CHAPTER: FOUR

e- GOVERNANCE PROJECTS AND FUNCTIONING OF ‘SANKALP’
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PUBLIC SERVICE IN DIGITAL AGE

The role of the government established and accepted earlier as the “Sole Provider” is being questioned in every forum. It is an accepted fact that traditional government structures and systems failed to meet the expectations and aspirations of citizens. Over the last 10 to 15 years due technological changes, customers are demanding better and better products and services as they know that can be possible and made available. Customers exercise own choice and needs for the products and services. The only thing that obstructs the way of exercising choice is non-availability of information and lack of accessibility. The first bastion i.e. the monopoly of the government over information and knowledge has fallen down with enactment of Right to Information (RTI) Act in 2005. Information about laws, policies, decisions and modes of service delivery will be made readily available. Now, it is the government’s responsibility to keep track of information needs of the users and necessary actions to make it easily available. If the RTI Act is rightfully implemented in accordance with its spirit, citizens harrowing experiences of tracking grievances will become things of history.

The constantly improving technological solutions and innovative managerial tools gave rise to improved efficient and effective administrative structures to offer improved public service delivery systems. The efficient and effective delivery of basic services to common man is always a major achievement that leads to good governance. Developing countries struggle with good governance and better service delivery system, due to lack of resources, capacities, nepotism, rampant corruption, shortage of skilled manpower etc. And such poor, dysfunctional governance leads to inefficient access of public services to the poor and other disadvantaged members of the society.
e- Governance is vital tool for public service delivery, as it provides e- platform to enable the public to have easy and quick access to information and services. This vital tool must be deployed as an administrative medium for offering effective service from government to the citizens. The online services facilitated by the e-Governance should be used by the people with the hope of getting things done with utmost satisfaction in consumer-friendly environment. e-Government will be effective when it will be able to eliminate undue bureaucratic procedures and enhance due process in governance.

In G2C interface, it becomes important to evolve all e-Governance initiatives around the citizen’s needs by developing information resources closer to the citizen. The key components for building a focussed e-Governance programme for public services are listed below.

Top leadership should take interest in initiating and implementation of pilots and after successful run to see its replication. There must be empowered e-Government coordinators at various levels i.e. from central to state, district and village level. A strong frame work for e-Governance and for all its overall management drawn at central level can guide implementation till local level. There should be defined criteria to define “success” of a project that can be taken for replication. Proper project write up from pilot to success stage will be useful for reference. Issues like legal frame work, information security, and outsourcing should be sorted out. Commitment to Innovation should be the guiding principle of policy makers.

There is no unique set of rules for successful e-Governance initiative. What has worked for one country may not work for another. Every country has to evolve the best practices to suit ones conditions and considering country’s available resources, human capital & infrastructure.

Government of India is aware of the situation & planned proper policies accordingly. As national growth targets are moving up and up responsibility on the government to tap the bottlenecks in respect of regulations and delays associated with public agencies became priority. e- Governance has proved to
be successful to revamp public service delivery system benefitting to common
man, business and to industry. Citizens and industry have high expectations from
e-Governance as it can save time, money and excess documentation by
simplifying procedures. It is also expected that e-Governance can create a single
window or a single point of contact working all the time of a week that too with
multiple agencies reducing interfaces with regulating agencies and with firm
commitment of reducing corruption.

Under pressure from the people to improve the delivery, it became sense of
urgency to government to put appropriate systems of e-Governance in place so
that the benefits of ICT can reach to the every corner of the country in
transparent and hassle free manner. Government of India initiated e-Governance
programmes in late 1990 with 27 Mission mode projects and 8 components to
give initial boost in the country. Railway reservation, FRIENDS, SETU, e-Seva,
Gyandoot, Bhoomi are some of the success stories. National e-Governance Plan
(NeGP) was launched with the aim of improving delivery of government services
to citizens and businesses. NeGP is started with vision “Make the public services
accessible to the common man in his locality, through common service outlets
and ensure efficiency, transparency and reliability of such services at affordable
costs to realise the basic needs.” Under NeGP 1,00,000 common service
centres(CSC) in 6000 villages are planned and as on 30/09/2010 40,304 centres
are established.\textsuperscript{cxiv}

The intention and success of all e-Governance programmes shows the
importance of service delivery to government functionaries and to citizens.
Effective service delivery ultimately leads to good governance. The main players
i.e. the service providers and policy makers should focus on the citizens,
particularly poorest of the poor. The policy makers should involve all the stake
holders, encourage attitude change in staff, and adapt best practices
cautiously.\textsuperscript{cxv}

In western democracies systems checks and balances are built into government
structures as the core values of good governance. The incentives, rewards and
sanctions linked to results that help to motivate public servants and policy makers to improve public sector performance. In contrast, many developing countries suffer from unsatisfactory dysfunctional governance systems and weak delivery of vital public services. In dealing with these core issues the development assistance community and the World Bank are continuously trying to achieve improvement in public sector governance with respect to combat corruption and making services work for poor people. World Bank suggested certain empirical tests to find whether the public manager is doing the right thing in right perspective i.e. providing services of a given quality at the lowest tax cost to citizens. Applications of efficacy test, efficiency test, alternative delivery test and money worth test are expected to enable government officials to evaluate own performance and can provide stakeholders to judge government performance in delivering public services. World Bank and other donor agencies expect such a spotlight on government performance can yield improved service delivery and access to government services in developing countries.

ICT FOR DEVELOPMENT

ICTs have changed the course of development process, opened opportunities in front of nation to meet essential goals to fulfil promises of poverty alleviation, health care, education and economic growth more effectively than before. ICTs have become indispensable tool in fight against poverty in under developed countries. Developed nations that had succeeded in utilising the potential of ICT have achieved higher economic prosperity, improved health care, human welfare and established stronger forms of democratic governance.

The benefits of ICTs to fuller extent however were not uniform at the same pace across the countries. Some countries have succeeded in extracting full potential of ICT for economic and human development together while rest failed to utilise ICT to achieve development goals. Some issues like connectivity, infrastructure, skilled manpower, knowledge creation, innovation urge and mainly economic disparity obstructed cohesive national e-strategies and development plans. To overcome these difficulties is a daunting challenge before developing countries.
There should be world-wide efforts to create a level playing fields and encouraging effective use of ICT’s to accelerate uniform economic development along with human development to overcome poverty and inequality.

ICT revolution holds promise for development in developing countries in a big way. First, it is expected to achieve rapid expansion of IT sector that results in expansion of output, increase in employment opportunities and addition to national exchequer. Secondly, the use of IT in agriculture sector can fundamentally transform the nature of output by increasing productivity, achieving higher economic growth and creating employment. The impact on agriculture can alter our national economy to great extent as rural & poor will benefit the most. Thirdly, the penetration of ICTs, in to activities aside production, manufacturing sectors is expected to define new norms of work culture, leisure time, service sector and can provide easy way to trade, access information and services to individuals and communities. This can make impact on the quality of life strengthening democratic structures and advances in terms of human development.

Necessity of diffusion of Technology

It is must, to have more uniform and wide spread diffusion of technology all over the country to realise benefits. The limited and uneven spread of technology is the main issue to claim uniform gains from ICT. There is considerable ground work towards diffusion of technology is underway all over the country. Under NeGP, State Wide Area Network (SWAN) connectivity for 29 states and 6 Union Territories (UT) is nearing completion. This will provide facility of interconnecting each state and UT’s headquarters (HQ), district HQs, and with block HQs. The objective of the scheme is to create a secure close user group (CUG) government network for the purpose of delivering G2C and G2B services in 5 years. Expansion of SWAN is an expensive proposition involving high capital cost, still SWAN was rolled out in 19 states and rest of the states are on various stages of roll out. SWANs across the country are expected to cover at least 50,000 department offices through 10 lacs route kilometres of communication
links. This is a huge task & government is succeeded in providing base for future
development. Even government has made arrangement through BSNL to provide
bandwidth on concessional tariff to users. Under NeGP 1,00,000 Common
service Centres (CSC) will be installed in 6000 villages. The CSC will provide
high quality and cost effective video, voice and data content and services in the
areas of e-Governance. Education, health, telemedicine’s and entertainment so
that remote places and unprivileged class can avail facilities near to their
residence.

**ICT and HRD**

ICT allows collection, collation, storage and transfer of information with great
speed. This diffusion of technology can help the disadvantaged class to have
easy service facility and can boost up productivity, skills and economic status by
upgrading skills. ICT can help to reduce shocks with prior information. The poor
class can access information to government programmes and schemes and they
can claim benefits. This class can form alternate forums to fight for their rights.

**ICT and sustainable development**

With the help of advanced techniques of ICT, the changes in air, water quality,
and deforestation can be known with consequences, so that action support can
be arranged in time. With Global Information System (GIS) mapping techniques it
is possible to collect, analyse data and monitor the state of climate around us.
Natural disasters can be known in advance and human, social and economic
damage can be controlled.

ICT has been proved to be useful in increasing agricultural output.

**ICT and Health**

ICT has proved to make basic health process more efficient, cost-effective and
reliable in results. With Tele-medicine patient at remote place can get best
possible advice. With the help of large data-base information, tools and decision
support can be extended to rural remote places.

**DISTRICT ADMINISTRATION**
Importance of District Administration in India

In India, the district is the most important unit of field administration. It is convenient geographical unit, not too small or too big in size and convenient mode of organization. District administration is that branch of public administration that functions within territorial limits of a district. District administration covers very broad spectrum of public administration. The district as a unit has stood the test of time.

EVOLUTION

For centuries, a village in the district is treated as a basic unit of administration. The code of Manu mentions village as a basic unit and about 1000 villages are to be placed under one official and till today the same practice is continued as district consist of around 1000-1100 villages and collector is managing the district. Today’s district administration can be traced back its roots to Maurya & Gupta era. Even Mughals adopted system of delegation of authority among three officers in a district i.e. Amalguzar the revenue officer, Qazi the judicial officer and Faujdar.

British divested district administration from judicial functions. The Simon Commission described the position of the district officer in the following words, “Now a days, each district has its body of district heads of departments and each of whom looks to his own provincial department chief for control.” It went on further to recommend, “Except in matters of routine the Collector must be informed of almost every activity in all the departments, because it must impinge at some point upon the operation of the primary government agency in the district.” The introduction of provincial autonomy in 1937, added rural development activities in addition to existing functions of district officer. After independence the Collector continues to prevail as the driving force of field administration and became jack of all trades. He had little or no control over technical officers. It is truly a mark of district administration’s soundness that proved over the time that district as a viable unit of public affairs. The old
apparatus of district administration is now mould to accommodate new objective and structure of local self-Government within Panchayat Raj.

District administration provides the principal point of contact between the citizen and the process of governance. It is a convenient unit with a suitable form of field administration. The administration has to conform to the basic codes of laws of the country and to the social ethic of the nation. The administration has to adhere to the basic policies and principles prevalent of government in office. There are certain essential ingredients that form part of district administration. These ingredients are communication, delegation of function & authority, system of accountability administration of necessity, personal management and defining objectives and targets etc.

The district is divided into two or more sub-divisions i. e. group of tehsils controlled under Sub-Divisional Officer(SDO). SDO works for a smaller area & he is able to provide guidance and help to the people. Study team on district administration recommended substantial de-concentration of work from the district to the sub-division with extensive delegation of authority to SDO. Further study team recommended that there should be complete integration of tehsil and sub-divisional administration. At the level of tehsil maximum delegation of powers to tehsildar and he should be required to dispose of maximum of revenue and miscellaneous case work.

Objectives of District Administration

To understand district administration it is necessary to look into aims of British district administration. The purpose of British Administration in India was mainly maintenance of imperial power and to maintain status quo in personal law & custom, adopting “policy of counterbalance” to have equilibrium of social forces and “divide and rule” to maintain vested interests.

Objectives of district administration after independence have changed mainly to see the maintenance and sustenance of democratic governance and to understand and abide the constitution. The functions of district administration can be grouped under nine headings as listed below.
1) Maintenance of law and order, control of crime.
2) Revenue administration.
3) Agricultural production.
4) Welfare Activities.
5) Control, regulation & distribution of food and civil supplies.
6) Holding elections for Parliament, State Legislature and local bodies.
7) Administration of local bodies, both urban and rural.
8) Emergencies and natural calamities.
9) Residuary functions of district administration.\textsuperscript{cxxii}

The District Administration is defined as the total management of public affairs within the territorial limits. The public affairs that fall within a district are abiding by the rule of law and conform to the provisions for the fundamental rights of the citizen. The citizen is mostly ignorant about the procedures of the establishment and gets confused in search of one of the things & expecting helping hand.

The District Administration has now evolved into a clear establishment conforming to the total purpose and apparatus of governance in the district. The purpose is very clear as the maintenance of law and order, the revenue administration and the development activities. In this process, pivotal point is the Collector of the district and it is expected that he has to see to the convenience of administration. The District Administration must maintain the continuity feature, namely a rigorous adherence to sound government and sound administration. The District Administration should adopt technological changes to make administration more efficient, effective, transparent and citizen-centric.
ROLE OF COLLECTOR

After independence the state switched over to welfare schemes and community development programmes. This necessitated complete orientation of the concept of district administration. Shri Balwantray Mehta team suggested that the village and block level bodies would be executive in nature while district body will be coordinating and supervisory in character. Government of India agreed with the recommendations and left to state governments to work it out to suit own systems. The position of the Collector with the above management differs from state to state. The Balwantray Mehta Committee had recommended that Collector should be the captain of the team of officers of all development departments. By and large development functions are handed over to Panchayat Raj as in Maharashtra while in some states Collector is associated with these activities. Study team on District Administration, 1967 in their report recommended that Collector as the Chief Executive of the Government will exercise some powers of general supervision and control over the development administration.

The two wings i.e. development and regulatory will be largely independent.

The Collector has a multitude of duties to perform. As District Magistrate (DM) he is responsible to law and order. The work of Superintendent of Police (SP) is to be done under the control of DM. Collector has powers under Special Acts and Orders, and acts as legal representative of government in matters of filing appeals. Collector acts as a head of revenue administration, the highest revenue judicial authority and responsible to collection of taxes in the district. As the executive head of the district, Collector has to perform many responsibilities in development spheres of local bodies, coordination among all government departments and overall responsibility towards smooth functioning of the government in the district. Recently there has been alarming increase in responsibilities of Collector and that has taken toll. This presents a situation that needs urgent attention from top bosses.
SERVICES BY DISTRICT ADMINISTRATION THROUGH E-GOVERNANCE

After independence, there is interlinking of the administrative system with democratic political process. This principle provides challenging opportunities for experiment in district administration towards building up sound administrative apparatus sensitive to the feelings of the people and their needs and establishing ways of effective communication and healthy interaction among the district administration and the people.

A State Mission Mode Project (SMMP) under the NeGP plan, e-District was launched to target high volume public services and to undertake back-end computerization to e-enable the delivery of public services through Common Service Centres (CSC) in efficient manner. The e-District strategy of every state will depend on the infrastructure available under the NeGP such as SWAN, SDC and CSC. The e-District Schemes focus on e-enabling delivery of citizen-centric services that are administered by District Administration. The first state in India to deploy e-District was Mallapuram district in Kerala and it has rolled out payment of bills, issuance of birth and death certificates by e-mail. The police stations are made accessible through Akshayakendras all over the state to register complaints.

The e-Governance CSC centres are established to bring transparency in the working of the government, to ensure greater efficiency, objectivity, accountability & speed in providing services and information to public, to ensure greater efficiency, objectivity, accountability & speed in providing services and information to public to ensure cost-effective quality service in friendly efficient manner.

The e-Governance centres established under e-District have rolled out activities as arms licence, passport form collection, vehicle registration, and driving licence, registration of land records, birth & death certificate, and affidavit registration. In addition to these activities some centres have provided additional facilities as video conferencing, electronic form vendor, and property registration. E-District has given a management tool in the hands of District and State officials.
with treasury management system, payroll management system, Employment Exchange management system, Computerization of PMs Gram Sadak Yojana (PMGSY) for better control and administration. Some of the initiatives started with e-District are computerization of consumer court and district security office, agriculture marketing networking, village directory have helped to government as well as citizens. Most of these initiatives are in service at districts Sri Muktsar Sahib in Punjab and Pehel in H.P.\textsuperscript{cxxv}

With e-District citizens are getting quality services in less time under one roof. e-District benefits the department by process standardization, bringing transparency in the system to bring fraudulent practices down, the software in use can generate MIS reports, and registrars to reduce manpower and database will help to give information under querying process. \textsuperscript{cxxvii}

**Government of Maharashtra’s e-Governance Roadmap**

GOM is adopting e-Governance to facilitate anytime, anywhere access to citizen services with the use of IT and e-Governance to bring efficiency and transparency in delivery of government services. In the field of e-Governance, GOM is adopting systematic approach by creating the right infrastructure with Maharashtra State Wide Area Network (MSWAN) and Common service Centers. Establishing multiple service delivery points or by preparing policy, procedure guidelines and providing technical advisory, capacity building support to government departments. All departments of GOM utilize 0.5% of plan & non-plan budget for e-Governance.

Key milestone projects of GOM are 1) Biometric Attendance System implemented in Mantralaya and extended to all over the state, 2) MSWAN is established link between state headquarters, 35 district headquarters, 6 divisions and 305 taluka headquarters, 3) GOM is setting CSC (Maha e-Sevakendra) across the state and more than 8150 are commissioned, 4) The e-District pilot with 10 necessary services is expected in five districts shortly, 5) e-Tendering is implemented to bring further efficiency and transparency in procurement, 6) Document Management System (DMS) introduced to facilitate retrieval of files, 7)
Document Journey Management System (DJMS) is an online application for tracking movement of letters or files in Mantralaya. The Unique Identification (UID) pilot project successfully implemented in January 2011.

GOM efforts are recognized with many more awards in different categories as technical excellence or outstanding project or Leader in e-Governance in India.

**E-Governance initiatives in Maharashtra**

**Rojgar Wahini**

All the 45 employment exchanges in the state are computerized and linked by software. The exchange does candidates registration, employer’s registration, candidate’s renewal, vacancy booking and submission of candidates list to employer. All the data from exchanges integrates with a central server. Rojgar Wahini portal is a one point source of information about employment, vocational guidance and self-employment. The primary objective of Rojgar Wahini is to provide the online facilities at exchange to the users.

Through this site, department of employment and self-development provides free services like job opportunities, vocational guidance and self-employment guidance to job seekers.

Rojgar Wahini (G2C): Through this module a candidate can register, request for renewal and send a request to update data, address etc. The portal publishes vacancy details of state & central government job vacancies and of private sectors. The grievance cell takes care of difficulties.

Rojgar Wahini: (G2B): Employer can register; publish job vacancies on the portal.

The portals are user friendly, with touch screen facility and easy to maintain. The development of portals involved re-engineering and change management and it has changed radically the government delivery service system.

**SARITA**- (Stamp & Registration IT based information): SARITA is a G2C project designed, developed and implemented by the department. It is a computerized application for registration of documents received at sub-register’s office &
providing data updating with MIS reports to higher authorities. The project runs on PPP mode and covers entire state with 405 sub-registers offices, 35 district offices and 1 HQ office at Pune.

Objectives and Goals set by SAITA: To ensure speedy, reliable registration and consistency in process. By introducing automation consistency in the valuation of properties and calculation of stamp duty can be achieved that can remove discretion in the system. The system will be cost effective and easy to store and access.

SARITA introduced citizen charter in respect of quality and time and will arrange for easy information access to citizens.

Services Offered by SARITA: All 360 sites provides error free registration of 67 different documents with all parameters & delivered within 30 minutes. System allows online monitoring, document encryption with photographs and thumb impressions of buyer, seller and consenter. Document registration, valuation, scan archive, these entire processes module is integrated. User can interface in Marathi.

**Online system benefits by SARITA:**

Government benefited by increase in number of registrations from 15 to 40 that added to revenue by 10 to 15%. 

Industry is benefited as project works on BOT mechanism on cost-sharing basis.

Public saves registration time from several days to only 30 minutes.

Transferability: The model is easily replicable and all sub-registers offices were networked in 15 days. The model is similar to BHOMI from Karnataka and C-DAC, Pune has given the technical help. The Government of India has commissioned a replication of this model in other states.

E-Search and e-SARITA are two online facilities to search old documents and confirm registration on website are expected to be introduced soon as published in Maharashtra Times dated 1/2/2011 on page 5.
Achievements: SARITA project is generating more than 20% additional revenue for government and more than Rs.20 crores from transaction revenue every year. SARITA is proved to be a cost saving with IGR office saving Rs 14,00,000 per month and telephone bill reduced by 50%. SARITA was declared as best revenue generating project by Computer Society of India in 2002. SARITA received Gold Icon for best e- Governance project-2003 from Ministry of Administrative Reforms, GOI. 

Successful CFC’s in Maharashtra

SETU- (Society promotion of Excellence and Transparency in public Administration for better Understanding (Maharashtra)

Application--In local language “SETU” means a “bridge” which connects citizens with government. SETU or Citizen Facilitation Centre (CFC) is a one stop service centre where citizens can claim certificates, applications, affidavits, permits and other services. Citizens need not visit different government offices to get service. These centers were set up by Government of Maharashtra.

At present, citizens spend lot of time to visit different offices to get details, to know the progress and proper information. They may have to move from one table to another in the same office or in another office. Citizens were finding it difficult to complete the application, to collect the correct enclosures, and other formalities. At times, to avoid all these hassles, they had taken help of agents. These agents are working without any legal authority and charging exorbitantly.

The state government opened SETU centers to help citizens by applying ICTs to provide greater transparency, accessibility and increasing efficiency in the system. The SETU centre makes use of web to provide information available easily to users. The SETU centers are managed by SETU society. The society is formed to infuse the principles of excellence and transparency in public administration for better understanding of the requirements of the citizens and creating interface with government. The society works at two levels. An apex body is registered organization guides and monitors district centers. The district body manages the day today working of the centers.
Application Description - The Collector is a state government’s officer who is responsible for the overall administration of the district. The collectorate with its vast domain and responsibilities is epicenter of the district administrative system. It provides more points of contact with the citizens than any other government office. The collector acts as the nodal agency for most of government schemes & programs. The public visits collectorate or tahshildars offices for variety of certificates, permits and other important documents. After study, the expert team identified 34 types of certificates that are frequently issued by the collectorate and its sub-offices. Domicile, nationality, caste, age verification, income, solvency, character verification, occupation etc were the frequently issued certificates. The expert committee recommended that frequently asked certificated should be provided to citizens in a friendly manner through SETU.

Applicant has to complete various formalities like filling up necessary forms, attaching attested photo copies and affidavit if required and submits his application to the counter. The counter staff enters key data and makes initial verification. If the information and enclosures found complete in first verification, then the applicant is issued a note. Next process is of rigorous verification of details in application and enclosures. If information provided and proofs supporting the claim are found to be correct then certificate is printed, signed by the officer and issued on the response date. In case of incomplete applications note mentioning reason is prepared and attached to the application and returned to applicant on response date.

The Aurangabad SETU centre returns service charges if the certificate is delayed. Also, Aurangabad SETU works in two shifts and on holidays.

“ApulkiSevaSanstha” an NGO is running the Aurangabad centre by charging moderate fee for its services. The NGO organization spent its own funds towards purchasing computers and related accessories.

Vision-Objectives-goals

The main objective is the availability of all necessary certificates and services under a common platform in efficient way in a non-hostile environment so that
citizens number of visits can be reduced. Another objective is to bring greater transparency; efficiency in decision making process all these achievement can increase the productivity of public offices. Indirectly SETU is generating employment.

Prompt settlement of all routine matters. By reducing citizens frequent visits to the government offices valuable human resources can be saved. The centre accomplishes all the requirements of citizens through the interface with government. Confidence of citizens in administrative process increased.

The SETU centre at Nanded was acclaimed by international agency with ISO9001 certification which brought confidence in employees and citizens. The centre is empowering citizens through easy dissimilation of information.

Stakeholders - The main stake holders are general public, students, farmers, labourers, self-employed, businessmen, who requires permits, certificates and affidavits. Other stakeholders are NGO and government staff and officers.

Impact Analysis - The project has improved the collector office working. Staff became familiar to technology. The time taken to issue certificates reduced substantially around 50% to 60%. Status of application can be traced via phone instead of visiting the office. The centre has brought all concerned staff at one location in the service of citizen. The involvement of middlemen, advocates and touts reduced considerably. The impact analysis is based on case study findings of Aurangabad Centre by Dr Vijay Satbir Singh.

Evaluation - The SETU is has been successful in implementing front end approach and able to start the centre and serve the users without waiting for back end computerization. However SETU is not a complete application as the procedure of securing support documents from sub-district or taluka or block level offices is not changed. The time taken to get these documents requires days and many visits to offices. SETU has not taken up-gradation of technology and re-engineering of process.

Enablers and Success Factors
Project Location - Most of the SETU centers are located in Collector’s office which is the prime centre of locality and nerve centre of administration that adds to success factor of SETU.

High level support- The state government with its citizen centric policies keeps monitoring through Collectorate and other government officers. Software and technical support provided from NIC at no cost P.W.D. helped to carry out necessary alteration or repair work. Convenient timings, working on holidays added to success factor of Aurangabad SETU centre.

Good Human Resources - The projects are well supported by skilled staff and manpower supplied by private contractor or NGO. Staff managed to acquire computer literacy. In case of SETU centre at Nanded funds were raised by local NGO for the furniture. Computers and peripherals were made available from the local area development fund. The software and technical support was received by NIC.

Transferability--The project can be replicated anywhere where citizens require certificates from government authorities and economically it is a viable model. The project has been taken to all over the state shows states commitment for transparent administration.

Future expected development--The project should attach more government offices and departments to offer one stop solution to citizens. If all centers and offices are networked then online service can be an option to offer. The setup can be extended to all tahshils and grampanchayats.

SETU handles 3 million transactions within a year and generates 15 lac man days.

SETU received Best Citizen Service Award for 2002 from Computer Society of India cxxxiii.

Recommendations

Simplify Procedure-The procedure to get supporting documents need attention from higher authorities. The need is to reduce the delay as it will save money and
time of users. The whole process should be studied in respect of technology utilization, simplification of actions and increasing transparency and efficiency.

Decentralization of Procedure - The collector office is loaded with so many activities and some urgent law and order problem keeps all office on tow. If some of the certificates, license renewals can be issued by Tahshildar office with delegation work load can be reduced. Certificates like character, dependency, landless, video/cable renewal are some of the work can be considered to delegate.

Citizen Participation- It is necessary to involve representatives of citizens along with government officers and experts to monitor day today working and during planning, implementation of new projects as well as up gradation of existing ones.

SETU expansion - SETU centre have been set up at all district Collectorates, 225 tahshils, 25 municipal offices, 1 at Zilla Parishad and some at gram panchayats.

CFC of Kalyan Dombivali Municipal Corporation (KDMC)

KDMC is a G2C project started in 2002 with an aim to introduce e- Governance in municipal administration and develop a system to attain highest levels of transparency, accountability in citizen services to take municipal administration to 21st century.

KDMC has automated access to all functions and more than 100 services by putting all actions on-line. The project serves to around 1.2 million people of Kalyan and Thane district citizens through CFC and Enterprise Information portal (EIP) through 7 CFCs.

Project Objective - To provide citizen interface in a transparent and accountable manner to all citizen related transactions in efficient and productive mode.

List of online services offered by KDMC - Queries in reference to application status, property dues and water taxes are answered. Birth or Death certificate applications are accepted. e- Payment facility is made available. Tender, Notices
can be accessed. Complaints can be lodged & status of the same can be traced. Citizen Charter is put in to action. KDMC has provided three access points to provide all services.

Web Portal - KDMC has a web portal providing 24x7 accesses on all working days. Through Web, Corporation’s geographical, historical and administration information and citizen charter can be accessed. Complaints can be registered and status can be traced. Applications of birth and death certificated can be procured. Web accepts on-line payments.

KDMC has a telephone help line working from 9.30 am to 8.0 pm on all working days to lodge complaints & know the status.

Achievements - Challenger Award for best e-Governance project given by Skoch Consultancy in 2004.

CFC Centers operating in & around Pune

Citizen Facilitation Centers of Pune Municipal Corporation

Project Summary - The citizen must get the services from department in time as promised in Citizen Charter of Municipal Corporation. The CFC was established in November 2006 to enable citizens to solve their problems in a real single window environment. PMC has planned around 150 CFC one each in a ward.

The CFC centers are established to enable the citizens to solve their difficulties through single window environment. The applicant doesn’t have to stand in a queue. Presently 70 centers are opened. These centers are in operation under PPP mode. The individual departments of PMC are linked to main server connected to many centers. The department ensures timely delivery of service through software. The CFC centers will be high technology centers, demonstrating how technology can be used in the interest of grass root level people. PMC wanted to prove through the concept of CFC that organization is transparent, responsive and citizen friendly. Through web portal all city & municipal information can be accessed. The application forms can be down loaded.
It is assured that centre will arrange bill payment, tax payment, travel booking & other services but presently only PMC property tax cheque payments are accepted. The centers are working from 8 am to 8 pm. The PMC pays Rs 14,700 per centre to contractor. Each centre receives around 2-3 payment daily except during April-May when this figure goes slightly on higher side.

PCMC had also launched five pay point centers within the municipal limits. These centers are expected to make tax payment easy for citizens.

Vision - To facilitate the citizens PMC services as well as other government services in the best possible way with minimum cost to citizens and corporation.

Objectives of CFC - PMC has started CFC centers to give citizen all municipal services in stipulated time so as to reduce citizen’s visits. CFC centre also briefs citizens on their rights and actions in relation to transaction of their affairs. CFC centre supply the essential information & the necessary forms.

Innovative services planned by PMC & PCMC in Pune:

Service at citizen’s doorstep by @HOMEAPPROACH - Citizens can contact Municipal Corporation and Corporation will give service at citizen’s doorstep. Employees of the corporation started thinking that giving service to citizens at their door step is our duty.

Multi-centre Approach - Government is one and to make all government services available at one centre. With this centre citizens expectations enlarged.

Grievances Redressal and Information Systems “Grips” - PMC has started innovative grievances redresser cell from 16/10/20010. The citizen can register his complaint to call centre and will get confirmation of registration by SMS & follow up. This facility will facilitate to citizens, who don’t have internet facility.

Dynamic City Portal - Web portal designed to provide city information.

Software will be used towards achieving automation.

Better communication & coordination amongst employees will be achieved.
Latest status:

Pune Municipal Corporation terminated the contract with private contractor to run the CFCs from 11/10/2010. The contract was terminated as the services provided at kiosks were not up to mark and municipal administration had received complaints regarding function of kiosks. Civic agency has assured that all the centers will start functioning soon. The news is flashed by Times of India, Pune dated 15/10/2010 on page 2.

Maha e-Seva Kendra-The Maharashtra Government launched the CSC scheme named “Maha e-Seva Kendra”. The government has signed service agreements with four companies to set up CSC’s in four revenue divisions of the state through PPP model. Chief Minister was very optimistic of the scheme, said “this development will not only empower rural youth, but also change the landscape of Maharashtra. Our ultimate aim is to establish a digital Maharashtra.”

Maharashtra has become the eighth state with SWAN connectivity with the state government departments and improving the delivery of services to citizens. The vertical connectivity would facilitate seamless integration of all government machinery in the state from the top to taluka level. The state has planned to start total 11,000 IT kiosks across the state, out of that 10,483 in rural and 1,336 in urban area Maha e-Seva Kendras will serve citizens. These kendras will provide 43 type of services such as project affected persons certificate, solvency certificate, land acquisition certificate, NA permission, Video or Cinema exhibition license, renewal of arms etc. Record of Rights (RoR) i.e.-7/12 will be available through Maha e-Seva Kendra. RoR is supposed to be as most important & high in demand G2C services in the state. GOM has issued GR on 27/04/2010 towards acceptance of RoR as original document. The onus of checking authenticity of the RoR will lie on the authority requesting the document to verify through website. It is expected that mechanism of service delivery through Maha e-Seva Kendra will make system more transparent and easy for the citizens. It will be responsibility of district officials to ensure that website is updated regularly.
Progress of e-Governance in Maharashtra

Maharashtra with its rich natural resources, land reforms, high literacy rate, network of educational institutes, grass root organizational network, developed industrial activity and stable administrative set-up provide fertile ground for nourishing e-governance in administration. Maharashtra is India’s third largest state in terms of area and second largest state in terms of population. It is India's leading industrial state contributing 23% of national output.

Maharashtra IT policy 1998’s mission was to achieve the empowerment of people at all levels and to achieve empowerment through connectivity. To achieve the mission, the government felt it necessary to have anytime, anyhow and anywhere (AAA) connectivity. It was proposed that in next five years computer laboratories will be set in schools with internet facility and “Train the Teacher” program will be implemented. IT Policy further proposed to encourage increase in intake for IT courses in colleges & national or international reputed institutions will be welcomed in the state to start colleges or universities. GOM proposed to offer fiscal incentives to IT sector to make it globally competitive.

Maharashtra’s IT policy 2003 provided comprehensive support for the development of IT sector in Maharashtra. The policies have been successful in establishing 369 private IT parks providing employment and increasing IT exports. To consolidate and build upon earlier initiatives Maharashtra IT policy 2009 was intended to give state strengths in new fields such as Animation, Visual Effects and Gaming. Policy will promote Nagpur, Nasik, Aurangabad and low Human development Index (HDI) districts to attract IT investments.

The state has witnessed rapid expansion of IT infrastructure as 32% of internet subscribers in the country are based in Maharashtra and state accounts for 35% of country’s PC penetration.

e- Governance initiatives in Maharashtra are mostly infrastructure related and back-office projects undertaken by forming alliances with C-DAC and CMC and private software firms to develop software solutions. Some of the noteworthy e-Governance projects in the state are Warna Village Project, Connecting 3000
state government offices with Mantralaya, Networking among various irrigation departments with Mantralaya, SARITA project developed by C-DAC to facilitate efficient property transfer, Thane, Mumbai and Pune municipal corporations computerization of octroi departments and e-stamping for registration of property documents. The state has declared 2008 IT year with computerization going in full swing.

Though the state has scored high in e-readiness, in terms of citizen satisfaction it has fallen down. This implies that the benefits of e-readiness have so far not reached to targeted audience. Change in the delivery system will be the corrective action. It is noted that Maharashtra does not have a separate coordinating institutional mechanism or budget commitment for e-Governance activities. Administrative Reforms Committee in its final report – Dec 2002 has noted that “In the first few decades, the Maharashtra administration enjoyed high reputation due to factors such as firm handling of law and order, stability of policies, prudent financial administration, innovative tackling of scarcity and natural calamities, and introduction of democratic decentralization and absence of major scandals. With time, government assumed additional responsibility by conducting development and welfare activities along with core functions. Consequently, the quality of performance has deteriorated.” The reforms committee has suggested to redefine the role of the state in the context of liberalization, globalization and competitive environment and to fulfill citizens’ high expectations. The reforms committee in their final report noted that in case of usage of modern communication and computer technology in various aspects of governance, the committee found that except for some significant initiatives, the state is lacking in a coherent plan and concrete progress in the field of e-governance.

Gujarat’s e-Governance Initiative

Gujarat and Maharashtra were became independent states on 1 May 1960. It is important to study progress of e-Governance in both states. Gujarat is emerging as the economic power house of India. This has been confirmed by the
overwhelming response Vibrant Gujarat 2011 summit received with investment proposals of around $50 billion. Gujarat was able to attain 9.9% growth in agriculture sector is a great achievement. Gujarati’s e- Gram Vishwagram Mission is a concept empowering rural Gujarat and connecting villages through digital highway. It is expected that e- Gram project will give idea of states e-Governance mission.

**e- Gram: Vishwagram Mission**

e- Gram is government of Gujarat’s initiative to harness ICT to raise the level of access and the quality of services that government delivers to rural citizens. The use of ICT as a platform in government operations to serve in speedy, accountable, transparent manner to achieve efficient and effective interaction with the people, businesses and other agencies.

**Mission objectives:** To develop village panchayats as the delivery point of different government services and schemes and to implement 73 & 74th Amendment so that digital divide gap can be reduced. To infuse five E's of e-Governance i.e. ease, economy, efficiency, effectiveness and ethics in governance process.

**Achievement towards Global Village:** Gujarat achieved 100% rural electrification with 24X7 three phase supply. Gujarat is the only state providing village level broadband connectivity covering all 13,693 Grampanchayats, 225 Taluka Panchayats & 26 Districts and state has best road network connecting to highways all over the state.

**Project Summary**

e- Gram project was introduced in March 2003 to provide a single point of interaction among villagers and the government. The village panchayat equipped with computer and internet works as a basic delivery point of all government services to rural citizens. The e- Gram team worked in close relationship with the line departments to collate and digitize information in social sectors. The ICT applications issues different certificates by accessing family information from
digitized databank. To ensure authenticity of information, a rigorous household family survey was conducted, to collect all family details, about members, income, property etc. Certificates, application forms and information records are made available through e-Gram.

e-Gram integrates services in e-Governance, health, education and agriculture sectors. With the introduction of e-Gram government has reached at the door steps of rural citizens and at his fingertips. e-Gram mission has supported and simplified governance process to government, to the rural citizen and businesses. The mission succeeded in transforming relationship between the state and the rural people by engaging, enabling and empowering them.

e-Administration: e-Gram has improved communication across government agencies and departments by facilitating information sharing, integrating same among different agencies working in rural areas with high level officers. GSWAN has improved connectivity and with Voice over Internet Protocol (VoIP) all village panchayats can communicate and share information easily. Village level Gramsabha can be monitored online from the capital’s control room. This facilitates to establish better contact with the villages and get accurate assessment of rural needs.


National Award for e-Governance 2007-08.

Dataquest-IDC e-Governance survey 2008 highlights Gujarat’s improvement in most of the parameters of e-Governance. e-Readiness index of Gujarat for 2008-2009 is 7, while e-Governance scoreboard rank is 8 against last year’s 19, in overall citizen satisfaction Gujarat has moved up by four steps to 14 from 19 and in overall business satisfaction it is at no 3 from earlier rank 16.

**e-Governance in Kerala**

Kerala was the pioneer state in taking IT to masses. Through several Government sponsored e-Governance projects, Kerala government was able to start several outstanding e-Governance initiatives like Akshaya, Friends and
many in the state of Kerala. The state through its vision statement acknowledged the critical importance of IT as an instrument for states overall development.

The state was ranked 5 in 2007-08 in Dataquest-IDC e-Governance survey but slipped to poison 18 in 2008-09 as states e-readiness was low as compared to other states. Kerala scored low in e-Readiness, Citizen Satisfaction and Business satisfaction.  

The two notable e- Governance projects from Kerala are discussed below.

1) FRIENDS (Fast, Reliable, Instant, Network for Disbursement of Services)

FRIENDS centre offers one stop solution through front-end approach with IT enabled payment counters accepting different payments to facilitate citizens. The centers are working in the state of Kerala. The project is initiated by Kerala State IT Mission.

Application Details: Citizens can be able to claim benefit of convenience even before computerization of back-end was completed. Back end computerization has long gestation period and it would have taken a long period to complete it. So, government of Kerala adopted different approach by starting FRIENDS centers throughout the state. In earlier payment methods, citizens had to visit different departmental counters, departments were not computerized and operating manually resulting in time consuming, delay in collections as well as reconciliation. All these problems were solved with FRIENDS.

The centers are equipped to handle 1000 types of bills out of different public sector departments and agencies. The citizens can make payment of utility bills for water, electricity, and payment of revenue taxes, license renewal fee, motor vehicle taxes, university fees etc. Data storage and security problems are well addressed. Each counter is connected to printer so that receipt of payment on pre-printed stationary is issued immediately to user. Transaction is stored on hard disk for creating database to facilitate further analysis. The centers are not networked with individual department/agencies so department wise printouts are
taken and physically handed over to individual department. Database provides different reports to tally daily transaction details.

Stakeholders: Citizens, State Government, Staff of FRIENDS, participating departments and agencies along with self-help groups are all stakeholders.

Impact Analysis

The FERIENDS centre at Trivandrum’s with 20 counters capital investment was US$80,000 while centers in other locations with 10 counters capital cost was US$48,000. Average monthly running expenditure is around US$1,340. Departments availing services through bill collection pay predetermined % related to transactions to FRIENDS. The centers are located at all 14 district HQs.

Mr. G R Kiran who studied the project had claimed that citizens need to spend only 35% of cost involved in separate department wise earlier payment system. Citizens saved on travel cost, cost of (agents service approx.US$1 per month) by each user. Each centre transacts average 400 transactions daily. Each user saves around 42 minutes every day per transaction. The level of satisfaction was about 97.4% and women customer participation was increased.

Evaluation: The project can be considered as successful as it has provided win-win situation to both citizens and government. The front-end approach has introduced e-Governance to citizens and to government.

Enablers/Critical Success Factors

FRIENDS had offered two major advantages over back end computerization. One is the benefits of an ICT-enabled system were offered at earlier date rather than waiting for completion of computerization of each department. Second one is FRIENDS ensured irreversible integration of service delivery through one outlet. Now Individual department can’t back out due to public pressure.

Through FRIENDS government was able to receive wider public participation in democratic process. FRIENDS’ success had ensured acceptance level of use of ICT in government.
The contribution of human factor along with technology had paved the success of the project. Proper training, coordination among different officers was contributing factors.

Constraints/Challenges: Government structure created compartments among departments and ICT has changed, bought linking departments to accomplish the activity. FRIEND was opposed by departments as they thought that, they will lose their authority and power enjoyed earlier.

FRIENDS Achievements: Working for last 9 years without any stoppage. On-line data transfer is provided with departments. Touch screen Kiosks started. A website (www.friendscentre.net) was started.

2) Information Kerala Mission (IKM):

IKM with its state level network of community based organizations, supporting initiative for decentralization, local democracy and economic development through 1223 local self-governments in the state. The project aims to help 30 million people in Kerala through human centered organization with fast and effective service delivery, transparent and empowering applications. The project aims to achieve efficient processing, improved and fair decision making thus leading to responsive administration and good governance. All facilities provided through IKM are making stronger and efficient local governments in the state and bringing decentralized and grass-root democracy to more meaningful level.\textsuperscript{ciii}IKM project won the CSI e-Governance Award 2008-2009 as published in Hindu dated 23 Sept. 2009.

**Akshaya- Mallapuram, Kerala.**

Akshaya is a joint project between local bodies, municipalities and private entrepreneurs in Mallapuram district. The project was started in 2001 to bridge the digital divide by providing community access to computers and internet. 565 Community Technology Centers (CTC) are in operation in the district. Akashya operates on PPP mode. In case of Akshaya, people’s action plan appears to be more vibrant than the actions of Technology. Akshya services include desktop
publishing; advance courses on ICT related subjects. Each CTC has 10 computers and centre covers 137 villages, 102 panchayats, 5 Municipalities and serving 3.7 million people. Akshaya is a successful and effective PPP model emphasizing on e-literacy. The Akshaya has been replicated in 7 districts.\textsuperscript{cliv}

In the initial phase of Akshya focus was on e-literacy training and 65% women got the advantage. The second order effect noted by the study was several kiosks became the starting informal clubs.\textsuperscript{clv}

**PART-B**

**PUNE DISTRICT- MAP & STATISTICS**

Pune is the 8\textsuperscript{th} largest city in India with a population of 4.5 million and second in the state. Pune has historical importance as it was the main place of Maratha regimes administration. Pune is the city with many more educational institutes of different streams. Pune city is the Southern Commands headquarters, NDA and defence research institutions are stationed here. Pune district has Army’s base at Dehuroad. Pune has well known research institutes as National Chemical Laboratory and IUCAA (The Inter-University Centre for Astronomy and Astrophysics). Pune has carved its name in IT domain with its large infrastructure.

Pune district covers 14 talukas, 13, panchayats, 1866 villages and 2 municipal corporations. Pune district area is 15,642 sq.km. and population according to 2001 census was 72.24 lacs. Urban population of the district is around 58.08%.\textsuperscript{clvi, clvii}

Pune district has average rainfall of about 600 to 700 mm, and twenty rivers flow from the district. Pune districts temperatures ranges 20 to 38 degrees celsius in summer and 9 to 14 degrees Celsius in winter. Major rivers of the district are Bhima, Mula, Mutha, Pavna, Indrayani, and notable dams are Manikdoh, Dimbe, Ujani, Valvan, Pavna, Mulshi, Temghar, Khadakwasla, Varasgaon, Panshet, Bhatghar and Devghar.
Pune district became the first district in the state to have environmental atlas prepared by Maharashtra Pollution Control Board (MPCB). The atlas explains the reasons for changes for water air and noise pollution in the district that draws action. With the help of atlas natural disasters severity can be controlled and climate change knowledge will help agriculture sector.\textsuperscript{clviii}

Pune’s infrastructural advancement is impressive with GDP growth is around 8% and per capita GDP is Rs. 46,000 ahead of Hyderabad.\textsuperscript{clix} Pune is declared as the best place to study in arts, medicine, engineering and MBA, according to survey by Minglebox “Education hot spots in India survey 2010”. \textsuperscript{clx} The Pune city scores high in education and in employment opportunities but lags in economic infrastructure & in health sector in majority of surveys.

Pune districts data required for Unique Identification Number (UID) project has been collected and it is expected in near future every citizen of the district above 15 years will have UID cards. These cards will be very useful not only for identification but also for accessing constant information.\textsuperscript{clxi} Pune is competing Bangalore and Hyderabad for top slot in Indian Software Industry. Pune is acquiring status of “Info Tech Hub” or “Silicon Valley of India” title. Pune has huge IT investments with IT parks at Hinjewadi, Talwade, Kharade, Pune IT park and at Magarpatta. The city is close to Mumbai i.e. commercial capital of the country and express-way made a big difference in travel time. Pune trains large number of students i.e. BE-4,500, BCS-1500, MCA-600 and MCM-500 every year this helps industry to great extent. Well-known institutions like STPI (Software Technology Parks of India), NASSCOM, MCCIA, CSI (Computer Society of India), and Pune Vidyapeeth are working to forward Pune’s claim as R&D hub. Government of Maharashtra’s initiatives with IT industry are well recognised. State government formulated favourable policies with 100% exemption in stamp duty and 100% additional FSI to all IT units in IT parks and issued directions to all municipal corporations to exempt all capital goods purchased by IT units. Pune arranges Auto and IT exhibitions every year. Pune with such facilities became hot destination to live and is confirmed by many surveys.
PUNE DISTRICT ADMINISTRATION

The Indian administration is a three tier set up i.e. from Central Government to State Government and from State Government to Local Government. The local government is again divided in cities and nearby villages in urban zone and administration is under the control of Municipal Corporation while villages in rural areas are under the control of Panchayat Raj (Zilla Parishad) institutions.

The local administration of Pune city and adjoining villages is under the control of Pune Municipal Corporation (PMC). PMC was established in 1950. The state government extends the area of Municipal Corporation by including some of the villages that have benefited from the urban development process from time to time. Accordingly Maharashtra Government transferred 23 villages under the control of PMC in 1997.

The PMC is headed by Municipal Commissioner who is appointed by State Government. Apart from Municipal Commissioner there is Municipal Board
represented by 144 Corporators representing different wards. The major responsibility of PMC is to look after the civic and infrastructural needs of the city. PMC has introduced e-Governance to provide better and speedy service to the citizens. Pune is one of the first cities to be selected as mission cities under JNNURM projects. Total sanctioned funds to PMC are Rs 2,440 crores towards infrastructural projects of water supply, solid waste and flyovers.

Pune district has 14 talukas and are divided into 5 sub-divisions for administrative convenience. Pune city comes under Haveli taluka. The Haveli tehsils jurisdiction extends from PMC to Pimpri Chinchwad Municipal Corporation (PCMC) and 158 peripheral villages. Haveli tehsil caters to a population of around 50 lacks. It is the largest tehsil in Maharashtra equals that of Sangli district and greater than Buldhana, Akola and Washim districts. The State Government is considering its trifurcation considering the hardships faced by the common man and heavy workload at the tehsildar’s office. The tehsil has to implement various central and state government schemes, monitoring its performance, in addition to revenue work land, sand, mining mafias are active in the tehsil are to be watched. All these activities put heavy load on staff & resulting in inefficiency and delay. (RF Pune Mirror 20/12/2010 page 1&4). The Collector is supported by Sub-Divisional Officer (SDO), Resident Deputy Collector (RDC) and Tahshildars. Pune Collectorate is divided into following branches Additional Collector, Accounts and Establishment, Revenue, Dispatch, Employment Guarantee (EG), Election, Entertainment, Land Acquisition, Mining, Tenancy, Sanjay Gandhi Yojana and Special Executive Magistrate. These branches help to decentralise work.

**Pune Collectors e- Governance Initiatives**

Through Pune collector’s Web site information about Pune city, District Administration, Tourism, Election 2009 and RTI can be accessed.

The Collector office with the help of NIC, Pune is implementing following projects:- Collector office computerization, Tapal Information System, Record Room Information System, MAHAFOOD, EGS, IRDN, Payroll, MALADS and
NREGA. NIC has installed video conferencing, internet connectivity and training to staff, software implementation and support services at Collector office, Pune.

These projects will improve the day to day working along with it can bring efficiency, effectiveness and transparency in the district administration.

Following is list of decisions that are taken by State Government will improve the working of Pune district and also of Sankalp

- e- District is implemented on experimental basis at Pune, Latur, Nanded, Nagpur and Sindhudurg districts.
- Chief Secretary, GOM has formed a committee of five district collectors to suggest change of formats of certificates and regarding on-line application. “SPANCO” will provide the software and initially it will run in five districts and after successful run it will be implemented in remaining districts clxiv.
- This year (2010) two temporary CFC centres were operating at Shivajinagar and Yerawada from 30th June to cope up student rush clxv.
- Government is planning to decentralise the CFC working by opening four CFC centres in Pune city and two in Pimpari-Chinchwad. In addition 13 centres will be started at taluka places. The centre working will be outsourced.
- Separate counter for seniors will be arranged.
- Independent sitting arrangement for Public Relation Officer will be made.
- Seven Tahshildar will be assigned to issue certificates.
- CFC employees will attend the work at 9.30 am, cleaning will be done at 8.30 am and CFC full working will start at 10 am clxvi.
- State government has also starting 56 Maha e-Seva centres in Pune which will be run by “SPANCO CO LTD.” These centres will offer G2C services. Maha e-centres will be opened at village level All CFCs will be linked with district, tehsil and block level with M-Swan.
- PMC offers Auto-CDR to pass deviation free construction plan approval clxvii.
- Pune Collectorate introduces easy data management system in 20 offices clxviii.
Minister of Social Justice, GOM announced that students can now apply on-line for caste verification certificates. This new on-line facility will curb the delay and will help students. The Minister further announced that for Pune city and Pune district two committees are proposed for caste verification work.

Caste and domicile certificates will be issued in digital format. Pune district land records to be digitised. Pune collector achieves zero-pendency, redundant files were disposed and all preserved record will be scanned and stored electronically and record rooms will be provided at every tehshil.

BSNL installed satellite phones at 94 sites in hilly parts of Pune district.

**Consumer Facility Centre (CFC) at Pune Collector’s Office.**

**Background**

Maharashtra Information Technology (MIT) 1980’s Mission statement is empowerment of people at all levels and empowerment through connectivity. To achieve the mission, Government of Maharashtra (GOM) decided to have anytime, anyhow, anywhere (AAA) connectivity and to achieve leading position in IT through strategic policy decisions in different sectors. GOM decided to improve the quality and productivity of services rendered by government and to make government more transparent and bring IT in the service of common man.

To strengthen the assurance given in mission statement the GOM introduced schemes like “Single Window System” and CFC to realize good governance. The Maharashtra experiment of “Lakhina Pattern” in Ahmednagar district, the “Andhra experiment of “Single Station” and “Computerized Rural Information Project (CRISP)” in Karnataka, all these experiments taught quick disposal of citizen requests of information and action, to streamline administration procedures, reduced multiple interface and make administration more responsive and accountable. The GOM studied such projects before launching of “Sankalp”.

**Project “Sankalp”**
All the work in “Sankalp” CFC is presently catering to the different needs of certificates and affidavits. These certificates are required for various purposes, educational institutes’ admission, scholarships, job reservation, eligibility to different government schemes, election reservation, residence and national identity etc.

The “SANKLAP” centre was inaugurated on 21 August 2002 by state Chief Minister. Pune Collectorate has introduced “One Window” concept in 1988-1989 to implement administrative reforms. In continuation of “One-Window” to save common citizen’s time and money and providing immediate delivery of government service, the state government has conceptualized citizen centric one-stop service centre facility named “Sankalp”. Citizens have to visit revenue office for the same work again and again. They have to move from one department to another or from one table to another in the same office to submit application and documents or to enquire progress of their case. To avoid this,
Government of Maharashtra introduced SETU (Integrated Citizen Facilitation Centers) to provide greater transparency, accessibility and efficiency to government procedures and provide a one-stop service centre. The centre was established with proper planning after two years of study of different district collector’s office and avoiding bottlenecks that appeared under one window concept. The centre provides different certificates for cast, income, residence, age nationality, senior citizen, surety etc and affidavits required under different legal procedures along with licenses renewal facility, all under one roof. Thus, Sankalp caters to the need of common citizen by offering around 25 different products. All these services can be availed by the citizens of Pune city & Haveli taluka after paying nominal service charges.

**Aim:**

The aim of the project is to reduce wastage of time, money and resources of the citizens.

**Application Description:**

The district Collector heads district administration and acts as the nodal agency for most of the government schemes and programs. The general public visits collectorate for a variety of certificates, permits, and other necessary documents. Government of Maharashtra under SETU identified total of 34 types of certificates issued by the district and sub-district offices. The most essential and frequently issues certificates are the ones related to domicile, caste, age, solvency, character verification, income and occupation. The applicant submits his/her application along with enclosures at the specified counter where the operator enters key data and makes an initial scrutiny. If the application is complete, the applicant is given a token bearing a unique number and the date of response. The certificate is given after further scrutiny of the application.

**Area of Operation:**

Sankalp caters to the needs of Haveli tehshil residents. The Haveli tehshils jurisdiction extends from PMC to PCMC and also includes surrounding 158
villages. Total population of the tehsil is around 50 lacs. Haveli is the biggest tehsil in Maharashtra. The Haveli Tahshildar office exercises fiscal and administrative powers over villages and municipalities and acts as executive agency for land records and ration cards. The office receives thousands of applications daily. The Haveli Tehshi and citizens face severe problems due to over size. State revenue minister after considering the hardships faced by common man, announced trifurcation of Haveli. Collector will submit status report before the trifurcation work starts. Due to heavy load of work employees find it difficult to attend citizens or to solve their queries. The Haveli Tahshildar's office is situated at Khadakmal in 120 year old historical building. The land records of Haveli tehshil stored at old building and without strong room were gutted in the fire with records were damaged on 6/1/2011.

State government has started the work of division of Haveli in to 4 talukas so that each one will become of normal size to administer. The four talukas will cover the areas: 1) Pune city, 2) Pimpari-Chinchwad, 3) East Haveli and 4) Khed-Shivapur-Khadakwasala. These divisions are suggested considering state legislative assembly demarcation.
Location - Pune Collector’s Office.

The centre is very convenient as it is near to the Pune railway station and city bus stand. It is about 4000 sq. ft. accommodating about 22 counters, computers and its network

Selection of the Project:

Sankalp project is chosen for study as it had fulfilled the following criteria.

1. The said e- Governance project is providing service to a fairly large population. It indicates that the project must have done some impact on users.

2. The project is in service for last 8 years, this ensures that the said project is of certain scope and scale.

3. Sankalp is a pioneer project in Maharashtra and replication of this project is under consideration. The study of such project will highlight positive as well as negative points and can be useful while framing future projects.

4. The study will provide document for further study.

Goals & Objectives set by Pune Collectorate

- To shoulder the responsibilities effectively which are allocated by state government.

- To remove red-tape delay and to march in 21st century by fulfilling common man’s expectations from the government.

- Citizen-centric government will be the guiding principle behind all programs chalked by Pune Collectorate.

- To save common man’s time, money and to reduce his fatigue, Pune Collectorate offered a right solution after meticulous planning and understanding common man’s difficulties.

- To implement Administrative Reforms.

- To modify “one window” concept in better fashion.
• To provide essential services on the same day and that too without middle man.

• The services to be provided under PPP mode i.e. with co-operation between private institutes and government.

• The centre will run on BOT (Built Operate and Transfer) principle.

• The use of ICT in administration.

• Humanly treatment, proper guidance and quick result are three guiding principles considered while implementing CFC in Pune.

Planning of the centre:

One Window concept of Ahmednagar, Latur, Aurangabad, Thane district collectorate was studied and modified to suit Pune’s needs. With proper study of all these collectorate versions and understanding shortfalls, the Pune collectorate conceptualized Sankalp. The guiding principle behind all this exercise was governance should be efficient, easy, fast moving and transparent.

Logo:

Farmer in happy mood with smiling face shaking hands with computer is apt logo for this centre as smile indicates that he is relieved from red-tape and shaking hands with computer suggesting that farmer has accepted new technology as a way of life.
**Target Group:**

Target group includes students, common citizens, senior citizens, farmers, loan applicants, loan granters & all those who require certificates and citizens who wants affidavits for judicial or for other purposes.

**Stakeholders:**

People thought that there is only one stakeholder in e-Governance i.e. government itself. As it was the government which decides, what is to be done, how to do and so on. But now it is understood by large number of people that a large group of people are impacted by the project. Key stakeholders are general public, especially farmers, students, laborers, small entrepreneurs, who want certificates and permits without delay and in fewer visits to the centre. Other stakeholders are government revenue department staff & officials and NGO staff, hardware, software, air conditioning technicians. Thus, whole spectrum of people who impacted by the project are the stakeholders.

**Services Planned:**

- All types of Affidavits with franking facility.
- Caste, Income, Domicile, Nationality, Non-creamy layer, Senior Citizen, Indemnity certificates,
- License renewal for hotel, lodging, video hall, cinema theatre, arms etc.
- Certificates for development affected persons, freedom fighters and their dependents.
- Centre provides on phone and with voice integrated response system to inform progress of application.
- Centre will have stamp sale, photo copy, fax, telephone, lamination services facilities.
- Photo copies can be attested by gazette officer at the centre.
Centre Working Hours:

Daily Working time 9.30 am to 1.15 pm and 2.15 pm to 5.15 pm on all working days except second and fourth Saturday and state government holidays. Certificate distribution is done from 2.15 pm to 5 pm.

Special Facilities at the Sankalp:

Following facilities are available to Sankalp users:

a) Separate notice boards in Marathi with necessary details for each service,
b) Free writer facility to illiterates,
c) PRO to guide,
d) Separate counters for seniors and ladies,
e) Provision of sitting, writing desk and toilet block,
f) On telephone users can know the status,
g) Electronic display system to convey message.

Status:

State government is considering of opening more such centre in different parts of the city and district.

Benefits from Sankalp claimed by Collectorate:

At one place citizens can get different services. Whole process from submission to delivery takes about 4 to 5 hours is a revolutionary approach in revenue departments working achieved by very few ones. Speedy work completion without delay and immediate delivery of certificates is a novel concept introduced by Sankalp. Franking of affidavits, attestation & photo copy attestation is arranged in the same hall for the convenience of citizens. Availability of application forms, court fee stamps, stamp paper and franking is arranged at the centre. Illiterates can avail facility of writers to complete the form without any charge. Two or three counters are opened to accept the forms and six counters are for affidavits. Acceptance of applications is confirmed by computerized receipt, indicating delivery date & time. System is computerized and certificates/licenses are printed on computer. Integrated voice response system
(IVRS) gives status of application on phone. Service satisfaction of user is the aim of the Sankalp.

**Specimen of Notice Boards in Sankalp:**

<table>
<thead>
<tr>
<th>Form No. 10</th>
<th>Solvency Certificate</th>
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<tbody>
<tr>
<td>List of Enclosures required.</td>
<td><strong>Service Charges Rs. 20/-</strong></td>
</tr>
</tbody>
</table>

1) Standard application Form.

2) Rs 10/- court fee stamp (to be affixed) on application form.

3) Agriculture lands latest 7/12 certificate or property card.

4) If building owner- then Grampanchayat/ Municipality/ Municipal Corporations property card.

5) Solvency applicant’s affidavit.

6) If solvency certificate is required for judicial case then 2 passport size photographs, name of the person, court case no. with details of the person to whom the land is to keep as guarantee all this is to be furnished.

7) If, in property more than one owner then agreement from remaining property owners is to be submitted.

8) If solvency certificate is required for:
   a. Less than Rs.1Lakh then area centre officer’s solvency report,
   b. For more than Rs 1 Lakh Tahashildar’s solvency report.

9) Assistant Registrar's land or building’s valuation at current prices report.

10) Attested declaration in 2 copies mentioning details as solvency limit, court case no. and surety’s name.

**NOTE:** If solvency certificate is for Rs 5 Lakh and above, then applicant should be present in person with identity proof at the time of receipt of solvency certificate.
Form No.1 Temporary residence certificate

List of Enclosures

1) Standard Application Form.

2) Rs. 10/ court fee stamp to be affixed to application form.

3) Affidavit stating residence.

4) Proof of residence:-
   a. Gramsevak/talathi’s certificate from place of residence.
   b. Property tax/ Light bill payment receipt.

Form No 4 Caste Certificate-Scheduled caste/Tribes

List of Enclosures

1) Affidavit.

2) School Leaving Certificate.

3) Father, Grand father, Uncles

4) Proof of relation and of caste.

5) Birth/ Death certificate.

Affidavit Service charges Rs.20

Time-10am to 5.45pm

a) Sign on both copies of affidavit at marked places.

b) Affix Rs.5 court fee stamp on one copy.

c) Read the affidavit carefully, and note corrections.

d) Photo identity proof is must during identification.
Form No. 8       S.T. Journey Concession Identity proof

Necessary Enclosures         Service charges Rs 20

1) Standard application form.
2) Rs 10 court fee stamp to be affixed to application form.
3) Age proof (Any one of the following)
   a) School Leaving Certificate,
   b) S.S.C. Board Certificate,
   c) Grampanchayat/ Municipality/ Municipal Corporation/ Cantonment-Board. Any one of these authorities birth registration Certificate.
   d) If any one of the above age proof is not possible then Medical Officers certificate stating age.
4) Residence Certificate (Any one of the following)
   a) Village resident confirmation from Gramsevak or Talathi,
   b) Light Bill,
   c) Property Tax payment Receipt,
5) 2 Passport size photographs.


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<table>
<thead>
<tr>
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<td>TOI Pune dt. 3/12/2009</td>
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<tr>
<td>clxix</td>
<td>TOI, Pune dt. 16/6/2010 page 4</td>
</tr>
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</tr>
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<td>Pune Mirror dated 20/12/2010 page 1 &amp;4</td>
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<tr>
<td>clxiv</td>
<td>Pune Mirror dated 7/1/2011 page 2</td>
</tr>
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