and Form-16. The main objective of COSA is to create an integrated employee database under the Government of West Bengal as well as integrate it with the treasury system and the state budget database. It also keeps track of bonafide employees across the state. The highlight of COSA in the stand-alone environment is that it neither needs any Data Base Management System (DBMS) to be installed in the user machine nor any sort of programming/ reporting software tool. COSA is user-friendly and can be installed by simply downloading

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54 http://www.nic.in accessed on 13-12-2012
from the website. COSA has maximised the potential of DDO offices through timely and accurate salary processing, efficient handling of reimbursements, loans and advances and government statutory requirements, including Provident Fund (PF) and Income Tax. It reduces the workload of accounts staff, facilitates confidentiality, produces error-free information and enhances speed in accessing payroll-related information. With the incorporation of head of accounts with each salary item and its integration with the treasury and state budget, COSA offers a single view of all the data to the finance department. The high computing speed of the software has also reduced the computing time to a great extent.

COSA can easily be replicated for other state governments and Government of India offices. It offers very high flexibility in defining various allowances, deductions, government loans, bank loans, interest rates etc. for the employees and all the formulae for PF, Professional Tax, Income Tax, etc., are definable and changeable at user's end. Orissa has selected COSA for replication in all District Development Offices (DDOs) in the state.

E-GOVERNANCE IN CHANDIGARH

Chandigarh Administration is committed to provide better public service to its citizens through e-governance, which is efficient, speedy, simple and cost effective. To achieve this objective, the Chandigarh Administration has decided to set-up an interactive web portal and Electronic Citizen Service Centres across the city. Chandigarh Administration has established E–Jan Sampark Centre in each sector of city and Gram-Sampark Centres in every village to provide Electronic Citizen Service to the citizens. The Citizen Service Centres have been established in the city by the name ‘Sampark’ at different locations in Sector 10, 15, 18, 23, 43, 47, Mani Majra and Industrial Phase-1. Gram-Sampark has been established in rural area of the city. Sampark Centers envision providing different government services under a single roof eliminating the problem for citizens to go to different government offices. These are multi-services single window system providing integrated, efficient and quick services. At present, the following services have been integrated at the Sampark Centres for the people; Payment of Taxes; Payment of Water & Sewerage Bills; Payment of Electricity Bills; Payment of Sticker/Postal Challan; Issue of Bus Passes; Issue of Senior Citizen Cards; Issue of Disability Identity Cards; Issue of Birth &
Death Certificates; Space Bookings; Domestic Servants Registrations; Passport Applications and Telephone Bills Payments etc. Services provided through Gram Sampark to masses such as Grievances/ Complaint Redressal System, Form and procedures to avail different government services, Address and contact information of government offices, non government sector & details of Services and Property Details etc. The required information / services may be obtained in printed form for a token price of Rs. 2 per page.\textsuperscript{55}

**E-GOVERNANCE IN JHARKHAND**

The state of Jharkhand has been very cognizant in the field of e-Governance and has initiated various e-Governance projects to provide hassle free and speedy services to its citizens. For this state government took many e-governance initiatives to promote e-governance in the state. These are the some important projects of the state:-

**VASUDHA**

A Unicode based application software Vasudha has been developed for Land Record Computerisation in the State. The aim of this project is to computerize the land records of the state. In the state of Jharkhand, the survey for the creation of Land Records was done between the years 1908-1932. The khatiyans, as the base document of land records was created during that time. The transaction thereafter has recorded in Register-2. Project Vasudha has been making an effort to computerize the khatiyan and Register-2 and record all the future transactions through online. Thus, capturing the data online, making it available to the people online, so that the people can take informed decisions.\textsuperscript{56}

**PRAGYA KENDRA** (Common Service Centres)

Government of Jharkhand has implemented the Common Service Centres (CSC) project under National e-Governance Plan (NeGP), to expand the G2C services. In Jharkhand, these centres have been set up under the name of Pragya Kendras by the Jharkhand Agency for Promotion of IT (JAP-IT). The State IT


\textsuperscript{56} http://www.nic.in accessed on 14-12-2012
Department intends to set-up 4562 Pragya Kendra in all the Panchayats of the state in the first phase and 872 CSCs in the second phase. The CSC Scheme is to be implemented on a Public-Private Partnership (PPP) model wherein the private entity is selected to participate as a Service Centre Agency (SCA) responsible for developing and managing effective and sustainable business model. With the use of IT technologies, the CSC scheme seeks to deliver government and private services at the doorstep of the rural masses. Various services envisaged under the scheme include e-government services, education, health and tele-medicine, financial, entertainment etc.

E-GOVERNANCE IN GOA

Goa envisages using IT as a tool to give leverage to the e-Governance scenario. The Government of Goa aims to be the leader in e-Governance by making best possible use of information & communication technologies, to bring the Government services to the door steps of Citizens, Businesses & other Stakeholders. Few of the e-governance initiatives of the Goa government are:-

DHARANI

The government of Goa, embarked upon a project of Computerisation of Land Records for Rural and Urban, named ‘Dharani’. Project was started in April 1999 and completed by November 2001. DHARANI is the Integrated Land Record Mission Mode Project, which is one of the 27 Mission Mode Projects as envisioned under National e-Governance Plan (NeGP). The project is implemented on PPP model with NIC as the technology partner for computerization of the records and Vision Labs was given the task of creating the digital maps and the geo-spatial records. To disseminate the services 13 Mahithi Ghars have been established across the state.

LOK SEVA KENDRA

Government of Goa has identified loks seva Kendra for enabling the citizens and business in the state to avail themselves of all the government services at one place, instead of approaching multiple departments for various services, Services provided through Lok Seva Kendra are\(^{57}\):

\(^{57}\) [www.goa.gov.in/departments/loksevakendra.html](http://www.goa.gov.in/departments/loksevakendra.html) accessed on 15-12-2012
• Searching Birth/Death Records
• Application for copy of birth certificate
• Application for copy of death certificate
• Application for issue of income certificate
• Application for issue of residence certificate
• Application for issue of caste certificate
• Application for copy of construction licence
• Application for issue of domicile certificate
• Renewal of Arms licence
• Application for issue of sound permission

**Key issues of e-governance in India, which may have required major concentration**

By reviewing all this, we can say that government of India has been trying to improve the status of e-governance. Since the commencement of the e-governance in India various initiatives have taken by the government. But apart from this India has been lacking in e-governance. Here we are trying to discuss those key issues which have been acting as a hurdle in the progress of e-governance. The issues are as follow:

• E-literacy
• Digital divides
• Privacy
• Lack of trust
• Transparency
• Security
• Accessibility
• Law and public policy
2.5 CONCLUDING OBSERVATIONS

By keeping the view of good governance, Governments around the world have been embracing electronic government with the hope that government will become Simple, Moral, Accountable, Responsive and Transparent (SMART). It is a strong belief that technology can transform the government’s unconstructive image. In tune with this government of India has also taken various initiatives to adopt the e-governance in their day to day working. In the present chapter an attempt has been made to review the e-governance initiatives undertaken by the Government of India at national level and by various state governments as well level.

The study briefly reviews the evolution of Information Communication Technology (ICT) in India. It started with the establishment of National Task force (NTF) that has focused on the use of computer in the field of education. On the recommendation of this National Task Force (NTF), government initiated several regulatory and promotional measures to remove impediments and to facilitate large-scale application of Information Technology (IT) in various areas. In addition, the Union Ministry of Information technology has also made some important recommendations to implementation e-governance in all the union government ministries/departments in India. Further study has discussed about the National e-governance Plan (NeGP) which consist of 27 Mission Mode Projects (MMP) encompassing nine central MMPs, eleven state MMPs and seven integrated MMPs. These all projects reviewed in detailed. Thereafter the study has discussed about the recommendations made in the Tenth and Eleventh Five Year Plan for the enhancement of e-governance in India. Study has also highlighted the India and United State agreement of $150 million for e-governance of public services development policy loan. This deal plays an effective role to provide quality services to the citizens of India.

An attempt has also been made to review briefly the selected e-governance projects of state governments. The G2C projects like e-Seva; CARD; E-City; Mahitishakti; Bhoomi; Friends; Gyandoot; Suwidha; Sarthi and Vahan; Lok Mitra and Jan Mitra; E-Suwidha; E-Samadhan; Lokmitra and Vasudha Kendra have been delivering quality services to the citizens at their door steps and through CSCs. Introduction of these CSC has made the life of citizens easy and comfortable, now citizens can avail
services as per their convenience at any time any place. There are some G2G projects namely E-Panchayat; Khajane; Akshaya; E-district; Lokvani and Koshwahini which have been facilitating governments in terms of managing the online connectivity with other government departments and maintaining transparency in the administration. However there are some states and union territories in India which have been considered as advanced in e-governance i.e. Karnataka, Kerala, Gujarat and Chandigarh. On the other hand there are some states e.g. which are little slow in implementing e-governance in their areas. In a nutshell it can be said that government of India has done remarkable work for the improvement of e-governance in India in a very short span of time.