SUMMARY

The prolific usage of ICT in governance has revolutionized citizen-state relationships all over the world. It has brought large scale transformation in the institutions, processes of governance and in the resultant outcomes. It has brought dynamic changes in the scope, functions and process of government throughout the world. It is true that there are certain determinants of time and infrastructure, resources (including skill and trained personnel) and attitudes but experiences indicate it's instrumentally in ensuring good governance and citizen centric governance in the country. The efficiency, economy and effectiveness emphasized in public administration and the quest to institutionalize ensure accountability, objectivity, equity and transparency is possible through e-governance alone. It is in this background which pushes India to adopt National e-governance plan (NeGP), with the objective to improve the procedure of work of government and to improving delivery of public services to the citizens, businesses and government itself.

The journey of ICT based governance in India begun with the establishment of the Department of Electronics in 1970’s at the union government level. But, after the country lagged behind because of lack of resources and absence of exposure to science and technology. However the Government of India established a Ministry of Information Technology in the year 1999 for providing impetus to the e-governance establishment. It is followed by the establishment of Information Technology Act 2000 which provides legal validation to ICT based governance. The National e-governance plan i.e. a historical landmark in the way of e-governance adopted by the central government in the year 2006. At present the NeGP, comprises of 27 Mission Mode Projects that are implemented at the union, state and sub-state level in the country. The Union Government has also taken a lead in encouraging in states for adopting e-governance in their administration is in direct and intense interaction with the citizens. Hence, an network, institutional framework of e-Governance in all states has been setup and
establishing e-Disha project is considered the most significant one as that is not in close proximity to the citizens but also a platform for delivering regulatory, welfare and development services to them.

**Objectives of the study:**

The study was conducted with the following objective:

1. To study the e-Governance measure undertaken by the Haryana state at the district level.
2. To examine the transparency, efficiency and cost effectiveness for citizens by e-Disha especially in delivering devices related to social welfare scheme and matter related to driving license, registration of vehicles, passport applications and arm license.
3. To assess the problems and prospectus in delivering the services (mentioned in objective 2) in the matter of governance.
4. To suggest measures for making above said services efficient, transparent and cost effective for the citizens.

**Hypotheses of the study:**

The study was conducted to test the following hypotheses

1. It is assumed that the measures taken so far are not adequate in technical and physical context.
2. It is assumed that the e-Disha could not bring transparency, effectiveness and cost effectiveness to the citizen in getting of social welfare schemes such as pension.
3. It is also assumed that e-Disha could not bring transparency, effectiveness and cost effectiveness to citizens in getting of regulatory service of vehicles, passport applications and arm license etc.
4. It is assumed that there have been many problems like e-illiteracy; untrained officials, inadequate co-ordination, and lack of adequate space and dispersal of e-center at sub-district level have been the major problems.
5. It is assumed that there is no other cost effective alternative to extend government services to the large number of citizens.

**Research Methodology:**

The study was conducted in Haryana state. The e-Disha centres of Gurgaon and Kurukshetra was selected for the empirical validation of the hypothesis of the study. The information was
collected from 327 sampled users (163 from Kurukshetra and 164 from Gurgaon) and 79 officials (21 from Kurukshetra and 58 from Gurgaon) selected on accidental sampling basis. In addition to that, technical experts were also contacted for eliciting information on various aspect of the study with the help of self prepared interview schedules one for users; and other for officials; keeping in view the objective and hypothesis of the study. The information obtained from them was statistically analyzed and interpreted to test the hypothesis.

Findings

I. Services offered by e-Disha Centres:

The e-Disha centres which are situated at every district headquarter in the state provide regulatory as well as welfare services to citizens/users. These centres are providing both regulatory and welfare services to people. These centres have become popular for delivering services from users’ point of view, particularly for those which have definitely prescribed process and requiring definite kind of documentation. It is also found out that the e-Disha centres have been utilized by government department to deliver the various kinds of welfare services and citizens are approaching these centres for old age pensions widow pension and other welfare services.

II. Awareness level:

There is an adequate level of awareness about e-Disha centres and its service delivery mechanism. It is found that the total sampled users are aware of it since last three years. However, about half of them have their acquaintance with e-Disha centres of less than two years or so. Thus, the government has started to deliver services through e-Disha centres, therefore the citizens do not have any other option except to learn about the new process. It was observed that, there is a significant rise in the awareness level of the people about e-Disha centre in last 2-3 years. Therefore, it is safely concluded that people adjust themselves with the change and the government should not hesitate in using ICT for bringing delivery of more public services under e-Disha. It has also been found that people’s awareness level
about e-Disha centres normally correspond to the time when they visited e-Disha centres for availing certain services.

III. **Quality of services delivery mechanism:**

The data obtained from sampled users and officials show that service delivered mechanism by e-Disha centre brought a qualitative improvement in the service delivery mechanism of the government. This is confirmed by a simple majority of users and about half of the officials during the study. The users' who did not support the above stated proposition might be not able to distinguish between pre e-Disha period and e-Disha period service delivery mechanism.

IV. **Complexities of formalities:**

The information received from users' and officials reveals that there are many formalities such as: submission of application form; consultation; legal advice or help of middle man etc. for availing of services through e-Disha centres. But, in comparison to earlier system of delivery of services, it definitely requires lesser formalities. Because, now, the citizens need not to go from one office to another office or from are desk to another desk as officials are seated in one room and deliver services either an one counter or at certain counter arranged in a chain to complete one set of administrative task of delivery of services to the persons approaching the centre. The officials also emphasized the need for the essential requirement of formalities. According to them the preliminary formalities such as: submission of application form, attaching supporting documents of identification and receipt of fees etc, are essential in the essence of which they are unable to deliver the services to users. The formalities are for the purpose of record keeping and scrutiny.

V. **Nature of formalities:**

Further, the information obtained from sampled users indicates that a simple majority considers that the formalities laid down or required are complicated and tiresome. These are according to the rational requirement and those formalities are made obligatory for users which are of utmost importance. However, a large size of them (45.0 percent) of the requirement of formalities is troublesome due to illiteracy, non availability of guidance at e-Disha centre,
unable to understand the language of administration, unawareness or ignorance etc.

**V1. Distance of e-Disha centres from users’ residence:**

It is also concluded from users’ data that the reach of people to these centres is not suitable and easy. Therefore, it is the matter of importance for the government to establish more and more e-Disha centre at sub-tehsil/block headquarters and village level for the convenience of citizens.

**VII. Number of visits:**

It is also concluded that the surely helped in reducing number of visits to government departments. Now, the citizens are capable availing services under single-roof at e-Disha centres. They do not need to go from one department to another or from one desk to another for availing various kinds of services. The online transaction of businesses has facilitated the users to avail services without any delay. However, from users’ point of view, e-Disha centres are not located within them easy reach, as they are distantly located. Therefore, there is a need for establishing more e-Disha centres at sub-divisional level also.

**VIII. Preferable time to visit e-Disha centre:**

The e-Disha centres provide services between 9 AM to 5 PM. But, it is found that the people mostly preferred morning shift due to overcrowded in evening shift and the second reason is that the people who are coming from distant area preferred morning shift due to non-availability of some services at tehsil, or block headquarter level. Thus, it leads to conclude that the government should take affective steps for availability of all services at tehsil/block or village level to overcome the problem of long queue in morning shift.

**IX. Overcrowding at e-Disha centres:**

Basically, the services are provided to the citizens through the single-window facility at e-Disha centres. But it is found that majority of users as well as officials found that there is overcrowding of e-Disha centres due to non-functional of some window at the centre. This problems is mainly arises due to non-availability of regular electric supply, non-availability of concerned officials/employees, and line connectivity problems etc. Thus,
overcrowding due to one reason or the other is normal phenomena at e-Disha centre. In spite of these problems, the e-Disha centre is providing services to users in a hassle free manner and in an effective and transparent way.

X. Waiting time:

The information based on data shows that a large proportion (42.5 percent) of the users has to wait for one hour; two hour (22.0 percent); and remaining (34.9 percent) waited for 3 to 4 hours. Thus, it is evident from above statement that it is a crowded place and almost everyone has to wait for their turn for shorter or longer period depending, upon the time and day they visited the centre.

XI. Provision of waiting hall:

At e-Disha centres, the users/ citizens have provided waiting hall for awaiting their turn. The government has provided waiting hall at e-Disha entre for this purpose. But, majority of users (66.4 per cent) do not consider as comfortable. They found these waiting halls as crowded, suffocated, and uncomfortable and uncleanliness .However, (33.6 per cent) of them stated that the waiting hall is comfortable one .Thus; it leads to conclude that the overcrowding is the major problem for it.

XII. Availability of sufficient space:

This statement is confirmed by majority (63.0 percent) of users and (78.0 percent) officials. Thus, it leads to conclude that e-Disha centres have more or less sufficient space for delivering the services to users.

XIII. Nature of officials at e-Disha centre:

The majority of users (66.7 percent) found that the officials are well mannered and interact with them in a civilized way. However, about one third of them stated that they are as fairy courteous and another one third call them as courteous one. But, about one tenth officials found to be possessing negligible level of courtesy in their behavior. However, a sizeable proportion of sampled users (20.8 percent) were unable to say anything regarding the behaviour of officials. Thus, it is concluded that the behaviour of officials/employees is more or less courteous towards users. They are
more sensitive or serious to fulfill the expectations of users. They behave with the users in a fairly good and selfless manner.

**XIV. Transparency in administration**

The empirical information obtained from users’ shows that a large majority (43.1 percent) of users and (50.0 percent) officials validates the conception that e-Disha centres brings transparency in administration which was completely missing in traditional administration. They stated that right to information also assist e-Disha or e-governance in checking prevailing corruption in the administration. Besides this, it has also been considered as a tool to eliminate the role of middlemen as used to be in traditional administration of pre e-governance time. Thus, it leads to conclude that the adoption of e-Governance has restricted the use of discretionary powers of the officials now, the users/citizens become capable to know the status of their application/request for certain services, get easily access of information on web, availability of proper information on the basis of 24x7. The provisions of touch screen installed at e-Disha centres also ensure transparency in administration.

**XV. Receipt of the fee deposited at e-Disha centre:**

The users/citizens have to deposit fees and service charges at e-Disha centres for availing services. But after analyzing of data it is found that majority (54.4 percent) of total sampled users’ shows indifferent attitude towards working of e-Disha centre for not giving receipt in response to payment of service charges paid by them. Thus, it is necessary for government to take appropriate steps to make the governance transparent one.

**XVI. Availability of trained officials:**

The majority (81.7 percent) of officials and majority of (62.1 percent) of users are of the opinion that at e-Disha centres are being run with provision of efficient/trained officials/employees. Almost all the officials/employees possess good education in IT related activities or have degree/diploma in Information and Communication Technology for performing their job in effective way. Besides, the government also makes provision for their training from
time to time for providing knowledge of IT related technique in administration.

**XVII. Availability of information on web:**

The data reveals that majority (85.4 percent) of officials and majority (85.3 percent) of users stated that after adoption of e-Disha centres, it becomes very easy to get information about various services on website of concerned department. It was not possible in earlier manual traditional system of administration. It leads to conclude that users now can avail all types of information only by clicking the touch screen that is established at e-Disha centres.

**XVIII. Accountability:**

An overwhelming majority (86.4 percent) of officials and (88.1 percent) of users believe that e-Disha project has helped bringing accountability in administration. They consider that administration has become more responsive and accountable in comparison to earlier traditional system of service delivery mechanism of the government.

**XIX. Efficiency and effectiveness in delivery of services:**

The information obtained from users as well officials, leads to conclude that the service delivery mechanism at e-Disha centre is definitely helpful in bringing efficiency and effectiveness in administration. Now services are delivered to the users in a speedily and hassle free manner in comparison to earlier manual system of government.

**XX. Benefits and expectations:**

The study reveals that e-Disha centres and ICT based governance has been beneficial to the citizens as it ensured speedily delivery of services, ensuring accuracy in administration, generating awareness, and objectivity in treatment to the users. However, the users still feel that government needs to be more efficient, economic, effective, responsive and sensitive to the needs of the society.

**XXI. Problems:**

The problems like: indifferent attitude of officials; excessively overcrowding; bureaucratic style of officials; delay and disruption of on - line connection; lack of basic amenities; inadequate training of officials; and absence of separate window for senior citizen etc. are
certain problems perceived both by the users and officials. Thus, it concludes that there is even scope of improvement for the proper working of e-Disha centres.

XX11. Qualitative improvement in delivering of services:

The data collected from officials and users’ during the study shows that new delivery mechanism under e-Disha project is definitely helpful in bringing qualitative improvement in delivery of services. It has brought efficiency, economy effectiveness, accountability and transparency in service delivery mechanism particularly in comparison to earlier manual traditional system of delivery. The users were of the opinion that it also helped in minimizing the role of middlemen and this to a considerable extent, prevented corrupt practices prevalent in administrative system. Thus, it leads to conclude that the qualitative change is being perceived in the public delivery system, if not substantial manner.

XX111. Suggestions:

The users and officials suggested there should be: a special window for disadvantaged class such as handicapped persons, old age persons and women at e-Disha centre; need for evolving an effective mechanism for speedily disposal of services; necessity to bring a positive change in the attitude of officials; and improvement in physical facilities like waiting hall, drinking water, inquiry window etc Besides, it was also suggested that the operational aspect must be streamlined by adopting token system for them; on- line system of appointment; deployment of efficient staff; facility of proper guidance; appointment of permanent staff and provision of job security etc.

Thus, it is concluded that:

1. The first hypothesis that the measures taken so far are not adequate in technical and physical context is not valid rather it is concluded that “the technical and physical infrastructure made available at e-Disha centre is although sufficient but adequate improvement like networking with other data resources etc still required”; 

2. The hypothesis that “e-Disha could not bring transparency, effectiveness and cost effectiveness to the citizens in getting of
social welfare schemes such as pension is although not valid from users' point of view but the study also indicates that a desired level of transparency, efficiency and cost effectiveness has not been achieved so far. Therefore, an alternative hypothesis is proposed that more institutional efforts are required to utilize e-Disha centres as a tool to ensure desired level of transparency, effectiveness and economy in administration”, (It is true both regulatory and welfare services,i.e. 2nd and third hypotheses of the study);

3. The hypothesis that “there have been many problems like e-illiteracy, untrained officials, inadequate co-ordination, lack of adequate space and dispersal of e-centres at sub-district level have been the major problems” is found to be true; and

4. The hypothesis that “there is no other cost effective alternative to extend government services to the large number of citizens” is also validated by the users.

Suggestions:

1. E-Disha centres deliver various kinds of regulatory and welfare services to the citizens such as: Passport; driving licenses; registration of vehicles; land registration; nakal; birth/death registration; payment of house tax; armed license; certificate of caste, income and domicile; old age pension; widow pension; assistance amount for discarded children; scholarships for handicapped students; assistance amount for poor family; etc in an efficient and effective manner. More citizen-centric services like--------can be entrusted to these centres.

2. No doubt e-Disha centre has brought a qualitative improvement in the service delivery mechanism of the government. But, it could be made more users friendly by adopting multi-functional window, token system, issuing proper receipts for the fees deposited, on-line system of appointment, separate window for senior citizen, provision of proper connectivity and networking with various data resources etc. Besides this, the human resources employed at e-Disha centres need to be tuned with users' expectations by
imparting suitable training, extending better service conditions etc.

3. The users face difficulties in availing service because of complex formalities. In most of cases they have to attach documents to prove their names, residence, age etc. In this regard, the complexities may be eased out by linking e-Disha centre operation with data resources of the concerned departments issuing such certificates so that online verification of such information relating to the users can be made without asking from the concerned citizens. It will not increase efficiency but also result in effectiveness, economy and lesser complexities.

4. There are some problems like of distance, overcrowding, waiting time, and insufficient space. All these problems can be solved by establishing more e-Disha centres at sub-divisional level and connecting these with the e-Disha centre at district level.

5. There is also a need of counseling window and information window at e-Disha centre. So, there should be at least one window in the form of help desk at each e-Disha centre to provide the proper guidance at the time of applying for the certain services.

6. The users and officials also pointed out the absence of basic amenities at e-Disha centres; there it needs not only be provided but also properly managed for the convenience of the users.

The recommendation of Second Administrative Reforms Commission 11th Report : Promoting e-Governance, need to be necessarily implemented for promoting e-Governance in the country (Recommendation are attached as Annexure 6.1).
Summary of Recommendations

1. (Para 6.2.2) Building a Congenial Environment:
   a. Building a congenial environment is a sine qua non for successful implementation of e-Governance initiatives. This should be achieved by:
      i. Creating and displaying a will to change within the government
      ii. Providing political support at the highest level
      iii. Incentivising e-Governance and overcoming the resistance to change within government
      iv. Creating awareness in the public with a view to generating a demand for change.

2. (Para 6.3.9) Identification of e-Governance Projects and Prioritisation:
   a. Government organizations/departments at Union and State Government levels need to identify e-Governance initiatives which could be undertaken within their functional domain, keeping the needs of the citizens in mind. Such initiatives may be categorized as follows:
      i. Initiatives which would provide timely and useful information to the citizens.
      ii. Initiatives which would not require the creation of a database for providing useful services to the citizens. This may include initiatives where database may be created prospectively without waiting for the updation of historical data.
      iii. Initiatives which allow for making elementary online transactions including payment for services.
      iv. Initiatives which require verification of information/data submitted online.
      v. Initiatives which require creation and integration of complex databases.

b. Instead of implementing all such initiatives at one go, these should be implemented after prioritizing them on the basis of ease of implementation, which would generally follow the categories mentioned above in that order. However, suitable modifications in their prioritization may be made by organizations/departments on the basis of the needs of and likely impact on citizens.

c. Respective Departments of Information Technology at the Union and State Government levels should coordinate between organizations and provide technical support if needed, in the task of identification and prioritisation.

3. (Para 6.4.16) Business Process Re-engineering
   a. For every function a government organisation performs and every service or information it is required to provide, there should be a step-by-step analysis of each process to ensure its rationality and simplicity.
   b. Such analysis should incorporate the viewpoints of all stakeholders, while maintaining the citizen-centricity of the exercise.
   c. After identifying steps which are redundant or which require simplification, and which are adaptable to e-Governance, the provisions of the law, rules, regulations, instructions, codes, manuals etc. which form their basis should also be identified.
   d. Following this exercise, governmental forms, processes and structures should be re-designed to make them adaptable to e-Governance, backed by procedural, institutional and legal changes.

4. (Para 6.5.22) Capacity Building and Creating Awareness
   a. Capacity building efforts must attend to both the organizational capacity building as also the professional and skills upgradation of individuals associated with the implementation of e-Governance projects.
   b. Each government organization must conduct a capacity assessment which should form the basis for training their personnel. Such capacity assessment may be carried out
by the State Department of Information Technology in case of State Governments, and the Union Department of Information Technology in the Centre. Organisations should prepare a roadmap for enhancing the capabilities of both their employees and the organization.

c. A network of training institutions needs to be created in the States with the Administrative Training Institutes at the apex. The Administrative Training Institutes in various States should take up capacity building programmes in e-Governance, by establishing strong e-Governance wings. ATIs need to be strengthened under the NeGP.

d. State Governments should operationalise the Capacity Building Roadmap (CBRMs), under the overall guidance and support of the DIT, Government of India.

e. Lessons learnt from previous successful e-Governance initiatives should be incorporated in training programmes.

f. The recommendations made by the Commission in its Second Report entitled ‘Unlocking Human Capital’ in paragraph (5.2.1.6) should be adopted for creating awareness among people with regard to e-Governance initiatives.

5. (Para 6.6.2.10) Developing Technological Solutions :

a. There is a need to:

i. Develop a national e-Governance ‘enterprise architecture’ framework as has been done in some countries.

ii. Promote the use of ‘enterprise architecture’ in the successful implementation of e-Governance initiatives; this would require building capacity of top level managers in all government organizations.

6. (Para 6.7.2.7) Implementation :

a. All organizations should carry out a periodic independent evaluation of the information available on their websites
from the citizens perspective and then re-design their websites on the basis of the feedback obtained.

b. Each government organization should prepare a time-bound plan for providing of transactional information through their websites. To begin with, this could be done by updating the websites at regular intervals, while at the same time, re-engineering the back-end processes and putting them on computer networks. Ultimately, all the back-end processes should be computerized.

c. Complex e-Governance projects should be planned and implemented like any major project having several parts/components for which Project Management capability should be developed in-house.

d. Implementation of e-Governance projects would involve a detailed ‘project management’ exercise which would consist of the following activities:
   i. Breaking up entire e-Governance projects into components/activities
   ii. Planning each activity in detail
   iii. Allocating resources, both human and financial
   iv. Commencement of activities as per the plan and continuous tracking
   v. Need-based mid-course correction

e. While implementing transformational programmes like the NeGP, it is essential to recognise of the importance of a structured approach to Change Management – the people side of transformation. It is necessary for Government agencies, especially the nodal Ministries and the Administrative Reforms and IT Departments, to design appropriate Change Management Strategies and Plans to accompany the e-Governance implementation.

7. (Para 6.8.3) Monitoring and Evaluation:
   a. Monitoring of e-Governance projects should be done by the implementing organization during implementation in the manner in which project monitoring is done for large infrastructure projects. Even after the project has been
implemented, constant monitoring would be required to ensure that each component is functioning as per the design.

b. Evaluation of success or failure of e-Governance projects may be done by independent agencies on the basis of parameters fixed beforehand.

8. (Para 6.9.5) Institutional Framework for Coordination and Sharing of Resources/Information:
   a. The Departments of Information Technology at the Union and State Government levels should provide institutional support to other departments and organizations in implementation of e-Governance projects identified and conceptualized by them. The DIT should focus on the following:
      1. Conducting an e-preparedness audit for each organization
      2. Enforcing standardization
      3. Assisting in co-ordination when e-Governance projects transcend an organisation’s functional domain
      4. Carrying out evaluation of e-Governance projects
      5. Acting as a repository of best practices and encouraging horizontal replication of successful projects
   b. The Second Schedule to the Government of India Allocation of Business Rules, 1961 may be suitably amended to incorporate these elements with regard to the subject matter of ‘e-Governance’.

9. (Para 6.10.6) Public-Private Partnership (PPP):
   a. Several components of e-Governance projects lend themselves to the Public-Private Partnership (PPP) mode. In all such cases (PPP) should be the preferred mode.
   b. The private partner should be selected through a transparent process. The roles and responsibilities of government as well as the private partner should be
clearly laid down in the initial stage itself, leaving no room for any ambiguity.

10. (Para 6.11.2) Protecting Critical Information Infrastructure Assets:
   a. There is need to develop a critical information infrastructure assets protection strategy. This should be supplemented with improved analysis and warning capabilities as well as improved information sharing on threats and vulnerabilities.

11. (Para 7.3.2.3.16) The Common Support Infrastructure:
   a. As recommended by the Standing Committee on Information Technology in its 58th Report, the State Data Centres (SDCs) should be maintained by Government agencies such as NIC as it involves handling of sovereign data. Further, all data centres at the State level should be subsumed in the SDCs.
   b. The implementation of SDCs, SWANs and CSCs should be co-ordinated to prevent significant time-lag between their operationalisation. Last mile connectivity issues involved in operationalisation of CSCs should also be addressed in a time-bound manner.
   c. Gram Panchayats should be involved in monitoring the operation of the Common Services Centres in the first four years of their operation when they are receiving revenue support from government for providing ‘Government to Citizen’ services. They should proactively engage in making citizens aware of the services provided through the CSCs and encourage them to make use of them.
   d. State Governments should make available a large bouquet of G2C services through the CSCs. In doing so, they should adopt the approach outlined in this Report while discussing identification and prioritization of e-Governance projects.
   e. The Mission Mode Project on Gram Panchayats should be finalized and implemented in a time-bound manner. The
MMP should incorporate the recommendations made by the Commission in its Sixth Report entitled ‘Local Governance’, in paragraphs 3.10.2.8 and 4.5.5.6.

12. (Para 7.3.3.8) Mission Mode Projects:
   a. State Governments should first provide a clear mandate for governance reforms that must precede the e-Governance initiatives. This would involve, if necessary, changing procedures and even structures and statutes. Therefore as a first step, these issues need to be analysed, decision points identified and political approval taken.
   b. The major decisions involved in (a) above should be identified by the State Level Apex Committee and approval of the State Government obtained within six months.
   c. The Secretaries of the concerned departments should be entrusted with the responsibility of project implementation in unambiguous terms. They should be provided with the requisite authority and resources for project implementation.
   d. Thereafter, the business process re-engineering and capacity building exercise should be completed by the concerned department within a maximum period of one year. The IT component of these projects should not be funded until this step is completed.
   e. The Annual Performance Appraisal Report (APR) of public servants entrusted with the responsibility of project implementation under NeGP should have a separate entry for evaluation of their performance in this regard.

13. (Para 7.3.4.1.23) Mission Mode Project on Computerisation of Land Records:
   a. Surveys and measurements need to be carried out in a mission mode utilizing modern technology to arrive at a correct picture of land holdings and land parcels and rectification of outdated maps.
   b. This needs to be accompanied by an analysis of the existing mechanism for updating land records – which
varies from State to State – to be supplanted by an improved and strengthened mechanism which ensures that all future transactions in titles are immediately reflected in the land records. Such a system should be able to detect changes in titles through various means—namely, succession, will, partition, gift, survivorship etc and update records accordingly.

c. The dispute resolution mechanism with regard to land titles needs to be strengthened in order to be compatible with the demands made on it.

d. In case of urban areas, a similar exercise needs to be undertaken especially since measurements and surveys have not been done in many of such areas and even record of titles is not available in most cities.

14. (Para 7.3.4.2.7) Passport & Visa MMP:
   a. The entire passport issue process needs to be put on an e-Governance mode in phases. As the processes which precede and follow the police verification have already been re-engineered and put in e-Governance mode, this may be integrated with online police and citizen identification data bases. In the mean time, the process of police verification should be streamlined and made time bound.

15. (Para 7.3.4.3.12) Unique National Identity Number/Card:
   a. The proposed Unique ID Authority should evolve a database of UIDs on the basis of permanent identifiers such as date of birth, place of birth etc. as described in paragraph 7.3.4.3.11.

16. (Para 8.2) Legal Framework for e-Governance:
   a. A clear road map with a set of milestones should be outlined by Government of India with the ultimate objective of transforming the citizen-government interaction at all levels to the e-Governance mode by 2020. This may be enshrined in a legal framework keeping in consideration the mammoth dimension of the task, the levels of required coordination between the Union and
State Governments and the diverse field situations in which it would be implemented.

b. The legal framework should, inter alia, include provisions regarding:
   i. Definition of e-Governance, its objectives and role in the Indian context;
   ii. Parliamentary oversight mechanism;
   iii. Mechanism for co-ordination between government organizations at Union and State levels;
   iv. Role, functions and responsibilities of government organizations with regard to e-Governance initiatives, especially business process re-engineering;
   v. Financial arrangements;
   vi. Specifying the requirements of a strategic control framework for e-Government projects dealing with the statutory and sovereign functions of government;
   vii. Framework for digital security and data protection; and

c. This legislation should have an overarching framework and be able to provide flexibility to organizations.

17. (Para 9.5) Knowledge Management:

a. Union and State Governments should take proactive measures for establishing Knowledge Management systems as a pivotal step for administrative reforms in general and e-Governance in particular.