राष्ट्रीय इ-गवर्नेंस योजना
National e-Governance Plan

Public services closer home

Saaransh

A compendium of Mission Mode Projects under NeGP

"Make all Government services accessible to the COMMON MAN IN HIS LOCALITY, through Common Service Delivery Outlets and ensure EFFICIENCY TRANSPARENCY & RELIABILITY of such services at AFFORDABLE COSTS to realise the BASIC NEEDS of the common man"

The vision of NeGP

Department of Information Technology,
Ministry of Communications and Information Technology
Government of India

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Acknowledgement

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Preface

The National e-Governace Plan (NeGP) of Government of India aims to *"make all Government services accessible to the common man in his locality through common service delivery outlets and ensure efficiency, transparency and reliability of such services at affordable costs to realize the basic needs of the common man."*

India has a very strong presence in the IT sector globally, yet the benefits of the IT revolution have not truly percolated into the everyday life of the common man, particularly in rural areas. Experiments in IT-based service delivery had started early this decade. Some of these, such as *e-Seva* and *Bhoomi*, were more successful than the others. These early successes as well as failures showed that online services, served citizens better by reducing the burden of having to physically visit separate agencies, make contact with public officials, and be subjected to their discretion.

NeGP is a major initiative of the Government of India, the first time under which a concerted effort is being made to take Information Technology to the masses in areas of concern to the common man. It aims to make most services available online, ensuring that all citizens would have access to them, thereby improving the quality of basic governance on an unprecedented scale.

NeGP has a three tier architecture. The **Common Service Centres (CSCs)** are the front-end delivery points for a range of citizen services. The common man feels empowered when he is able to get a service in a transparent manner, at a convenient location and at an affordable cost. These centers also provide employment to the entrepreneurs running them, besides being useful in rolling out all kinds of governmental schemes such as those for financial inclusion, enumeration of data, insurance and IT education.

The second tier is of the common and support infrastructure that can allow information to be shared electronically between different agencies of the government and with citizens. Included in it, are the **State Wide Area Networks (SWANs**), which form the converged backbone network for data, voice and video throughout a state / UT and the **State Data Centers (SDCs)** which can provide common secure IT infrastructure to host state-level e-government applications and data.

The third tier comprises the 27 **Mission Mode Projects (MMPs)** which will transform high priority citizen services from their current manual delivery into e-delivery. Each MMP is owned and spearheaded by the relevant ministry/agency of the national government or by a state government, and is called 'mission mode' because it has a definite timetable, service levels, project implementation team and process reengineering plans.

This book attempts to disseminate information on these MMPs which are the future of governance in India. Knowledge of these projects will hopefully be of use to policy makers in understanding various models of governance and business structuring of projects, understanding interrelations between projects, keeping track of the objectives and outcomes and to develop a more collaborative approach

towards implementation of the National e-Governance Plan. The data will help the industry in assessing the upcoming requirements and developing competencies for further developing these projects, thereby making a difference in the lives of millions. It will help innovators think of unique solutions to achieve the end objectives. The articles will also help NGOs and academia to audit these efforts, undertake research in related areas and give suggestions and contribute towards the goal of empowering the common man.

It is hoped that this book aids in evolution of ideas, furthering collaborative discussions, exchange of best practices, developing a common strategy, and promoting interoperability which would allow large savings in costs and provide citizens a seamless view of the Government.

Feedback on this book is welcome and may be directed to mpr.progoff@negp.gov.in. We look forward to hearing from all the readers.

The National e-Governance Plan (NeGP)

Background

Over the past decade or so, there had been islands of e-Governance initiatives in the country at the National, State, district and even block level. Some of them had been highly successful and were ready for replication across other States while some have not produced the desired results or withstood the test of time. Experiences from successes as well as the failures of the various initiatives played an important role in shaping the e-Governance strategy of the country. The basic lessons that emerged from the various e-Governance initiatives were:

- Need for political ownership at the highest level and a national vision for e-Governance for successful implementation of the programme;
- A dedicated team with a stable tenure from within the organization to conceptualize and implement the programme down the line;
- New areas of public-private partnership in making e-Governance possible should be continuously explored;
- Defined architecture, standards and policies addressing issues of security, privacy, etc.;
- An urgent need to develop the basic core and support infrastructure for e- Governance such as Data Centers, Wide Area Networks and the physical access points for delivery of government services, which would be common to all departments and where services could be delivered at the doorstep of the citizen in an integrated manner;
- Need to start with small pilots before scaling-up, as IT projects take a long time to implement and often there are modifications to be incorporated along the way; and
- Issues of re-engineering and management of change are of paramount importance in comparison to technical issues associated with e-Governance

Hence, there was a felt need for taking a holistic view towards the entire e-Governance initiative across the country. Increasingly , it was perceived that if e-Governance was to be speeded up across the various arms of

Vision of NeGP

"Make all Government services accessible to the common man in his locality, through common service delivery outlets and ensure efficiency, transparency & reliability of such services at affordable costs to realize the basic needs of the common man".

government at the national , state and local government level, a programme approach would need to be adopted, which must be guided by a common vision, strategy and approach to objectives. This approach would have the added advantage of enabling huge savings in cost, in terms of sharing the core and support infrastructure, enable interoperability through standards etc, which would result in the citizen having a seamless view of Government. With this background, the National e-Governance Plan (NeGP) was formulated by the Government, for implementation across the country.

NeGP comprises of

27 Mission Mode Projects (MMPs) to be implemented at the Central, State and Local Government levels and

8 Common Core and Support Infrastructure

Approach/Methodology

The approach/methodology of NeGP encapsulates the learning from successes and failures of e-Governance initiatives across the country and the world, the recommendations/observations made by the Parliamentary Standing Committee and subsequently by the Committee of Secretaries (CoS). The broad approach/methodology of NeGP is

- DIT would create **Common and Support Infrastructure** (State Wide Area Networks, State Data Centres, Common Service Centres, National/State Service Delivery Gateways)

- DIT would evolve/lay down **Standards and Policy Guidelines, provide Technical and Handholding support, undertake Capacity Building, R&D** etc. as required for successful implementation of various e-Governance projects
- **Mission Mode Projects (MMPs)** would be owned and spearheaded by various concerned line Ministries. The Ministry/Department would be entirely responsible for all decisions connected with their MMP.
- States would be given the flexibility to identify a few **additional state-specific projects (not exceeding 5)**, which are very relevant for the economic development of the State. In case, Central assistance is needed, such inclusions would be considered on the advice of the concerned Line Ministries/Departments
- E-Governance would be promoted through a **Centralized initiative** to the extent necessary to ensure citizen service orientation, to realize the objective of interoperability of various e-Governance applications and to ensure optimal utilization of ICT infrastructure/resources while allowing for and adopting, as a policy, a **Decentralized Implementation Model**
- **Successes would be identified and replication promoted** proactively with required customization
- **Public Private Partnership (PPP)** would be promoted wherever feasible to enlarge the resource pool without compromising on the security aspects

Implementation Strategy

Implementation of the NeGP involves various Central Line Ministries/Departments and State Governments. Considering the multiplicity of agencies involved and the need for overall aggregation and integration at the national level, NeGP is being implemented as a programme, with well defined roles & responsibilities of each involved agency

- Line Ministries/Departments are responsible for the implementation of the Mission Mode Projects (MMPs)/Components owned by them and work in a **project mode within a tight, defined timeframe**.
- **State Governments are responsible for implementing State Sector MMPs**, under the overall guidance of respective Line Ministries in cases where Central Assistance is also required.
- **DIT is the facilitator and catalyst for the implementation of NeGP** and provides technical assistance to various Ministries and State Governments. In addition, it implements **pilot/ infrastructure/ technical/ special projects and support components**.
- **DAR&PG is responsible for Generic Process Re-engineering and Change Management**, which are desired to be realized across all government departments. For various MMPs, concerned Line Ministries/ Implementing Agencies are primarily responsible for carrying out the required Process Re-engineering and Change Management.
- **Planning Commission and Ministry of Finance allocate funds for NeGP** through Plan and Non-plan budgetary provisions and lay down appropriate procedures in this regard.

Programme Management

For effective management of NeGP, a programme management structure has been created to accord credibility to the programme, to provide a forum to solicit view of stakeholders, to oversee the programme and resolve inter-ministerial/ inter-departmental issues and to ensure speedy sanctioning of projects. The key components of the **Programme Management** structure are

- **Cabinet Committee on Economic Affairs (CCEA)** for programme level policy decisions.
- **A body under the Chairpersonship of Prime Minister** with representation drawn from relevant Ministries/ Departments, the National Knowledge Commission, the Planning Commission, experts, etc., to provide leadership, prescribe deliverables and milestones and monitor periodically the implementation of NeGP
- **National e-Governance Advisory Group,** headed by the Minister C&IT, to solicit views of external stakeholders and to provide inputs to the CCEA, advise the government on policy issues and strategic interventions necessary for accelerating introduction of e-Governance across Central and State Government Ministries/Departments.
- **Apex Committee** headed by the Cabinet Secretary to oversee the programme and to provide policy and strategic directions for its implementation. In addition it moderates and drives services, process reengineering and service levels of each MMP wherever required. **Further it is empowered to add or delete MMPs as considered appropriate** and to resolve all inter-ministerial issues. DIT acts as the Secretariat for
- **Expenditure Finance Committee (EFC)/Committee on Non Plan Expenditure (CNE)** to financially appraise/ approve projects as per existing delegation of financial powers. The EFC/ CNE headed by Secretary Expenditure would also be recommending to the CCEA the manner in which MMP Projects are to be implemented, i.e. as a Central Sector Scheme, Centrally Sponsored Scheme etc, as well as the financial terms of participation for States.
- Further, considering the complexity of the Programme and the need to look at issues such as overall technology architecture, framework, standards, security policy, funding strategy, service delivery mechanism, sharing of common infrastructure etc. at a program level, **the technical appraisal of all NeGP projects is done by DIT**, prior to a project being placed before the EFC/ CNE.
- **State level Apex Committees** headed by Chief Secretaries to allocate State level resources, set priority amongst projects and resolve inter-departmental issues.

NeGP – The Vision

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National e-Governance Plan

Public services closer home

Make **all**
Government services
accessible to the **common man**
in his **locality**,
through common service delivery **outlets**
and ensure
efficiency, transparency & reliability
of such services
at **affordable** costs
to realise
the **basic needs** of the common man

- School Admission
- Scholarships
- e-Learning
- Examination Results

Student

- Employment Services
- Vehicle Registration
- Driver's Licence
- Passport / Visa

Youth

- Agriculture
- Land Record
- Property Registration
- Marriage Certificates
- Taxes
- Utility Services
- Municipality Services

Family

- Birth Certificate
- Health Care

Child

- Pensions
- Insurance
- Health Care
- Death Certificate

Old Age

Mission Mode Projects (MMPs)

NeGP consists of 27 Mission Mode Projects (MMPs) encompassing nine central MMPs, eleven state MMPs and seven integrated MMPs. Line Ministries/Departments are responsible for the implementation of the assigned Mission Mode Projects (MMPs. Mission Mode Projects would be owned and spearheaded by various line Ministries for Central Government, State Governments and Integrated projects. Each Department works in a project mode within a tight, defined timeframe by preparing a detailed project document, either in-house or with the assistance of a Consultant. This document clearly spells out all important aspects of the project like services and service levels, project implementation team, process reengineering proposed, change management plan, project management plan, timelines, etc. The services and service levels are determined in consultation with the actual users.

State Governments are responsible for implementing State MMPs, under the overall guidance of respective Line Ministries in cases where Central Assistance is also required.

Fact sheet - 1

Dashboard View of MMP Stages

MMP	Conceptualization	Design and Development	Implementation	Post Implementation
Central MMPs				
MCA21				√
Pensions				√
Income Tax				√
Passport and Visa			√	
Immigration			√	
Central Excise				√
Banking			√	
MNIIC (Pilot)/ NPR			√	
UID			√	
e-Office (Pilot)			√	
Insurance			√	
Integrated MMPs				
CSC			√	
e-Courts			√	
EDI/e-Trade			√	
India Portal				√
NSDG			√	
e-Biz (Pilot)			√	
e-Procurement		√		
State MMPs				
Land Records (NLRMP)			√	
Road Transport			√	
Agriculture		√		
Police (CCTNS)			√	
Treasuries			√	
Municipality			√	
e-District (Pilot)			√	
Commercial Taxes			√	
Gram Panchayat		√		
Employment Exchange		√		

Fact sheet - 2

Dashboard View of the major Timelines/Budget of the MMPs

MMP	Project Approval Date	Target End Date	Total Outlay (in ₹Crores)
Central MMPs			
MCA21	Feb, 2005	Sep, 2006	345.00
Pensions	Feb, 2006	Mar, 2007	2.70
Enhancements	-	Mar, 2012	-
Income Tax	Jun, 2005	Dec, 2008	693.00
Passport	Sep, 2007	Oct, 2011	29.00
Immigration & VISA	May, 2010	Sep, 2014	1011.00
Central Excise	Dec, 2007	Dec, 2009	599.00
Banking		Industry Initiative	
MNIIC (Pilot)/ NPR	Dec, 2009	-	3755.55
UID Phase I	May, 2010		147.30
Phase II (1st batch of UID Numbers)	Aug, 2010	Mar, 2011	3023.00
e-Office (3 Pilot locations)	May, 2006	Dec, 2010	1.81
Insurance		Industry Initiative	
Total Central MMPs			9607.36
Integrated MMPs			
CSC	Sep, 2006	Mar, 2011	1649.00
e-Courts	Feb, 2007	Mar, 2012	935.00
EDI/e-Trade	-	Apr, 2011 (ICES 1.5 at 115 locations)	Self support
India Portal	Aug, 2005	Nov, 2005	23.35
NSDG	Aug, 2006	Jan, 2014	26.28
e-Biz	Oct, 2005	-	23.07
e-Procurement	-	-	-
Total Integrated MMPs			2656.70
State MMPs			
Land Records (NLRMP)	Aug, 2008	8 Years from approval	5656.00
Road Transport	Apr, 2008		148.00
Agriculture	Nov, 2010	Aug, 2012	227.79 *
Police (CCTNS)	Jun, 2009	Mar, 2012	2000.01
Treasuries	Jun, 2010	Mar, 2013	626.00
Municipality	Dec, 2007	Dec, 2013	1150.00
e-District (Pilot)	Feb, 2006 (UP)	Mar, 2012	126.62
Commercial Taxes	Feb, 2010	Feb, 2014	1133.41

MMP	Project Approval Date	Target End Date	Total Outlay (in ₹ Crores)
Gram Panchayat	-	-	6989.00 *
Employment Exchange	-	22 Months from approval	2167.29 *
Total State MMPs			20224.12
Total (All MMPs)			32488.18

*Proposed

Central Mission Mode Projects

S. No.	Projects	Nodal Ministry/Department
01	MCA21	Ministry of Corporate Affairs
02	Pensions	Department of Pensions and Pensioners Welfare
03	Income Tax (IT)	Ministry of Finance/CBDT
04	Passport and Visa	Ministry of External Affairs
05	IVFRT (Immigration)	Ministry of Home Affairs
06	Central Excise & Customs	Department of Revenue/CBEC
07	Banking	Department of Financial Services
08	MNIC (Pilot)/ National Citizen Database	Ministry of Home Affairs/RGI
	Aadhaar (UID)	UID Authority of India (UIDAI)
09	e-Office (Pilot)	Department of Administrative Reforms & Public Grievances
10	Insurance	Department of Financial Services

MCA21
Mission Mode Project

The vision of the MCA21 project implemented by the Ministry of Corporate Affairs (MCA), Government of India, was *"to introduce a service-oriented approach in the design and delivery of Government services"*.

Its mission was *"to build up a secure portal that offers availability of all registry related services including filing of documents, registration of companies and public access to corporate information. The portal services can be accessed/ availed from anywhere, at any time that best suits the corporate entities, professionals and the public at large".*

The project will be integrated with the **National e-Governance Services Delivery Gateway (NSDG)**, which will help extend MCA services to businesses via multiple front-end delivery channels, and which will also help provide other value-added services over and above the base services offered by MCA21.

There are more than 100 services covered within the scope of MCA21. Among these, the major services are as follows:

- Name approval
- Incorporation of new companies
- Filing of Annual Statutory Returns
- Filing of forms for change of names/address/Director's details
- Creation/Modification/Satisfaction and verification of charges
- Filings for various statutory services required under the Companies Act
- Inspection of company documents (public records)
- Investor grievance Redressal

Improve speed and certainty in the delivery of MCA services

Provide a harmonious blend between facilitation and control
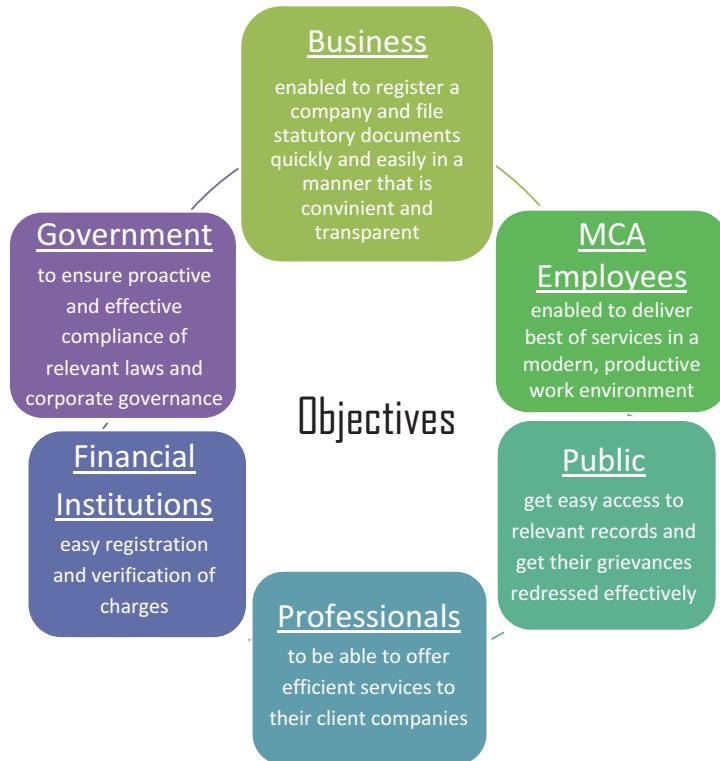
MCA21 has changed the way citizens and companies interact with Government now.

The companies can now interact "online" with MCA instead of "in-line", with serpentine queues especially during the peak filing season (October – December every year).

MCA21 has created an overall positive environment amongst stakeholders and its adoption can be gauged from the fact that MCA21 portal is getting 4 million hits per day.

Visit

http://www.mca.gov.in

Business
enabled to register a company and file statutory documents quickly and easily in a manner that is convinient and transparent

Government
to ensure proactive and effective compliance of relevant laws and corporate governance

MCA Employees
enabled to deliver best of services in a modern, productive work environment

Objectives

Financial Institutions
easy registration and verification of charges

Public
get easy access to relevant records and get their grievances redressed effectively

Professionals
to be able to offer efficient services to their client companies

Once upon a time..

Under the previous process which was based on manual work and physical interaction, the stakeholder or his representative had to appear in person either to do a statutory filing or to reference the public records of a company maintained in the registry. This could be done only on working days and used to cause immense problems during the seasonal peaks, when it used to be excessively crowded. Payments were accepted in the ROC office cash counter and higher amounts could be paid only at one select branch of Punjab National Bank in the city where ROC office was located. Sometimes it took as much as three to six months to process some types of the documents, given the sheer volumes of document that were filed.

Consequently, there was no time left to focus on value based, core tasks that centered on new company incorporation, according approvals and carrying out compliance monitoring tasks, including scrutiny and inspections.

Service Maturity and Efficiency through Transformation
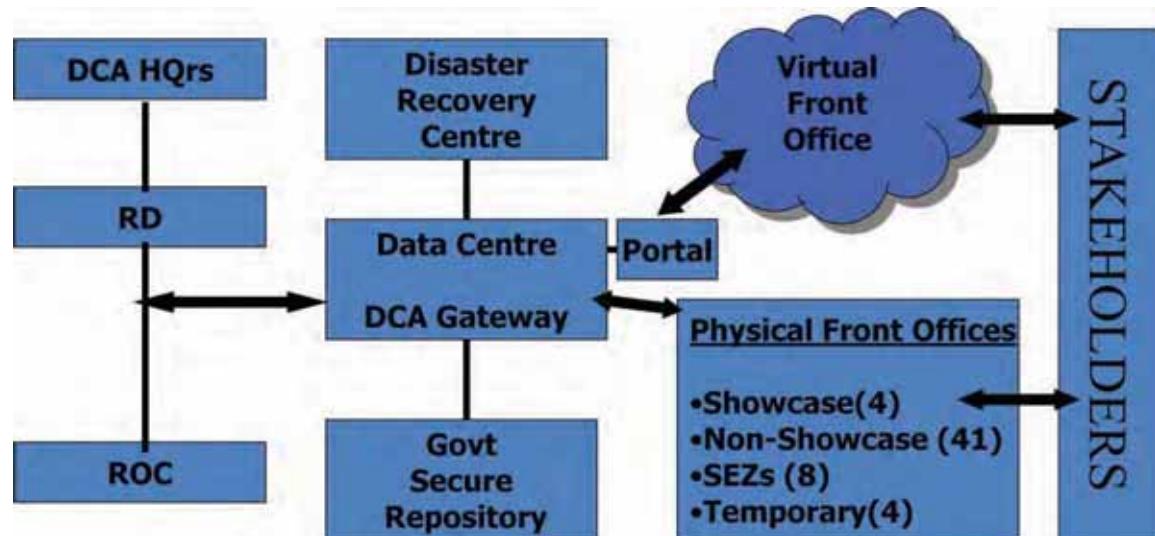
Service Metrics

Type of Service	Prior to MCA21	After MCA21
Name Approval	7 days	1-2 days
Company Incorporation	15 days	1-3 days
Change of Name	15 days	3 days
Charge creation / modification	10-15 days	2 days
Certified Copy	10 days	2 days

Registration of Other Documents

Type of Service	Prior to MCA21	After MCA21
Annual Return	60 days	Instantaneous
Balance-sheet	60 days	Instantaneous
Change in Directors	60 days	1-3 days
Change in Regd. Office Address	60 days	1-3 days
Increase in Authorized Capital	60 days	1-3 days
Inspection of Public Documents	Physical appearance	On-line

Technical Architecture

RD - Regional Directors
ROC - Registrar of Companies

The new process

The following are the features of the new IT-enabled MCA process:

➢ Anywhere, anytime secure electronic filing for MCA transactions through adaptation of all statutory forms to e-forms, suitable for electronic filing

➢ Automated scrutiny of e-forms at the MCA portal available, that can substantially reduce the commonly associated mistakes encountered in form-filling by the applicant

➢ Use of Digital Signatures to ensure the security of electronic forms and documents in conformance with the Information Technology Act, 2000

➢ Verification of the credentials of the authorized signatory (Director, Company Secretary or Manager and Practicing professional) through an additional 'role check' function, with another established identification such as DIN, and/or Professional Membership number provided by the Institute. PAN verification through system is also being considered in collaboration with Income Tax Department

➢ Convenient multi-modal methods of payment encompassing existing payment mechanism and electronic payment options using credit cards and Internet banking, including an expanded nationwide network of Bank branches for challan payments

➢ Access to the MCA services optimized for use from a typical home Internet connection, with freely available software, with no additional costs for the end user

➢ Best-in-class information technology solution, including electronic workflows and sophisticated document storage and retrieval systems, that can significantly reduce paper usage at the MCA Offices

➢ Introduction of Hassle free stamp duty payment through MCA21 portal

➢ Nearly 5 Crore pages of legacy corporate paper documents digitized for ready electronic access through Internet to the investors and general public

'Straight-through-Process'
Fully automated, secure and takes record of some of the statutory filings without any human intervention.
This move has enabled re-focusing of effort on core tasks that help quicker turnaround of critical business service requests

'Disaster Recovery centre'
at Chennai, with the facility to restart operations within 12 hours in the event of a natural or man-made disaster

'Active Certified Filing Centres',
Nearly 200 centres operated by practicing professionals from the Institutes of Company Secretaries, Chartered Accountants and Cost Accountants, who provide MCA services for a nominal, prescribed fee

4 Showcase Front offices at 4 Metros' – Mumbai, Kolkata, Delhi & Chennai and supplemented by Help Desk at 16 ROC locations that provide facilitation services for electronic filing, free of charge
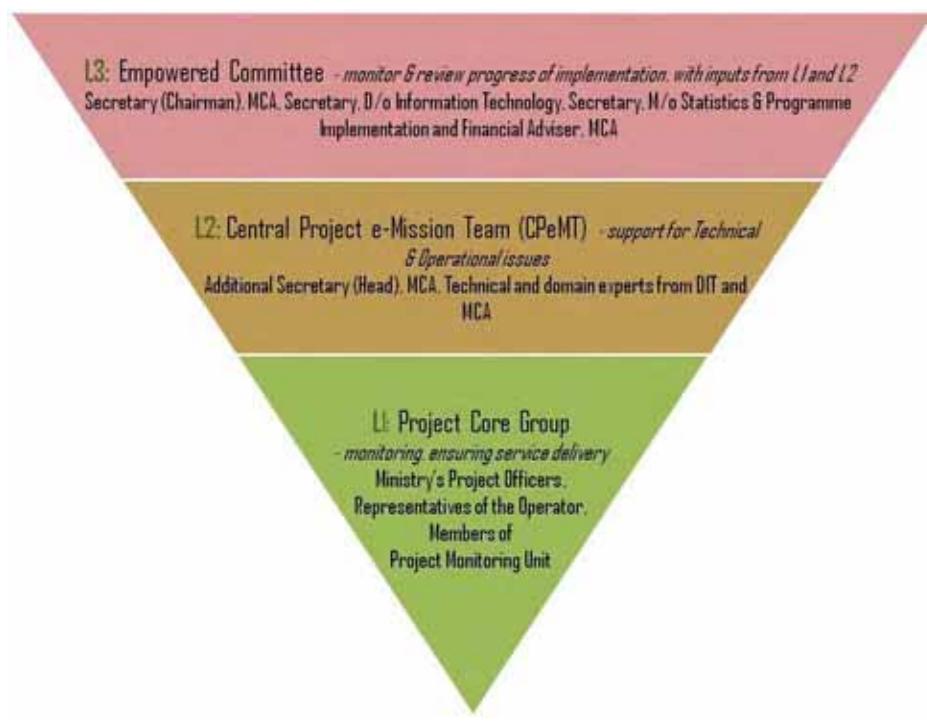
> *MCA21 has achieved the distinction of becoming the first project that has a demonstrable track record of paper reduction.*

➢ Easy and comprehensive reporting of grievances by investors through MCA portal, for facilitating speedy redressal

➢ An architectural approach that allows easy adaptation of evolving technologies and platforms, while providing the robustness and scalability to the MCA21 solution

➢ National Data Centre located at New Delhi that provides uninterrupted 24 x 7 operations

➢ High bandwidth connectivity across all nationwide offices of MCA and facility for access by several thousand users at the same time

➢ Total transparency whereby citizen can themselves find out the status of their transactions.

It has become so convenient for the citizen that the relevant certificates and letters are auto generated and delivered through electronic Mail. These certificates and letters are also made available to them on the portal in a secure manner.

Governance Structure

As part of the NeGP, an Apex Committee headed by the Cabinet Secretary and consisting of Secretaries of various Ministries/ Departments monitors and reviews the progress of implementation and resolves issues relating to inter-departmental issues.

L3: Empowered Committee *- monitor & review progress of implementation, with inputs from L1 and L2*
Secretary (Chairman), MCA, Secretary, D/o Information Technology, Secretary, M/o Statistics & Programme Implementation and Financial Adviser, MCA

L2: Central Project e-Mission Team (CPeMT) *- support for Technical & Operational issues*
Additional Secretary (Head), MCA, Technical and domain experts from DIT and MCA

L1: Project Core Group
- monitoring, ensuring service delivery
Ministry's Project Officers,
Representatives of the Operator,
Members of
Project Monitoring Unit

Implementation Strategy

Given the unique nature of requirements and the outcomes targeted, a 'big-bang' strategy was adopted to migrate to a near complete paperless system. A hybrid system would have only added to complexities of reconciling paper and electronic transactions. The back office operations have been made completely paperless with the use of electronic workflows and secure digital document repositories.

The massive transition has been achieved within a **7** *month period*

Business Model

The MCA21 is implemented on Build, Own, Operate and Transfer (BOOT) Model under Public-Private

BOOT
Build, Own, Operate, Transfer

Partnership (PPP) framework. The project cost includes the costs towards solution development, digitization and data migration, implementation and change management, operating the solution for a period of six years after implementation and establishment of institutional frameworks such as the Project Monitoring Unit to enable effective service delivery. The payments to the operator for the software solution and digitization were made upon provisional certification, while all other costs are amortized and paid on an equated quarterly basis to ensure effective service delivery. A system of incentives and penalties has been built in so as to enforce adherence to service levels by the Operator.

Current Status

The Project was launched on 18-Feb-2006 at ROC Coimbatore, the first pilot location, and a second major pilot was launched at ROC Delhi on 18-Mar-2006. Progressive rollout was completed at all other ROC offices in the country by 04-Sep-2006, almost co-terminus with the mandating of electronic filing from 16-Sep-2006 enabled through the amendments introduced in the Companies Act, 1956.

An average of **40** lakh portal hits per day is registered and about **102** lakh documents have been filed electronically so far.

Subsequently, the MCA21 system has been serving as the operational backbone to the process of MCA service delivery at the ROC offices. About 2,60,560 new companies have been registered using the newly introduced secure electronic services and 12.75 lakh users have viewed company documents online from the registry. Approximately, 93% of all filings are done directly at the MCA portal while the balance is filed through facilitation centres (both MCA established and those established by practicing professionals).

MCA21 was assessed as part of Assessment studies conducted in 2006

MCA21 has had a positive impact on the users on key dimensions covered in the assessment study

- *Only project that provides end-to-end online delivery of all its services and involved significant reform in forms and procedures during the process of computerization.*
- *Users of MCA21, particularly those located in cities that do not have RoCs (Registrars of Companies) benefit by avoiding visits to the RoC office*

Key Findings:

- **No. of trips:** *Users accessing the services from a public access point reported a saving of nearly one trip.*
- **Waiting time:** *The waiting time at the service delivery center during each trip was reduced to 25 minutes in comparison to 75 minutes in the manual system.*
- **Corruption:** *The project had a significant positive impact on corruption with the proportion paying bribes having reduced from 20 percent to less than 5 percent in the case of the VFO and CFC users.*
- **Perception of service & Governance quality:** *Users reported a significant improvement in both the quality of service and the quality of governance.*

Pensions
Mission Mode Project

The pensions MMP is primarily aimed at making the pension/ retirement related information, services and grievances handling mechanism accessible online to the needy pensioners, through a combination of interactive and non-interactive components, and thus, help bridge the gap between the Pensioners and the Government.

The portal provides the following services

- **Online registration of grievances** - These grievances are passed on to the Ministry/Department concerned online as well as through post for redressal.
- **Dissemination of information** concerning pension and retirement related benefits to Pensioners, other Stakeholders, etc. All orders/instructions are uploaded on the Portal for the Users.

As an additional facility, Utility services have also been made available to Users on the Portal by establishing hyperlinks to the websites of some of the State Directorates of Pension and AGs of various States, though the Department has no role to play in State Government pensioners.

Objectives...

- *To provide a* single window *service to Central Civil Pensioners.*
- *To facilitate an efficient and effective grievance* redressal mechanism *for pensioners.*
- *To keep the pensioners* aware *of their rights and responsibilities/obligations.*
- *To enable the Pensioner's Association/Welfare Organizations to* access information/lodge grievances *on behalf of their members.*

http://pensionersportal.gov.in/

The pensioners' portal operates at three levels, which are interlinked;

1. Pensioners' Association level (at State Headquarters initially)/Pensioners Level
2. Central Ministry/Department level
3. Central level (Nodal) – Department of Pension & Pensioners' Welfare

The Pensioners Portal has interactive and non-interactive components, as depicted in the diagram below

The system functions across all Ministries/Departments and major organizations of the Central Government and provide hyperlinks to relevant databases – Railways/Posts/Defence/AIS.

CPENGRAMS is an online web-enabled system over NICNET, developed by NIC in association with the Department of Pensions and Pensioners Welfare, for speedy redressal and effective monitoring of grievances related to pension, by various Central Government Ministries/Departments/Organizations. This system, besides providing a faster access to the pensioners, offers the following online facilities:

- Registration of Pension Grievances
- Forwarding of Reminders/Clarifications
- Query on the status of any of the Registered Grievances
- Available (24*7) basis for submission of grievance online

Implementation Strategy

The Pensioner's Portal has been designed and developed by the NIC in consultation with Stakeholders i.e. Pensioners' Associations/Ministries/Departments of GOI, etc. It is being implemented through various Ministries/Departments/Organisations of GOI. Besides, around 27 Pensioners' Associations have also been identified across the country with respect to implementation of the Portal. These Associations are expected to help pensioners in filling their grievances online through CPENGRAMS, pursue the cases

with local authorities (i.e. at State Level) and formulate the Annual Work Plan with regard to various activities for the welfare of pensioners.

Governance Structure

Advisory and Empowered Committee

- Various Stakeholders
- Guidance and advice in the implementation
- On-the-spot decisions

➢ The Advisory and Empowered Committee, which includes various Stakeholders renders necessary guidance and advice in the implementation of the Portal from time to time. The Empowered Committee takes on-the-spot decision with regard to implementation of the Portal.

Financial Outlay
- *Project Outlay of ₹ 2.70 Crores*
- *Expenditure of ₹65.39 lakhs incurred till date*

Status

- *Portal launched for public domain on 30th March 2007*
- *Training imparted to officials of Ministries/Departments in regard to operation of the portal and to acquaint them with the Centralised Pension Grievance and Monitoring System (CPENGRAMS) which is a part of "Pensioners' Portal"*
- *Pensioners' Associations across the country identified to be associated with the implementation of 'Pensioners' Portal'. Visits undertaken by Department Officials to various States to facilitate identification of these Associations.*
- *Grant-in-aid to all identified Pensioners' Associations released for meeting day to day expenditure on Electricity, Internet Connectivity, Water, Telephones, Stationery, etc. Further grants have been released to 16 Associations after receipt of Utilisation Certificates from them.*
- *Work for integration of CPGRAMS, administered by D/o AR& PG and CPENGRAMS administered by D/o P&PW in progress. This will facilitate disposal of grievances as for all Ministries/Departments. The pension related grievances will be combined to avoid receipt from multiple sources for the Ministries/Departments.*

Income Tax
Mission Mode Project

The Income Tax Department of India is implementing a plan for setting up a comprehensive service that enables citizens to transact all businesses with the Department on an anywhere, anytime basis. Return of income for companies, has to be filed compulsorily online every year.

Objectives

- **Systems Integrator and Databases Migration & Consolidation**: Have a single ITD application running over a single national database with BCP and DRS.
- **PAN Module and PAN Related Services**: Provide PAN card to citizens and improve authentication for all major financial transactions.
- **Electronic filing of Income Tax Returns:** To enable all taxpayers to fulfill their statutory obligation of filing their Income Tax Return electronically- 'Anytime', 'Anywhere', securely and conveniently using the Internet.
- **Tax Information Network (TIN)**: Deliver more than 18 e-services to the taxpayers through digitization of all processes, filing of forms/applications, digitization of tax payments, authentications, tax credit verifications and refund processing. Many TIN services are disseminated through 1750 NSDL facilitation centers set up all over country. TIN infrastructure also serves the ITD manpower and the Central Government   in day to day monitoring of taxpayers data and in taking informed policy decisions.
- **Refund Banker Scheme**: Fast track issue of refunds through agency bank (SBI) and enable web based tracking of refund status

A milestone achievement towards e-delivery of services to the taxpayers was the setting up of the designated infrastructure by ITD for electronic filing of Income Tax Returns (ITRs).

43, 20, 202 e-returns have been received till 30.9.2010 for FY 2010-11

1750 NSDL facilitation centres setup all over the country

80% voluntary filers in FY 2009-10

40% - Corporate returns filed using digital signatures

35% - e-returns filed beyond office hours

6% - Returns filed using digital signatures

Visit

http://www.incometaxindia.gov.in/

Outcomes

1. **Systems Integrator Rollout and Databases Migration and Consolidation**

   Primary data centre (PDC) at Delhi, Business continuity site (BCP) at Mumbai and a Disaster Recovery site (DR site) at Chennai are in place and fully operational

2. **PAN Module and PAN related services**

   PAN application has shown tremendous surge after PAN quoting was made compulsory for certain specified financial transactions.

A single database has been created by merging 36 Regional databases.

The All India Income Tax Network (TAXNET) covers all the 710 offices distributed in 530 cities across India and more than 13,000 users on a single national database

PAN allotment in the country has touched over 100 million

3. **Electronic Filing of Income Tax Returns**

   The broad outcomes of e-filing project are as follows:

e-Returns account for 15-20% of total no of returns, but account for over 75-80% of the total tax collected

Estimated cost savings – ₹10-15 Cr. Expected to increase with increase in volume of e-Returns

No of income tax returns increased from 3.7 Lakhs in FY 2006-07 to 21.92 Lakhs in FY 2008-09 to 52.53 Lakhs in FY 2009-10

   i.   The e-filing portal has now proven to be a powerful gateway for receipt of IT returns and also a key channel for delivery of taxpayer services.

   ii.   The e-filing project has enabled the Government to have contemporaneous information about taxpayers for macro-economic and tax policy formulation

   iii. Hitherto, data about refund claims, non-filers, stop-filers, tax payments, TDS claims etc was dependent on manual data entry across I-T offices. With e-returns all these processes have become instant and online.

   iv.   Electronic filing of Income tax returns and substitution of a paper return by a single page verification form (ITR-V) is a major initiative in reducing paper usage.

   v.   The Income Tax Department also benefits due to reduction in the need for storage space due to this elimination of paper. With the number of e-Returns projected to increase rapidly, the savings in additional office space would also increase every year.

4. Tax Information Network (TIN):

- **e-TDS:** Providing receipt of e-TDS Returns, Quarterly TDS Statement and TAN Application and TDS related service, improved TDS credit and tax accounting

- **Online Tax Accounting System (OLTAS)/e-Payments**: The OLTAS project is designed to integrate online tax payments made by tax payers directly into designated banks with the running ledger accounts of tax payers being maintained by the department for tax credit. OLTAS also provides online-receipt and accounting of tax payments and track tax collection through Dashboards.
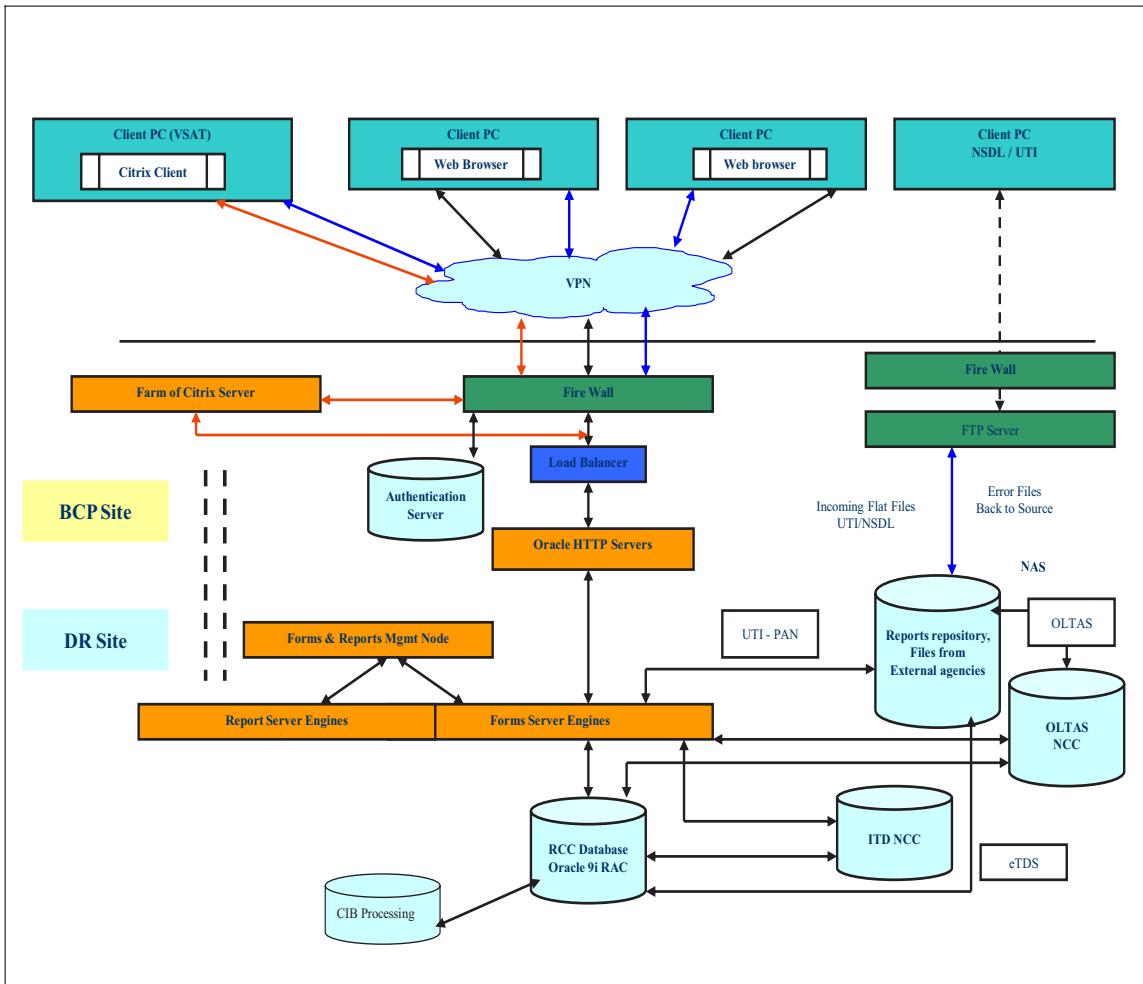
- **Annual Information Return (AIR**): Started in 2004, AIR is a tool for collecting 'high value financial transaction' information in a structured manner (using PAN as the unique identifier for ensuring tax compliance), widening and deepening of tax-base, creating a tax-payer profile.

Objective of OLTAS is to ensure that all Direct Taxes are paid online using net banking facility

32 agency banks across the country and their 13000 branches including 3 private sector banks are authorized by the RBI to collect tax payments.

Dashboards available up to the Finance Minister

5. **Refund Banker Scheme**: The Refund Banker Scheme commenced in January, 2007, issues ECS refunds in through agency bank (SBI) and enables web tracking of refunds.

SBI, NSDL & India Post are part of the Scheme

Refund Banker

Systems Integrator Rollout and DB Migration & Consolidation

Income Tax

Tax Information Network

Electronic Filing of IT Returns

PAN
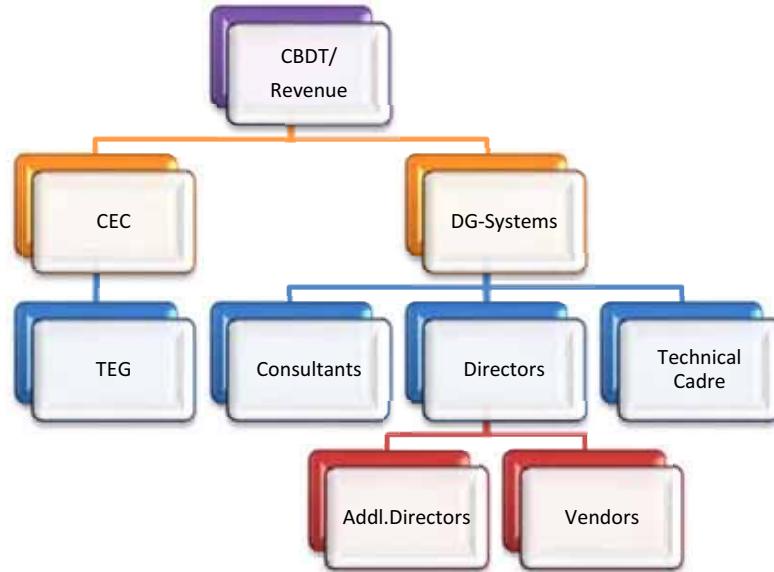
Architecture

Services	
Allotment of PAN and TAN	Challan Status Enquiry
e-filing of PAN/TAN application	Computerized processing of Income Tax Returns
Know your PAN/TAN facilities	e-filing of returns of Income in digitized ITRs
Status tracking and grievance handling of PAN/TAN applications	Dissemination of tax information on web through website *www.incometaxindia.gov.in*
PAN Query in Batch Mode	Accounting of tax payments through OLTAS
Online Tax Calculator	Computerization of all TDS functions, from filing, payments to processing
Downloadable e-forms	Online AIR returns filing and AIR filer's information
Online Return Preparation Software	E-payments of taxes
Downloading of Challans	Refund Banker for quicker delivery of refunds

Governance Structure

Implementation strategy and Status

1. **System Integration and Databases Migration and Consolidation**

- Systems Integrator (SI) manages Supply, Installation, Integration, Commissioning, Management and Maintenance of Servers, Storage and Security equipment along with associated peripherals, accessories and Services at PDC, BCP and DR sites and provides Facility Management Services at all the 710 locations of Department in 530 cities across the country.

- The IP-VPN based network forms a central MPLS cloud, where 552 locations are connected using leased lines and 158 locations are connected through VSAT. Quality of installation validated by engaging another vendor. Network security has been implemented through RSA Tokens.

- A consultant was appointed to migrate the application from a 2 tier client – server architecture, to 3-tier architecture. All three datacenters PDC, BCP and DRS are in place.

2. **PAN Module and PAN Related Services**
   PAN application receipt, digitisation and issue of PAN card has been outsourced to Service Providers. Currently there are two such Service Providers i.e. UTITSL and NSDL.

> *Financial Outlay*
> - Central Outlay of ₹170 Cr for 2009-10
> - Actual Expenditure of ₹155.35 Cr

3. **Electronic Filing of Income Tax Returns**

   The e- filing of Tax returns has been made compulsory for all corporate assesses and all taxpayers subjected to audit of accounts under Income Tax Act, 1961. The e-filing infrastructure is fully functional. The e-filing portal has now proven to be a powerful gateway for not only receipt of I-T returns but also as a key channel for delivery of taxpayer services.

4. **Tax Information Network (TIN)**

   Filing of e-TDS Returns has been made compulsory for specified class/categories of tax payers viz., Companies, all 44AB deductors, all Central and State Govt. deductors and all deductors with records more than 50.

   TIN has been placed on Managed Service Provider (MSP) Model as a nationwide network of 1750 facilitation centers to interface with taxpayers for the delivery of following e-services:

   - **TDS Module** – Computerization of TDS functions has resulted into the increase in the base of tax deductors from 9.3 lakh in FY 2007-08 to 12.93 lakh upto Q3 of FY 2009-10.
   - **OLTAS Module** – OLTAS is now fully operational and is being implemented in close coordination with RBI, Agency Banks and NSDL. In about 98 % of total cases, correct PAN and TAN are being quoted in the challans, which is a hallmark in improvement of quality of tax payment as well as e-payment data linked by the agency banks. With effect from 1st April, 2008, e-payment of direct taxes has been made mandatory for all Companies and 44AB cases.With effect from 01.06.2008 computerized acknowledgement receipt to the taxpayers has been made operational for the tax payments. The taxpayers can also verify their tax payments through Challan Status Enquiry at the TIN website, on the basis of TAN/CIN (Challan Identification Number)
   - **AIR Module –** The facility for electronic filing of AIR has been provided both on-line and through TIN Facilitation Centers.
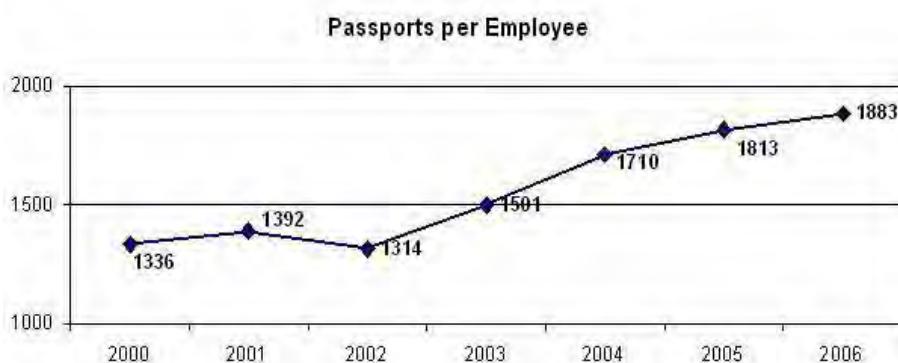
5. **Refund Banker Scheme**

   Refund banker scheme has been rolled out in entire country in phase manner for non-corporate assessees. A web based status tracking facility in collaboration with India Post and NSDL has also been launched. Refund Status is also available on the ITD website. The information on paid refunds is also available in the 'Tax Credit Statements' (Form No. 26AS) being given to taxpayers.

   The SBI has provided a call centre with toll free number for tracking of status of refunds issued through the scheme

Passport
Mission Mode Project

The Consular, Passport and Visa (CPV) Division of the Ministry of External Affairs (MEA) provides passport and consular services to Indian citizens through the Central Passport Organization (CPO), and consular and visa services to foreign nationals and Indians residing overseas through the passport, visa and consular wings of over 160 Missions and Posts abroad. Various efforts by the CPO have led to significant improvement in productivity. The figure below shows the productivity improvement across the years.

Passports per Employee

Despite all such measures, it was increasingly apparent that strategies adopted were proving inadequate to handle the growing demands on the Central Passport Organization. The quality of services provided to the citizens was being badly affected by the huge increase in workload without a concomitant increase in manpower and infrastructure. It was also evident that conventional solutions would not work in this situation.

Thus, the Passport Seva Project was launched by the Ministry of External Affairs to redeem the situation by infusion of technology, process reengineering and staff motivation and commitment. The end objective being delivery of Passport Services to the citizens in a timely, transparent, more accessible, reliable manner & in a comfortable environment.

Given the changing demographic profile of India, and economic liberalization, the number of passport seekers has been growing rapidly – an increase by 133 times from 1958 to 2006.

The Passport MMP is an attempt by the Central Passport Organization to keep pace with such phenomenal increase in the workload, by innovative measures involving change in processes and infusion of technology.

Visit

http://mha.nic.in

Outcome
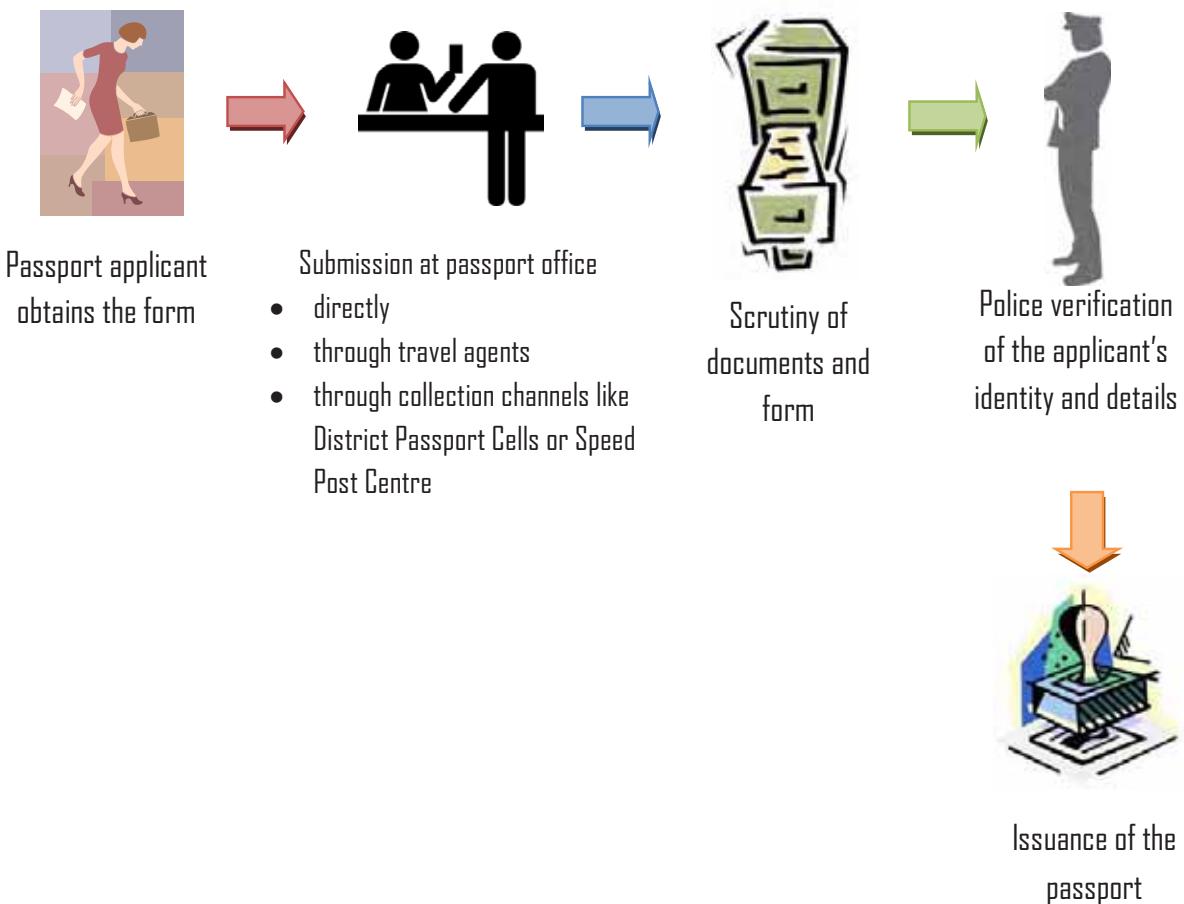
The project envisages setting up of 77 Passport Seva Kendras (PSKs) across the country, a Data Centre and Disaster Recovery Centre, Call centre operating 18x7 in 17 languages, and a centralized nationwide computerized system for issuance of passports. The entire operation will function in a "less paper" environment with an attempt being made to deliver passports within 3 working days to categories not requiring police verification.

The expected outcome of this project is marked improvement in the service levels of passport services. The following table depicts how various items of the passport issuance process will be delivered in the proposed system in comparison to the existing system.

S. No	Item of Passport Issuance Process	Existing System	Proposed System
I	Time taken for Tatkaal Passport.	7 to 14 days	1 day
II	Time taken for Normal Passport.	30 to 45 days	3 days
III	No. of Passport outlets.	37	77 (including 2 to 3 in each metropolitan city).
IV	No. of public dealing counters at passport outlets	350(350X 5= 1750)	1250 (1250 X 7 = 8750)
V	Public dealing hours per working day	4	7
VI	Scope for expansion of passport outlets/counters	Limited.	To be continuously expanded based on demand.
VII	Waiting period to submit passport application	2 to 3 hours in crowded conditions	One hour in comfortable conditions.
VIII	Accountability of employees	Accountability is there but this is difficult to monitor across the country in a manual system	Digital signature for all employees. Audit trail of all actions. Automatic reporting of any unusual activity
IX	Training of employees	Limited	Continuous training
X	Information to applicants	Only through website. Limited features	Through the portal, SMS and call centre.
XI	Grievance handling through service level phone, on-line & mail.	Limited	Immediate
XII	Paperwork	80% manual (paperwork)	100% on computers
XIII	Exchange of information with police	By post - time consuming	Mostly On-line
XIV	Management Information System	Limited	Wide range of information available to management
XV	18 X 7 CALL CENTRE	Not available	Available
XVI	Police verification	Manual system	Electronic system
XVII	Status alerts through SMS	Limited	Nationwide
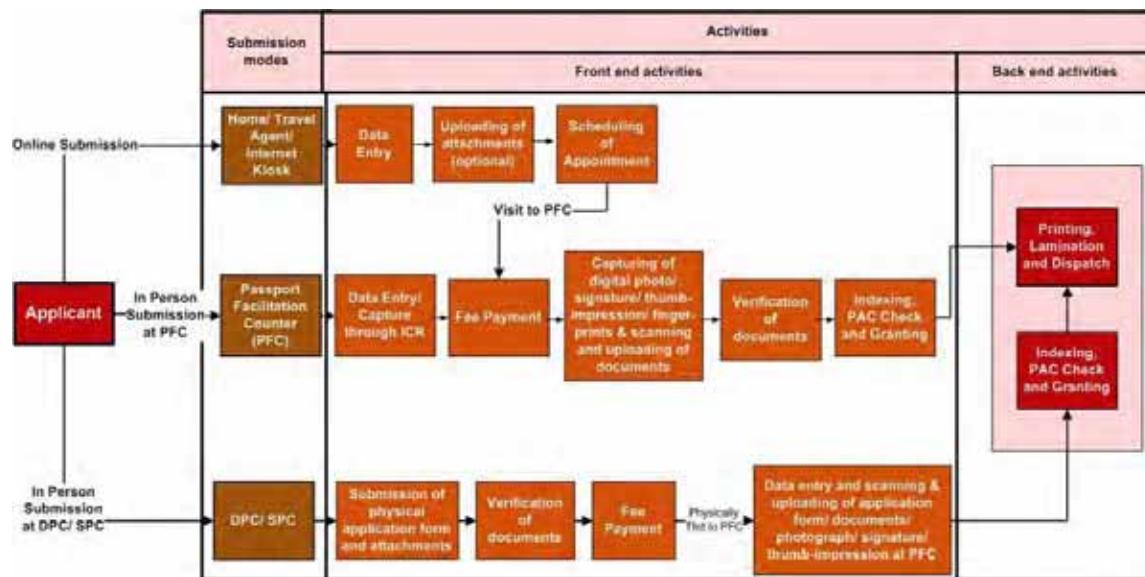
As Is Process

In the current scenario, the citizen does not have any clue of what happens to his application and how much time it would take to finally receive the passport. Besides being cumbersome and inconvenient, there is no certainty in the services.

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Passport applicant obtains the form

Submission at passport office
- directly
- through travel agents
- through collection channels like District Passport Cells or Speed Post Centre

Scrutiny of documents and form

Police verification of the applicant's identity and details

Issuance of the passport

To Be Processes

The existing processes have been redesigned after identifying bottlenecks, inefficiencies and Non-Value-Added activities in the current processes. Other key parameters including stakeholder needs and expectations, national and international Best Practices have been taken into consideration. Overview of the redesigned process for issuance of fresh passport is depicted below.

The following are the six core process groups in the To-Be passport issuance cycle:
- a. Sale of application forms with information booklet or accessing the forms online
- b. Submission of application forms
    - i. Filling up the prescribed application form either physically or online
    - ii. Attaching required supporting documents
    - iii. Paying requisite passport service fees
    - iv. Obtaining appointment for visiting a PSK (by online applicants)
- c. Scrutiny of application and capturing personal & documentary details
    - i. Scrutiny of application form and supporting documents
    - ii. Capturing photograph
    - iii. Capturing biometric feature(s)
    - iv. Capturing signatures
    - v. Scanning supporting documents
- d. Verifying the authenticity of application/ applicant
    - i. Checking the supporting documents against their originals
    - ii. Indexing (checking against the current list of passport holders)
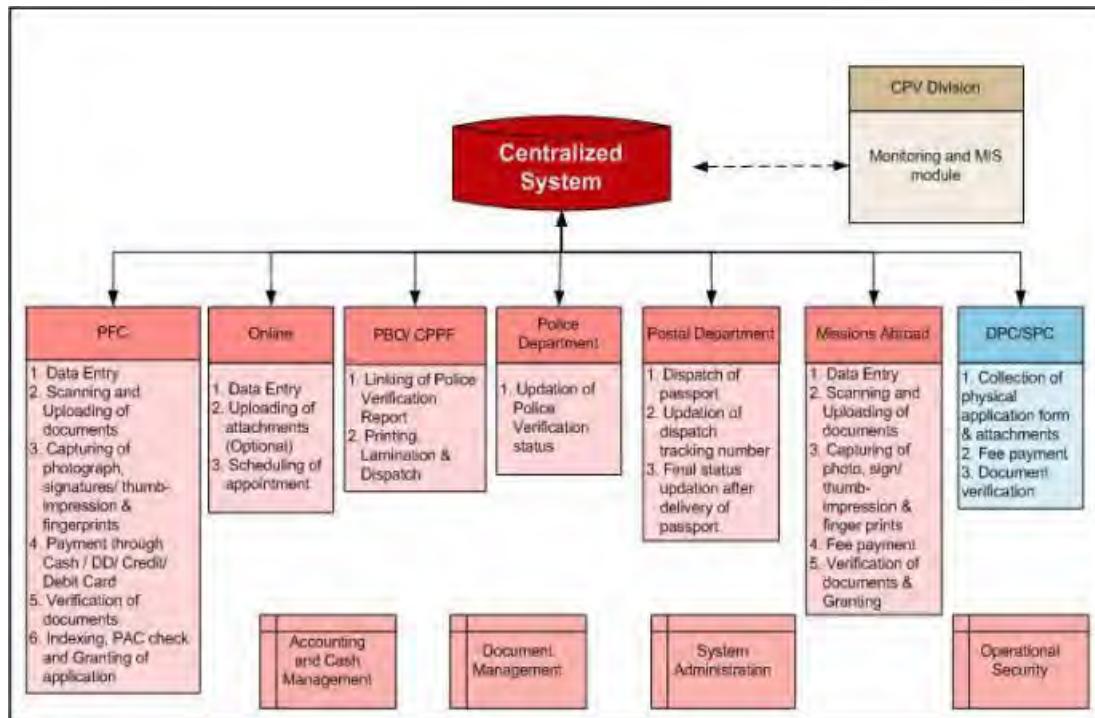
        iii. Checking against Prior Approval Category (PAC) list

        iv. Field Verification done by Police

   e. Granting

   f. Back-end processing

        i. Printing

        ii. Lamination

        iii. Dispatch

In the above description, the first five process groups i.e. 'a' to 'e' (except Field Verification by Police) can be categorized as '**front-end processes**'.

Architecture

The following diagram depicts the functional architecture of the system with various modes of processing.

The salient features of the Functional Architecture are described below:

a. PSK shall provide ALL the front-end services identified above

b. A set of counters staffed by the Service Provider personnel (termed as Private Counters) will cater to all the front-end processes EXECPT document verification, indexing, PAC checking and granting.

c. A set of counters staffed by Government personnel (termed as Government Counters) will cater to these front-end government processes viz. document verification, indexing, PAC checking and granting.

d. Application submission, document upload (optional), and appointment scheduling services will also be provided online through the Passport portal.

e. Designated points in the police department of each State will be provided access to Passport portal for downloading applicant verification related documents, for updating verification status & uploading verification reports onto the portal.

f. In the interim, applications received at DPCs and SPCs will be physically sent to the identified PSKs for data entry. Documents will be uploaded into the passport system by SP's personnel and be transferred to respective PBO for further indexing, PAC check, granting and back-end processing by Government personnel.

g. There will be a Central Passport Printing Facility (CPPF) set up at the identified location for catering to PBO's spill-over loads, clearing pendency at PBO's and printing passports granted by missions/posts with small volumes. Missions/ posts with large volumes will have their own arrangements for back-end work.

h. The system is to be scalable, secure, reliable and manageable.

Reception Counters at each PSK provides general inquiry and application forms

Token will be issued at PSKs (Fresh tokens to walk in applicants and Confirmation tokens to applicants with appointments)

APO (Government Officer) will be the overall operations manager of PSK

Existing Passport Offices will act as Passport Back Offices for completing the back end processes

Indian Missions/Posts abroad are directly expected to access the passport system for issuing passports at their end
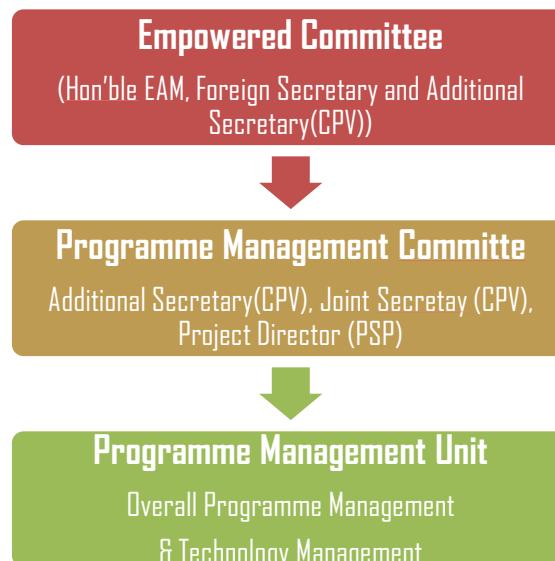
The Passport System will be Centrally hosted at a Data Centre

There will be a fully equipped Disaster Recovery Centre (DRC)

There will be a Central Call Center facility for providing passport related enquiry, application status tracking and grievance handling

Governance Structure

At the field level the Regional Passport Officer coordinates the various activities of the Service Provider and other stakeholders like the employees, Police, India Post etc to deliver the project. His responsibilities start from identification and location of the site of the Passport Seva Kendra to the successful commissioning and operations of the same.

Empowered Committee
(Hon'ble EAM, Foreign Secretary and Additional Secretary(CPV))

Programme Management Committe
Additional Secretary(CPV), Joint Secretay (CPV), Project Director (PSP)

Programme Management Unit
Overall Programme Management & Technology Management

Business Model

The project is being implemented in a BOT model wherein the strategic assets like the data centre and the application software will be owned by the Ministry. All non sovereign, non-security and non-sensitive functions have been outsourced to a private sector partner, with Government functionaries retaining all critical roles and responsibilities. The project also involves computerizing of the police verification process in order to significantly reduce the processing time for police verification. Necessary interfaces are also being developed with State Police authorities and India-post to give the citizens a seamless experience.

The design is such that employees from both the government and the Service Provider would work under the same roof.

Since the launch of the trials in March 2010, over 1,00,000 passports have been issued in the new system

The Service Provider will be establishing 77 PSKs across the country and will be responsible for the Call Centre, application maintenance, training, handholding etc, for a period of six years from GO-LIVE in return for a small service fee to be levied from the citizens.

Implementation Strategy and Milestones

The Passport MMP is to be implemented in various stages. The first stage of the project involved gathering the system requirements of the Passport Organization as well as carrying out all the steps required for creating the infrastructure, procurement of the hardware, and initiating training for the pilot locations. This included setting up of Data Centres, Disaster recovery site, Central Passport Printing Facility, Network Operations Centre, Passport Seva Kendras etc. The next stage was setting up and running the pilot sites, followed by certification of the sites and the nationwide rollout. Pilot sites of the project are fully functional and are running satisfactorily.

Karnataka 4 Passport Seva Kendras (PSKs)	Chandigarh 3 Passport Seva Kendras (PSKs)
• Bangalore • Hubli • Mangalore	• Chandigarh • Lundhiana • Ambala

Way Forward

- The project will be rolled out pan India in three phases. Sites for PSKs have been identified in major cities falling under phase-I of the rollout and civil work has started.
- PSK live operations commenced at Pilot locations in Karnataka and in Chandigarh, Ambala and Ludhiana.
- Nation-wide rollout in Waves I, II and III planned from December 2010 to March 2011

IVFRT
Mission Mode Project

India has emerged as a key tourist destination, besides being a major business and service hub. Immigration Check Post is the first point of contact that generates public and popular perception about the country, thus necessitating a state of the art system for prompt and user-friendly services.

Within the generic objective of facilitating legitimate travelers without compromising security, it is necessary to develop a secure, integrated service delivery framework to enhance security and facilitation in the Visa issuance process, and the Immigration function besides fortifying the Foreigners registration processes for effective tracking of foreigners. The Passport, Visa issuance & consular matters, Immigration, Foreigners registration & tracking and Emigration are inter-related subjects involving the Ministries of Home Affairs (MHA), External Affairs (MEA), Overseas Indian Affairs (MOIA), Central Board of Excise & Customs, and Civil Aviation. Many other Ministries in the Government of India (M/o Health and Family Welfare, M/o Tourism, M/o Commerce, etc.) also have a stake in this project.

The project for modernization and up-gradation of Immigration services is identified and included as one of the MMPs to be undertaken by the Ministry of Home Affairs under the National e-Governance Plan (NeGP). The MMP is titled "**Immigration, Visa and Foreigners Registration & Tracking (IVFRT)**"

The project will be implemented across 169 Missions, 77 ICPs (Immigration Check Posts), 5 FRROs (Foreigners Regional Registration Offices), and FROs (Foreigners Registration Offices) in the State/District Headquarters.

In response to the changing socio-economic and political situation throughout the world, the need for making India more accessible to investors and visitors is recognized as a priority by the MHA.

A secure and integrated ICT system for Immigration, Visa Issuance and Foreigner's Registration & Tracking and an interface with the e-Passport, Emigration and other relevant systems that enable seamless information flow among various stakeholders is therefore, a critical imperative.

Develop and implement a secure and integrated service delivery framework that facilitates legitimate travelers while strengthening security

Visit

http://www.immigrationindia.nic.in/

Contextual architecture
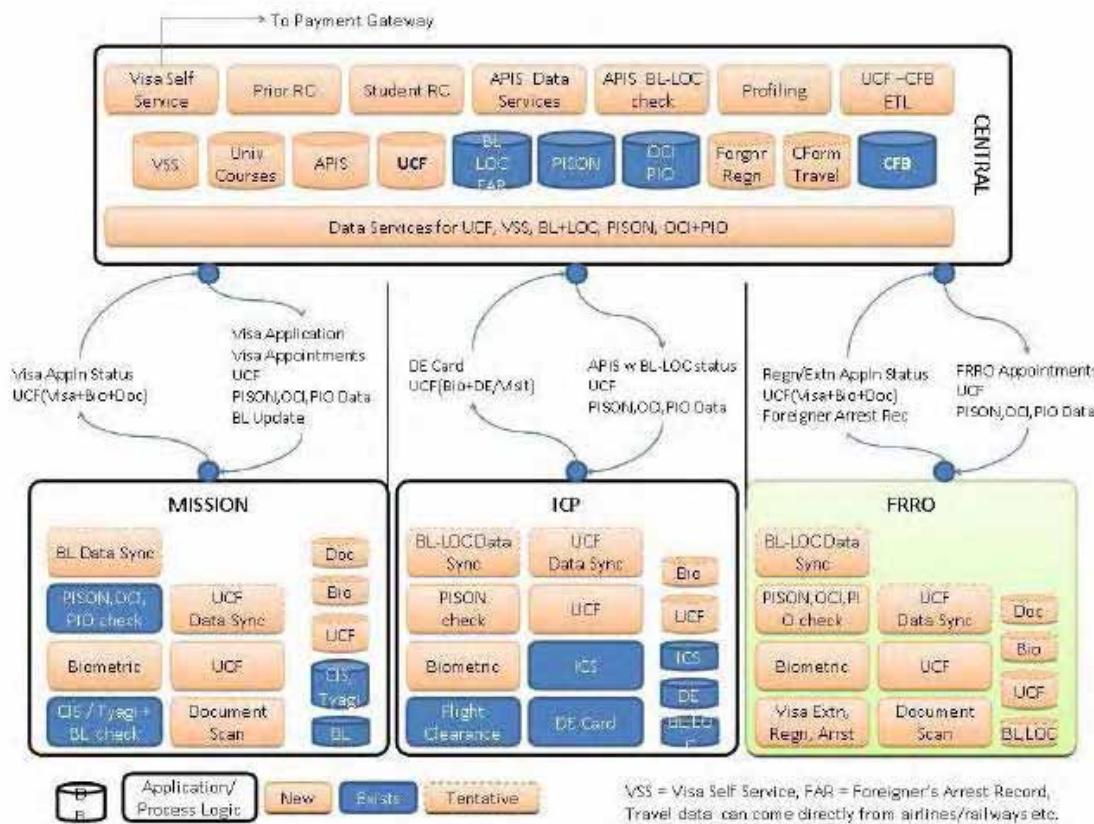
The contextual architecture of the existing system given below, depicts the complexities involved in making any change anywhere in the system.

The implementation of this MMP will enable

- Authentication of traveler's identity at the Missions, Immigration Check Posts (ICPs) and Foreigners Registration Offices (FROs) through use of intelligent document scanners and biometrics
- Update of foreigner's details at entry and exit points
- Improved tracking of foreigners through sharing of information captured during visa issuance at Missions, during immigration check at ICPs, and during registration at FRRO/ FROs
- Identification of risky travelers at Missions, ICPs and FRROs, and Generation of automated alerts about overstay and failure to register with concerned FRRO/FRO
- Convergence and integration with other initiatives such as e-passports, e-migration and crime and criminal tracking network for expeditious and informed decision-making

The ideal IVRFT solution, proposed as an outcome of the project, is given in the figure below.

Services

A total of 37 services, including 9 core services, are to be covered under MMP for streamlining and integrating Visa, Immigration and Foreigners Registration and Tracking processes. The 9 core services envisaged to be provided under this project are:

- Facilitation services to the traveler by providing multi-channel access to relevant information and submission of forms
- On-line appointments, application status tracking, feedback and grievance redressal
- Visa Issuance service
- Integrated database of 'unique case files' for travelers for effective collection and dissemination of traveler information
- Document verification and authentication services to the Mission, Immigration and FRRO
- Effective facilitation of travelers at Immigration
- Effective targeted intervention through an integrated approach to profiling, risk assessment and watch-listing
- Inter-agency information and alert sharing services
- Alert generation and dissemination service

To Be Process

Visa

Application Submission Process

- Online submission
- Schedule interviews
- Make payments
- Track status

Missions/outsourced service provider

Submit
- Filled application form
- Supporting documents
- Give finger impressions

Document Verification

Consular officers
- Verify for completeness & accuracy using scientific document examiners like UV/IR scanners, QDX machine, Full Page Readers
- Retrieve earlier application records, in case of re-application

Person Authentication

Consular officers shall authenticate applicant's identity by
- Taking personal particulars, photo and fingerprints to create a unique case file
- Matching passport details against the available BL/LOC database
- Conducting a brief interview, if required
- Seeking references for PRC

Visa Printing

Visa stickers personalized and printed online

Passport delivery
Front office / Outsourced service provider shall arrange to deliver passport

Immigration

Pre Travel Information Processing	**Person Authentication**	**Document Verification**	**DE Card Collection & Processing**

Pre Travel Information Processing

- APIS data shall be centrally matched against various intelligence databases to distinctly authenticate incoming passengers
- Results communicated to respective ICP's in near real time

Person Authentication

- Take travelers finger prints at the counters and match against the same in the Stored Unique Case File of the traveler
- Match passport details
- Conduct a brief interview

Document Verification

- Verify documents using scientific document examiners like UV/IR scanners, QDX machine, Full page readers etc.

DE Card Collection & Processing

DE cards collected and digitized into system

Flight Clearance
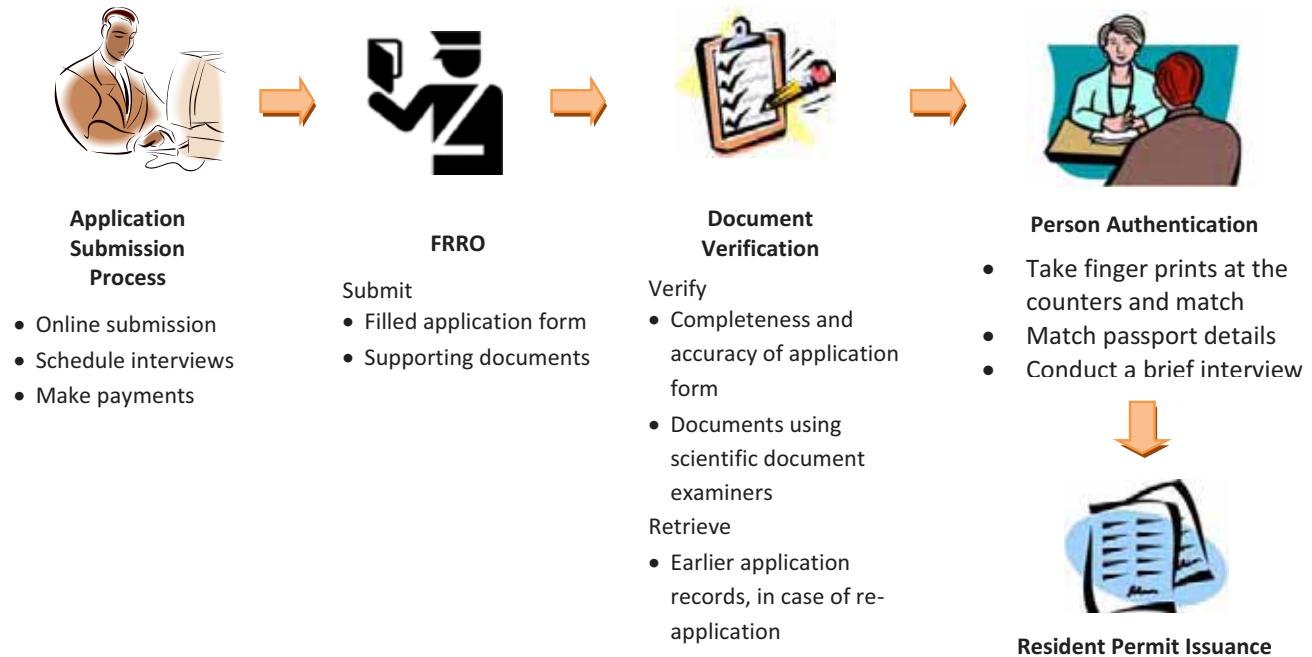
Flight clearance based on online match between carrier specific passenger data from immigration control system and

- Outbound flights - flight manifest from airlines
- Inbound flights - APIS data from airlines

Financial Outlay
- *Approximately INR 1011 Crore*
- *₹132 Crore proposed to be spent during April 2010 – June 2011 (Phase I)*
- *₹879 Crore earmarked for Phase II of the implementation (July 2011 – September 2014).*

FRT

Application Submission Process	FRRO	Document Verification	Person Authentication
• Online submission • Schedule interviews • Make payments	Submit • Filled application form • Supporting documents	Verify • Completeness and accuracy of application form • Documents using scientific document examiners Retrieve • Earlier application records, in case of re-application	• Take finger prints at the counters and match • Match passport details • Conduct a brief interview

Resident Permit Issuance

The Phase I implementation (April, 2010- June, 2011)

2 Missions:

- *Dhaka, Bangladesh (High application volumes / large number of overstay cases/ operational bottlenecks that need to be streamlined)*

- *London, UK (High application volumes/ developed country infrastructure)*

4 ICPs:

- *Delhi, Mumbai, Kolkata, Haridaspur. Traffic from the two selected Missions is mostly routed through these 4 ICPs.*
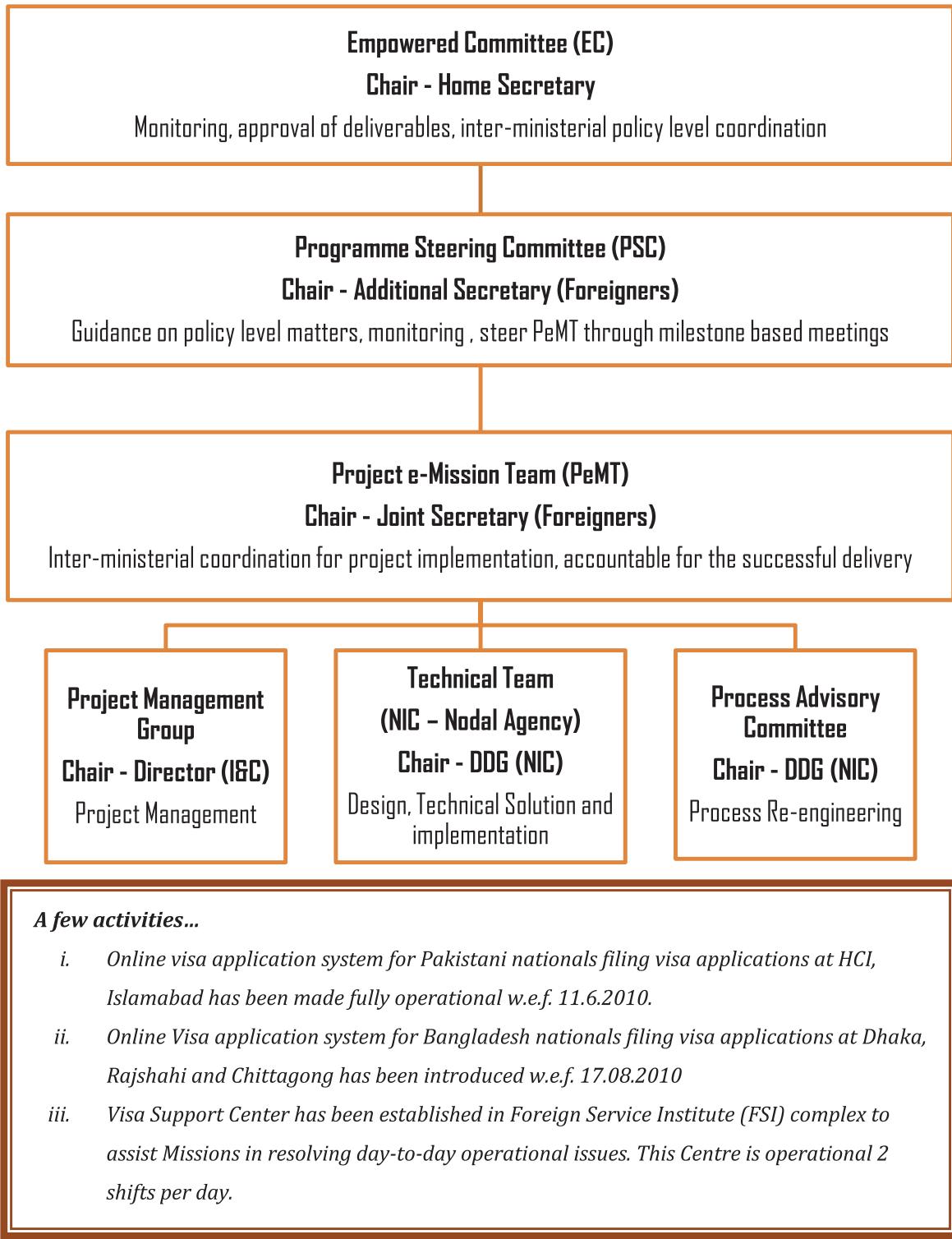
3 FRROs:

- *New Delhi, Mumbai, and Kolkata. These FRROs should be able to track the travelers from the Missions and ICPs chosen for Phase I.*

Phase II implementation (July2011-September, 2014)

- *Roll out across remaining 167 missions, 74 ICPs, 2 FRROs and FROs at state head quarters in a planned and phased manner (as per infrastructural/ connectivity readiness of locations) supported by effective communication, training, and capacity building.*

Governance Structure

Empowered Committee (EC)
Chair - Home Secretary
Monitoring, approval of deliverables, inter-ministerial policy level coordination

Programme Steering Committee (PSC)
Chair - Additional Secretary (Foreigners)
Guidance on policy level matters, monitoring , steer PeMT through milestone based meetings

Project e-Mission Team (PeMT)
Chair - Joint Secretary (Foreigners)
Inter-ministerial coordination for project implementation, accountable for the successful delivery

Project Management Group	Technical Team	Process Advisory Committee
Chair - Director (I&C)	**(NIC – Nodal Agency)**	**Chair - DDG (NIC)**
Project Management	**Chair - DDG (NIC)**	Process Re-engineering
	Design, Technical Solution and implementation	

A few activities...

  i.   *Online visa application system for Pakistani nationals filing visa applications at HCI, Islamabad has been made fully operational w.e.f. 11.6.2010.*

  ii. *Online Visa application system for Bangladesh nationals filing visa applications at Dhaka, Rajshahi and Chittagong has been introduced w.e.f. 17.08.2010*

  iii. *Visa Support Center has been established in Foreign Service Institute (FSI) complex to assist Missions in resolving day-to-day operational issues. This Centre is operational 2 shifts per day.*

Central Excise Mission Mode Project

The Central Board for Excise and Customs (CBEC) has brought about a major change in the way the Central Excise and Service Tax formations conduct their regular business vis-à-vis the trade & Industry, by developing and deploying a software application called Automation of Central Excise and Service Tax (ACES). ACES aims at improving tax-payer services, transparency, accountability and efficiency in the indirect tax administration in India. This application has automated all major processes in Central Excise and Service Tax through a web-based and workflow-based system.

Objective

The main purpose of the Initiative was to re-engineer the business processes and turn the existing tax administration into a modern, efficient and transparent system. Its objective was to strike an optimal balance between trade facilitation and enforcement and thereby promote a culture of compliance.

E-filing and e-processing of documents has started replacing manual filing and handling of paper documents, making these offices almost paperless. This reduces physical interface of the business community with the departmental officers and provides a corruption-free environment with improved taxpayer services

Awards
- *PC Quest e-Governance Award*
- *Skoch ICT for India 2010 Award*
- *Information Week's EDGE Award, 2010*
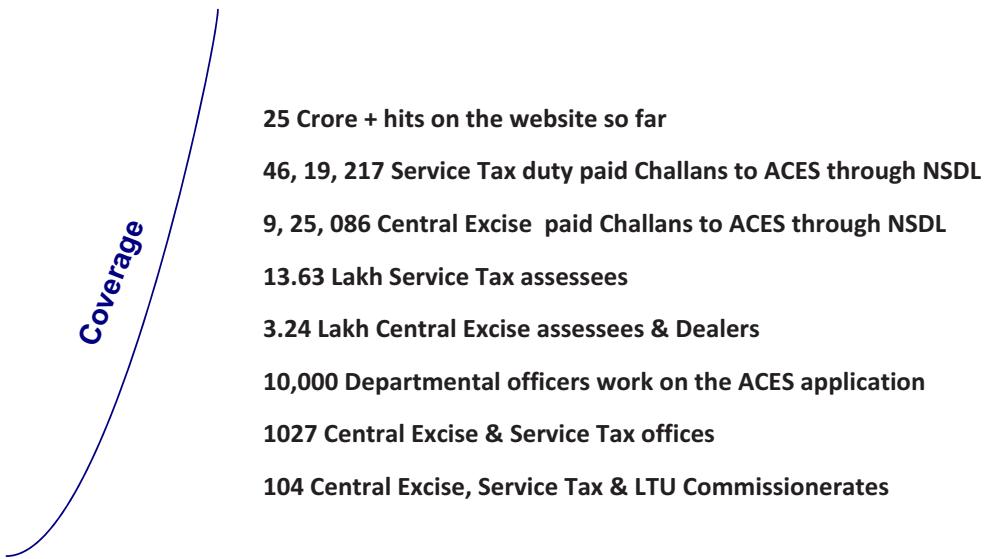
ACES is the most significant e-initiative undertaken in post-independence India that has transformed the way about 16.75 lakhs of indirect taxpayers conduct their business with the department of Central Excise and Service Tax. Being an innovative reform initiative in the indirect tax departments, ACES has also indirectly touched the lives of millions and benefited a large number of Indians, foreign nationals and members of trade, industry and commerce.

Visit

http://www.cbec.gov.in/

Coverage

Coverage

25 Crore + hits on the website so far

46, 19, 217 Service Tax duty paid Challans to ACES through NSDL

9, 25, 086 Central Excise paid Challans to ACES through NSDL

13.63 Lakh Service Tax assessees

3.24 Lakh Central Excise assessees & Dealers

10,000 Departmental officers work on the ACES application

1027 Central Excise & Service Tax offices

104 Central Excise, Service Tax & LTU Commissionerates

Services covered under the ACES Application are offered free of cost to users throughout India. The stakeholders such as the assessees, banks, NSDL and CBDT have positively responded to the application. ACES has also been sharing data pertaining to registration of Central Excise and Service Tax Taxpayers with NSDL, who in turn share it with the authorized banks. This sharing of data between the stakeholders happens seamlessly on a regular basis.

| Month	No of CE returns filed
Jan, 10	14203
Feb, 10	16103
Mar, 10	19182
Apr, 10	33123
May, 10	45851
Jun, 10	50207
Jul, 10	67497
Aug, 10	57300
Sep,10	57897
Oct, 10	80110
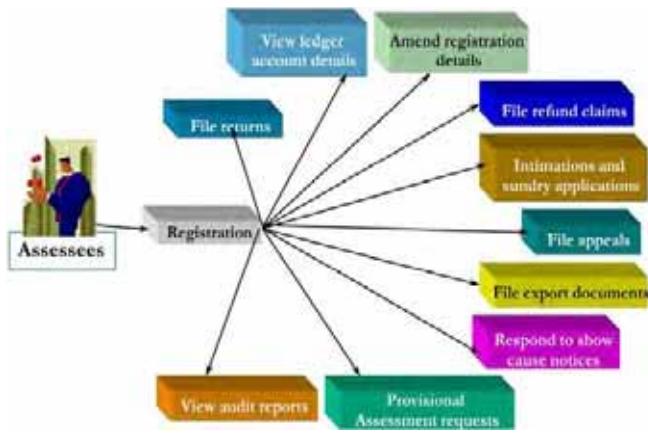
On-line filing of Central Excise Returns in ACES crosses 5 Lakh mark

Services

In order to achieve its objective, areas that needed immediate attention were prioritized and following facilities have been provided to the taxpayers under ACES:

Services
Online Registration of Central Excise Assessees and online amendment
Online Registration of Service Tax Assesses and online amendment
Electronic filing of Central Excise Returns
Electronic filing of Service Tax Returns
Electronic filing of claims, permissions, intimations submitted by assessees in the course of business with the Department.
Instant E-acknowledgement of documents with an Unique Document Identification Number
View, file and track the status of documents filed online
Processing of Claims, Permissions, intimations filed by the assessee
Revenue Reconciliation. (Receipt of payment information from Banks using EASIEST and reconciling with the information mentioned in the return submitted by the assessees)
Online Messages/ Alerts to users on business related matters
Automated Report Generation
Audit Module involving selection of units based in risk parameters and tracking of audit results
Online filing of reply to Show Cause Notice
Online filing of application for Provisional Assessment
Online filing of Refund Claims
Online filing of selected Export related documents

Financial Outlay

- ₹8 Crores sanctioned by CCEA as initial capital
- Subsequently increased to ₹15.67 Crores to include modification of the software and service level agreements to resolve issues logged in ACES service desk in Chennai.
- ₹6.75 Crores have been spent on the project so far

Service infrastructure

a.   Electronic Interaction

The existing assessees are not required to register afresh with the department. They are required to update their contact details in the department's registration data base with their valid and current e-mail IDs. For this purpose, they have to contact the jurisdictional Range Officers or LTU Client Executives. The ACES application automatically sends mails to the e-mail IDs, indicating a Temporary Personal Identification No.(TPIN) and Password. The mail contains a hyperlink to the ACES website. Assessees can click this link to proceed to register with ACES.

b.   Service Desk

In order to help users, DGS has set up a Service Desk with a National Toll-free Number 1800 425 4251, which can be accessed by both departmental officers and taxpayers between 9 AM to 7 PM on all working days. They can also send e-mails (24X7) to aces.servicedesk@icegate.gov.in. All calls/e-mails are logged by the Service Desk Agents, who issue unique ticket numbers. If these Agents cannot resolve the issues at their end, they can escalate it to different teams, namely the application team, Network team or the Hardware team for necessary action. The DGS teams closely monitor the progress of work in the service desk, analyze the issues and issue suitable instructions for early resolution. Close monitoring by the DGS team has resulted in a very high degree of resolution. 29,959 (99.3%) out of 30,168 issues received, have been resolved so far.

c.   ACES Certified Facilitation Centres (CFCs)

In order to provide multiple-access points throughout India and services to taxpayers who may not have requisite IT infrastructure/ resources to use ACES, facilities have been provided in ACES to enable CFCs to transact on behalf of the taxpayers. The Hon'ble Finance Minister has approved the proposal for nation-wide setting up of ACES Certified Facilitation Centres (CFCs) by the Members of the Institute of Chartered Accountants of India (ICAI), the Institute of Cost and Works Accountants of India (ICWAI) and the Institute of Company Secretaries of India (ICSI), having valid Certificates of Practice. DGS, Delhi has

entered into Memorandum of Undertakings (MOU) with ICAI, ICWAI & ICSI to set up CFCs across the country. Authorized persons of ACES Certified Facilitation Centres (CFCs), set up by ICAI, ICWAI, ICSI and others can work in ACES on behalf of Central Excise and Service Tax assessee. Currently, more than 60 such CFCs are operating in about 26 cities across India. Various services are available on payment of prescribed charges such as digitisation of paper documents and on-line filing/uploading of documents such as Application for Registration, Returns, Claims, Permissions and Intimations etc. in ACES.

d.   Facilities for E-filing of Returns and E-payment of Duty/Tax

In order to assist the assessees in using ACES, CBEC has issued a comprehensive on the procedure for Electronic filing of Central Excise and Service Tax Returns and for Electronic Payment of Excise Duty and Service Tax. Updated e-filing utilities for all Central Excise and Service Tax Returns have been released and can be downloaded using the Download link on homepage. Further, to make it easy for the Dealers to file returns in ACES, an XML schema has been hosted on the ACES website. By suitably modifying their own software application and using this schema the assessees (Dealers) can also generate an up-loadable form of return directly from their own database without the need to make fresh data entry. CBEC plans to release similar schema for Excise Returns (ER 1 and 2) by the end of April, 2010.
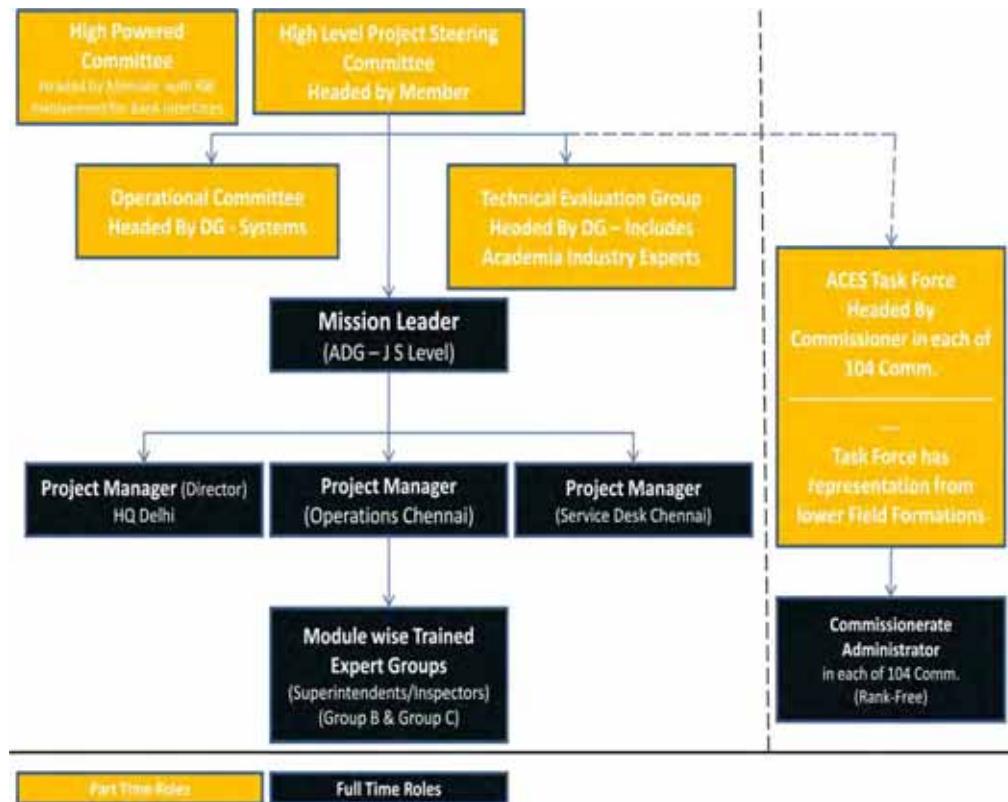
e.   Training of Officials and Assessees

Training of over 20, 000 departmental officers and over 17 lakh assessees spread across the country was a daunting task. The following strategy was used to train the users and various stakeholders:

- *Preparation of Training Material:* Development of a self-learning, multi-media-based, Learning Management Software (LMS), User Manuals, FAQs and other Training Material.

- *Learning Management Software (LMS):* For the LMS, the DGS team held series of meetings with a new team, engaged by the vendor, to design the scope and finalize the text and other details of LMS. User Manuals and FAQs were scrutinized and hosted on the ACES website.

- *Training-of-Trainers (TOT):* DG Systems collaborated with the National Academy of Customs, Excise and Narcotics (NACEN) to impart training through the Training-of-Trainers (TOT) mode. In Toto, 19 TOTs were held in different cities for lead trainers, selected from the field formations. Using the training material supplied by the DGS, these lead trainers, under the overall supervision of DGS teams, trained other officers in the Commissionerates, Divisions and Ranges.

- *Selection and training of Systems Managers:* Commissionerates were advised to identify officers with proper aptitude and knowledge to work as Systems Managers, called Commissionerate Administrators. In order to attract talents, it was kept-rank-neutral so that eligible officers, irrespective of their rank could shoulder this important task. These officers, who control the Access Control Logic (ACL) module of ACES and assign role, jurisdiction and activities to the officers, were given extensive training by DGS teams in different batches.

- *Training of Taxpayers:* Apart from training the departmental officers, DGS officials held series of workshops and training programmes in different parts of the country by collaborating with different local Chambers of Commerce and Industry/Trade Associations and Institutes. Brochures on ACES were designed and prepared by DGS team and got printed through the Directorate of Publicity and Public Relations (DP&PR), CBEC. The LMS was also copied onto CDs by the DP&PR. These training

materials were hosted on the ACES website and were also circulated among the participants in the training programmes.

Governance Structure

Status

ACES, which was rolled out on a pilot basis in December, 2008 has been completely rolled-out nationally in all 104 Commissionerates of Central Excise, Service Tax and Large Tax Payer Units. This application automates all major processes in Central Excise and Service Tax through a workflow-based application.

The Road ahead

(a) Stakeholder Consultation

CBEC has been interacting with the members of trade and industry and internally with the departmental officers to get regular feedback during the development of the application and thereafter. It has interacted with the following Chambers of Commerce and Industry for the improvement in the software and the feedback has been very positive and encouraging:

CBEC has constituted a Committee to look into the suggestions, received from the users on a regular basis, and to recommend necessary changes. Since the contract with the vendor was for providing only bug-fixing and application upkeep support, without any service-level agreement, CBEC, with the approval of the Ministry of Finance, amended the scope of the contract and entered into a New Engagement Model (NEM) with the vendor to provide a time-bound and SLA-based maintenance support and production support to carry out changes/modifications in the application. The department is implementing these user-friendly suggestions on a regular basis through periodic patch release process.

(b) Digital Signature

Although the ACES application is enabled to accept digitally signed documents, in order to minimize problems to the users in the initial stage of the implementation of this new application, it was decided to defer its implementation. Now that the users are comfortable working in ACES, it is proposed to activate this process in a phased manner.

(c) Transition to GST

Automation in Central Excise and Service Tax is an important pre-requisite for successful transition to the GST regime and ACES provides the bedrock for a modern e-governance-based taxation system.

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Banking
Mission Mode Project

The Banking MMP is yet another step towards improving operational efficiency and reducing the delays and efforts involved in handling and settling transactions. The MMP which is being implemented by the banking industry aims at streamlining various e-services initiatives undertaken by individual banks. Implementation is being done by the banks concerned, with the banking Department providing a broad framework and guidance.

Evolution of core banking technology in India has brought in the convenience of "anytime, anywhere banking" to Indian customers. There is now a movement towards integration of core banking solutions of various banks, which is expected to bring in operational efficiency and reduce the time and effort involved in handling and settling transactions, thereby improving customer service and facilitating regulatory compliance.

The Banking MMP covers the following services:

- Electronic Central Registry under SARFAESI Act, 2002

- One India One Account-for Public Sector Banks

- Electronic Mass Payment System

The Power of Information
The following services will be provided

(a) Information of secured transactions to determine the priority of conflicting claims over the same property;

(b) Information to lenders of credit about the debtors' secured interest, particularly on property, which will help in prevention of frauds in such transactions;

Growth of banking technology in recent years has given Indian customers the convenience of 'anytime, anywhere' banking. Gone are the times when it took days to clear and settle a transaction. Today ATMs, online banking and mobile banking virtually make a bank omnipresent
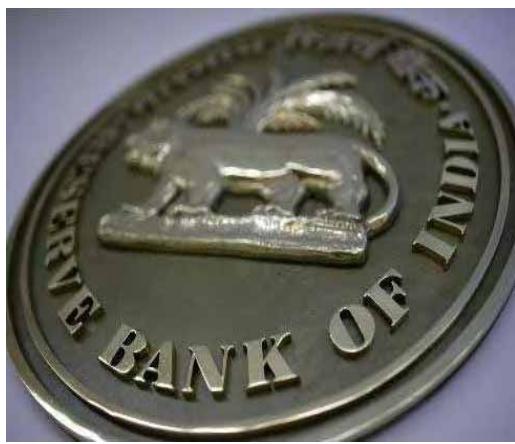
The present focus of the Banking MMP is on the setting up and operationalizing the Central Electronic Registry, as mandated by the Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest (SARFAESI) Act, 2002.

The following will be the scope of the registry:

➢ Security over property to secure repayment of loans given by Banks and Financial Institutions.

➢ Securities created over properties in favour of lenders other than banks and financial institutions are not covered. For example, loans given by NBFCs are not covered by the Registration System.

➢ The law applies to loans of ₹1 lakh and above.

It is provided that the other Registration Systems operating under the provisions of the Registration Act, 1918, Motor Vehicles Act, 1988, Companies Act, 1956, Intellectual Property Laws such as Patents Act, Designs Act etc. shall operate concurrently with the proposed Registration System. However, it is intended that eventually the other Registration Systems will be integrated with the new Central Electronic Registry, which will become the sole Registration System to record all security interests created over property. Under the Act, the property is defined to include immovable and movable and intangible properties.

## A RANGE OF BENEFITS TO MULTIPLE PARTIES – BANKS, INVESTORS, AND BORROWERS
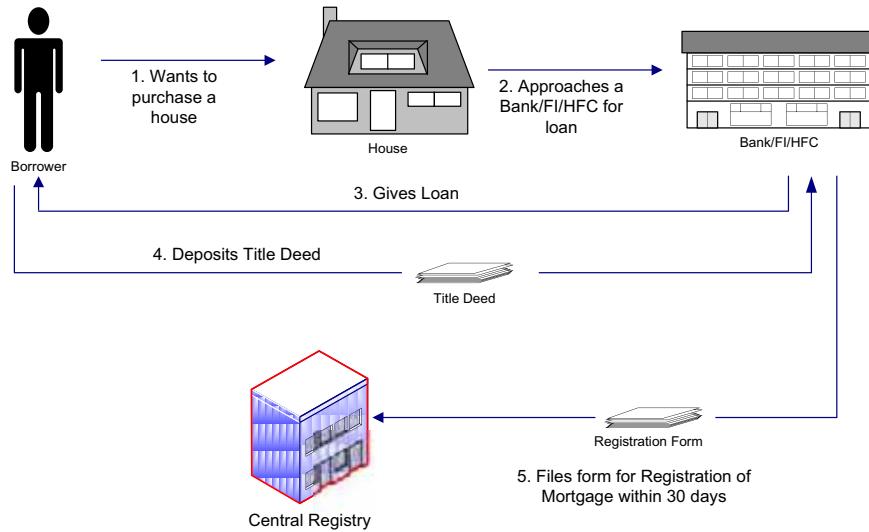
a. Benefits to Banks: A statutory backing to the security interest created in favour of banks and financial institutions and enabling them to claim priority over other claimants while enforcing the securities. As the registry facilitates in development of Secondary Mortgage market, it would also ensure that lenders have access to fresh liquidity in the form of lendable resources for giving new loans. This, in turn, may help in developing the housing market as well. The registry is also expected to minimize/eliminate frauds related to raising mortgage loans through deposit of multiple deeds of the same property.

b. Benefits to Investors: The Central Electronic Registry is also expected to facilitate the development of secondary mortgage market as the underlying portfolio of mortgages being electronically verified could be easily sold to the investors, thus developing a healthy securitisation market.

c. Benefits to Borrowers: As the registry increases the lendable resources available with banks, the borrowers shall have easy access to loans at competitive interest rates.

To-Be Process
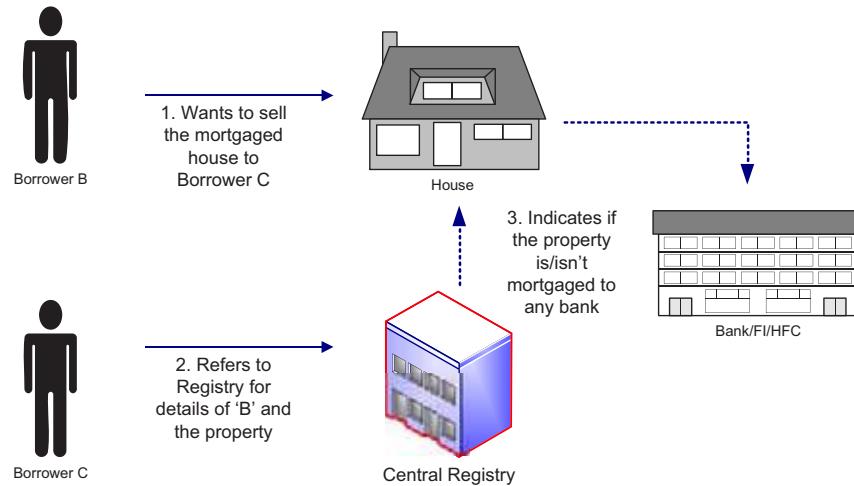
I) Registration and recording of information

Once the bank gives the loan to the borrower and takes deposit of his/her title deed, it will file the form for registration of the Mortgage within 30 days in the Central Registry. This Form will contain details of borrower and property mortgaged.

II) Searching for the information

Person desirous of searching the record of the Registry may furnish information on the name of the borrower and the details of the property. Based on such information the Registry will be in a position to access any data relating to the property being searched.

Borrower B

1. Wants to sell the mortgaged house to Borrower C

House

3. Indicates if the property is/isn't mortgaged to any bank

Bank/FI/HFC

2. Refers to Registry for details of 'B' and the property

Borrower C

Central Registry

Financial Outlay

- *Budget 2010-11 sanctioned ₹25 Crores as initial capital*
- *Select public sector banks to provide the rest of the capital*

Provision of Basic Financial Services through Mobile Phones

The vision of empowering the poor, wherever they may be, has been central to the developmental agenda of the Government. One sure way of empowering them is through financial inclusiveness – that is, make them able, in a real sense, to own and operate bank accounts. This has acquired a sense of urgency since it is critical to our ability to reach cash benefits to the poor under various Government welfare schemes. In recent times, we have seen how mobile handsets in millions have penetrated the ranks of the poor, both urban and rural. On the one hand this shows how viable and scalable delivery models can be built on the strong edifice of micro-payments made by the poor. On the other, this holds great promise in taking connectivity-driven branchless banking models to habitations that have as yet no access to even basic financial services.

To take the vision a step closer to reality, an Inter Ministerial Group (IMG) was constituted by the Government on DIT's initiative on 19-11-09, to enable finalization of a framework for delivery of basic financial services using mobile phones. The IMG was chaired by the Secretary, DIT and included, among others, representatives from Department of Financial Services, Department of Posts, Ministry of Rural Development, Planning Commission, UID Authority of India, TRAI, RBI, Department of Telecom and the Home Ministry. After extensive discussions among members and other stakeholders involving the Banks, Telecom providers, security agencies, and the public the IMG finalized its report in March 2010. The report of the IMG was approved in Toto by the Government in April 2010. The report of the IMG assumes significance considering the growing number of mobile subscribers among the rural population and the disadvantaged sections.

RBI on its part has announced several policy initiatives recently to encourage financial inclusion. These include relaxation of norms for appointment of business correspondents (BCs), permission to companies registered under the Indian Companies Act, 1956 (except Non Banking Financial Companies) to act as BCs, etc.

For details visit
http://www.mit.gov.in/content/government-approves-framework-provision-basic-financial-services-through-mobile-phones
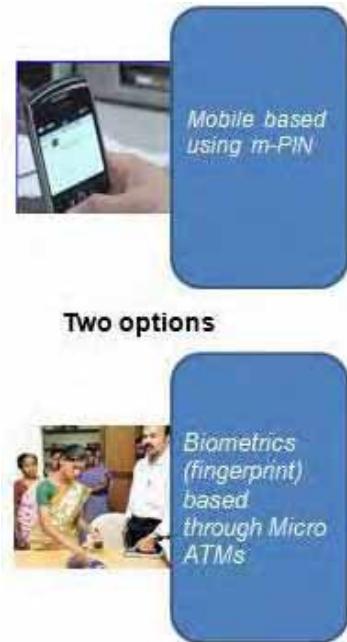
The IMG Framework Approved by the Government

The IMG framework envisages creation of "Mobile linked No-Frills Accounts" by the Banks, which can be operated using mobile phones. The basic transactions permissible over these accounts will include Cash Deposit, Cash Withdrawal, Balance Enquiry, Transfer of money from one mobile-linked account to another and Transfer of money to a mobile-linked account from a regular bank account. It will also facilitate transfer of funds of various Government schemes like NREGS, etc to a "Mobile linked No-Frills Account". In order to enable immediate operationalization of the framework while ensuring interoperability and interfacing with the Unique ID numbers system in the country as and when it becomes operational, the following two ways of service access have been proposed:

- *Through a mobile based PIN system using "Mobile Banking POS"*
- *Through a Biometric (fingerprint) based system using UID numbers issued by UIDAI*

Basic Transactions

The framework accommodates other means of access as when technology evolves or when needed

Governance Structure

Central Electronic Registry	• Expected to be operated by a company incorporated under section 25 of the Companies Act, 1956 • GoI to have shareholding of not less than 51% of the equity capital • Rest of the capital expected to be contributed by select Public Sector Banks and Financial Institutions
Central Registrar	• To be appointed by the Government, he may be of the rank of Joint Secretary. • Shall be the ex-officio Chairman of the company. • May also perform quasi-judicial functions as envisaged under the Act.
Deputy Registrar	• Will be the Vice Chairman of the Company, he maybe of Director/Deputy Secretary rank. • He will report to the Central Registrar.
Other functionaries	• Will be drawn from the bank/financial institutions. • Shall function on behalf of the Central Registrar of the Central Registry. • Articles of Association of the Company shall provide for appointment of Directors of the company by the Government.

Present Status

The registry shall be made operational by end of March, 2011.

The implementation of the MMP involves active participation of the financial sector. The memorandum and articles of association of the Company and rules for operating the proposed Registry have been drafted by Indian Banks' Association (IBA). The application for availability of name of the proposed Company has been filed through IBA's solicitors with the Registrar of Companies, New Delhi and the company is now being registered. The registry shall be made operational by end of March, 2011. Draft Rules for Central Electronic Registry have been vetted by the Law Ministry. Banks/FIs have been advised to arrange their mortgage related data as per the requirement of the Central Electronic Registry.

National Resident/Citizen Database

A report of the Group of Ministers (GoM) on reforming the National Security System had proposed the introduction of a Multi-purpose National Identity Card for Indian citizens to counter illegal migration. The GoM recommended that all citizens should be given a Multi-purpose National Identity Card (MNIC) and non-Multi-purpose National Identity Card (MNIC) and non-citizens should be issued identity cards of a different colour and design. It further recommended that this should be introduced initially in the border districts or may be in a 20 Kms border belt and extended to the hinterland progressively and that the Central Government should meet the full cost of the identity card scheme.

This recommendation was accepted by the Government and immediate steps were taken to launch the pilot project. The project was piloted initiated in April 2003 in 20 districts of 12 States and (1) Union Territory viz., Andhra Pradesh, Assam, Delhi, Goa, Gujarat, Jammu and Kashmir, Rajasthan, Tripura, Uttar Pradesh, Uttarakhand, Tamil Nadu, West Bengal, and Puducherry covering a population of 30.96 lakh (28.62 lakh, excluding Assam). The first set of MNIC Cards was issued to residents of Pooth Kurd, Narela on May 26, 2007.

SCOSTA

The National Informatics Center worked along with other agencies including academia and industry players, to evolve a complete implementable Smart Card Operating Systems Standard, which is named SCOSTA (Smart Card Operating System for Transport Application). Since the standards were developed on the request of Ministry of Transport and Highways, that is how the name of standard included the name "Transport Application" in it. But otherwise the standards are absolutely generic and are deployment-ready for all kind of Identity applications like Citizen ID Card, PDS card, Election Card, BPL Card, PAN Card etc. Since, SCOSTA is primarily based on ISO-7816 standards, and therefore also comply with any international requirements. SCOSTA was also been recommended by the Technical Committee for MNIC Card, under Ministry of home Affairs to be used as standard operating system for MNIC Card.

The National Resident Database aims to create a robust source of authentic real time data which would help in better targeting of the benefits and services under various Government schemes / programmes, improve infrastructural planning, and provide a fillip to strengthen the security of the country by preventing identity fraud.

Visit

(http://mha.nic.in)

Amendment to the citizenship act of 1955 made by the amendment act of 2003, which provided for the I-cards by Insertion of new section 14A

"14A. Issue of national identity cards.-(1) The Central Government may compulsorily register every citizen of India and issue national identity card to him.
(2) The Central Government may maintain a National Register of Indian Citizens and for that purpose establish a National Registration Authority.
(3) On and from the date of commencement of the Citizenship (Amendment) Act, 2003, the Registrar General, India, appointed under sub-section (1) of section 3 of the Registration of Births and Deaths Act, 1969 (18 of 1969) shall act as the National Registration Authority and he shall function as the Registrar General of Citizen Registration.
(4) The Central Government may appoint such other officers and staff as may be required to assist the Registrar General of Citizen Registration in discharging his functions and responsibilities.
(5) The procedure to be followed in compulsory registration of the citizens of India shall be such as may be prescribed"

Citizenship Rules 2003 have also laid down the processes to be followed for giving effect to this intention. As a result of this focus, the mission mode project was conceptualized to provide registration of citizens under the National Register of Indian Citizens (NRIC) and provide them National Identity Cards by the Registrar General, India (RGI), Ministry of Home Affairs, who has been designated as Registrar General Citizen Registration (RGCR) by the statue

The Multi-purpose National Identity (smart) Cards (MNIC) Mission Mode Project was thus conceptualized to provide registration of citizens under a National Register of Indian Citizens (NRIC) and provide them with National Identity Cards. Under this project, a unique National Identity Number (NIN) was given and 16K SCOSTA (see box) compliant smart cards (MNICs) were issued to citizens of age 18 years and above and could provide evidence at the time of verification.

The Pilot Project was successfully completed on March 31, 2009 and around 13 lakh MNIC cards were issued to the citizens in the pilot areas. As a result of the pilot project, processes for collection and verification of individual data as well as the technology for production, personalization of identity cards using an inter-operable operating system was established. One of the important learning of the pilot

project was that determination of Citizenship was a complicated and involved issue and may be tackled in a phased manner. The Government, therefore, decided to create a **National Population Register (NPR)** of all the usual residents in the country by collecting information on specific characteristics of each individual along with their photographs, finger biometrics and IRIS . The
NPR shall thus result in creation of a biometrics based identity data base in the country.

The objective of NPR is thus to create a comprehensive identity database of all the usual residents in the country. Once created it will become a robust source of authentic real time data which would help in better targeting of the benefits and services under various Government schemes / programmes, improve infrastructural planning, would provide a fillip to strengthen security of the country and prevent identity fraud.

Meanwhile, the **Unique Identification Number (UID)** project was conceptualized to create a verifiable and credible database of individuals that would enable efficient and effective delivery of benefits to eligible individuals. The UID database was initially proposed to be created based on the voter list of the Election Commission of India (ECI), which is the most credible and validated data on residents available in the country and thereafter linkages were to be established with major database holders such as MoRD, PDS, ECI and RGI. Since both the NPR and UID were essentially creating an identity database of residents, an **Empowered Group of Ministers (EGoM)** was formed to collate the two schemes – the National Population Register (NPR/MNIC under the Citizenship Act, 1955) and UID project of the Department of Information Technology. The EGoM felt that the efforts under the two projects should be synergized and recommended that the **Unique Identification Authority of India (UIDAI)** be notified as an executive authority and anchored in the Planning Commission to own, manage and operate the UID database.

As per the current strategy, the data collected in the NPR will be subjected to de-duplication by the UIDAI. After de-duplication, the UIDAI will issue a Unique Identification Number (UID) Number. This UID Number will be part of the NPR and the NPR Cards will bear this UID Number. The maintenance of the NPR database and updating subsequently will be done by the Office of Registrar General and Census Commissioner, India. The UID of each individual in the database will become the link number between the sectoral databases, thus bringing about a host of conceivable benefits. The NPR database would be updated and maintained on a continuous basis by setting up of NPR centres at each of the Tehsils/Taluks/wards.

Creation of the database

The data required for creation of NPR has been collected along with the Houselisting and Housing Census from April to September 2010.

Items of information on which data will be collected for each usual resident

S. No.	Item	S. No.	Item
1	Name	8	Nationality as declared
2	Father's name	9	Education
3	Mother's name	10	Occupation
4	Spouse' name	11	Place of birth
5	Date of birth	12	Present address
6	Sex	13	Duration of stay at present address
7	Marital status	14	Permanent address

The enumerator appointed for canvassing the Houselisting and Housing Census would also canvass the NPR schedule. The NPR schedules would be scanned by the office of the Registrar General of India (RGI). The work of data entry and capture of three biometrics i.e., photograph, ten fingerprints and iris images of two eyes of all usual residents who are of age 5 years and above has been outsourced to a Consortium of Central Public Sector Organisations (CPSUs), comprising of BEL, ECIL and ITIL and the Department of Information Technology (DIT). The scanned images of NPR schedules would be provided by the Office of RGI to these agencies. These agencies are to carry out data entry from the Scanned images in two languages- in the State language and in English. The service providers of these two agencies would capture the three biometrics by organizing camps in local areas (villages/towns) in two rounds. The capture of biometrics would be as per the standards prescribed by the Unique Identification Authority of India (UIDAI). Individuals, who miss both the rounds, would be required to come to a designated NPR Centre (proposed to be set up at each tehsil/ward) for getting the biometrics captured. The same enumerator, who canvassed the NPR schedule, would also assist the District Officials at the time of capture of photographs and fingerprints later.

Once the electronic database is created, certain basic details regarding every individual would be printed. In the case of individuals aged 15 years and above, the photograph would also be printed. These printed lists named **'Local Register of Usual Residents' (LRUR)** would be displayed in the local areas (villages/wards) for scrutiny by the public as well as by the public representatives (Gram Panchayats/ Ward Committees). Objections, if any, will be inquired into by the village / ward authority (Local Registrar) at the first instance. Any appeal against the decision of the Local Registrar would lie with the Sub-District Registrar (Tehsildar) and the District Registrar (District Collectors/ District Magistrates/ Deputy Commissioners). After disposal of appeals by the Competent Authority, corrections if any would be made and the database finalized.

This database would then be sent to UIDAI for de-duplication and assignment of UID Number. After the allocation of the UID number to each individual, the NPR database would become ready and final. After NPR is made ready, the maintenance and updating of data on account of changes in name, address, new

births and deaths etc. would be the responsibility of the Office of RGI.. It is proposed to issue identity (smart) cards to all usual residents who are of age 18 years and above, once the NPR for the country is created.

Identity at your fingertips!

The database may be used by the Election Commission of India for extraction of eligible voters. The Ministries/ Departments of Government at the Central and State level may use it for updating their sectoral databases like PDS, BPL, NREGA, PAN etc. The UID number along with the proposed Resident Identity Card would do away the requirement of visiting Tehsil/District office by a person to establish her/his identity. These are some of the immediate benefits which may accrue.
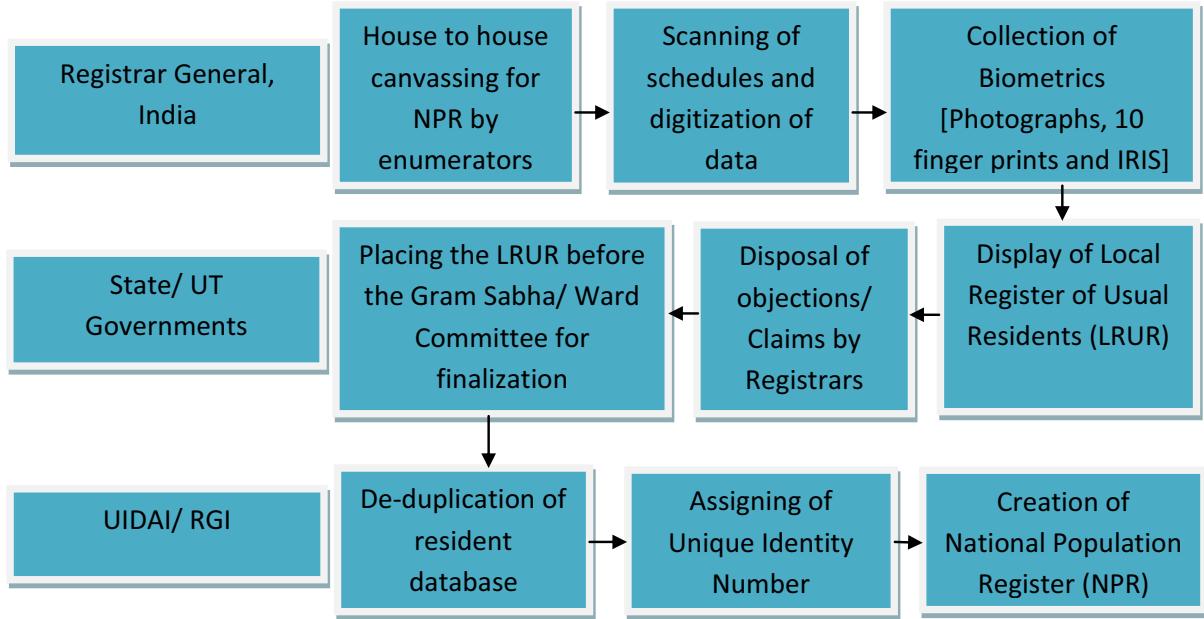
The existence of such a data base along the length and breadth of the country will impart a new direction to the overall governance by not only better targeting of the benefits and services under the government schemes/ programmes but also by better planning of infrastructural requirements as the count of people residing in an area would be known at any point of time.

Governance Structure

The entire work of creation of NPR is being supervised and monitored by the Office of Registrar General and Census Commissioner, India. The various stakeholders are DIT, NIC, DOEACC, CDAC, STPI, ILF&S, CPSUs and Office of RGI.

Core groups have been constituted within CPSUs and DIT respectively to coordinate and handle the activities of Digitization of the National Population Register (NPR) and also for associated tasks like capturing demographic profiles, photographs and biometrics. Within CPSUs, the General Manger (Components), BEL is the Chairman of the Consortium Committee and members are from BEL, ECIL and ITIL. Within DIT, the Chairman of the group is from DIT, and other members are from organizations such as DOEACC, CDAC, and ILFS. The officers of the group are associated on a full time basis for the NPR activity (except the Chairman and the Member Secretary).

Solution Architecture

Registrar General, India	House to house canvassing for NPR by enumerators	→	Scanning of schedules and digitization of data	→	Collection of Biometrics [Photographs, 10 finger prints and IRIS]
State/ UT Governments	Placing the LRUR before the Gram Sabha/ Ward Committee for finalization	← Disposal of objections/ Claims by Registrars	←	Display of Local Register of Usual Residents (LRUR)	
UIDAI/ RGI	De-duplication of resident database	→ Assigning of Unique Identity Number	→	Creation of National Population Register (NPR)	

In the long run, existence of such a robust dynamic data base having presence at pan India level right from village level up to State/ Country, would pave the way for Register Based Census.

NPR country

- Data collection in NPR schedules completed in all States/UTs during the period April to September, 2010.
- Scanning of NPR schedules begun in 15 data centres and about 6 Crores NPR schedules already scanned
- Expected completion of scanning by December, 2010/early January 2011.
- Software for data entry finalised
- Data entry and capture of biometrics expected to start by December, 2010

Status Update…

NPR coastal

- To strengthen security along the coastline of the country, the creation of NPR in 3331 coastal villages undertaken in 9 coastal States and 4 UTs during 2009-1010
- All towns and villages covered in Andaman & Nicobar Islands
- Direct data collection along with the photograph and finger biometrics resorted to by the Consortium of CPSUs
- Data collection of 1.2 crores population and capture of biometrics of about 72 lakh population completed
- LRUR printing completed and display of LRUR in local areas under progress
- Government has also decided to issue identity (smart) cards to the 'usual residents' of these villages who are of 18 years of age and above.
- Production and personalization of identity (smart) cards have been outsourced to the CPSUs. Trial production was expected to start in December, 2010

Financial Outlay

- Scheme for data collection for creation of NPR approved by Cabinet at estimated cost of ₹3539.24 Crores
- Approval of the scheme of direct data collection and issue of identity (smart) cards to all the usual residents living in coastal villages at an estimated cost of ₹216.31 Crores

UID

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

The concept of a unique identification was first discussed and worked upon in 2006 when administrative approval for the project **–"Unique ID for BPL families"** was given on March 3rd, 2006 by the Department of Information Technology, Ministry of Communications and Information Technology. This project was to be implemented by the NIC over a period of 12 months. After several rounds of discussions by various stakeholders and on the recommendation of the **Empowered Group of Ministers (EGoM)** for collation of the two schemes – the National Population Register (NPR)/MNIC under the Citizenship Act, 1955 and the Unique Identification Number (UID) of the Department of Information Technology, the **Unique Identification Authority of India (UIDAI)** was constituted and notified by the Planning Commission on 28th January, 2009 (vide notification no A-43011/02/2009- Admn –I) as an attached office under the aegis of Planning Commission. The UIDAI was given the responsibility of laying down the plan and policies to implement the UID scheme, to own and operate the UID database and be responsible for its update and maintenance on an ongoing basis.

Objectives

Unique Identification Number (called Aadhaar) would help in better targeting of beneficiary oriented schemes like NREGA, Sarvashiksha Abhiyan, Indira Awaas Yojana and various state specific beneficiary oriented schemes by uniquely identifying the residents/beneficiaries. It would significantly reduce identity frauds and thereby help in efficient utilization of funds allocated to these schemes. Over a period of time, this may help in reducing the total outlay under these schemes by preventing duplicates both under the same scheme and across various schemes.

"We are going to have 800 million people in our workforce by 2020. In order to ensure that they are a source of valuable human capital, we must connect them effectively to the services they need in health, education and employment.."
– Nandan Nilekani.

The UIDAI will collect 10 fingerprints, a photo and an iris scan (eye scan) of citizens as part of the biometric data collection exercise for the Aadhar ID card project. The Aadhar project will give 600 million numbers to citizens in the next four years.

Visit

http://uidai.gov.in/
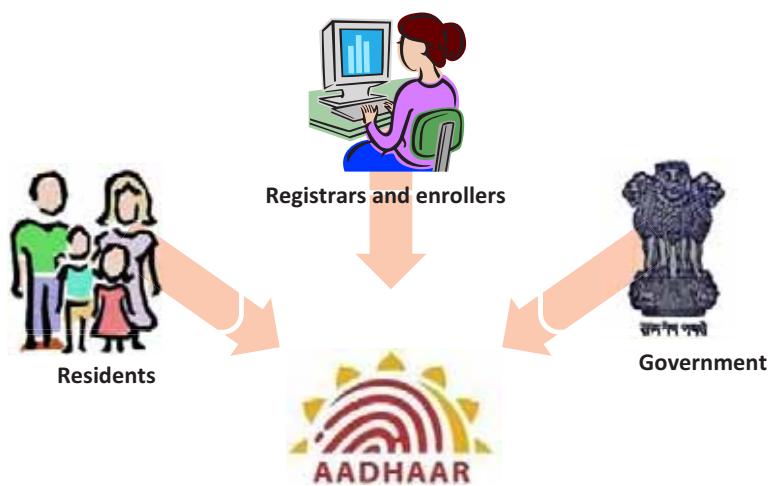
The benefits of the scheme would be-

a. A single repository of resident data with identity information which would obviate the need to undertake a de-novo survey for building resident database by individual departments frequently, thereby reducing the overall government outlay in building separate identity related databases. It would effectively enable shift from de-novo approach to incremental updation of database in a collaborative manner.

b. Better monitoring and targeting of social benefits to the beneficiaries

c. Eliminating the need for multiple identification mechanisms prevalent across government departments

d. Help in preventing and controlling pilferage, and fraudulent siphoning off of government benefits

e. Help in inclusive banking and financial services

f. Important from the national security perspective

Expected Outcomes

Registrars and enrollers

Residents

Government

AADHAAR
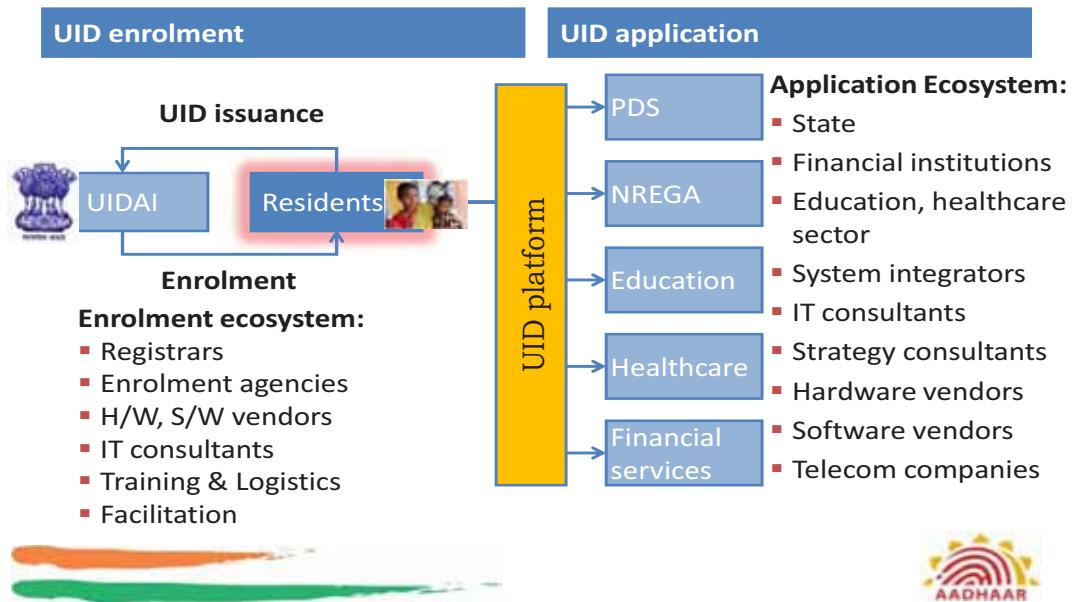
The following are the outcomes expected from the project:

- **For residents**: The UID will become the single source of identity verification. The scheme will generate and issue Unique Identity numbers to all the residents of India and will provide authentication services. UIDAI expects to issue UID numbers to 600 million (60 Crore) residents by the end of five years of its operations. It has adopted a multi-registrar approach to achieve this objective. Once residents enrol, they can use the number multiple times – they would be spared the hassle of repeatedly providing supporting identity documents each time they wish to access services such as obtaining a bank account, passport, driving license, and so on. By providing a clear proof of identity, the UID will also facilitate entry for poor and underprivileged residents into the formal banking system, and the opportunity to avail services provided by the government and the private sector. The UID will also give migrants mobility of identity.

- **For Registrars and enrollers**: The UIDAI will only enrol residents after de-duplicating records. This will help Registrars clean out duplicates from their databases, enabling significant efficiency and cost savings. For Registrars focused on cost, the UIDAI's verification processes will ensure lower Know Your Resident (KYR) costs. For Registrars focused on social goals, a reliable identification number will enable them to broaden their reach into groups that have until now been difficult to authenticate. The strong authentication that the UID number offers will improve services, leading to better resident satisfaction.

- **For Governments**: Eliminating duplication under various schemes is expected to save the government exchequer upwards of ₹20,000 Crores a year. It will also provide governments with accurate data on residents, enable direct benefit programs, and allow government departments to coordinate investments and share information.

Services
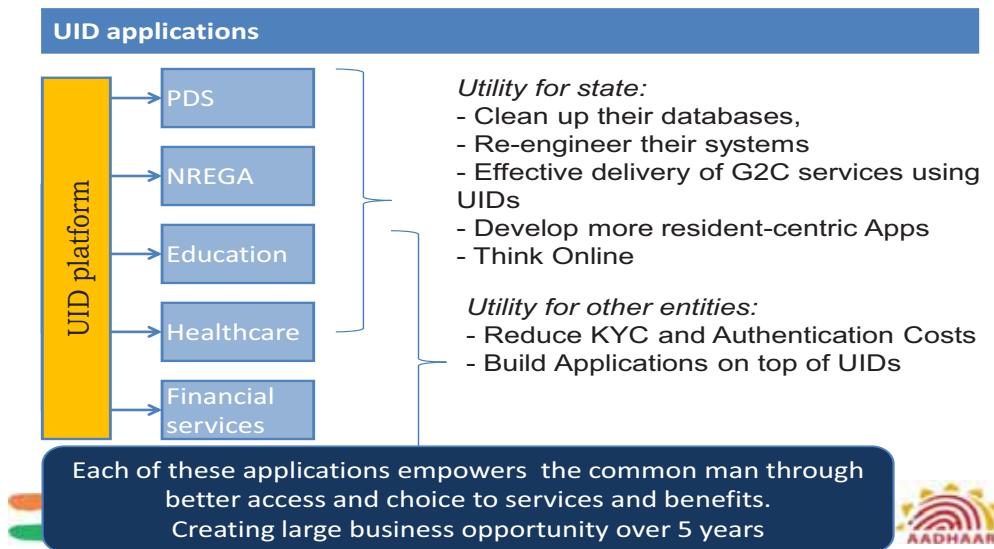
UIDAI will only collect the basic demographic and biometric information of the resident and issue a unique identification number. The Registrar that the UIDAI plans to partner with – the MNREGA, RSBY, PDS – will help bring a large number of poor and underprivileged into the UID system.

UID Mission Led Ecosystem

UID enrolment

UID application

UID issuance

UIDAI → Residents

Enrolment

Enrolment ecosystem:
- Registrars
- Enrolment agencies
- H/W, S/W vendors
- IT consultants
- Training & Logistics
- Facilitation

UID platform → PDS

UID platform → NREGA

UID platform → Education

UID platform → Healthcare

UID platform → Financial services

Application Ecosystem:
- State
- Financial institutions
- Education, healthcare sector
- System integrators
- IT consultants
- Strategy consultants
- Hardware vendors
- Software vendors
- Telecom companies

The UIDAI will offer a strong form of online authentication, where agencies can compare demographic and biometric information of the resident with the records stored in the central database. The Authority will support registrars and agencies in adopting the UID authentication process, and will help define the infrastructure and processes they need.

Ecosystems related to UID

UID applications

UID platform → PDS

UID platform → NREGA

UID platform → Education

UID platform → Healthcare

UID platform → Financial services

Utility for state:
- Clean up their databases,
- Re-engineer their systems
- Effective delivery of G2C services using UIDs
- Develop more resident-centric Apps
- Think Online

Utility for other entities:
- Reduce KYC and Authentication Costs
- Build Applications on top of UIDs

Each of these applications empowers the common man through better access and choice to services and benefits. Creating large business opportunity over 5 years

Functional Architecture

UID – Systems View

As Is Process

Governance Structure

Prime Ministers' Council

- Advise UIDAI on programme, methodology and implementation
- Ensure co-ordination between Ministries/Departments, stakeholders and Partners.

Cabinet Committee on UIDAI

- Oversee all issues relating to UIDAI including the organisation, plans, policies, programmes, schemes, funding and methodology adopted for achieving objectives

HQ

Chairman UIDAI

Director General and Mission Director

6 Deputy Director Generals

Finance Wing DDG (Finance)

8 Regional Offices

8 Deputy Director Generals

Project Management Unit

- professional and technical expertise to aid project implementation

Financial Outlay
- *₹147.3 Cores – Phase 1*
- *₹3023 Crores – Phase 2*

Status

Phase I of the project involved setting up an office, hiring professional consulting agencies, setting up a Project Management Unit to build internal capacities, conducting Proof of Concept /Pilot studies, creating an organisation structure and filling the posts. A Project Management Consultant has been engaged for designing a programme management strategy, preparing the DPR for implementation of the Central ID Data Repository (CIDR), selecting a Managed Service Provider (MSP) to implement and manage the CIDR and providing project management services.

- Proof of concept studies has been conducted in Andhra Pradesh, Bihar and Karnataka.
- Logo and the name Aadhaar have been finalized.
- The Application Development, Maintenance, Support Services Agency (ASDMSA) and the Biometric Device Certification Agency have been appointed.
- Contact Centre of the Authority is functional.
- Enrolling agencies and training agencies empanelled
- Cabinet Committee on UIDAI has approved the Budget for Phase II of the project
- Biometric Service Providers appointed.

The project has since been launched by the Prime Minister on 29th September, 2010 in Tembhali village in Nandurbar, Maharashtra with the first set of numbers being given to the residents.

e-Office
Mission Mode Project

The Government of India has recognized the need to modernize the Central Government Offices through introduction of Information and Communications Technology. The e-Office Mission Mode Project has been taken up by the **Department of Administrative Reforms and Public Grievances (DAR&PG)** in order to improve efficiency in government processes and service delivery mechanisms.

The product is aimed at increasing the usage of work flow and rule based file routing, quick search and retrieval of files and office orders, digital signatures for authentication, forms and reporting components.

The objectives of the e-Office MMP are:
- To improve efficiency, consistency and effectiveness of government responses
- To reduce turnaround time and to meet the demands of the citizens charter
- To provide for effective resource management to improve the quality of administration
- To reduce processing delays
- To establish transparency and accountability
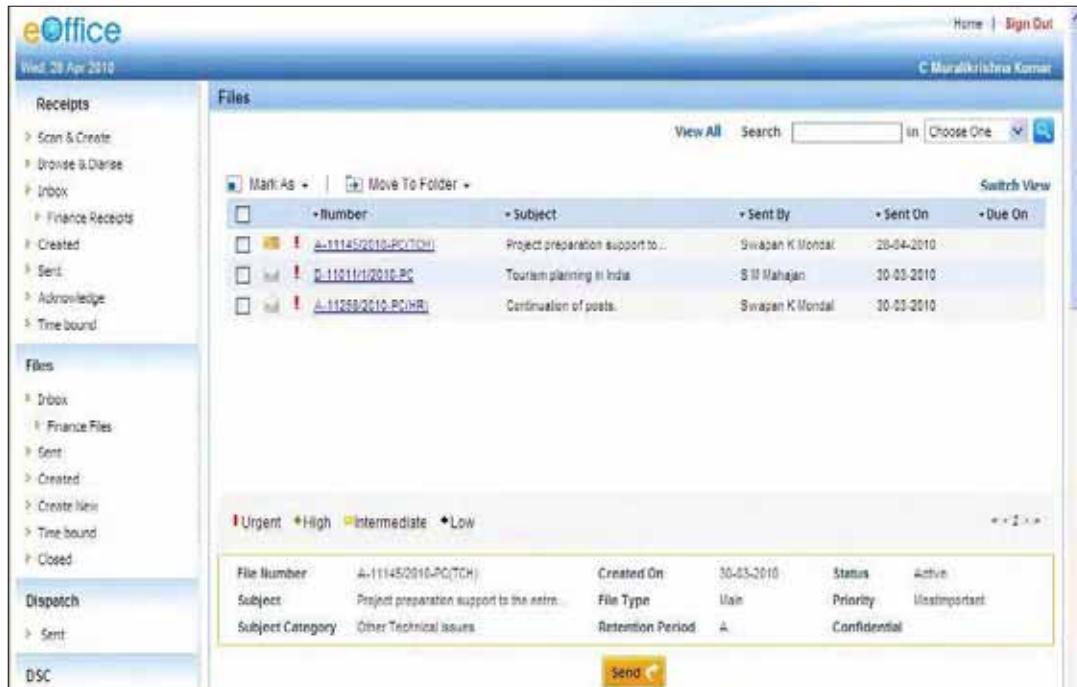
Standardise on a Single Product for reuse across the Government:

A single robust product, that will eliminate the need for maintaining a number of products/technologies and problems of interoperability that may surface

.

The e-Office MMP aims at driving the transitioning to Less Paper and efficient Offices (LPO) in the Government of India and all State Governments.

The consequential elimination of record rooms for storage of physical files/receipts will result in freeing up of space and reduction in usage of paper.

It is estimated that this MMP has the potential of targeting over 2 Lakh users in the government departments.

Features

The features and capabilities of the e-Office system will bring internal operational efficiency in the working of departments/ ministries. As such, these features can be regarded as services that are being provided to the users, and these may be classified under the following categories:

- Category I-File related Services
- Category II-Common Services
- Category III-Productivity related Services
- Category IV- Knowledge related Services
- Category V- Technical Services

To Be Process

The To-Be Process under the re-engineered and reusable eOffice will encompass:

1. Enhanced security through Digital Signature Certificate and encryption at the time of sending file/receipt - Authentication through username & password along with Digital Signature sign in
2. Role based access for viewing/editing of efile/receipts, thereby protecting files/receipts of Top Secret nature.

3. Powerful search mechanism to retrieve files/receipts.
4. Alerts to indicate pendency, specific category of files/receipts received.
5. MIS/Report generation
6. Transparent Audit/movement trail of files/receipts.
7. Robust backup policy for disaster management.
8. Workflow based system.
9. File standards and common repositories in form of Record Management, KMS, DMS to enhance knowledge sharing for quick decision making.
10. Messaging, Directory services, Discussion forum to improve communication and coordination among departments.
11. Elimination of messengers to transfer files/receipts.

Governance Structure

| DAR & PG | • Overall implementation and evaluation of the project |
| Project Management Team | • Implementation assistance and ownership of the new system, MIS requirements, Application development for the core modules |
| Program Management Team | • Knowledge and project management, Quality assurance and oversight, Policy and strategic direction, Financial monitoring |
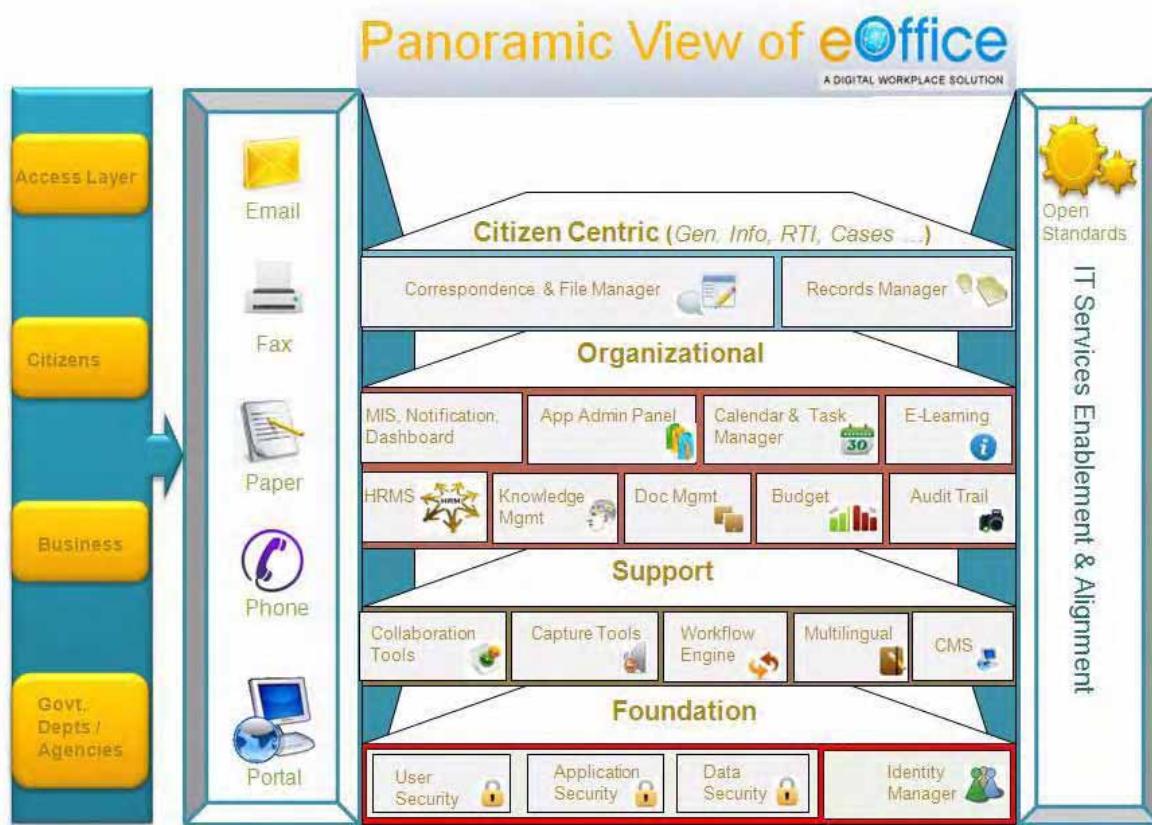
Architecture

A robust eOffice framework and architecture (Enterprise Open Architecture Framework for eOffice) has been evolved for the development of eOffice product suite. The aspects of extendibility, scalability, security, interoperability and open standards, performance and productivity improvements etc. were also taken care while defining the overall architecture. The suggested Architecture is also in alignment with Open Standards, SOA and other relevant industry Standards.

The architecture recommendations include –

- Open Architecture &Technology Neutral
- Common Data Sets and Standards
- Role based access for authorisation
- Directory based authentication
- Workflow manager
- Open Standards & technologies based
- Unicode Compliant - Support for local languages
- Ensure strategic control on the product
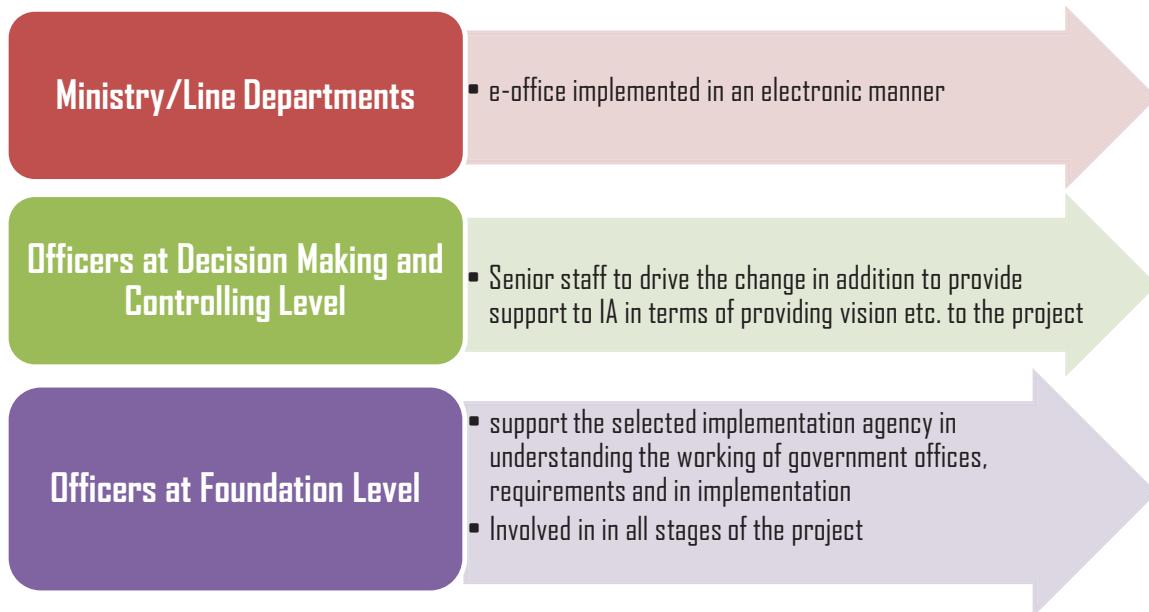
Stakeholders

The identified stakeholders for the MMP are as follows:

 • Central Ministries/ Departments – Employees at all levels (including senior Management)

 • External departments

 • Program Management and project management team

 • Department of Administrative Reforms and Public Grievances

Financial Outlay
₹1.81 Crores for three pilot locations – DARPG, DOPT and e-Governance Division of DIT

The roles of these stakeholders are as follows:

Ministry/Line Departments	• e-office implemented in an electronic manner
Officers at Decision Making and Controlling Level	• Senior staff to drive the change in addition to provide support to IA in terms of providing vision etc. to the project
Officers at Foundation Level	• support the selected implementation agency in understanding the working of government offices, requirements and in implementation • Involved in in all stages of the project

Implementation Plan

Phase 0: Identify & Plan

Key deliverables

- Project Charter
- Stakeholders Roles & Responsibilities
- Project Scope
- Detailed Scope of Work
- Project Plan & Schedule

Phase 1: Deliver

Key deliverables

- Scope Change
- Issues Log
- Project Status Reports
- Weekly Status Reports

Phase 2: Roll Out

Key deliverables

- Orientation material
- Training material
- Escalation Matrix
- Final Project Report

Status

The e-Office architecture and framework has been designed and developed by NIC and the e-File, e-Records, Knowledge Management, Collaboration & Messaging Services are applications and services developed on the e-Office framework. The project was launched in the three pilots after training. The 13th edition of the Manual of Office procedures, e-Manual is currently under finalization by the DARPG.

Insurance
Mission Mode Project

Insurance is perceived to be a big opportunity business in India today. The huge population base and largely untapped market areas have provided a strong growth to this business in the last few years. Despite the impressive growth, the penetration of insurance in the country continues to be low. A large majority of the Indian population do not have Life and Health Insurance cover. This only highlights the growth potential of this sector in the coming years. Through the General Insurance Business (Nationalisation) Act, 1972, 107 insurers were amalgamated and grouped into four companies viz. the National Insurance Company Ltd., the New India Assurance Company Ltd., the Oriental Insurance Company Ltd. and the United India Insurance Company Ltd.

The opening up of the Insurance sector for private participation has led to dynamic changes. In the last few years, a fairly large number of insurers, both life and non life, have established their presence in India leading to increased competition for the Public Sector Insurance Companies. Private players rely on technology to attract new customers through Innovative products, smart marketing and aggressive distribution. Customer service is the hallmark of this sector and hence it became imperative for the Public Sector Insurance Companies to computerize their operations and leverage the latest technology to provide a world class service experience to the customers through personalized products and services. With this view, the Insurance MMP was conceptualized.

Mission

The Mission of the Insurance MMP is

"Development of an Integrated Information Technology solution for better service delivery mechanism of Public Sector Insurance Companies".

The Insurance MMP is testimony to the fact that Information technology has the power to improve the service experience of policy holders of public insurance companies.

The insurance MMP has been envisaged to provide easier, faster and transparent services to the customers. It will help Intermediaries such as agents and brokers to retain their clientele.

Integrated Non-life Insurance Application solution (INLIAS) was implemented in March 2009 at the Oriental Insurance Company.

The project is expected to be rolled out by all the Public Sector Insurance companies by March 2011.

Visit
http://finmin.nic.in/the_ministry/dept_fin_services/fin_services.html

Stakeholders

The stakeholders of this project are the following:
- The customer i.e., the Insurance Policy Holders,
- The intermediaries i.e. agents, brokers, surveyors etc and
- The Insurance Company - The Public Sector Insurance Companies, namely National Insurance Company, The New India Assurance Company, Oriental Insurance Company and United India Insurance Company are wholly owned by Government of India.

Objective

The objectives of the Insurance MMP are
- **Improve** Customer Awareness, through education and Information; Premium Calculation and online Receipt of Premium, Issue/Renewal of Policies; Processing of Claims and Settlement of Claims; Registration and Redressal of Grievances and Complaints
- **Creation of a holistic Data-base** of users of Policy holders; Agents/ Brokers; Surveyors/Advocates/Third Party Administrators /Other Agencies
- **Creation of MIS** through interconnecting all operating offices
- **Business Process Re-engineering**
- **Enlarging business opportunities** by refining Underwriting, Investment, Re-Insurance Programmes; Research and Development initiatives.
- **Developing interface** with Government and Regulator
- **Facilitating** efficient information sharing for effective decision making

Power of Services

As most of the companies had decentralized data bases, online transaction of business was not possible. This MMP aims to create centralized databases with full fledged provision for online transaction of business. The following services are proposed to be covered under the project:

S No	Service
1	Online Issue / Renewal of Policies
2	Premium Calculations and online Receipt of Premium
3	Online Processing of Claims and Settlement of Claims
4	Storing policy documents in soft form
5	Improve Customer Awareness, through education and Information
6	Online Registration / Redressal of Grievances (Direct from Customers)
7	Online Registration / Redressal of Complaints / references from DPG / GOI / VIPs

Oriental Insurance Company Cuts Report Production Time by 30 days with Integrated System

Established in 1947, the Oriental Insurance Company provides general insurance services that cater for the urban and rural population across India through more than 1,000 offices and 23 regional centers. The company provides coverage for large corporate organizations and retail customers. In 2005, it started rollout of INLIAS (Integrated Non Life Insurance Application Solution), a centralized insurance application, as part of an IT initiative to become India's top insurance company. The branch offices use INLIAS to issue policies for 213 products

The new solution enabled the company to issue around 35,000 policies and 64,000 transactions per day and to develop customized reports.

The system handled up to 6,600 concurrent users during peak hours and reduced document processing time for policies, claims and renewals. The portal allows insurance seekers to apply for insurance policies online.

New Process

The old processes at various insurance companies were based on manual intervention of the intermediaries, such as agents.

The new process at various insurance companies participating in the MMP is based on the individual solutions implemented by them.

The following is a generalized overview of the new processes in place:

- Claims Hubs have been created in major cities for Centralization of claims settlement for expeditious settlement of claims. Surveyors' appointments too have been centralized.
- Motor Third Party (TP) claims management process has been redesigned for reducing payouts and clearing backlog of TP claims. Motor TP Claims are being digitized.
- Dedicated offices have been created to target Corporate Businesses and to provide differentiated service & organizational focus to corporate clients and government accounts.
- Dedicated offices have been set up to target Broker and Bancassurance Business.
- Agency channel has been re-energized through better development, support and aligned incentives.
- Various initiatives for improvement of Health Portfolio have been undertaken

  - Rationalization of Third party Administrators (TPAs)
  - Renegotiations of Service level Agreement (SLAs) with TPAs
  - Rationalization of pricing of health products
  - Modified processing for individual Mediclaim
  - Implementation of 'Single Window System'

- Separation of support and business roles has been undertaken; Regional Office team has been aligned with vertical structure at Head Office.

Claims hubs deal with claims processing including payment to customers

Scientific reconciliation mechanisms developed for inter-office claims and fraud detection incorporated in the Motor TP claims system

Key Account Management Tools have been designed and implemented. Relationship Management teams formed

Agency Performance Enhancement Programme (APEP) has been started

Business verticals have been created for enhanced focus on specific channels, lines of business and support functions

Initiatives for improvement of Health Portfolio has resulted in reduction of TPA payout, tighter claims control, better customer service, faster payment and reduction in 'Turn Around Time'

Greater focus on sales by enhancing sales/marketing force

Implementation Strategy & Timelines

Public Sector Insurance Company	Solution	Implementation Timelines
Oriental	Integrated Non-Life Insurance Application Solution (INLIAS)	March, 2009
New India	Centralized Web based Insurance Solutions (CWISS)	March, 2011
United India	Comprehensive Online Real-time Environment (CORE)	March, 2011
National	Enterprise Architecture Solutions for Insurance (EASI)	March, 2011

Governance Structure

- The insurance Companies are board run companies and their individual IT plans have the approval of their respective Boards.
- The Companies are implementing the Projects independently and have fixed different time limits and milestones.
- IT Sub Committee frequently monitors the implementation of the Project.

Status

Activity	Oriental	New India	United India	National
Improve customer awareness	Available with implementation of INLIAS	Detail of Products available on website; Call Center has been launched	To commence with CORE Insurance Solutions	To commence with EASI Solution
Premium calculation and Online Receipt of Premium	Available with implementation of INLIAS	Both Genisys and CWISS provides for automatic calculation of premium based on approved rates.	Total premium of ₹30.42 crores collected through CORE. Claims payout of ₹14.28 crores from CORE. Rollout in remaining offices in 25 Regions before year end 2010.	188 numbers of Business centers have already been activated and 67 of old extension counters are already running

Activity	Oriental	New India	United India	National
On line issue /renewal of policies	Available with implementation of INLIAS	1002 offices live with motor module on CWISS

All offices are live with Aviation and Business credit Shield

Engineering module has been rolled out in 197 offices.

Roll out of Rural module has also commenced with 333 offices rolled out. | 1, 26,100 policies have been issued in the CORE implemented offices.

Policy issuance directly by dealer activated in Kochi and Chandigarh | Motor, Marine Policies started on pilot basis in Chennai, Bangalore.

Identification of offices for 5% rollout completed. |
| Online Processing of Claims and settlement of claims | Available with implementation of INLIAS | Centralized claim settlement hubs for Motor at 28 RO Centres and in Goa and Vijayawada | Centralized claim settlement hubs at 9 locations | To commence with EASI Solution |
| Online Registration/ redressal of grievances | Available with implementation of INLIAS | Available on website. | Available on website. | To commence with EASI Solution |

Integrated Mission Mode Projects

S. No.	Projects	Nodal Ministry/Department
01	CSC	Department of Information Technology
02	e-Courts	Department of Justice
03	EDI	Department of Commerce
04	India Portal	Department of Information Technology & Department of Administrative Reforms & Public Grievances
05	NSDG	Department of Information Technology
06	e-Biz	Department of Industrial Policy and Promotion
07	e-Procurement	Department of Commerce

CSC
Mission Mode Project

Defining parameters of Citizen Satisfaction

The Government of India's National e-Governance Plan has a clear vision: to deliver, and make accessible all Government, Social and Private Sector services in the areas of agriculture, health, education, entertainment, FMCG products, banking and financial services, utility payments, etc. to the citizens at an affordable cost. With this intent, the Common Services Centres (CSCs) were conceptualized as the front end service delivery outlets enabling smooth and transparent governance at the village level. An unhindered citizen centric leaning makes the CSC scheme a strategic cornerstone of the NeGP, and one of the key infrastructure pillars. In that respect, not many doubt that the CSC project is a huge opportunity to touch rural India like never before.

Under the scheme, over one lakh internet enabled kiosks are being set up in the rural areas spread across more than 600,000 villages. One Kiosk is intended to serve a cluster of five to six villages. Classified under the integrated MMPs, the scheme got the approval of Government of India in September 2006 involving a total outlay of ₹5742 crore.

The CSCs are not mere service delivery points in rural India. The CSC are positioned as a Change Agent - that will promote rural entrepreneurship, build rural capacities and livelihoods, enable community participation and effect collective action for social change - through a bottom-up model that focuses on the rural citizen.

ICT in isolation cannot undertake such monumental socio-economic change. It is this reason that makes the CSC Scheme a strategic cornerstone of the NeGP.

More than 86,000 CSCs have already been set up in over 31 States/ Union Territories of India.

Visit

http://www.csc-india.org/

The 3-Tier Implementation Model

The CSC project was one of the first MMPs under NeGP to be initiated under the Public Private Partnership (PPP) model. The Scheme creates a conducive environment for the private sector and NGOs to play an active role in implementation of the Scheme, by becoming a partner of the government in the development of rural India.

As part of DIT's implementation strategy for one lakh CSCs, the deliverables by the private vendors need to be monitored. For programme management of the CSC Scheme, a Special Purpose Vehicle (SPV) has been formed, so that the Government can progressively migrate to an e-Governance platform and enable services through the CSC network. The CSC SPV which is named as "CSC e-Governance Services India Ltd" has been incorporated under the Companies Act 1956 on 16th July 2009. The Company has also received the Certificate for Commencement of Business on 12th August 2009.

The shareholders of the SPV include Government of India through 1 Golden share, State Governments – up to 44.5 % shares, SCAs - up to 44.5 % shares and Financial Institutions - up to 11 % shares.

> ### *Role of CSC SPV*
>
> *Incorporated on July 16, 2009 it started operations on July 1, 2010.It is a single point of contact for programme management of the CSC Scheme.*
>
> ***1****. Aggregating multiple services on a single platform*
>
> ***2****. Integrating efforts of various State Governments/UTs, numerous Central and State Departments, SCAs and Village Level Entrepreneurs (VLEs)*
>
> ***3****. Equity participation of GOI, State Government, SCAs, FIs/ Banks*
>
> ***4****. Structure: Chairman - Secretary, Department of IT, GOI*

The PPP model of the CSC scheme envisages a 3-tier structure consisting of the CSC operator (called Village Level Entrepreneur or VLE); the Service Centre Agency (SCA), that will be responsible for covering a group of districts in a state; and a State Designated Agency (SDA) identified by the State Government responsible for managing the implementation over the entire State.


Figure 1: Implementation framework of the CSC Scheme

Implementation Framework

The implementation at three levels:

- **Level 1:** A village level entrepreneur (VLE - loosely analogous to a franchisee) sets up a CSC in the nodal village to provide service to rural consumers in cluster of 5-6 surrounding villages.
- **Level 2:** The Service Center Agency (SCA - loosely analogous to a franchiser) is an operator which manages; trains and builds the VLE network across the district. An SCA can service one or more districts in a state with one district covering approximately 100-120 CSCs.
- **Level 3:** The State Designated Agency (SDA) facilitates the implementation of CSC scheme within the state. It is primarily responsible for providing policy, content, financial and other support to the SCAs in the state.

CSCs as Change Agents
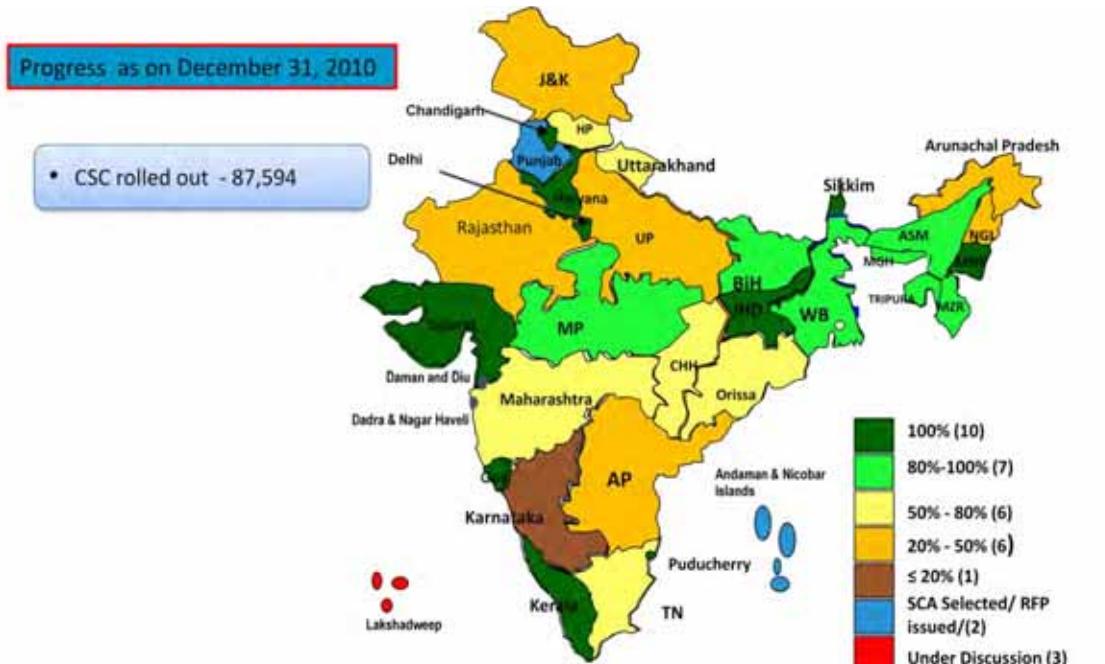
As a matter of fact, the CSCs cannot be seen as mere service delivery points in rural India. The CSCs are positioned as Change Agents - that will promote rural entrepreneurship, build rural capacities and livelihoods, enable community participation and effect collective action for social change - through a bottom-up model that focuses on the rural citizen.

ICT in isolation cannot undertake such monumental socio-economic change. However, Rural Entrepreneurship driven by Government, Private and Social sector agencies, and supported by continuous capacity building and training has the power to dramatically change rural incomes as well as attitudes. The intensity of national goals fueled by local entrepreneurial vigor can act as a powerful catalyst to empower rural India.

Figure 2: Objectives of CSC Scheme

Progress

Progress as on December 31, 2010

- CSC rolled out - 87,594

Color	Percentage
100% (10)
80%-100% (7)
50% - 80% (6)
20% - 50% (6)
≤ 20% (1)
SCA Selected/ RFP issued/(2)
Under Discussion (3)

Due to termination of SCAs in Andhra Pradesh, Haryana, Maharashtra, Madhya Pradesh, Tamil Nadu, UP and Uttarakhand around 4700 CSCs are reported to be non operational

CSC Infrastructure

A model CSC is an information communication technology (ICT) kiosk having two computers in place supported by other basic equipments like UPS, printer, fax, scanner, backed by constant broadband connectivity as the backbone and additional equipment for education, entertainment, telemedicine, projection systems, etc. Both, IT based as well as non-IT based services are offered through these CSCs. Services being delivered or to be delivered through these CSCs include web-enabled e-governance services in rural areas, including application forms, certificates, and utility payments such as electricity, telephone and water bills.

Both, IT based as well as non-IT based services are offered through CSCs. Some services being delivered or to be delivered include web-enabled e-governance services in rural areas, including application forms, certificates, and utility payments such as electricity, telephone and water bills.
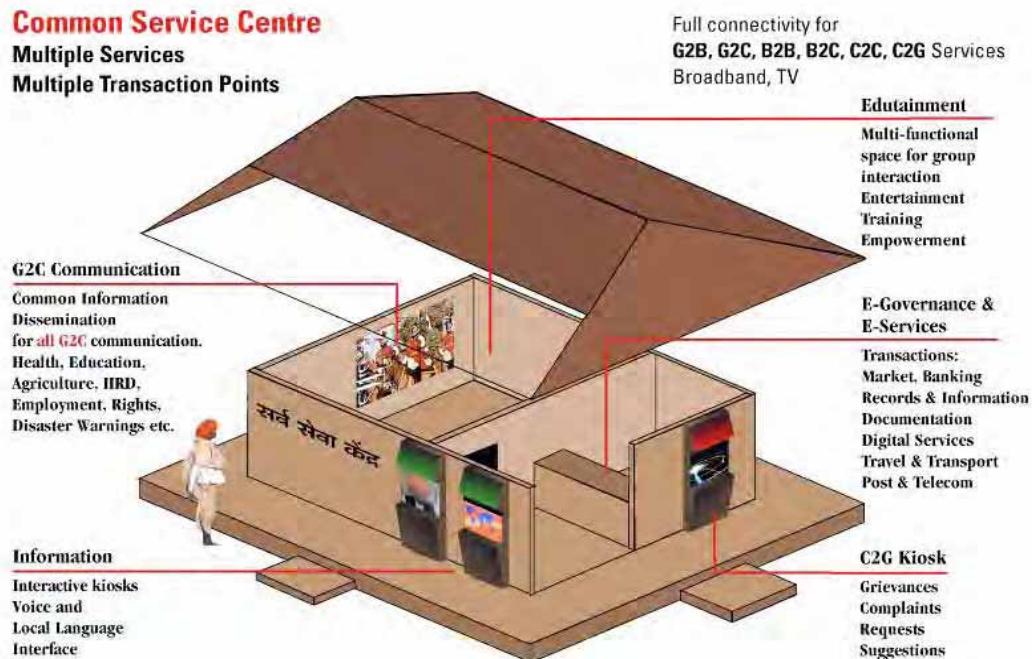
Power of Services

Some Services currently available at the CSCs across various States		
e-District Services	NREGA digitization work	Land records
Utility Services	NREGA MIS Data Entry Service	Agricultural Services
Domicile & Character Certificate	Disbursal of social sector scheme benefits	Birth and Death certificates
Property Tax	Biometric Ration Card Preparation	Electoral Services
Transport	Grievance Redressal	

Adding Value to People's Lives

*Sinam Jagdish **[Village: Meitei Langol: District: Imphal (west)]** always dreamt of starting his own venture. When CSC project was launched in Manipur, he knew by instinct that here is an opportunity that would not only let him start his own work, but also allow him to serve his village. He also got a chance to impart basic computer education through his CSC – that caters to a population of about 3500 to 4000 people. Sinam's CSC has now become a hub for percolating the benefits of information technology down to the intended recipients. Services that are available at his CSC include: DTP work, Photoshop, Xerox, CD burning booking air ticketing, recharge for mobile phones, flexi recharge, dish tv recharge, PAN services, making examination results available for CBSE and COHSEM.*

Given below is a graphical representation of the list of proposed services available at a model CSC

Transforming CSCs to Bharat Nirman Kendras

In her address to the joint session of Parliament in 2009, **Hon'ble President Pratibha Patil**, had said that the CSCs will be transformed into Bharat Nirman Kendras - **"The scheme for Common Service Centres or e-Kiosks will be suitably repositioned to be a network of Panchayat level Bharat Nirman Common Service Centres to provide government services to citizens in rural areas."**

In February-March 2010, PMO/Cabinet Secretariat/Planning Commission directed that CSC Scheme should be extended to cover the remaining 150,000 Panchayats thereby giving Department of Information Technology a mandate to enhance the CSC network to 2.5 lakh from the original 1 lakh.

The Governance Structure for the rollout of the Bharat Nirman CSCs is being evolved. Various options for setting up the additional Bharat Nirman CSCs were examined and consultations with the existing SCAs and the State Governments were held. The lessons learnt from implementation of the existing CSC Scheme have also been considered while formulating the strategy and approach.
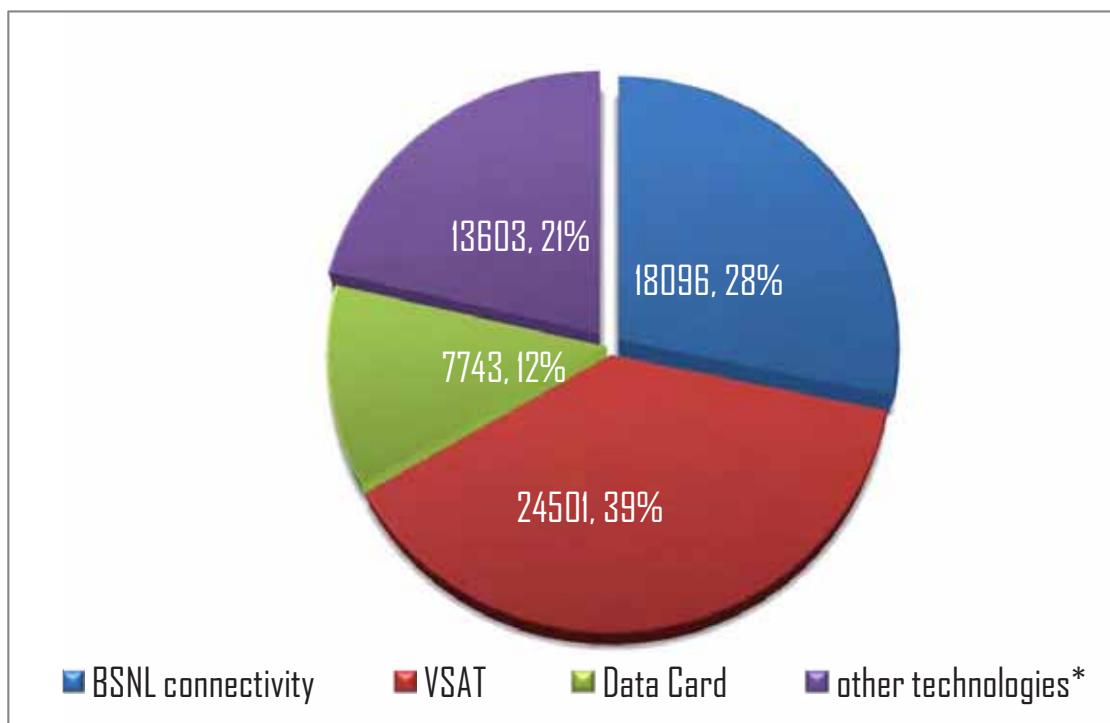
Akshaya – Leading from the Front

With eight years of successful services' delivery, the CSCs in the state of Kerala better known as Akshaya, have completely transformed the way services are delivered in the state. They have become a "One Stop Shop" for all government to citizen, social and private Services. Akshaya has been successful in not only understanding the need of the stakeholders but, also at customizing the implementation of the project according to the needs of the common man. Recently, among many feats achieved, registration of 19 lakh BPL families under Comprehensive Health Insurance Scheme was a major task which is being successfully drawn to its completion by Akshaya. An initiative by Kerala Government, it was done with the objective to ensure better medical treatment to all citizens (under Govt. of India's Rashtriya Swasthiya Bima Yojana in the State). In a similar way, Akshaya with its deep penetration into the remotest areas of the state, is helping many other projects reach a fine conclusion

Striking a difference

*Manjusha Kumari **[Village: Hawan/ Ghumarwin; District: Bilaspur],** was a housewife who chose to adopt modern technology in order to set an example for the women who yearned to make a difference to the society. Her CSC is located in the interiors of Bilaspur district in Himachal Pradesh. When she started some five to six months back, she was determined to make the scheme successful in her Panchayat, which supports on an estimate a population of 3000. Just few months into it, and she has already become a source of inspiration for the surrounding Panchayat VLEs. Manjusha actively participated in the trainings which were organized for women entrepreneurs in Mandi. The services that she is now making available include – mobile recharges, insurance services, providing govt. forms, pan card applications and all other offline services.*

Some quick facts on Connectivity (as on December 31, 2010)

Pie chart with the following segments:
- BSNL connectivity: 18096, 28%
- VSAT: 24501, 39%
- Data Card: 7743, 12%
- other technologies*: 13603, 21%

e-Courts
Mission Mode Project

The e-Court Mission Mode Project (MMP) was conceptualized with a vision to transform the Indian Judiciary by making use of technology. The project had been developed, following the report submitted by the e-Committee under Supreme Court on national policy & action plan on implementation of information communication tools in Indian Judiciary.
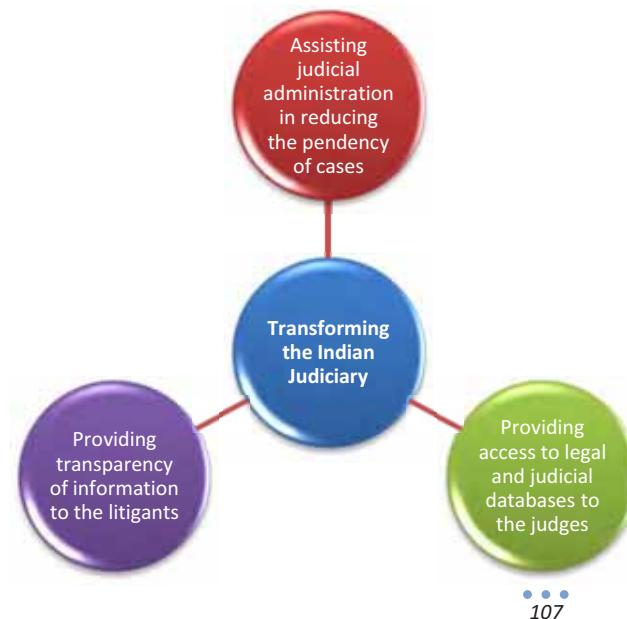
Objectives

e-Court, an integrated MMP, has a clear objective – to re-engineer processes and enhance judicial productivity both qualitatively and quantitatively to make the justice delivery system affordable, accessible, cost effective, transparent and accountable.

The scope of the project is to develop, deliver, install and implement automated decision making and decision support system in courts all over the country. The e-Courts project entails ensuring of digital inter-connectivity between all courts from the *taluk* level to the *apex* court.

Power of Services

The e-Courts MMP will provide a range of services prominent amongst them being

Assisting judicial administration in reducing the pendency of cases

Transforming the Indian Judiciary

Providing transparency of information to the litigants

Providing access to legal and judicial databases to the judges

The total number of pending cases in Indian Courts according to rough estimates stands at a staggering 3 Crores. A huge baggage of pending cases is undoubtedly a major impediment to the development of any country.

While the efforts to computerize the Courts have been going on since the early 90's, the use of ICT in Courts obtained a mission-critical face with the conceptualization of e-Courts in 2005.

The project aims at creation of e-filing facility in the Supreme Court & High Courts.

S No	Service	Details
1	Automation of Case Management Processes	Case Filing, Scrutiny, Registration, Case Allocation, Court Proceedings, Details entry of a Case, Case Disposal & restoration, Transfer of Case etc
2	Provision of online services	Certified copies of orders and judgments, Case status, Calculation of court fees, Cause lists, Institution Registers, and Court Diaries
3	Establish information gateways between courts and government agencies	Information exchange with police, prisons, land records department, registration offices etc; distant production/examination of under trial and witnesses through videoconferencing
4	Creation of National Judicial Data Grid	Monitoring of pendency in the courts

Setting the budget straight

The Cabinet Committee for Economic Affairs (CCEA) had, earlier in 2007 approved the scheme for computerization of 13,348 district and subordinate courts in 2010 court complexes in the country; and upgradation of the ICT infrastructure of the Supreme Court (SC) and High Courts (HCs), to be completed at a cost of ₹441.8 crores in two years (Feb 2007-09).

However, in view of the various challenges faced in implementation of the e-Courts project with regard to scope, cost and time overruns, a revised cost estimate (RCE) proposal was prepared by the Department of Justice, to cover all the 14249 courts in 3069 court complexes and was approved by the CCEA on September 16, 2010.

The CCEA approved ₹935 Crore as the revised cost estimate for implementing the "E-Courts project" in the country. The revised cost estimate for the project now covers 14,249 courts in 3,069 court complexes against the coverage of 13,348 courts in 2,100 court complexes

Benefits to a range of Stakeholders

The services envisaged under the project cater to all the key stakeholders in the judicial system of India including the citizens, litigants and advocates.

The implementation of the project will also ensure a transparent flow of information on case status and verdict of cases to the litigants and other stakeholders. It will also help in improving case flow and court management, as the project also provides for the establishment of video conferencing facilities in courts and prisons to facilitate production of under-trial prisoners.

The automation of case management system would enable the judges to exercise greater control over management of cases in their dockets

When the project is completely implemented, the citizens too will be able to avail services through a Judicial Service Center at every court complex. These services would include filing of cases, availability of certified copies of orders and judgments, information about case status etc.

Implementation Plan with Timelines

	Phase I			Phase II			Total
	FY 10-11	FY 11-12	Total	FY 12-13	FY 13-14	Total	
Court Complexes	1357	753	2100	587	382	969	3069
No of Courts	9000	3000	12000	900	1349	2249	14249
Cost (₹ Cr.)	398	297	695	146	141	287	982

Governance Structure

The project implementation, management, and monitoring is largely being done at the central and state levels.

Department of Justice monitors the project through regular meetings with NIC on project status review and progress discussion. Consultants have also been engaged by NIC for project monitoring and management.

At the national level, consultants have been deployed at NIC Delhi. At the state level, consultants have been deployed at various High Courts.
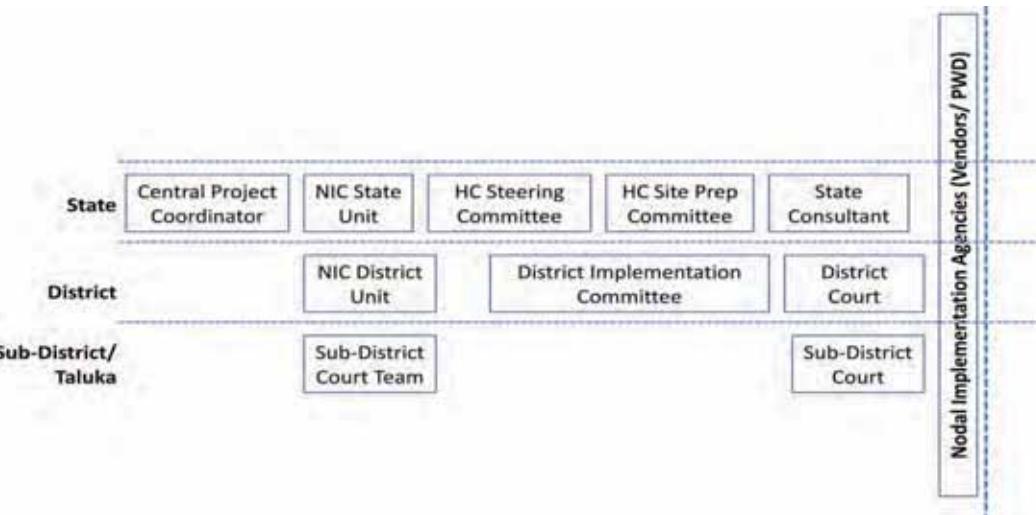
An Empowered Committee (EC) has been constituted for the project

E-Committee spells out the requirements of the Courts

A Program Monitoring Unit (PMU) has been setup in the Department of Justice for assisting in program monitoring activities

Project Monitoring Committee also meets once a month to discuss progress and implementation issues. E-Committee provides the user perspective to NIC on regular basis and is also consulted on project implementation.

High Court/State Level/District Court Level/Subordinate Court Level

Current Status

Site preparation completed at 10299 courts in 1539 court complexes (70%)

Training imparted to 9536 Judges and 36605 court staff

Delivery of hardware completed at 6816 courts in 599 court complexes (46%)

Hardware installation completed at 3518 courts in 385 court complexes (24%).

LAN installation completed at 3554 courts in 355 court complexes (24%)

Hardware delivered at all 19 HCs and SC and installation completed in 18 HCs

LAN installation completed at 8 HCs

Application software deployed at 156 court complexes (out of 1469 courts i.e. 10%)

Challenges

Increase in number of court complexes from 2100 to 3069 and courts from 13000 to 14249

Practical delays in site preparation and completion at district/taluka level

Limited reach of vendors in taluka courts

Low level of support from High Courts in project implementation

Limited working hours available at the courts for vendors to complete hardware/network installation

Way Forward

- Strengthen Monitoring of Project implementation through

  - ➢ Setting up of an Empowered Committee
  - ➢ Setting up of a Programme Monitoring Unit under Department of Justice
  - ➢ Regular interaction with HCs, and Regional meetings

- Adopt a differentiated strategy to complete computerization of courts – Complete computerization in High performing States first and pay special attention for expediting the work in remaining States, as detailed below:

  - ➢ Computerization of all court complexes under High readiness HCs will be completed first: 4 HCs in FY 10-11 and 9 HCs by FY 11-12
  - ➢ All other court complexes under other HCs where sites are ready will be computerized by March 2012
  - ➢ Low readiness HCs: Focus will be on completing site preparation and LAN survey activities at court complexes under these HCs by March 2012.
  - ➢ Court complexes which are not covered till March 2012 will be taken up in Phase II (April 12-March 14)

Strengthen Monitoring of Project Implementation

Differentiated Strategy – First complete computerization in High performing States and expedite working in the remaining States

Focus on Business Process Reengineering

Focus on Change Management

- Take up Process Re-engineering (PR) in accordance with the above differentiated strategy. PR would be started in States in advanced stage of ICT implementation

- Prepare and implement change management strategy

- Integrate e-Courts services with other MMPs under NeGP

e-Trade
Mission Mode Project

An electronic link

The integrated mission mode project, Electronic Trade (eTrade) was conceptualized to facilitate effective and efficient mode of transacting business in the area of foreign trade. The Department of Commerce is the nodal agency for the implementation of the eTrade project. The project is being pursued in trade regulatory and facilitating agencies like Customs, Ports, Airports, Directorate General of Foreign Trade (DGFT), Banks, respective Container Corporation of India (CONCOR), export promotion organizations etc, who also happen to be the community partners of the project. The community partners have developed their own systems for internal processing. eTrade Project interconnects these community partners and enables them to exchange messages through web or FTP.

The major activities of project are expected to be completed by June 2011. The project is being implemented on self support basis and the funds are being provided by participating agencies and departments.

The various trade regulatory and facilitating agencies, have established electronic interfaces between them as well as with the trading community to allow electronic delivery of services.

Objectives

The simple objectives of the eTrade project are illustrated below.

- to facilitate effective and efficient delivery of services
- to simplify procedures and to make procedures transparent
- to provide 24 hour access to users with their partners
- to reduce the transaction cost and time
- to introduce international standards and best practices

eTrade seeks to simplify procedures, introduce electronic delivery of services by regulatory and facilitating organizations, provide 24x7 access to users, increase transparency, reduce transaction cost and time, and introduce international standards and practices in the area of foreign trade.

Phase I of eTrade will cover

35 locations of Customs

35 locations of DGFT

8 international airports

12 major sea ports

38 EXIM locations of CONCOR and banks across the country

106 major export intensive locations

Visit

http://etrade.gov.in

Outcome

The project will aid in the facilitation of foreign trade in India by way of promoting effective and efficient delivery of services – by various regulatory or facilitating agencies involved – in online environment and ensuring 24X7 clearance of export/import cargo at ports/airports/ICDs etc.

The project has achieved many of the intended improvements. A significant achievement of the project is the empowerment of the trade and industry community; by creating a transparent system for international trade, wherein they have anywhere anytime access to all the trade regulatory/facilitating agencies.

Significant reduction in transaction time of services has been achieved e.g. license application is now disposed off in six hours instead of earlier 45 days.

Integration of Foreign trade regulatory/facilitating agencies through a portal

Electronic delivery of services for 75% of trade

Significant reduction in transaction time of services

Reduction and early detection of frauds

Digital Signature/ Public Key Infrastructure (PKI) integration for facilitating secured environment

Net Payment Integration which will lead to maintenance of single national level core banking enabled account by importer/exporter

Services

The project has enabled delivery of following services -

- Electronic delivery of services by all foreign trade regulatory /facilitating organizations on 24X7 basis

- Electronic filing/clearance of export /import documents by exporter, importer, agents, Customs, Ports, Airports, CONCOR, DGFT etc.

- e-Payment of duties, charges (handling /freight etc.) by Ports, Airports, CONCOR, DGFT, Customs, Custodians, users etc.

- Electronic exchange of documents between community partners like Customs, Ports, Airports, DGFT, CONCOR, Banks, Agents, Exporters, Importers.

Implementing 24/7 Connect

The constraints in EC/EDI implementation were identified and study was conducted on the framework for implementation of EC/EDI in India. Based on the report a number of important initiatives were taken. While the department of Commerce was identified as the nodal agency to facilitate the implementation and assessing the impact of introducing EC/EDI (with reference to success criteria); a task force was set up for process reengineering.

An important initiative taken to overcome the constraints was to define clear success criteria for EC/EDI implementation and to connect all agencies to the system so as to avoid multiple submission of same information.

Important Initiatives

Mapping and re-engineering of the core inter-agency trade processes, clearly delineating the roles of all the participants

Defining clear success criteria for EC/EDI implementation and to connect all agencies to the system so that all transactions are carried out through EC/EDI avoiding multiple submission of same information

Internetworking of community partners

Governance Structure
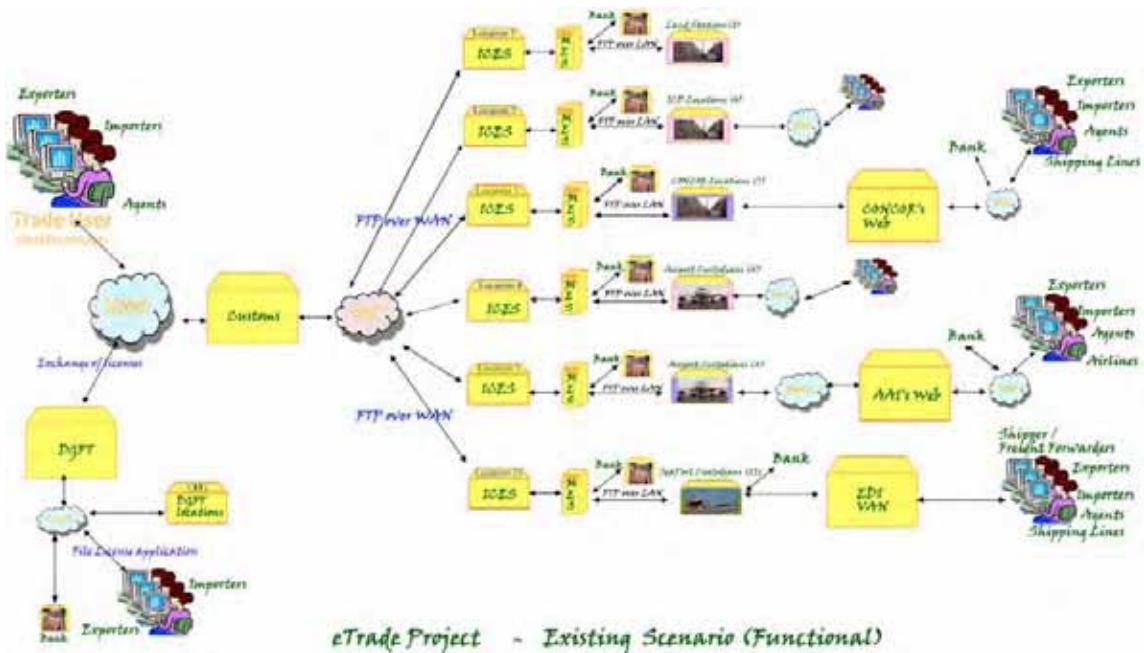
The project is governed by the Advisory Committee and the Mission Leader. Department of Commerce coordinates with the various participating agencies who have positioned dedicated teams for implementation.

The **Advisory Committee** has been constituted under the chairmanship of Commerce Secretary to steer and monitor the implementation of the project. The decision of the committee is binding on all community partners.

A **Mission Leader** is designated for the Project

AS-IS Process

eTrade Project — Existing Scenario (Functional)
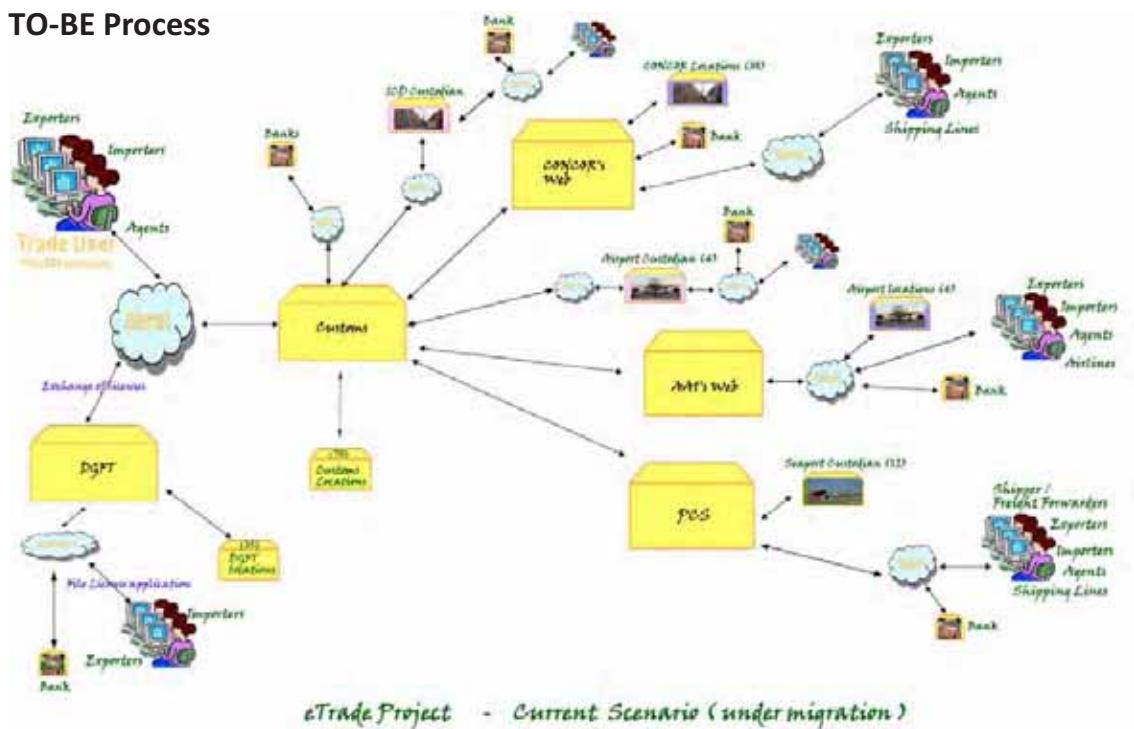
e-Trade is a community project which interconnects all partners as they exchange messages through the web or FTP. The community partners have developed their own systems for internal processing.

TO-BE Process

eTrade Project — Current Scenario (under migration)

Electronic payments facilitation has been introduced by Customs, DGFT, Seaports and CONCOR.

Status

- E-filing of documents by importers, exporters, agents etc. through the gateway has been facilitated by Customs. Processing of documents has also been automated.
- New version of Risk Management System (RMS) has been deployed on the Customs central server and launched in 20 locations.
- E-Payments facilitation has been introduced by Customs, DGFT, Seaports and CONCOR.
- Electronic issuance of licenses using digital signature is operational at DGFT.
- Centralized Port Community System (PCS) is operational for all major sea ports for vessel, container cargo and transport related messages. E-Payments are also facilitated through multiple banks.
- The web based community partner interface system is operational at Delhi, Mumbai, Chennai and Kolkata airports between custodian of cargo and airlines, agents, importers, exporters etc. This is being operationalised at other airports like Hyderabad, Bangalore, Trivandrum, and Ahmedabad also.
- Container Corporation of India (CONCOR) has introduced the web based system for e-filing and processing of documents by its community partners at Tugalakabad and online tracing and tracking of containers has been facilitated.

Drawback payments are now credited electronically by Customs in the one account declared by exporters' in any core banking enabled bank/branch throughout the country

Shipping bills are now received electronically by DGFT from Customs and corresponding licenses are sent electronically to Customs by DGFT eliminating physical verification of DEPB license and thereby eliminating/reducing fraud in license submission and reducing the time of service

Centralized Port System provides a single window interface with all major seaports and is being extended to non major seaports also

Automatic data capturing tools have also been introduced at Airports for tracing and tracking of cargo

CONCOR has been integrated with Indian Railways Freight Information System for providing updated status on container locations.

Way Forward

Although the eTrade project has made significant strides, however, the impact of the project will be unparalleled on the completion of the following activities

Customs

- Central Server System rollout to all 115 locations
- E-Payment integration in all 16 authorized banks of
- Electronic interface with all community partners

DGFT

- Electronic interface with Customs for all schemes Banks
- Seamless inter-bank transactions

Sea Ports

- Customs – PCS interface
- Integration of small, medium and private ports in PCS

Airports

- Full operationalization of message interface with Customs at all airports.
- Web enabled community partners interface system operationalization at all airports.
- Operationalization of bar code integration at all airports

CONCOR

- Web based community partner interface system operationalization and replication for all locations

Making the central server system of Customs fully operational and establishing its interfaces with other community partners will significantly help in jumping to the next level.

Dispensation of manual systems completely, covering smaller locations and all schemes, and making all payments electronic are the other factors that will give the required remaining push.

National Portal of India Mission Mode Project

There are over 5000 websites on the internet of various Indian government entities that include Ministries, Departments, States/Union Territories, district administration, organizations. Citizens have to search and browse several websites to avail a service. The National Portal of India provides a single window unified interface for over 5000 websites thereby reducing a lot of inconvenience to the citizens. This portal acts as a logical front end to the e-governance initiatives under various central/state/UT government schemes and programmes. The National Portal has a long list of beneficiaries, which besides common citizen also includes government departments, the corporate sector, NRIs, national and international media and the general public across the world.

The National Portal comes with unique features geared up to facilitate smooth access, enhanced quality of services and a convenient single window access for a variety of Government information and services. It is the central repository of documents, forms, services, acts, announcements, contact directories, schemes and rules.

In order to provide seamless access to government information and services, the Government of India launched the National Portal of India in 2005.

An MMP initiated by the Prime Minister of India, India portal has been evolving and expanding with more content contributions coming from various Ministries/Departments in the Center and in States.

The portal is universally accessible and compliant to international standards. It has over **70 Million** hits per month from around all parts of the World and the number seems to be growing

Visit

http://india.gov.in

Objective

The objectives of the India Portal MMP are

- To **establish a one point source** for availability of information about any Government of India constituent, be it the Central Government Ministries, Departments, State/UT Governments, Districts, Panchayats or even organizations and affiliates, for the benefit of the citizens, businesses and other target audience.
- To **facilitate launch/ implementation** of various e-governance initiatives by the Indian Government.
- To **emerge as a comprehensive one-stop-source** of government information and **service delivery through a unified interface.**
- To **define the standards for publishing the information and electronic delivery of government information and services** thus facilitating, unified, seamless and universal access for citizens of India from all walks of life and of various demographic profiles.
- To **establish a platform for participation by public in the process of governance**

Weaving information and services together

An important dimension of the potential of Internet, especially in the context of *'good governance'* initiatives, is the possibility of providing government services anytime and anywhere. However, these services are often provided through a number of different departments working on different aspects. For making such information and services accessible in a convenient manner, there is a need for a unified interface in the form of a *one-stop source* for information and service delivery.

Outcomes

The achieved outcomes of the National Portal can be broadly stated as:

- The Portal has turned out to be an **effective medium for the participation of common citizens**.

  This has been fulfilled in a number of initiatives as in the case of sixth pay revision of government employees, RTI Complaints and Appeals, NGO Partnership System etc.

- The National Portal has provided a **readily available base infrastructure to the government departments/ organizations** for launching their new e-Governance services for the benefits of citizens, businesses and other stakeholders

*Portal has **70000** registered users*

*Friendly Portal to **differently-abled people***

- The National Portal creates Policies and Standards with respect to content, design and technology used in the Indian Government web space, and hosts them on the Portal. The National Portal team has developed the guidelines for Indian Government websites available at **http://web.guidelines.gov.in** and defined the Content Framework detailed in **http://www.india.gov.in/cfw**.
- Since india.gov.in caters to visitors of all entities, it strongly endorses Universal Accessibility.
- Enabled with Principles of Usability, Human Centered Design, easy navigation and consistency in design makes the portal friendly in all and unique ways.
- Compliant to National and International standards
- **Platform for promotion of government initiatives**: Many of the Government initiatives leveraged on the National Portal Platform for promotion. Prominent Banners linking these initiatives are placed on the National Portal drawing focus of the citizens.

Salient Features

A **one stop source** *for all information*

Comprehensive content on the government schemes and plans

Citizen orientation

User centered design

Gateway to over **6700** *government websites*

Bi-lingual content- **English & Hindi**

Distributed **Content Management System**

ISO Certified and Website Certificate Quality Level 1

Complies with **Priority 2 (level AA) of WCAG2.0** *Laid down by W3C*

Functional Architecture

The state-of-the-art Portal is being hosted at NIC Internet Data Centre with industry standard infrastructure to deliver citizen centric services with primary objectives of high availability, scalable, secure accessible and manageable system. Since the Portal delivers citizen centric services, which are accessed by millions of users and its Meta contents are consumed by various state government and private portals, its availability for 24*7*365 is one of its main objective.

The following are the deployed state-of-the-art technology infrastructure, and its managerial policy of National portal India to meet the above mentioned objectives.

*Since the portal delivers citizen centric services, which are accessed by millions of users and its Meta contents consumed by various state government and private portals, its availability for 24*7*365 is one of the main areas of focus.*

- **Multi-layered architecture:** The presentation, application & data layers of the portal are

independent of each other. Therefore change in any of the layers doesn't affect the other layers. This makes the portal software highly customizable & agile to visitor's requirements.

- **Clustered server components:** In order to facilitate millions of users accessing the portal, and to deliver meta contents to various state portals, multiple server nodes are clustered for processing the user request simultaneously. Also the clustered system ensures the availability of the portal during any node failure. The state-of-the-art load balancing at network level distributes the users request to the cluster nodes to decrease the system response time and increase its availability.

- **Storage area network (SAN):** To meet the exponential data growth of India portal, all server nodes are equipped with SAN storage system which is accessible through high speed up to 1 Gbps Network ensuring that the system is highly scalable in terms of storage to meet additional requirements.

- **Pre & post production auditing:** The processing of auditing the application modules of India portal before and after production includes, testing security, performance, usability and accessibility thereby ensuring the portals security and performance. Similarly, any new hardware component which needs to be added are also tested and tuned before integrating them in production environment.

- **Data backup and recovery:** The Disaster Recovery System located at Hyderabad ensures the portals availability and data security. The portal data is replicated asynchronously over WAN using FC-IP protocol.

Governance Structure

The management structure of the National Portal involves multi-level committees to provide guidance and direction on various aspects of the project right from advisory to administrative to financial and technical details in order to achieve sustained implementation of the project objectives. These committees have been setup at both administrative and functional level.

These include:

Advisory and Administrative Committees

- **Project Review and Steering Group (PRSG):** The PRSG, under Secretary, DIT, periodically reviews and monitors the progress of the project and sanctions its financial support. It has representatives from the States, DIT and NIC.
- **Content Advisory Committee:** This Committee, comprising of senior officers from different Government Departments and State/UTs, advises and provides policy level guidance on the content related matters of the National Portal. Guidelines and frameworks pertaining to the content contribution developed by the India Portal are approved by this Committee.
- **Co-ordination Committee:** The Co-ordination Committee administers the progress of the project on a day-to-day basis and deals with the administrative matters related to the project.

Core Project Team

The core project team with experts from NIC handles the overall design, content compilation, packaging, development and implementation including the promotion of the Portals. All important dimensions of the portal such as content, design, technology and quality assurance are handled by this team. A Project Secretariat has been instituted at the National Portal at NIC Headquarters (Delhi) which takes care of the communication, administrative and logistic matters of the Project.

> *Financial Outlay for National Portal Project was ₹23.35 Crores for three years.*

Content Contribution Group

- **National Portal Coordinators:** National Portal Coordinators are Senior level officers nominated at the Central as well as State levels, who are responsible for contributing and vetting the content pertaining to their respective sector/State before it is published on the India portal.
- **NIC Coordinators for National Portal:** For each Ministry/Department/State Government, NIC Coordinators for the National Portal (NCNPs) have been nominated to provide complete technical support in terms of content, technology to the respective National Portal Coordinators.
- **Content Service Providers:** For each State Government one Content Service Provider has been identified through the RFP mode to provide complete support in terms of content acquisition and contribution using the content management system of the portal.

Awards
- *eIndia 2009*
- *1st Prize for System Demonstration of NPI, Montreal, 2008*
- *Best e-Content Award – Manthan Award, 2007*
- *Finalist at Stockholm Challenge 2008*

National Service Delivery Gateway (NSDG) Mission Mode Project

Under the National e-Governance Plan (NeGP), various eGovernance applications are being implemented in order to provide speedy delivery of government services to the citizens at affordable costs.

In order to realize the NeGP vision, it is imperative that the different departments in the Centre, States and Local Government cooperate, collaborate and integrate information across the various levels, domains and geographies. The National e-Governance Service Delivery Gateway (NSDG), a standards based (IIP/IIS/IGIS) messaging switch, will enable this by providing seamless interoperability and exchange of data across heterogeneous applications of geographically dispersed departments.

Objectives

The objectives of the NSDG are

- To act as a core infrastructure for achieving standards-based interoperability (IIP/IIS) between various e-Government applications implemented at various levels and geographically dispersed locations.
- To evolve Gateway messaging standards and build a government owned Central Gateway based on these standards.
- To act as a catalyst in enabling the building of Standards based e-Governance applications with Gateway as the middleware to ensure interoperability
- To enable integration across Centre, State or Local Governments there by enabling Integrated Service Delivery and a Service Oriented Architecture (SOA) leading to joined up government
- To help protect the legacy investments in software and hardware by easily integrating them with other technology platforms and software implementations
- De-link the back-end departments/Service Providers (SP) from the front-end Service Access Providers thereby

Government systems characterized by islands of legacy systems, using heterogeneous platforms and technologies and spread across diverse geographical locations, in varying state of automation, make cooperation, collaboration and integration of information across various levels of Government an extremely challenging task.

The National e-Governance Service Delivery Gateway (NSDG), a standards based (IIP/IIS/IGIS) messaging switch, addresses this challenge by providing seamless interoperability and exchange of data across heterogeneous applications.

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http://www.mit.gov.in/content/nsdg

- ➢ Ensuring separation of concerns of service access from the service implementation i.e. separates the Portal, CSC, Kiosks etc from the government services which reside in the backend departments.
  - ➢ Encouraging competition at the front-end by allowing independent service access providers to provide services with varying levels of complexity, cost and service quality levels
- Enable adding of shared services on to the core services as and when required, as special common services of the Gateway without affecting the core functionality of the Gateway, thereby providing flexibility and modularity.
  - ➢ Encourage back-end services to be plugged into the infrastructure as and when they are ready,

NSDG SERVERS

- Reduce the cost of e-Governance Projects by rationalizing, distributing and optimizing the services framework
- Use PKI infrastructure for secure transactions. Provision exists for encryption of department payload to ensure confidentiality of department data. The gateway provides digital signature and certificates to all stakeholders interacting with the gateway for identification, authentication and authorization. Transaction and audit logs help track government data.
- Enable transaction logging and time stamping for tracking of transactions and centralized control
- Help the Departments backend workflow evolve gradually as the Gateway acts as a middleware de-linking the backend from the front end.

Outcomes

The following are the outcomes of this MMP

- **Creation of Standards based Middleware Infrastructure**
  As part of the project deliverables, NSDG provides a standardized interfacing, messaging and routing switch through which various players such as departments, front-end service access providers and back-end service providers can make their applications and data inter-operable. This results in a high order of interoperability amongst autonomous and heterogeneous entities of the Government (in the Centre, States or Local bodies) based on a framework of e-Governance Standards. NSDG thus helps the departments to provide integrated services and joined up services to the citizens via a single window.
- **NSDG has been productized as SSDG (State e-Governance Service Delivery Gateway)**
  SSDGs' are being installed in all the States. Thus, this middleware infrastructure is available at both the Centre and the State levels. These gateways are connected to one another in the Gateway constellation via a National Services Directory (NSD) which in turn can be leveraged to connect departments across the country.
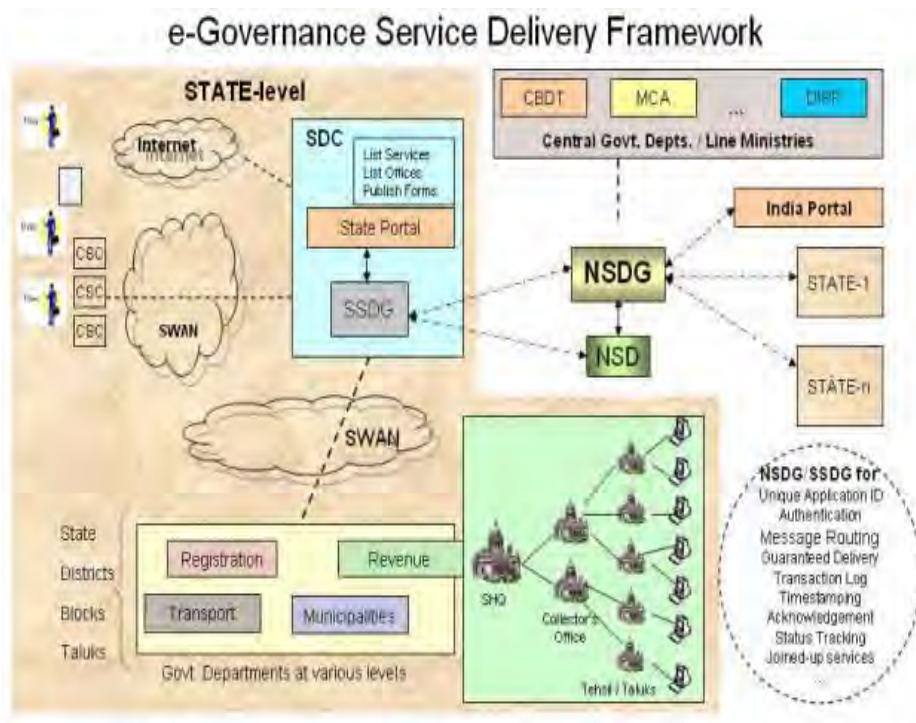
Figure: e-Governance Service Delivery framework

- **Integration with other MMPs**
  Integration with UP e-District application has been completed. The MCA21 Domain Gateway is based on the IIP/IIS/IGIS and has been operational since 2006. The integration with eBiz, Passport Seva, Trademarks , J&K e-forms and TN e-District applications has been completed in the test environments as on December 2010.

Services

These services provided by this MMP are for the departments (SP) and for the front end portals (SAP) and not for direct consumption of the citizens. This MMP will deliver the following services

Services	
Messaging	Audit Logging
Gateway Services Directory	National Services Directory
Registration	Reporting

Functional Architecture

The following figure details the overall functional architecture for NSDG
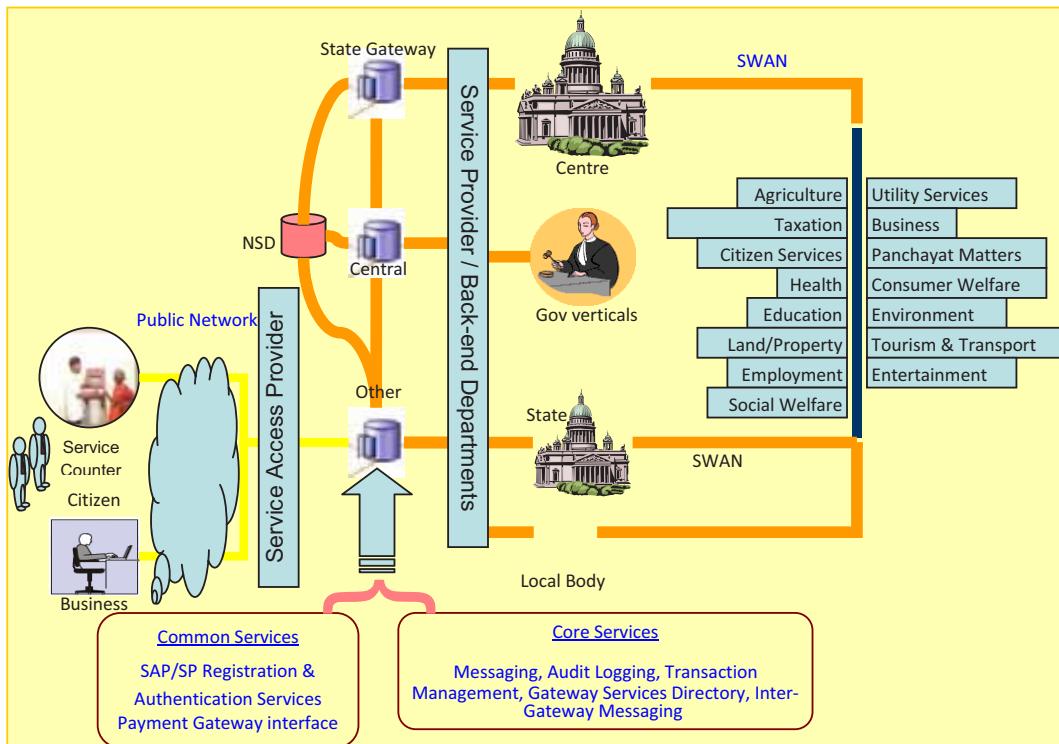
Figure: Gateway infrastructure operating at the Centre and States in e-Governance service delivery.

The Gateway will link **four** major entities:

- **Service Providers (SP)**

 The back-end government departments or any other third-party agencies offering e-services to citizens and businesses, and to other government departments, are collectively referred to as Service Providers (SP). Third-party SPs may offer specialized services such as authentication, payment gateway services, or joined-up services.

- **Service Access Providers (SAP)**

A Service Access Provider is an entity, which facilitates government service access by Service Seekers, by providing a front-end infrastructure. Linked to the Service Access Providers will be the Delivery Channels, which would be the access mechanism for the citizens and businesses to avail the e-governance services.

- **Gateways (NSDG, SSDG, Domain Gateways)**

The future e-Governance space of India would see many government departments, SPs, and SAPs offering e-services to citizens and businesses. These necessarily may not be directly connected with one Gateway but may be distributed among more than one Gateway across the Centre and State including Gateways in the departmental applications like MCA21, Passport called Domain Gateways.

- **National Services Directory (NSD)**

The primary function of the National Services Directory (NSD) is to provide a registry, which acts as a service resolution point for all the services in the Gateway constellation. NSD has information about services hosted in all the Gateways of the constellation (i.e NSDG and all SSDGs'). All the Gateways that need to resolve services, which are not registered with them, need to resolve it at the NSD. The Gateways need to register with the NSD before they can attempt to resolve a service from the directory.

"NSDG is a critical infrastructure setup by the Government of India. It has been implemented and is being maintained by a Government Organization (C-DAC)"

Success Stories

UP – eDistrict Integration with NSDG
The Income and Caste Certificate services of UP e-District application have been successfully integrated with NSDG. This integration went Live in September 2010 and so far 25,000 transactions have been processed in NSDG (January 2011).

MCA21 Domain Gateway
The Domain Gateway in the MCA21 application has been implemented based on the Gateway standards (IIP/IIS/IGIS). This Gateway has been operational in production since 2006.

Awards

- *Awarded 'The world is open award 2008' by Skoch Consultancy Services and Red Hat.*

Key Milestones
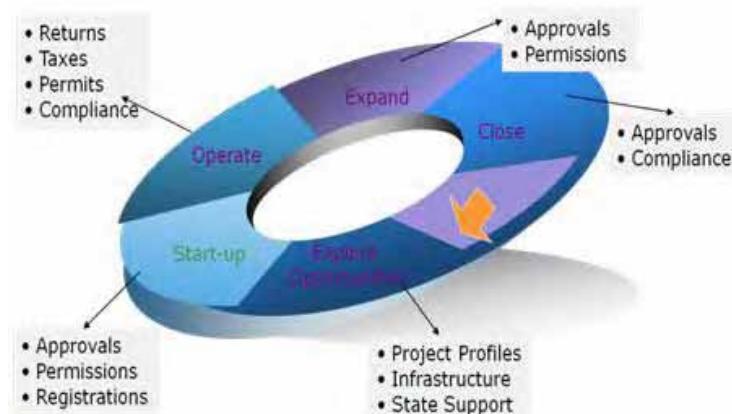
- *NSDG 1.0 was launched on 14th August, 2008*
- *NSDG has been successfully integrated with UP – e-District*
- *MCA21 Domain Gateway based on IIP/IIS/IGIS standards has been operational since 2006*
- *NSDG has been successfully integrated with e-Biz, Passport Seva, J&K eforms application, TN – e-District and Trademarks in the test environment*

e-Biz
Mission Mode Project
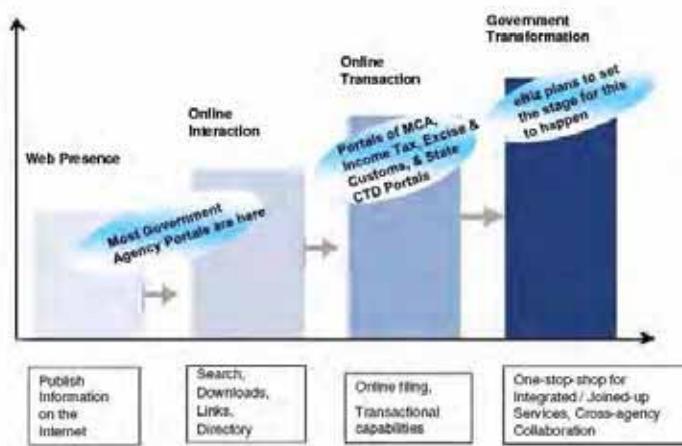
Philosophy - Unify, Standardize, Integrate

The e-Biz Mission Mode Project, being executed by Department of Industrial Policy and Promotion (DIPP), Ministry of Commerce and Industry, Government of India, was conceptualized with the Vision

"To transform the business environment in the country by providing efficient, convenient, transparent and integrated electronic services to investors, industries and business throughout the business life cycle".

E-Biz takes e-Governance beyond online transactions to Government transformation

The ability of a Government in attracting more investments is dependent on creating a congenial environment for business entities to grow and prosper. This requires simplifying the various complexities involved in setting up projects and thereafter dealing with the regulatory agencies during the entire lifecycle of the projects.

Since 2005, India has implemented 18 business regulation reforms in 7 areas covered by doing Business, creating more opportunities for local firms. Many of these reforms have focused on technology— implementing electronic business registration, electronic filing for taxes, an electronic collateral registry, and online submission of customs forms and payments.

Visit

http://dipp.nic.in

Objective

Like any other technology driven project, e-Biz too has a clear mandate of addressing several issues that will result in making the industry interactions with the Government smooth – seeking approvals and permissions, reducing the points of contact between the business entities and the Government agencies, standardization of information, and reducing the burden of compliance.

OBJECTIVES OF EBIZ MMP

Facilitate a 'one stop shop' for procuring all business licenses and permits

Eliminate the need to physically interface with regulatory authorities at various levels of governance

Become a source for accessing all information 24X7 , with respect to starting up a business

Allow business units to file returns, pay taxes and submit compliances through a single interface

---

Building a Business Friendly India

In 2004, a World Bank Annual Report on "Doing Business" – that evaluates and ranks world economies on key aspects of business regulation for domestic firms – had highlighted that a multiplicity of procedures, time taken and cost of transactions were the major obstacles foreign investors faced in India. It was particularly emphasized that procedures involved in starting a business were complex, time taking and expensive.

Not many years back, for a company to register for business in India, it would take anywhere between 70-90 days.

Benefit to Investors

- One Stop Shop
- Reduced Total Time
- Reduced Total Cost
- Anytime, Anywhere, Anyhow
- Visibility and Transparency
- Secure Transactions

1-Stop Shop
- Consolidated Information
- Content updated periodically
- Apply & Pay for licenses online

Anytime, Anywhere, Anyhow
- 24 X 7 access to information and services
- Online, IVR and Mobile

Reduced Total Time
- End-to-end online transactions (Forms, Attachments, Payments)
- Reduction in inter-department wait time

Visibility and Transparency
- Intermediate status updates
- SMS and email alerts & notifications

Reduced Total Cost
- Elimination of in-person visits
- Reduced dependency on middlemen and touts

Secure Transactions
- Digital Signature Certificates
- Strategic Control & Security (ISO17799-1:2005 compliant)

> **Winds of Change**
>
> The last few years, have been witness to the winds of change, due to the extensive focus on use of technology in various projects. Many initiatives have been taken to introduce electronic governance for obtaining tax registration numbers like – Personal Account Numbers (PANs) and Tax Account Numbers (TANs); electronic filing of procedures related to corporate affairs, approval of company names, vetting of Memoranda and Articles of Association and Registration and so on.
>
> The number of days to register a company too has come down drastically. Interestingly, the Doing Business 2011 this time pioneered a new measure showing how much business regulation has changed in 174 economies since 2005. India was among the top 40 most-improved economies.

Power of Services

The scope of the e-Biz project in the first year includes 29 G2B services – amongst which there are 18 Central and 11 State/Municipal services. At least 21 more services will be added in the next two years, besides extending the coverage to other states.

S No	Service	Departments
1	Issue of Name Availability Letter	Ministry of Corporate Affairs (MCA)
2	Issue of Director Identification Number	
3	Issue of Certificate for Corporation	
4	Issue of Certificate for Commencement of Business	
5	Issue of Permanent Account Number	Central Board of Direct Taxes (CBDT)
6	Filing of Returns by Companies (Form 1)	
7	Tax Deduction Account Number of Income Tax Dept	
8	Excise Tax Registration (Form R-1)	Central Board of Excise and Customs (CBEC)
9	Filing monthly returns for production and removal of goods (Form E.R 1)	
10	Service Tax Registration (Form ST-1)	
11	Filing Half-yearly Service Tax Returns	
12	Issue of Industrial Entrepreneur Memoranda	Department of Industrial Policy & Promotion (DIPP)
13	Issue of Industrial License	
14	Issue of Importer Exporter Code	Director General of Foreign Trade (DGFT)
15	Application for Environmental Clearance	Ministry of Environment and Forest (MOEF)
16	Filing of FC-GPR (Reporting of Forex Transaction)	RBI
17	Filing for Employees State Insurance Corporation	ESIC, M/o Labour & Employment
18	Filing for Employees Provident Fund Organization	EPFO, M/o Labour & Employment
19	Issue of Registration Certificate under Value Added Tax	State Commercial Taxes Dept (CTD)
20	Filing of Returns by Dealers	
21	Registration of SSI unit under the Industries Development and Regulation Act	State Industries Department
22	Registration under Shops and Establishment Act	State Labour Department
23	Issue of license under Factories Act, 1948	State Factories Department

| S No	Service	Departments
24	Filing of Annual Returns under Factories Act, 1948	
25	Payment of Property Tax	Municipal Authority
26	Application for power connection from DISCOM	State Electricity Department
27	Permission to Charge the Line	
28	No Objection Certificate from Pollution Control Board	Pollution Control Board
29	Registration for Profession Tax	State Commercial Taxes Department

Current Process
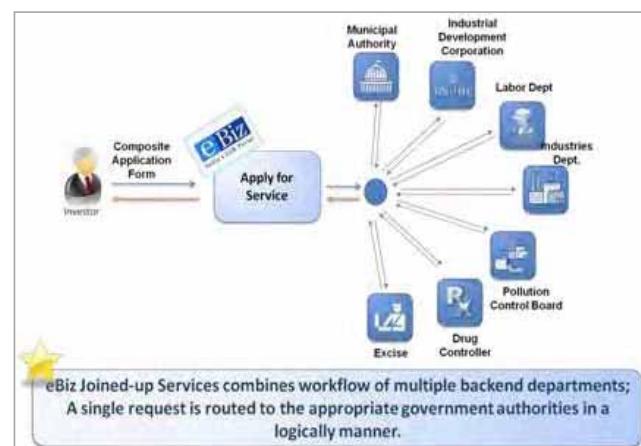
Under the current process, an investor wanting to setup a new business or start a factory unit is faced by lack of consolidated information, a need to apply for services individually in sequence and an absence of integrated online platform. All this results in a time-consuming, expensive and cumbersome experience for the investor.

Limitations of Current Process	
Lack of Consolidated Information	Dependency on *middlemen*
	Delays in *determining* the exact *licensing* needs
	Lack of *knowledge of how service* will be delivered
Need to apply for Services individually in sequence	*Multiple application forms* and *payments*
	Delays due to *inter departmental dependencies*
Absence of Integrated online Platform	*Multiple visits* to *multiple departments*
	Lack of *consistency*
	Lack of *visibility* into *status*

e-Biz enabled Process

e-Biz enabled Process will transform the above scenario and provide investors easy access to relevant information and services through a number of key features such as:
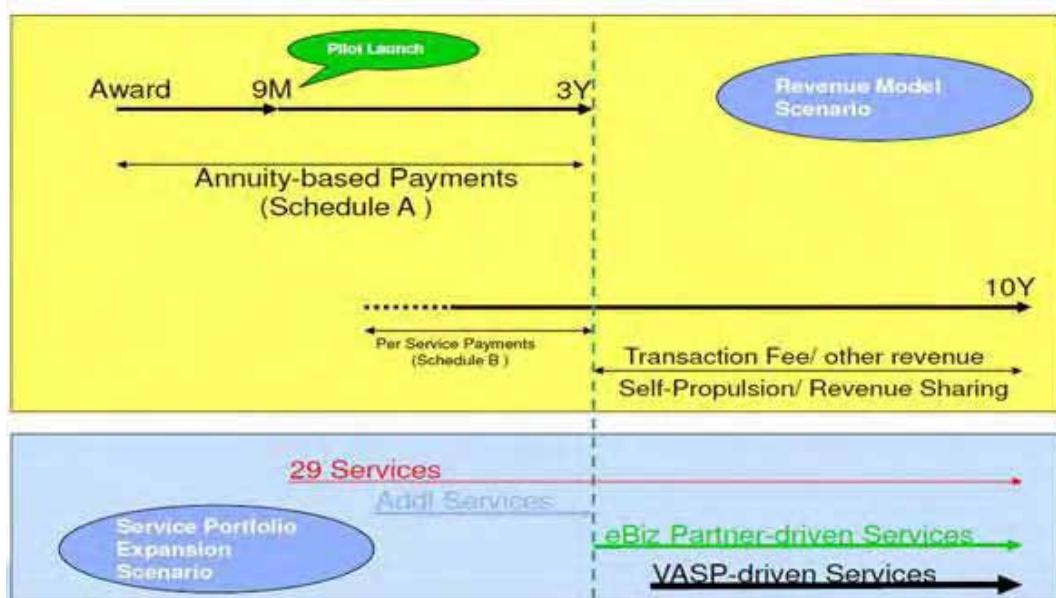
- **License and Permits Information Wizard -** consolidated repository of all relevant Licenses, Permits and other Regulatory information along with their applicability criteria
- **Composite Application Forms -** a single form through which the investor can apply for multiple services
- **Service Orchestration -** a single request from the investor through the Composite Applicable Form is routed through multiple Government agencies in a logical sequence.

eBiz Joined-up Services combines workflow of multiple backend departments; A single request is routed to the appropriate government authorities in a logically manner.

Business Model
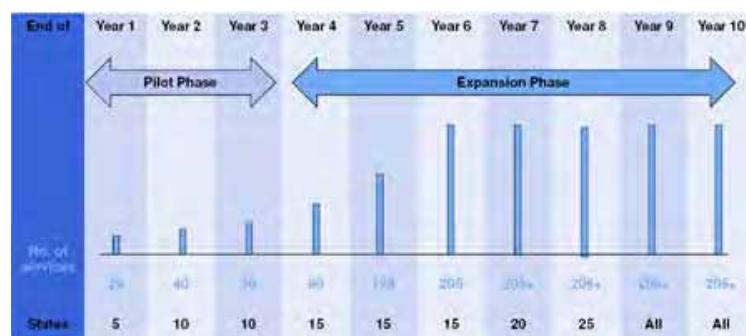
The project is being implemented on a private public partnership (PPP) mode covering five states and 29 services in the first year (2010). Gradually over a 10 year time-frame, the project is planned to be executed across the country by providing over 200 G2B services. The project will be financed by Government of India for the first three years. Thereafter, revenue generated from the transaction fee from charged users will be used for self propulsion.

e-Biz Business Model – Annuity cum Revenue Sharing
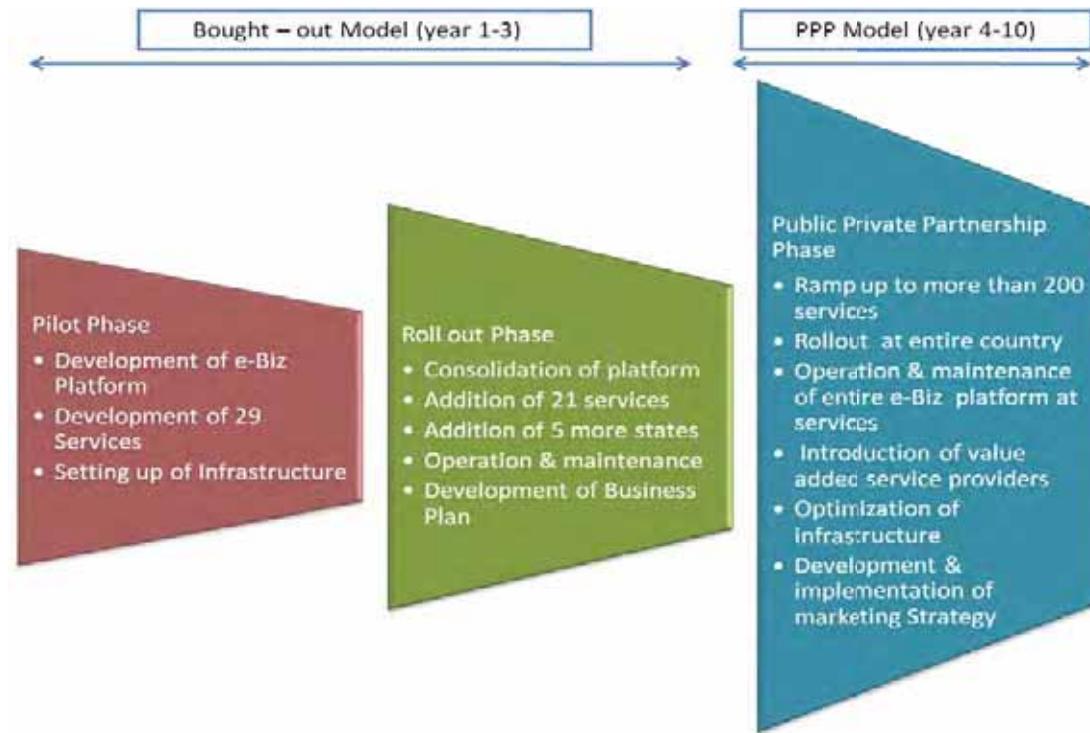
Implementation Strategy
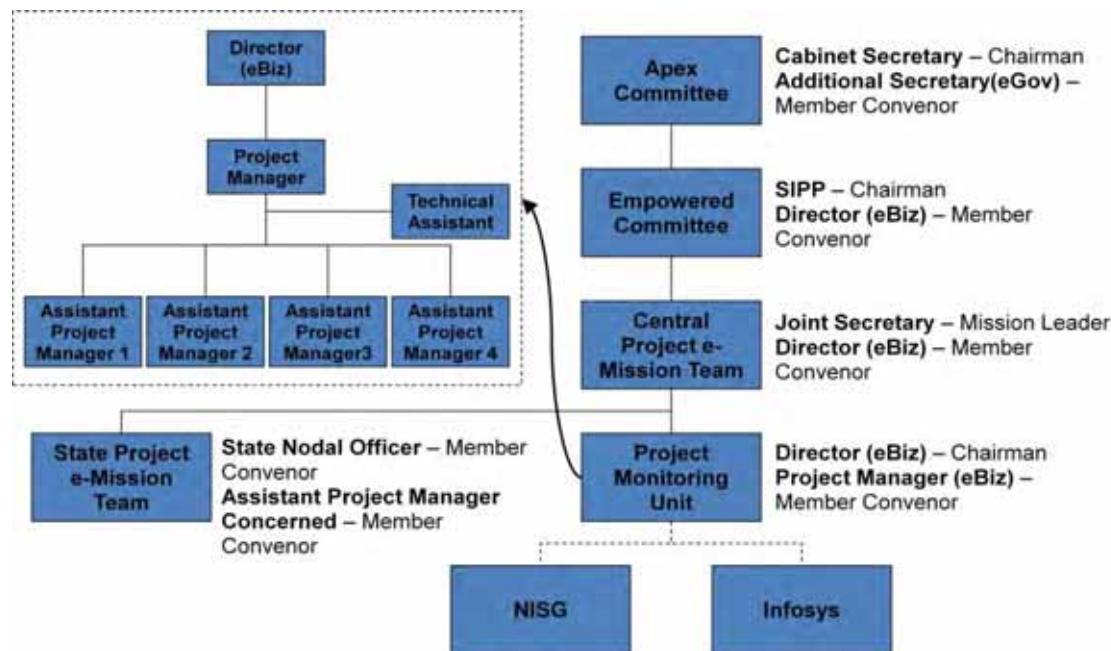
The project is being implemented on a pilot basis in nine Central Government Department and five States including – Andhra Pradesh, Haryana, Maharashtra, Tamil Nadu and Delhi – in the first year. Services and coverage will be gradually expanded subsequently.

Phases of Implementation

Governance Structure

The Solution Framework

The key components of the solution are the e-Biz portal and the shared services infrastructure. The portal integrates with the department systems through the National e-Governance Service Delivery Gateway (NSDG), developed by the Department of Information Technology, GOI.
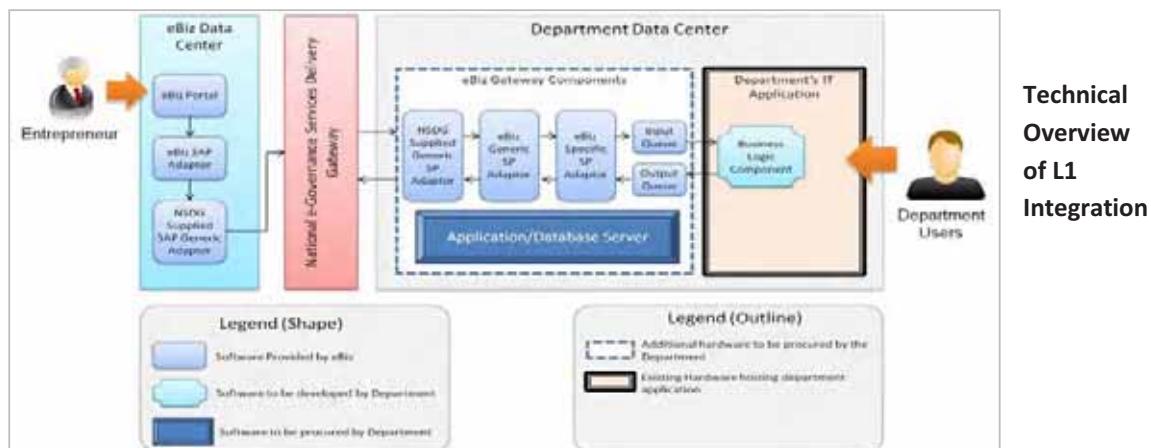
A high-level overview of the framework envisaged for the e-Biz solution

Technical Architecture of the Integration

The success of e-Biz is predicated on seamless integration with the department processes and systems. Hence e-Biz solution has been designed to handle variations in the level of computerization at the departments.

- **L0- Integration through Hyperlink**
- **L1- Front end on e-Biz with the Department System in Backend**

Technical Overview of L1 Integration

- **L2- Both Front end and Back end will be developed on e-Biz**
- **L3 – Composite services designed by Joining up the workflow of the back end Departments in such a manner that a single request from the business user is routed to the appropriate government authorities in a logically sequential manner**

e-Procurement
Mission Mode Project

Various studies have estimated that globally government procurement accounts for around 5-15% of the national GDP. The estimates for government procurement for India vary from 3.4% to 5.7% of the GDP. Therefore efficient practices in procurement of goods and services by government agencies is important from the perspective of lowering cost of procurement of goods and services, optimal delivery of public services, efficient allocation and use of public funds, fair opportunities for suppliers to compete for government contracts, encouraging good governance practices in procuring entities, reducing corruption, providing legal certainty to procurement procedures, ensuring transparency and thereby also attracting foreign investment and partnerships.

Ministry of Commerce & Industry (Department of Commerce) has been nominated as the Nodal Ministry for implementation of E-Government Procurement (e-GP) Mission Mode Projects (MMP). The stake holders of e-GP MMP include Central Government Departments, State Government Departments, Public Sector Undertakings of Central and State Government, Autonomous Organizations of Central & State Government and vendors spread across the country and abroad namely, MNCs, SMEs and tiny units.

Vision

The vision of the e-Procurement MMP is *"To create a national initiative to implement procurement reforms, through the use of electronic Government procurement, so as to make public procurement in all Sectors more transparent and efficient"*

Objectives

The specific objectives of the e-Procurement MMP are to
- *Establish a one stop-shop providing all services related to government procurement*
- *Reduce cycle time and cost of procurement*
- *Enhance transparency in government procurement*
- *Enhance efficiency of procurement*
- *Bring about procurement reforms across the government*
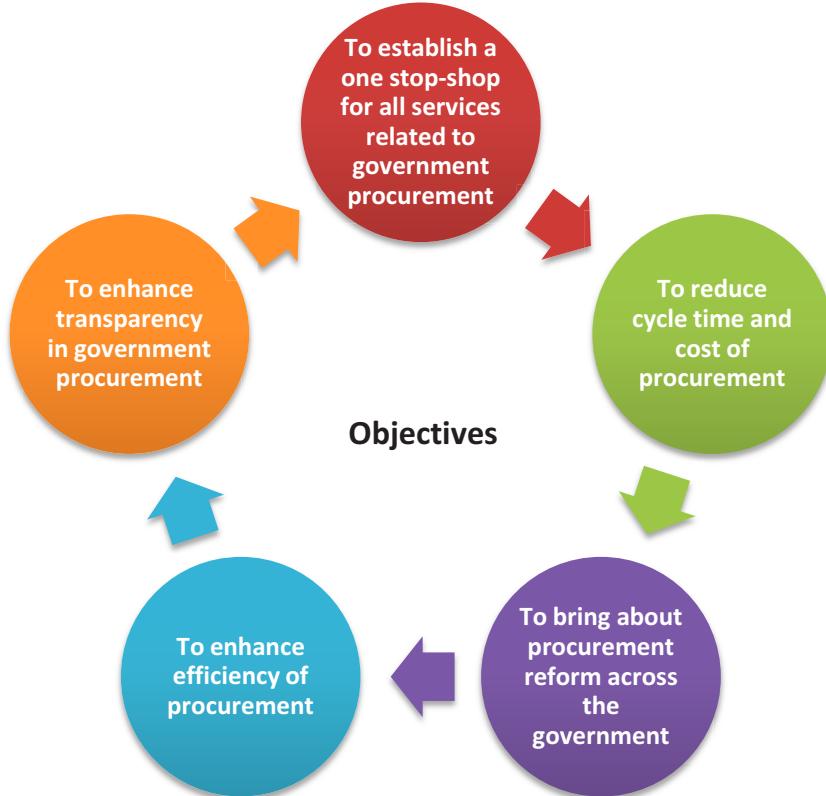
These objectives would be achieved through coordination and collaboration across the Government through adoption of common standards

Services

The proposed services which can be integrated through e-Procurement are

Services
Vendor Management
Indent Management
e-Auction/Reverse Auction
Rate Contracts
Contract Management
e-Billing and e- payment mechanism
Management Information Systems (MIS)

Governance Structure
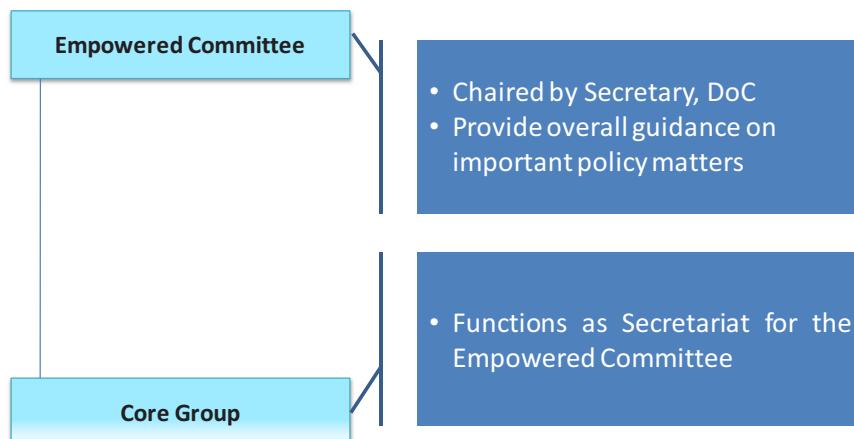
Consists of an Empowered Committee and a Core Group

A **Core Group** has been constituted in the Department of Commerce to monitor the progress of the e-Procurement MMP on February2, 2007. As per the operational guidelines for NeGP projects circulated by Department of Information Technology (DIT), an **Empowered Committee** for e-GP MMP was constituted on February 24, 2009 under the chairmanship of Secretary (Commerce). The other members include AS & FA (Commerce); Additional Secretary (DIT); Adviser, Planning Commission; Director General, DGS&D and Director General, NIC.

The **Core Group** of e-GP MMP is to function as Secretariat and Mission Leader (Joint Secretary, Department of Commerce) as Convener for the Empowered Committee. It is to meet regularly to monitor the progress of the e-GP MMP.

The **Empowered Committee** is to provide overall guidance on important policy matters which may be referred to it by the Core Group from time to time and it will undertake the following activities
- Accord sanction for all the project components within the outlay approved by the Union Cabinet;
- Accord sanction of additional funds up to 15% over the approved outlay to take care of mid-course enhancements emerging out of the implementation requirements; and
- Provide overall guidance on the important policy matters which may be referred to it by the Core Group from time to time and approval of all deliverables by various agencies/groups.

Implementation Strategy & Key Steps

The implementation strategy for the e-procurement MMP has been evolving over the years. National Institute of Smart Government (NISG) was engaged in December, 2007 as the consultant to prepare a Framework Document for the implementation of e-Procurement in India and to prepare various other documents for implementation of the project in the pilot locations. The pilot locations identified were **Himachal Pradesh, Kerala, Madhya Pradesh and the Ministry of Health & Family Welfare**. The activities completed are listed in the box.

However, only two state governments - **Kerala and Himachal Pradesh,** initiated the pilot. Not much progress was made in Himachal Pradesh while it sought clarity regarding GOI funding before taking final decision on implementation. Kerala floated the RFP in the month of January 2010, the technical bids were evaluated but there has been no progress since.

The other two identified Pilots, viz; State government of Madhya Pradesh and the Ministry of Health and Family Welfare dropped out of the pilot study. On the basis of the experience of the pilot phase, DoC felt that unless the concerned State Government takes the ownership of the project, progress will be slow. Further, national roll out by sequential selection of a few States at a time and ensuring that the system put in place is inter-operable will not only be time consuming but will also require huge financial resources. Therefore, it was decided that willing State Governments would be extended the facility of the server system of DGS&D for launching and implementing their own e-procurement systems. The National e-procurement portal was thus mooted through existing server system of DGS&D. It was considered that, that State governments that wish to join a national portal would be incentivized with financial support. Of all the State governments contacted, Governments of Delhi, Uttarakhand, Himachal Pradesh, Goa, Madhya Pradesh and Union Territory of Chandigarh expressed interest in joining the national portal. Quite a few State governments have already made their own arrangements for e-procurement. However, the award of contract by DGS&D to a service provider has been held up due to various reasons including protracted litigation on the tender.

> ### *Tasks Completed*
>
> **1.** *e-GP framework document (1) – Approved, January, 2009*
>
> **2.** *Procurement Assessment Reports (4) – Approved, April, 2009*
>
> **3.** *Detailed Project Reports (4) – Approved, April, 2009*
>
> **4.** *Request for Proposals (2)*

Still a Long Way

Earlier, in the year 2006 and 2007, instructions were issued by the **Department of Expenditure** on introduction of e-procurement. These instructions outlined the key components of an e-Procurement system of the future and stressed on the need for Ministries to create an environment, conducive for the adoption of a full-fledged e-procurement system. However, there was no provision for making it

mandatory for all Govt Departments and other organisations to procure goods and services through the electronic tendering mode only.

The **Central Vigilance Commission** has also been advocating the use of Information Technology as an effective means to prevent corruption in public activities. Towards this end, the Commission has been persuading organisations under its jurisdiction to adopt e-procurement and to computerize all those activities which are vulnerable to corruption.

However, despite the detailed instructions and the availability of e-Procurement solutions like the DGS&D e-Procurement solution and the GePNIC e- procurement solution developed by NIC, which has been utilized for procurements by State Governments of Orissa, West Bengal, Uttar Pradesh, Haryana, Chandigarh UT, PWD Punjab, Mahanadi Coal Fields Limited (MCL), Visakhapatnam Port Trust and NICSI, not much progress has been made in transitioning to an end to end e-Procurement system for purchase of all goods, works and services.

In contrast, e-Tendering has been successfully implemented in circumstances where it has been mandated. For example in procurement of all PMGSY works, Ministry of Rural Development issued instructions to procure all PMGSY works through e-tendering with effect from April 01, 2009. The NIC solution (GePNIC) was primarily leveraged for procurements of PMGSY works in 18 States although the States were given the flexibility to develop/use other solutions.

The status and progress of the e-Procurement MMP was reviewed in the Apex Committee Meeting chaired by the Cabinet Secretary, held on 29th June, 2010, wherein it was felt that there is an urgent need to accelerate the implementation of the e-Procurement MMP through regulatory interventions in the form of directions from the Ministry of Finance by laying down thresholds and timelines for mandatory adoption of e-Procurement system for government procurements.

In order to give an impetus to e-Procurement in the country is has been decided by the Apex Committee that that the Department of Expenditure would issue instructions mandating government procurement electronically from a specified

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Therefore the e-GP MMP strategy has been further refined on the Directions of the Apex Committee involving a three pronged implementation approach, wherein, all Ministries/Departments/ Organizations/State Governments will have the choice to either:

- Use the e-Procurement solution developed by NIC, or
- Use the services of DGS&D for procurement of common use items through Rate Contracts. DGS&D is also enhancing the system to make available an end to end e-Procurement platform which will be available to other Ministries/Departments/Organizations/State Governments on their requests, or

As directed by CVC vide circular NO. 23/06/010 dated 23rd June, 2010 all e-Procurement solutions have to be technically vetted by DIT

- Use any other third party e-Procurement solution preferably on a PPP model as has been done by Karnataka and Andhra Pradesh subject to certification by DIT regarding security and transparency concerns.

Some States like Andhra Pradesh and Karnataka have already established successful e-Procurement systems

GePNIC

NIC has developed its own e-Procurement software solution namely GePNIC to cater to the procurement/tendering requirements of the Government Departments and Organizations. The functional model developed by NIC is generic in nature and covers activities relating to e-tendering but not those pertaining to pre-tendering or post award of tender. The GePNIC solution has been implemented by NIC in 7 States (Haryana, Tamil Nadu, Uttar Pradesh, Orissa, West Bengal, Punjab and Himachal Pradesh) and 3 other Government organizations, for the past two and half years.

DGS&D's e-Procurement Portal

DGS&D has developed an end-to-end e-Procurement Portal for procurement of common user items through Rate Contracts. The e-Tendering modules were developed in PPP mode through a Service Provider, the contract for which has since expired in March 2010. The remaining modules were developed with the assistance of NIC. DGS&D is in the process of empanelling Application Service Providers (ASPs) to make available an e-Procurement platform which can be made use of by willing Central Ministries/State Government/PSUs. The writ petition (WP (C) No. 9342/2009) filed in this matter also stands disposed by the Hon'ble Delhi High Court vide its judgment dated 08/09/2010. While disposing the petition, the court has noted the submission made by the ASG on behalf of the

Government that it will not impose its e-procurement solution to any other Ministry of Central/State and other Govt. agencies, PSUs etc. and other PSUs/Departments/Ministries, shall have the choice to devise their own e-procurement solutions.

Country wise e-Procurement System Profiles

System Attribute	Singapore	Korea	Brazil	Norway
e-Tendering (eT) e-Purchasing (eP) e-Reverse Auctioning (eRA)	eT eP	eT eP	eRA	eT eP
Number of suppliers	20,461 (eT)	140,000 (eT) 2,358 (eP)	-	16,000 (eT) 381 (eP)
Number of Buyers	9,493 (eT)	6,729 (eT) 21,542 (eP)	-	3,500 (eT) 38 (eP)
Government agencies using the system	120	10,432 (eT) 31,062 (eP)	215	All
Number of transactions in 2005	170,000	19.7 M (eT)	13,893	89,000
Number of staff involved in System	20	NA	40	5
System Developer (Public and/or Private Sector)	Public Private Sector	Private Sector	-	Private Sector
Time to implement	12 months	36 months	3 months	6 months

(Source: International Survey of e-Procurement Systems by Multilateral Development Bank, May 2007)

Status and Way Forward

• Department of Expenditure would issue the necessary instructions in consultation with various Departments to make e-Procurement mandatory for purchase of all goods, works and services in a time bound manner.

• DIT would establish necessary systems and processes to enable certification of the e-Procurement system implemented by various Government Departments/Organizations.

State Mission Mode Projects

S. No.	Projects	Nodal Ministry/Department
01	Land Records	Department of Land Resources
02	Road Transport	Ministry of Road Transport and Highways
03	Agriculture	Department of Agriculture and Cooperation
04	Police	Ministry of Home Affairs
05	Treasuries	Ministry of Finance
06	Municipality	Ministry of Urban Development
07	e-District	Department of Information Technology
08	Commercial Taxes	Ministry of Finance
09	Gram Panchayat	Ministry of Panchayati Raj
10	Employment Exchange	Ministry of Labour & Employment

NLRMP
Mission Mode Project

A Project for **Computerisation of Land Records (CLR)** was launched in 1988-89 with the intention to remove the inherent flaws in the manual system of maintenance and updation of Land Records. In 1997-98, the scheme was extended to tehsils to start distribution of Records of Rights to landowners on demand. The focus of the entire operation has always been to employ state of the art information technology (IT) to galvanize and transform the existing land records system of the country.

The second important scheme, viz., **Strengthening of Revenue Administration and Updating of Land Records (SRA&ULR)** was launched in 1988-89 to help States and UTs in updating and maintaining the land records, setting up and strengthening of survey and settlement organisations and the survey training infrastructure, modernization of the survey and settlement operations and strengthening of the revenue machinery.

However, the activities included in the schemes of CLR and SRA&ULR were basically meant for strengthening of revenue administration although they also included activities that contribute to conclusive titling. The choice of activities was left to the States/UTs most of whom chose activities that strengthen revenue administration but not necessarily helped in moving towards conclusive titling. A "hamper -of- activities" was followed which led to eddying; and each activity became a goal in itself rather than a step in the systematic, ladder-like approach towards reaching the stage of conclusive titling. Moreover, the way the schemes were framed no timeframe for achieving the goal of conclusive titling could be set and technology options for survey were not indicated and the work remained neglected in most of the States. Further, both the schemes excluded interconnectivity, geographic information system (GIS) mapping, connectivity with banks and treasuries and Registration – the last of which is a vital link in updating the land records.

Hence, the **National Land Records Modernization Programme (NLRMP)** was formulated by merging two Centrally-sponsored schemes CLR and SRA&ULR to usher in the system of conclusive titles as per the **"Torrens System"** with title guarantee in the country.

The National Land Records Modernization Programme (NLRMP) has been formulated by merging two Centrally Sponsored schemes of Computerization of Land Records (CLR) and Strengthening of Revenue Administration and Updating of Land Records (SRA&ULR).

Several departments are involved in managing land records in most of the States, and the citizen has to approach 3 to 4, or even more, agencies for complete land records leading to waste of time, exposure to rent seeking, and harassment

This MMP will provide the citizens free accessibility to the land records thereby reducing interface with the Government functionaries, rent seeking and harassment

Visit

http://dolr.nic.in/Nlrmp.htm

Objectives

The main objective of this MMP is to modernize the land records system in the country by undertaking the following activities

- Completion of computerization of the Records of Rights (RoRs)
- Digitization of maps and updating of land records
- Survey/resurvey using modern technology including aerial photogrammetry
- Computerization of registration
- Automatic generation of mutation notices
- Training and capacity building of the concerned officials and functionaries
- Connectivity amongst the land records and registration offices and modern record rooms/land records management centres at tehsil/taluk/circle/block level.

Leading the Way - Bhoomi

Bhoomi (meaning land) is the project of on-line delivery and management of land records in Karnataka. It provides transparency in land records management with better citizen services and takes discretion away from civil servants at operating levels. The BHOOMI has computerized 20 million records of land ownership of 6.7 million farmers in the state.

Farmers can now access the database and are empowered to follow up on their applications. Under the BHOOMI project, a farmer can obtain the printed copy of the RTC online by providing the name of the owner or plot number at computerized land record kiosks in 177 taluk offices, for a fee of ₹15. A second computer screen facing the clients enables them to see the transaction being performed. Farmers can check the status of a mutation application on Touch Screen Kiosks. If the revenue inspector does not complete the mutation within 45 days, a farmer can now approach a senior officer person with their grievance.

'LAND RECORDS ON WEB' has been established wherein, all the taluk databases are getting uploaded to a web-enabled central database so as to allow the private agencies to set up the village – level kiosk to download the land records documents at the village and issue to the farmers.

The new system has brought about a sea change in the way land records are maintained and administered in the state. The system has not only simplified the process of record keeping but has also provided many collateral benefits.

Expected Outcomes

The major focus of the NLRMP MMP is on providing citizen services. The long-term goal is to usher in the system of conclusive titles with title guarantee in the country. In addition, the data and the conclusive titles would be linked to the development process, such as credit institutions, disaster management, land acquisition and rehabilitation & resettlement, land use planning, cropping pattern and food security, and other secondary data such as issue of various certificates, etc. Besides the citizen and the govt., the conclusive titles and secondary data will be of immense use to the private stakeholders.

The following are the broad outcomes of the MMP in terms of citizen benefits

Outcomes
Real time availability of records
Single-window service or the web-enabled "anytime-anywhere" access
Free and confidential access to the records for property owners
Reduced Government Citizen interface, rent seeking and harassment
Abolition of stamp papers and payment of stamp duty and registration fees through banks
Drastic reduction in the time for obtaining RoRs etc.
Automatic and automated mutations will significantly reduce the scope of fraudulent property deals
Significantly reduce litigation due to conclusive titling
Tamper proof records
e-Linkages to credit facility
Availability of market value information on the website
Availability of certificates based on land data (income, domicile, caste etc.)
Information on eligibility for Government programmes
Facilitate issuance of pass books with relevant information

Inputs for Government

1. Land based planning of development activities including schools, hospitals, tourism etc

2. Disaster Management

3. Civic Amenities

4. Wasteland Management

5. Requisition and acquisition of land and resettlement and rehabilitation of displaced persons

6. Land Resources Management

Implementation Strategy

The NLRMP is being implemented in a methodical manner and all the districts in the country are expected to be covered by the end of the 12th Plan. Further, the activities are to be undertaken in a systematic manner, which are to converge in the district and district is the unit of implementation.

Initially in each State/UT, it is proposed to begin with 1 or 2 districts, then to scale up to 3-4 districts per State/UT and thereafter to the entire State/UT.

Integrated Land Information System – Bhu Bharati

Bhu Bharati was conceptualized in the Andhra Pradesh with the objective of streamlining the land registration process. The vision of the project is **"To establish and manage a comprehensive and sustainable Land Information Management System, which serves as a record of conclusive title of all land parcels and provides related services in an integrated, efficient and cost-effective manner.**"
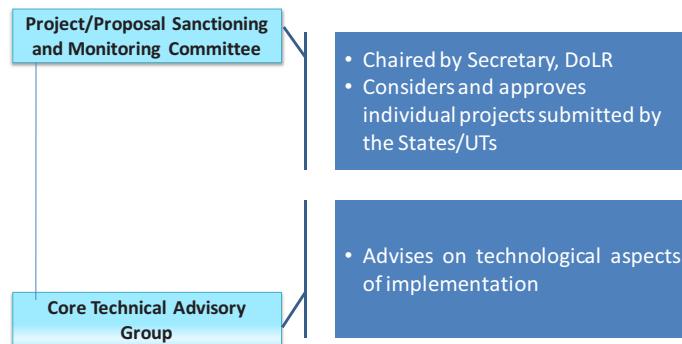
The major objectives of Bhu Bharati are to

1. Administer a system of recording conclusive title that is secure and enjoys full confidence of the public.
2. Provide, in a cost-effective manner, integrated land-related services through a unified interface with efficiency and easy accessibility.
3. Offer value-added services in areas like development planning, welfare schemes, land-related taxes etc
4. Implement a transparent property valuation system.
5. Build Geodetic Control Network for referencing maps.
6. Maintain all records in an integrated digital form in a central repository.
7. Introduce systems maintenance and auto-updation of data.
8. Establish a sustainable operating model.

The project was launched on a pilot basis in Nizamabad district of Andhra Pradesh.

Governance Structure

A National-level Project/Proposal Sanctioning and Monitoring Committee has been constituted under the chairpersonship of the Secretary, Department of Land Resources with representatives from the Departments of Information Technology, National Informatics Centre (NIC), National Remote Sensing Centre (NRSC) and Survey of India (SoI). The Committee considers the proposals received from the States/UTs and recommends release of funds.

Project/Proposal Sanctioning and Monitoring Committee

- Chaired by Secretary, DoLR
- Considers and approves individual projects submitted by the States/UTs

Core Technical Advisory Group

- Advises on technological aspects of implementation

A Core Technical Advisory Group with representatives from the technical agencies, concerned Ministries/Departments and experts from States has been constituted to advise the Department of Land Resources and the States/UTs on the technological aspects of implementation of the Programme.

Funding

The NLRMP MMP is being implemented as a Centrally-sponsored scheme with the following assistance
- Computerization of land records including digitization of cadastral maps, integration of textual and spatial data, data centres at Tehsil, Sub-division, District and State level, inter-connectivity among revenue offices (100% by Govt. of India)
- Survey/resurvey and updating of the survey & settlement records (including ground control network and ground truthing) using modern technology options (90% by Govt. of India for NE States and 50% for other States)
- Computerization of Registration including connectivity to SROs with revenue offices (90% by Govt. of India for NE States and 25% for other States)
- Modern record rooms/land records management centres at Tehsil level (90% by Govt. of India for NE States and 50% for other States respectively)
- Training & capacity building (100% by Govt. of India)
- Core GIS (100% by Govt. of India)

₹466.63 Crore released to States/UTs covering 156 districts and for creation of 13 NLRMP Centres/cells

₹188.76 Crore released during 2008-09 to 20 States/UTs covering 69 districts

₹195.44 Crore released during 2009-10 to 18 States/UTs covering 72 more districts and for creation of 6 NLRMP Centres/cells

Status

Detailed Guidelines and Technical Manuals have been prepared and circulated to the States and Union Territory Administrations for implementation of the programme. Further, formats for Management Information System (MIS), Annual Action Plan/Detailed Project Report and State Perspective Plan have also been prepared and circulated to the States and Union Territory Administrations and other agencies concerned for monitoring and effective management of the programme. Funds have been provided to National Informatics Center Services Inc. (NICSI) for development of requisite software for making the MIS on-line.

The Land Records e-Governance project was assessed as part of Assessment studies conducted in 2006

Issue of RoRs
Land record computerization was assessed in 10 states. In most states, land record computerization has been limited to the issue of Record of Rights (RoRs).

**Key Findings:**

- _Number of trips reduced in almost all states by 1_
- _Average number of trips over all users in all ten states reduced to 2 from 2.8_
- _Waiting time reduced by 30% from an average of 142 minutes_
- _Payment of bribes declined from an average of 39% to 23%_
- _However, travel costs increased in most states since delivery of RoRs in computerized mode has been centralized to taluka level from the village level._

Mutation
Mutation, which is a more complex process, was assessed in 5 states where it has been computerized.
**Key Findings:**

- _Number of trips reduced to 2.8 from 4_
- _In states other than West Bengal & Orissa, only 2 trips required_
- _Waiting time reduced by almost an hour from nearly 3 to 4 hours_
- _Elapsed time down to 30-60 days from 80-110 days_
- _Agents still used by a large proportion in 4 states, Gujarat able to eliminate use of agents_
- _Corruption virtually eliminated in Gujarat_

Property Registration
Property Registration was assessed in 5 states where computerization of property registration had been rolled out in all the sub registrar's offices located at taluka level.
**Key Findings:**

- _Number of trips reduced to average of 2.3 from 3.9_
- _Waiting time reduced by almost an hour from nearly 2 hours_
- _Significant gains in elapsed time_
- _Reasonable reduction in cost of preparing documentation_

Road Transport
Mission Mode Project

The Ministry of Road Transport & Highways has been facilitating the process of computerization of approximately 1000 Road Transport Offices (RTOs) across the country for the last 5 years. Almost 90% of the RTOs have been computerized and connectivity has been provided to 80% of the RTOs. Since the documents generated by the RTOs (Registration Certificate – RC & Driving License – DL) are valid across the country it was imperative to define the same standards for these documents on a pan-India level to ensure interoperability and correctness and timely availability of information. The SCOSTA committee was setup for this purpose and in addition to defining the Smart Card standards, had recommended uniform standardized software across the country, which has been designed and developed by NIC. The software namely **VAHAN** and **SARATHI** are being implemented across the country.

In order to reap full benefit of information technology, it is necessary to establish centralized database (State Register & National Register). Apart from being a statutory requirement the creation of consolidation of databases at state level (State Register) and at the national level (National Register) has multiple benefits as described below:

Real time services for citizens

The setting up of State and National Register will facilitate in providing the real time services to the citizens. Online services will complement the officials of the department in disposing off the work faster. The applicants will be able to visit the website of Transport Department and avail the several services by filling up online forms. Thereafter, an acknowledgement will be generated which has to be attached with the requisite documents and delivered to the concerned RTO office. This can be done either in person or through courier.

Under the Transport MMP, all the RTOs in the country will implement standardized software, Sarathi and Vahan.

The Transport MMP also intends to setup National and State Registers. The setting up of these Registers will facilitate in providing the real time services to the citizens.

Provision of online services will enable the citizens to get the work done from the comfort of their home / office at a time suitable to them. This will not only reduce the rush at RTOs but will also save a lot of effort which goes into entering the data into the system.

Visit

http://morth.nic.in

In cases where presence of applicant is required an appointment date will be generated along with the acknowledgement. The applicant can approach the RTO with the documents on the appointed date. The final document (License / RC / Permit) can be handed over to the applicant directly or can be couriered to the applicant's postal address. The status of the application can be made available at all times on the website and the applicant can use a tracking number to track the progress of his application.

Elimination of NOC and Clearance Certificate

If a vehicle owner desires to remove or sell his vehicle outside the jurisdiction of a registering authority within the State, he has to file an application in for issuance of a **No Objection Certificate** with the registering authority where the vehicle is registered along with the following documents: viz. Registration Certificate, Insurance Certificate, Tax paid certificate, Permit and Fitness Certificate (in case of transport vehicle) and shall be responsible for clearing tax arrears etc.

Issue of NOC is subject to clearance from NCRB / SCRB through local police that there is no case relating to theft of the motor vehicle. With the set-up of National Register, the new RTO can check all the details required from the previous RTO thereby eliminating the requirement for NOC.

An "NOC issued" can be approved and verified in the following 2 ways:

- An authorized person from RTO A sends a mail to authorized person in RTO B to get confirmation of NOC, or
- RTO A can access RTO B's database to get the required information (only table related to NOC can be shown through access control mechanism)

A clearance certificate needs also to be obtained by an individual if his vehicle is being migrated from one RTO jurisdiction to another RTO jurisdiction in the

Online Services

License Related

1. Renewal of Driver's License
2. Duplicate for Driver's License
3. Change of Address of the Driving License
4. On Line Submission of Application for a new License
5. Selecting a Date for Driving Skill Test
6. International Driving Permit
7. Driving License for persons holding foreign Driving License
8. Online payment of license related fees

Registration Related

1. Change of address
2. Transfer of ownership
3. Obtaining of noting / terminating of hire purchase / hypothecation/lease.
4. Clearance Certificate
5. No Objection Certificate
6. Duplicate RC
7. Obtain extract of B-Register
8. Reserve an advance registration number
9. Issue of Master Pass.
10. Online payment for registration related fees.

same state. Here also the new RTO can check all the details required from the previous RTO and thus Clearance Certificate can be eliminated.

Hassle free issue of various certificates

For re-registration and obtaining duplicate RC book or Smart Card for Registration, the applicant has to submit attested copies of Insurance Certificate, sales certificate issued by the manufacturer, attested copy of pollution under control certificate, address proof, Challan clearance from traffic police & Enforcement wing Transport Department and Tax certificate. The use of these documents can be minimized if these data is obtained from State or National Register.

For duplicate license or renewal of license, applicant has to submit address Proof, Age proof, Blood group certificate. Applicant has to submit address proof for Change of address, the use of these documents can be minimized if these data is obtained from State or National Register.

For Transfer of ownership of a vehicle, some of the documents required are registration certificate in original, Fitness Certificate, Valid Insurance, Clearance certificate issued by previous registering authority in case of different RTO, Tax payment proof after assessment, Challan clearance from Traffic Police & Enforcement branch and pollution under control certificate. The use of these documents can be minimized if these data is obtained from State or National Register.

The process of permit renewal can also be simplified if data is obtained from State & National Register

Single submission of documents

Address proof, Age proof, Fitness Certificate etc are required to produce at various stages of the transaction resulting in discomfort to the citizen. Use of State and National Register can bring this to a one time submission of vital documents.

Online Services

Permit Related

1. Issue of Permit
2. Renewal of Permit
3. Replacement of Vehicle
4. On Line payment of permit fees, road tax etc.

Outcomes

1. Reduction of footfalls at RTOs
2. Provision to provide National Permit Facilities through SR/NR
3. Provision to integrate Application with Payment Gateways
4. Provision for other Citizen Centric Services
5. Online Services
6. Better enforcement and check on malpractices

Sharing of data by RTO, State transport department & DoRTH

In case of re-registration, RTO needs to verify various facts from previous RTO where the vehicle was originally registered. Currently postal correspondence takes place between two RTO. This can be done through State and National Register. RTO also needs to cross check the engine number and chassis number before registration of old vehicle. This is required as one may steal a vehicle, replace its engine and sell it in another state as a new vehicle. One may avoid paying EMI for vehicle bought on loan by stealing his own car, replacing its engine and registering afresh. This sort of mal practice can be eliminated.

State Transport department requires data on number of permit issued, amount of tax collected, number of vehicles registered in the state, number of licenses issued etc. Similarly department of Road Transport requires various statistical data. Collecting these data requires repeated interaction and correspondence with various RTO, State transport departments. All these data can be made available through State or National Register on the click of a button.

Sharing of relevant information by other agencies

In case of hypothecation of vehicle, banks require various data. For insurance of vehicle, various documents need to be submitted to the insurance agencies. All these information can be made available through National Register. Insurance agencies can use the data during claim processing.

Sharing of relevant information with SCRB/NCR

Police departments require data like registration number, vehicle owner, Challan compounded, etc. These data can be obtained from State & National register and will help in faster response from SCRB/NCRB, checking of fraud cases, easy tracking of stolen vehicles, reduction in crime etc.

Verification of documents at Inter-state Check post

Interstate check posts exist all across the country. The primary function of a check post is to stop a vehicle and check whether road tax has been paid for the particular vehicle. The taxes are computed on the tonnage capacity of the vehicle. They can be paid at the local Regional Transport Office or at the check post itself. The secondary function of a check post is to check vehicles for overloading, and accordingly compute the penalties.

The RTO Inspectors are authorized to check the weight of goods being carried and verify the correctness of the documents carried with the vehicle. They also impose penalties on the transporters for offences like broken or damaged headlights and non-standard license plates, etc. The drivers of the vehicles must present proper documents (Registration Book, Driver's license, Permit to enter the state or the National

Permit, PUC: Pollution under Control Certificate, insurance documents and delivery documents) and pay the penalty amount, if any, before leaving the check post.
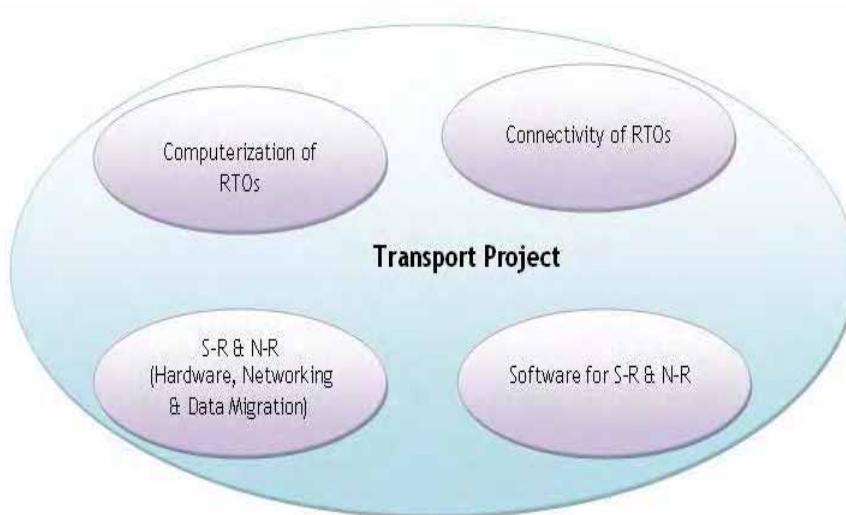
However, verifying the authenticity of these documents is a serious issue as in most of the case, the drivers produce forged documents. Connectivity of the check-post with the State and National Register will facilitate the inspectors posted there to verify the documents. Drivers sometimes produce photocopies of draft submitted in RTO as a proof of payment of tax. However, same photocopy is shown everywhere. With this new set-up, the inspectors at the Inter-State Check post will able to verify the draft.

Central repository for data to be used by other G2C services

The data posted in National and State Register can be utilized for other G2C services.

Phases

The Transport Project is divided into four sub-projects as depicted in the figure below. The successful implementation of the project rests on the effective and timely implementation of these sub projects. The sub-projects have been identified to maintain minimal overlap of activities. Also, it has been endeavored to define the project boundaries in a manner such that the interdependence amongst the projects is minimal and all the sub-projects can be executed in parallel. This will ensure faster implementation and easier monitoring of the entire project.

Computerization

Computerization of all the processes in all the RTO is a pre-requisite for the success of State & National Register. Computerization of all the process will facilitate in creation of a complete database of the citizen's information in the RTO.

Connectivity

RTO needs to interact with each other for information sharing. For this a suitable network infrastructure is required which should be scalable, rugged and should have adequate bandwidth to support data transfer between individual RTO and State Register / National Register. RTOs will be connected to State or National Register using either leased lines or broad band. The National Register and State Register will be connected through leased line links. In future the **"National Gigabit Network"** backbone may also be extended to connect these offices.

State Register

The information captured at the RTO level may entirely go to state data base, so as to avoid any dependency of introducing new services on the level of information available at the state level. The State Register will act as a repository at the state level providing information to State Transport department, RTO, automobile dealers, police department and other G2C services.

National Register

Data from the state registers will flow to the National Register. Selected information has been envisaged to be captured at the national level. The National Register will act as a central repository of all crucial data / information. This will also enable users to avail the service on "Anywhere Service" basis. In addition to the above, National Register will also act as a selective backup of state level repository. National Register will provide information to DoRTH, RTO, inter-state check post, police department and other G2C services.

- *Customization of Standard software complete for all 35 States/UTs. Software is running at least the pilot site in each State/UT*
- *Vahan has been deployed in more than 90% and Sarathi in more than 75% of the RTOs.*
- *100% computerization has been achieved in 27 States/UTs*
- *Connectivity between RTO and STA established in 29 States/UTs*
- *State Register hardware and software has been procured for all the 35 States/UTs*
- *State Register has been established in 25 States/UTs*

The Road Transport e-Governance project was assessed as part of Assessment studies conducted in 2006

At the time of assessment, computerization in the transport department had been done primarily for issue of drivers' license, renewal of license and registration of vehicles. In most states, the services were offered by the RTOs located at the district level. Studies were conducted across 12 states.

Key Findings:

- *Number of trips reduced by an average of 1 in almost all states*
- *Marginal impact on waiting time*
- *Waiting time reduced to 1.5 hours from 2 hours*
- *Only 1 state reported significant impact on bribes*

Agriculture Mission Mode Project

Department of Agriculture and Cooperation (DAC) has over the years undertaken several IT initiatives such as AGMARKNET, SEEDNET, DACNET etc. Agriculture Mission Mode Project proposes to integrate these IT initiatives with the new applications / modules being developed as a part of the Project

Similarly, States / UTs have also either developed or are in the process of developing IT applications such as AGRISNET under various programmes of DAC. All such applications will be integrated with the Central Agri Portal (CAP) and the State Agri Portals (SAPs) envisaged under NeGP-A. The Central Agri Portal (CAP) and State Agri Portals (SAP) will also have the options of providing online feedbacks by the stakeholders. This would not only improve transparency but at the same time would help in efficient monitoring.

Vision

The vision of the Agriculture MMP is *"To create an environment conducive for raising the farm productivity and income to global levels through provision of relevant information and services to the stakeholders"*

Objectives

In order to achieve the aforesaid vision, the department has also articulated key SMART (Specific, Measurable, Achievable, Realistic and Time-bound) objectives which need to be achieved through the Agriculture MMP. These objectives are

- *Improve access of farmers to timely and relevant information & services throughout crop-cycle*
  - ➢ By providing multiple delivery channels to access information
  - ➢ By reducing time between generation and dissemination of information
  - ➢ By providing information to the farmer through a uniform platform

The proposed scheme (NeGP-A) aims to provide an integrated and seamless interface to the farmers for making informed decisions. Additionally, under the proposed scheme, information is proposed to be delivered using multiple delivery channels such as the internet, government offices, touch screens, Krishi Vigyan Kendras, electronic media, Kisan Call Centres, Agri-Clinics, Common Service Centres and mobile phones (broadcast, Interactive Voice Response System, interactive messaging using Unstructured Supplementary Service Data and Voice Recognition), which will enable easy access to information for the farmer.

Visit

http://www.agricoop.nic.in/

- *Bringing farmer centricity & service orientation by providing location specific and up-to-date crop management related information in terms of:*
  - ➢ Good Agriculture Practices (GAPs) – how many days, season specific, crop specific, location / zone specific
  - ➢ Packages of Practice (POPs) – how many days, season specific, crop specific, location / zone specific
  - ➢ Providing personalized advisory services
- *Increasing effectiveness of government service delivery in*
  - ➢ Certification and licensing related to Manufacturing and Marketing through use of ICT
  - ➢ Providing easier and approachable channels for grievance registration and tracking
- *More effective management of schemes of DAC through process redesign aimed at*
  - ➢ Effective Monitoring of the Schemes (timeliness of implementation etc)
  - ➢ Reducing time required for data consolidation and reporting of schemes at all levels
- *Enable private sector participation to benefit farmers by providing an integrated platform to promote value added services in*
  - ➢ Extension
  - ➢ Marketing (both input and output)
  - ➢ Post harvest & Storage
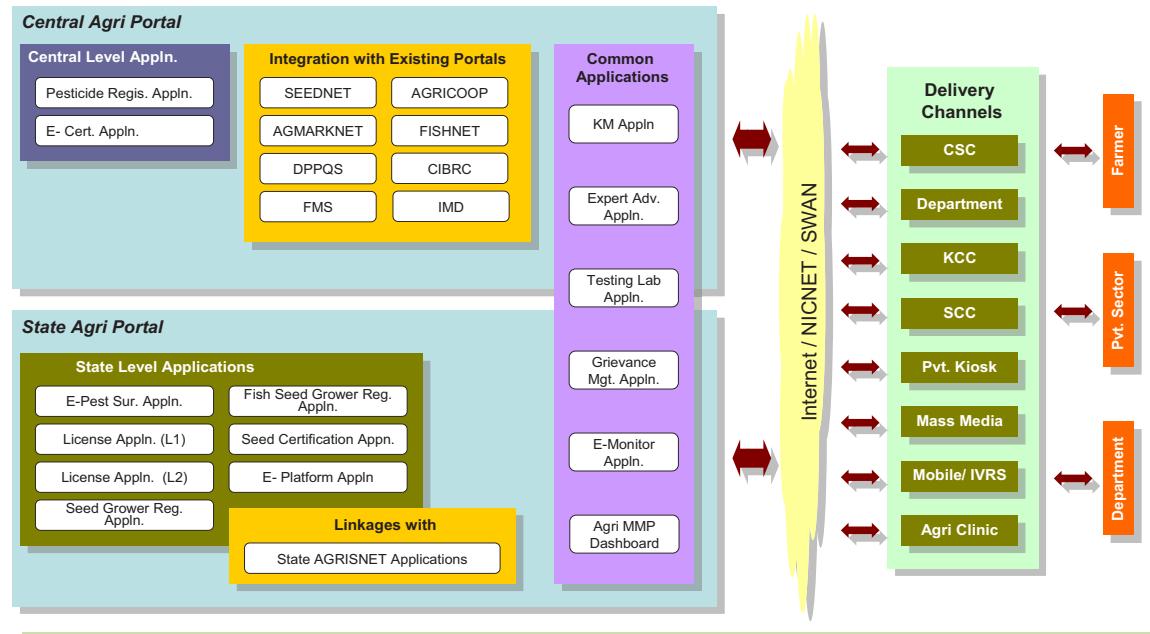
Services

In the first phase of development of NeGP-A, more than 100 services were identified and were prioritized into 22 services after wide ranging consultations with various stakeholders. Besides this, the scope of NeGP-A was defined and processes, services and functions were mapped. Detailed field study with end-users and beneficiaries in six States and in various departments and organizations of DAC was carried out. These 22 services were then finally clustered into 12 services from the point of view of application development and implementation. These include G2F (Government to Farmer), G2B (Government to Business) and G2G (Government to Government) services.

Services
Information on Pesticides, Fertilizers and Seeds
Providing information on soil health
Information on crops, farm machinery, training and Good Agricultural Practices (GAPs)
Information on forecasted weather
Information on prices, arrivals, procurement points, and providing interaction platform
Electronic certification for exports & imports
Information on marketing infrastructure
Monitoring implementation / Evaluation of schemes & programs
Information on fishery inputs
Information on irrigation infrastructure
Drought Relief and Management
Livestock Management

Business Architecture

The agriculture domain with its services, stakeholders, processes and geographic coverage is an extremely complex mesh of systems that need to be integrated through the means of the Agriculture MMP in the proposed project.
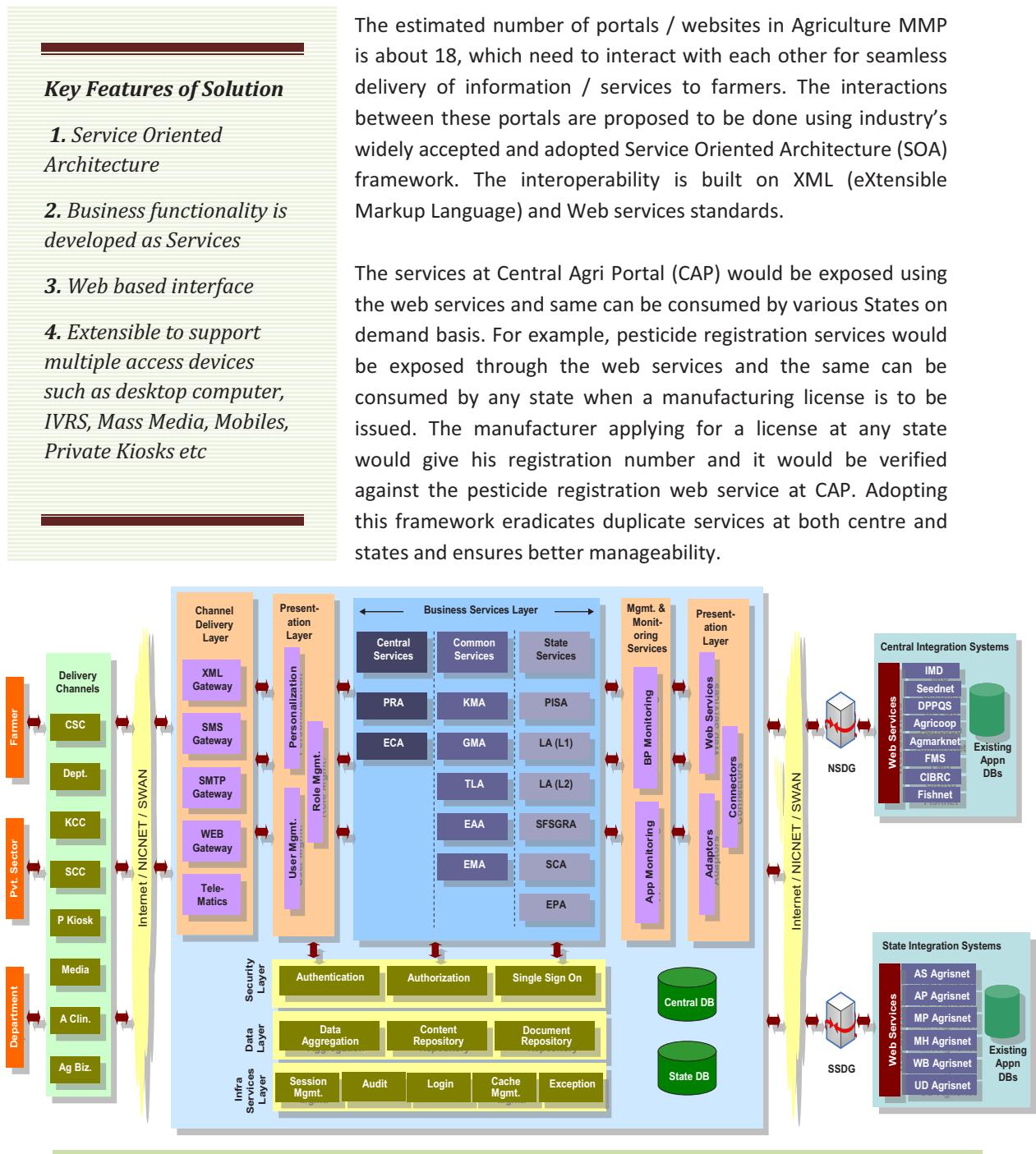
It is envisaged that the proposed solution will provide the end users with the ability to access services through an online platform at their door-step.

Outcomes/Goals

Outcomes/Goals
Increased penetration of information on inputs at the grass root level
Increased transparency in conduct of sub services such as – Registration, Licensing, Testing and Certification
Improvement in market realization of commodity prices and arrivals
Improvement in realization of best practices, GAP and package of practices across crops and states
Decreased delivery time, with increased availability, accuracy and responsiveness of services
Ability to localize, customize and further personalize information to suit the needs of farmers
Increased participation of academic institutions in information generation, customization and dissemination
Increased farmer participation in sharing information through virtual mechanisms

Overall Solution Architecture

Key Features of Solution

1. *Service Oriented Architecture*

2. *Business functionality is developed as Services*

3. *Web based interface*

4. *Extensible to support multiple access devices such as desktop computer, IVRS, Mass Media, Mobiles, Private Kiosks etc*

The estimated number of portals / websites in Agriculture MMP is about 18, which need to interact with each other for seamless delivery of information / services to farmers. The interactions between these portals are proposed to be done using industry's widely accepted and adopted Service Oriented Architecture (SOA) framework. The interoperability is built on XML (eXtensible Markup Language) and Web services standards.

The services at Central Agri Portal (CAP) would be exposed using the web services and same can be consumed by various States on demand basis. For example, pesticide registration services would be exposed through the web services and the same can be consumed by any state when a manufacturing license is to be issued. The manufacturer applying for a license at any state would give his registration number and it would be verified against the pesticide registration web service at CAP. Adopting this framework eradicates duplicate services at both centre and states and ensures better manageability.

This MMP will be based on the Service Oriented Architecture (SOA) framework

Governance Structure

Four layered Governance structure is proposed

The first layer would consist of Steering Committee, second layer would be the Operations Committee, third layer consisting of Government officials and a Central Program Management Unit (CPMU), and the fourth layer would be of State level Empowered Committee.

Governance Structure

SeMT & PeMT would manage the project at State level, along with District NeGP Agriculture Implementation Team.

Financials

The Agriculture MMP has been approved at a total project outlay of ₹227.79 Crores for implementation in the 7 identified States. The details of the outlay are as under

Cost Component	Amount (in ₹Crore)
Capital Expenditure	93.03
Capital Expenditure for Solar Panels @ ₹1 Lakh per block for 1505 blocks	15.05
Operational Expenditure	103.82
Contingency Funds & Risk Premium @ 7.5% of total estimated cost	15.89
Grand Total	**227.79**

Financial Outlay
Project Outlay of ₹227.79 Crores
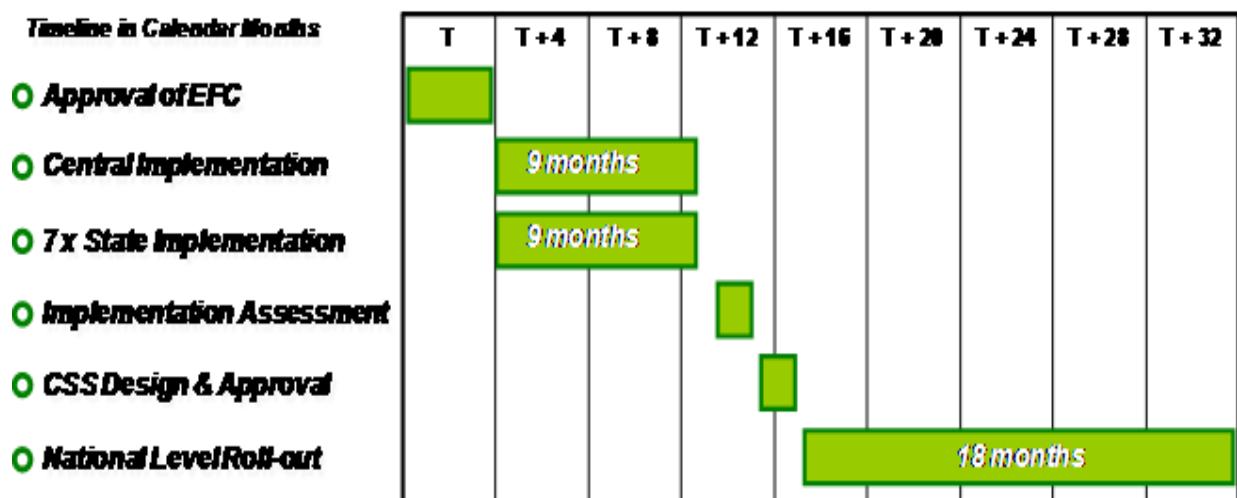
Key Activities

Key Activities

 1. **Phase I:** *Implementation at Central Level*

2. **Phase I:** *Implementation in 7 identified States -* **Assam, Himachal Pradesh, Madhya Pradesh, Maharashtra, Jharkhand, Karnataka and Kerala**

3. **Phase I:** *Assessment and Centrally Sponsored Scheme design*

4. **National rollout of CSS to other States**

Timelines

 The following figure depicts the broad timelines/stages in the implementation of this scheme.

CCTNS
Mission Mode Project

The Crime and Criminal Tracking Network & Systems (CCTNS) Scheme has been approved by Cabinet Committee on Economic Affairs (CCEA) in June, 2009 with a provision of Rs 2000 Crores as a 100% Centrally Sponsored Scheme to be implemented during the remaining part of the 11th five year plan period (2009-2012).

Objectives

The objectives of the CCTNS MMP are to:

- Provide Enhanced Tools for Investigation, Crime Prevention, Law & Order Maintenance and other functions like Traffic Management, Emergency Response, etc.
  - ➤ Utilize IT for efficiency and effectiveness of core policing operations
  - ➤ Provide information for easier and faster analysis
- Increase Operational Efficiency by:
  - ➤ Reducing the need to manually perform monotonous and repetitive tasks

Crime and Criminal Tracking Network & Systems (CCTNS) MMP aims at creating a comprehensive and integrated system for enhancing the efficiency and effective policing at all levels and especially at the Police Station level through adoption of principles of e-Governance, and creation of a nationwide networked infrastructure for evolution of IT-enabled state-of-the-art tracking system.

Financial outlay for the CCTNS MMP is ₹2000 Crore.

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> ➤ Improving communication e.g. Police messaging, email systems, etc.
> ➤ Automating back-office functions, and thereby release police staff for greater focus on core police functions

- Create platforms at State and Central levels for sharing crime and criminal information/ databases across states and across the country.
- Create a platform for sharing intelligence across the states, across the country and across other state-level and GOI-level agencies
- Improved service delivery to the public/ citizen/ stakeholders

CCTNS would enable easy sharing of real time information across police stations and districts at the State Level and across States at the National Level

CCTNS will enable

- Access to FIR status information – **Online 24*7**
- Information related to Stolen/Missing Vehicles, Missing Children, Unidentified/ Unclaimed Dead Bodies, Vehicle Thefts, Accidents, – **Online 24*7**
- Real-time access to information at Police Stations

- Preparation of Integrated Investigation Forms (IIFs) facilitated through online forms
- Support to Crime Investigation and Criminals Tracking through Advanced Search and MIS
- Improved investigation through biometric data (fingerprints)

- Search for Crime, Criminal, Property and other case related information including biometric data – **On Demand**
- Accurate and timely response to questions from parliament, assemblies, RTI queries and information from other agencies – **On Demand**

- Automated MIS and Reporting to release valuable time and resources to core police functions
- Single entry of data and automated reporting releases valuable resources from back office functions to core police functions

The Birth of CCTNS

*Several attempts have been made by various police organizations in India to induct IT in some specific areas for the past more than a decade or so - a number of which have been successful, whereas, others have not really come up to the expectations. Some examples are - the **Crime Criminals Information System (CCIS)** software by National Crime Records Bureau (NCRB), e-COPS software by Andhra Pradesh, CAARUS software by Tamil Nadu, Thana Crime Tracker System by West Bengal etc.*

CCIS of NCRB was a major attempt to create a National level database on crime & criminals to be shared by all the States. The system is based on 7 Integrated Investigation Input Forms viz. FIR, Crime Details, Arrest/Surrender, Property Search & Seizure, Final Report/Charge sheet, Court Disposal, and Result of Appeal. However, problems such as duplication of efforts of Data entry firstly at police stations manually and subsequently at District level on computers, lack of motivated police staff and network connectivity for easy and quick sharing of information amongst police stations, districts, States, Central level and other Stake holders were experienced during the implementation of this project.

*Subsequently, based on recommendations of an expert group comprising the domain and technical experts, **a Common Integrated Police Applications (CIPA)** – a pilot project, was launched in Delhi in April, 2005. Under this project, computer hardware, systems software, technical assistance and training were provided at police station level. However, it was felt that the stand-alone system of making available IT Tools to Police Stations to improve the efficiency might not be sufficient. It was imperative to provide upward integration of the Police Stations Databases, to the Districts and State headquarters, for better monitoring & controlling purposes, and to provide a better public delivery system. At the same time expanding CIPA to cater to other functions at the police stations became necessary. It was also being increasingly felt that police functioning could be made much more effective by harnessing IT tools and other technological upgradation.*

*The **Crime & Criminal Tracking Network and Systems (CCTNS)** will serve the above purpose.*

Implementation Strategy

- Given that Law & Order and Police are state subjects, CCTNS would be implemented in a manner where **States play the lead role**. The planning would be centrally done by the MHA in consultation with the States.

- **National Crime Records Bureau (NCRB)** is the central nodal agency that has been nominated to manage CCTNS at GOI level on behalf of MHA.
- To ensure accountability and performance from deployment vendors, CCTNS has adopted an **"integrated service"** approach. All solution components including hardware equipment and associated services are to be "**bundled**" and a single Systems Integrator would be engaged by each State to offer the **"bundle of services"**.
- States will be provided a **Core Application Software (CAS)** which can be customized and deployed at the States by the State Level System Integrator to meet the State specific requirements. The System Integrator will further build any additional functionality required at the State level.
- The implementation of CCTNS would pay special emphasis on critical aspects including **localizing the solution** (providing for state-wise differences in carrying out police functions, local language support, etc.), capacity building, onsite handholding and change management.
- To ensure accountability of vendors, release of payments to vendors is linked to their performance and adherence to pre-determined **Service Level Agreements (SLA)**.

Citizen Centric Services

1. Citizen Portal Service for requesting online services and tracking of status of registered petitions

2. Notification of Alerts, Important Events, Reminders and Activity Calendar or Tasks Service

3. NCRB Citizen Interface to access search for data on Stolen Vehicles, Property, Missing Persons etc.

4. NCRB interface for RTI to submit and receive responses on RTI Requests

Senior Police Officers / Higher Offices Centric Services
1. Crime and Criminal Records & Query Management Service
2. Periodic Crime and Law & Order Reports and Review Dashboard Service
3. State-SCRB-NCRB Data Transfer and Management Service
4. Crime and Criminal Reports
5. Crime and Criminal Records and Query Management
6. Publication Service

Administrative Services
1. Police Email & Messaging Service   *2. User Help and Assistance Service*
3. State CAS Administration & Configuration Management Service
4. User feedback Resolution & Feedback service   *5. Activity Log Tracking & Audit Service*
6. User Access and Authorization Management Service
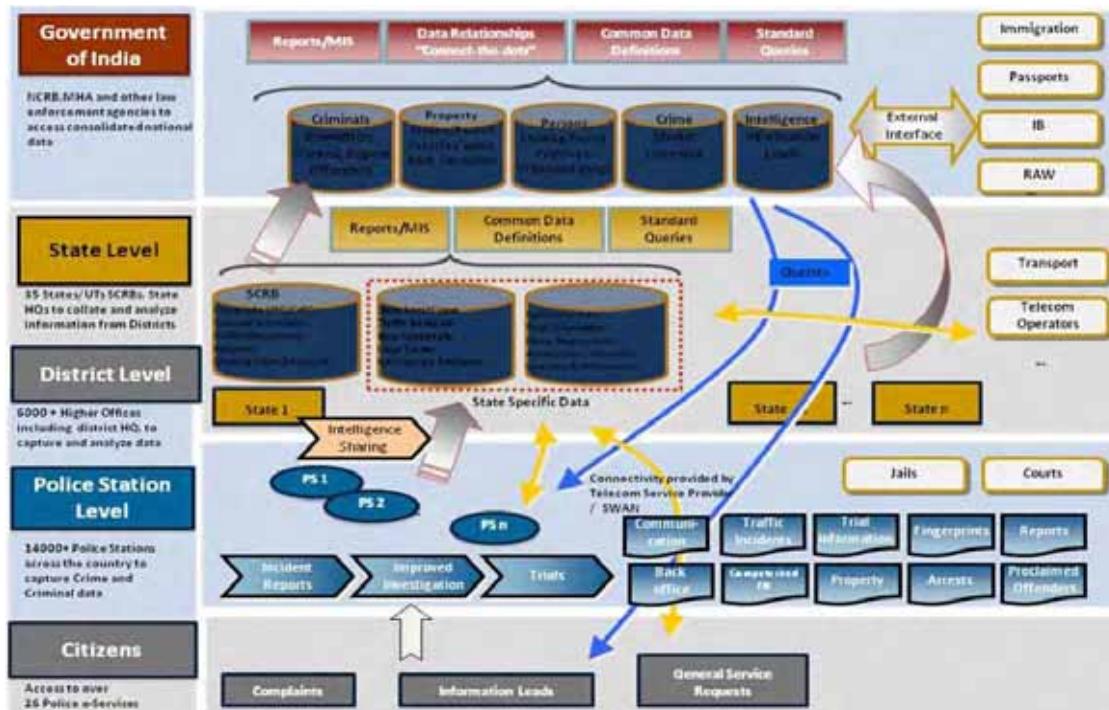
Police Station Centric Services

1. *Petition Management Service*

2. *Unclaimed/Abandoned Property Register Service*

3. *Complaint and FIR Management Services*

4. *Investigation Management Service*

5. *Court and Jail Interface & Prosecution Management Service*

6. *PCR Call Interface and Management Service*

7.*Talaash Service*

8. *Person of Interest*

9. *Registered Vehicle and Vehicle of Interest Service*

Architecture

The CCTNS system shall be integrated with the **National e-Governance Service Delivery Gateway (NSDG)** and the **State e-Governance Service Delivery Gateway (SSDG)** developed by DIT, GOI, for sending/receiving the messages to and from the CAS applications (CAS (Centre) and CAS (State)) deployed at the State-level and external agencies / solutions, both at Central and State levels such as e-Forms on State Portals.

Overall CCTNS Overview

Governance Structure

CCCTNS has been conceptualized at the MHA with implementation leadership and operational independence at the State/UT-level. MHA will assist and guide the States/UT governments at every stage of implementation of CCNTS.

Governance Structure – Central Level

Governance Structure – State Level

Financials

CCTNS, being a 100% centrally funded scheme, will provide all states with the required funding to run the program in the current Plan period up to 2011-12.

Sl. No.	Cost Head	Totals (In ₹Cr.)
1	Hardware/Site Preparation - Police Stations	326.29
2	Hardware/Site Preparation - Higher Offices	146.20
3	Specialized Infrastructure	339.04
4	Specialized Solutions	239.62
5	Application Software development	32.94
6	Data Centre at State/National Headquarters	226.53
7	Networking Infrastructure	100.39
8	Handholding Support	126.00
9	Project Management Consultancy	123.00
10	Monitoring & Coordination	25.80
11	Capacity Building	213.39
12	Digitization	100.80
Total		**2000.01**

Status and Way Forward

Governance Structure for implementation of the project has been established in all the 35 States/UT's.

The following crucial steps are being taken up by the States/UT's and NCRB/MHA in implementing the CCTNS Project:

Target Month	Milestones
Jan 2011	• Initiation of Data digitization activities at the State / UT level
Feb – Mar 2011	• Application development and testing by SDA
Mar – Jul 2011	• Hardware installation and commissioning, site preparation etc. to be accomplished at the State level through SI • User Acceptance testing
Continuous	• Capacity building at the State/UT level for all modules

Treasury Computerization Mission Mode Project

The State Treasuries are the structural and financial unit of the Government Financial System and are responsible for handling the day-to-day transactions of receipt and payment of Government. The functions generally performed by the treasuries are

Functions
Receipt of Government Money
Payments on behalf of Government
Pension Payments
Sale of Stamps through Vendors
Compilation of Government Accounts (District wise)
Safe custody of valuables
Maintenance of accounts for local fund / personal deposits etc.

Keeping in view that the bulk of States' and Union Territories' financial transactions pass through treasuries, the scheme of computerization of treasuries has been evolved in order to achieve greater efficiencies, reducing costs, eliminating redundancies and facilitating the adoption of modern public expenditure management practices.

This project will promote real-time reconciliation of accounts, strengthen Management Information Systems (MIS), and improve accuracy and timeliness in accounts preparation.

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The computerisation of treasuries started in various states in a disjoint manner and by 2009 most States were already working on treasury computerization, each State having adopted its own strategy and pace. Consequently various States were at different levels of computerization. However, a need was felt to have an integrated approach in order to achieve the objectives of a "single source of truth", access to dependable data to support decision making, easier budgeting exercises and improvement in service levels. Minimization of reconciliation based on a single source of truth was expected to lead to efficiency and timeliness in decision-making. It was realised that the above objectives could be achieved by capturing transaction level and by using appropriate software to present data in different ways to support different decision-making processes. Other activities that were felt necessary included connecting DDOs, treasuries and various offices, creating and applying bridging software where required and business process reengineering to ensure that paper-less transactions and information sharing becomes possible. Considering that the basic work on treasury functions emanates from the level of DDOs it was felt that the States must decide the level at which DDOs are to be connected with the system, and also how the connectivity is to be phased. It was also felt necessary that for the scheme to be successful, or even possible, standardization of treasury formats and re-engineering of business processes needs to be undertaken. While common Head of Account numbers were available upto minor head level in all States, however, codes below the minor head are within the States' discretion. Therefore standardization of codes below the minor head level was required to facilitate collation and use of data.

Vision

Increasing efficiency of treasury functions, transparency in financial administrative systems, better cash flow management, better accounting of receipts and payments, improved regulatory mechanism, better control on State Finances, stronger MIS, accuracy and speed in accounts and budget preparation, among others

Mission

Computerize treasuries and link treasury systems with other relevant systems across the nation in order to capture data on all transactions to facilitate transparency in decision making

Objective

The objectives of the Treasury Computerization MMP are
- To make budgeting processes more efficient
- To improve cash flow management
- To promote real-time reconciliation of accounts
- To strengthen Management Information Systems (MIS)
- To improve accuracy and timeliness in accounts preparation
- To bring about transparency and efficiency In public delivery systems
- To better financial management and transparency
- To improve quality of governance in States and Union Territories

Implementation Strategy and Timelines

The Objectives of the MMP are sought to be achieved by supporting the States/UTs to fill the existing gaps in their computerization, up-gradation, expansion and interface requirements, apart from basic computerization.

Since each State/UT would have its specific requirements based on the present level of treasury computerization, the scheme has been structured as a menu of components.

The States/UTs would be free to decide their plans but would need to factor in minimum deliverables with regard to functionality, connectivity, service delivery and standards

The States are expected to complete their projects in three years, beginning 2010-11.

More efficient budgeting processes

Better Financial Management and transparency

Easy access to information and services to all citizens

Timely payments

Improved Governance

Minimum Requirements

Business Process Reengineering Design and development of standardized formats for Data exchange

Essential Modules
Budget, Accounts, Personnel Management & Payroll, Pension, Receipt, Fund Management, Virtual Treasury, Financial Data Warehouse
Interface requirements
Banking interface, C&AG interface
Facilities
E-Status enquiry from DDOs and banks regarding pensions, debt, debentures allotment, cheques and challans, E-Audit and any other relevant activity, particularly an activity that increases financial inclusion through use of technology
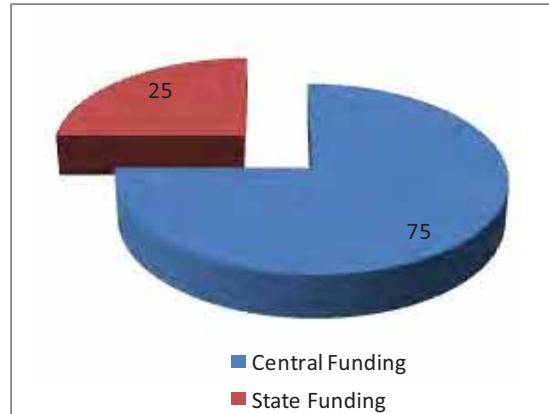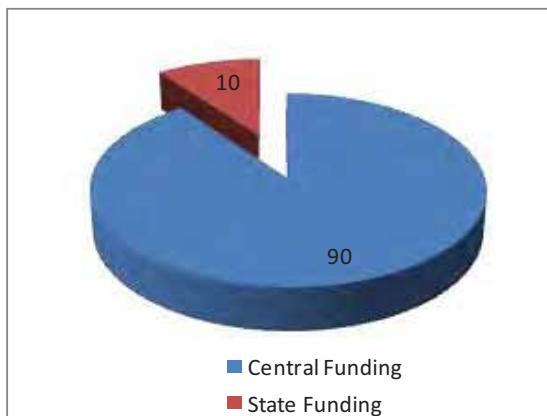
Funding

The Cabinet has approved the Treasury Computerization MMP at an overall cost of ₹626 crore with Government of India (GOI) share of about ₹482 crore. GOI and States to share cost, GOI 75% (90% for North Eastern States) limited to ₹75 Lakh (₹90 Lakh for North Eastern States) per district.

% of Cost Sharing for States/UTs (other than NE States)

% of Cost Sharing for NE States
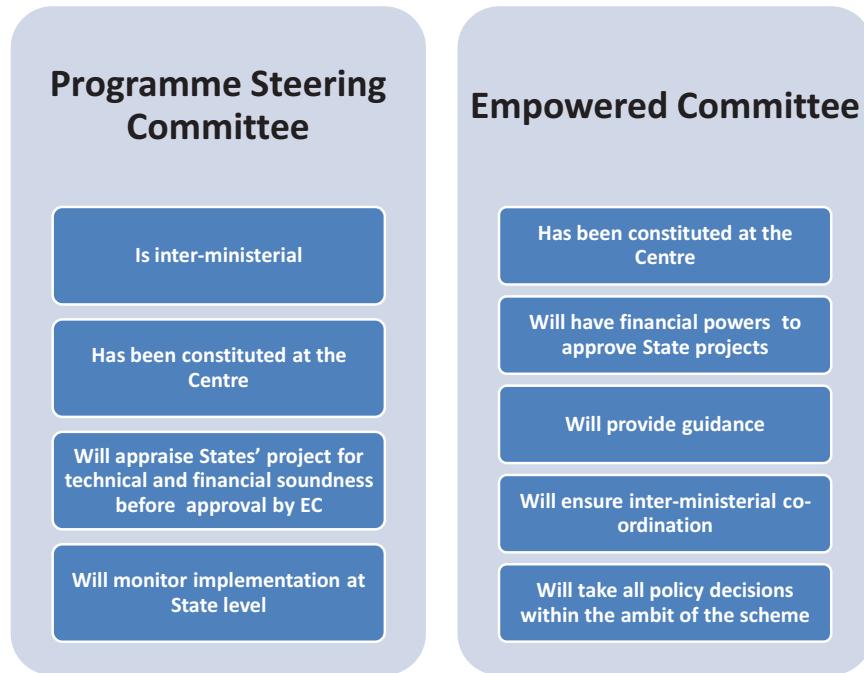
Funds would be released as Central Assistance to the States in three installments of 40%, 30% and 30% each, subject to satisfactory receipt of utilization certificates.

Financial Outlay

₹626 Crores

Governance Structure

Programme Steering Committee	Empowered Committee
Is inter-ministerial	Has been constituted at the Centre
Has been constituted at the Centre	Will have financial powers to approve State projects
Will appraise States' project for technical and financial soundness before approval by EC	Will provide guidance
Will monitor implementation at State level	Will ensure inter-ministerial co-ordination
	Will take all policy decisions within the ambit of the scheme

In order to provide guidance to the project at all stages, project governance bodies have been set up, and responsibilities have been demarcated.

Status

A notification along with scheme guidelines has been issued to the States for preparation of their proposals for GOI assistance.

Municipalities
Mission Mode Project

"e-Governance in Municipalities" is a unique initiative of the Government of India conceptualized under the umbrella of the overall National e-Governance Plan (NeGP) and the Jawaharlal Nehru National Urban Renewal Mission (Jnnurm) aimed at improving operational efficiencies within Urban Local Bodies (ULBs).

It has been observed that

- Presently there is very limited or no computerization across ULBs in different States.
- There is very limited or non-existent staff with IT know-how
- There is lack of standardization of processes; and
- The processes are primarily operated in a manual mode

This initiative envisages covering Urban Local Bodies (ULBs) in 35 mission cities identified, from 15 states (~ 80 ULBs), having more than 1 million population as per 2001 census to improve the efficiency and effectiveness of delivery of municipal services to citizens. A minimum of Eight services (citizen centric and ULB centric) have been identified as a part of the program that will be deployed at state level as a centralized application and will subsequently be used by the ULBs of respective states.

Objectives

Some of the key objectives of the Municipalities MMP are

- Improve service delivery mechanism, achieve better information management and transparency and ensure citizens' involvement in governance
- Utilize ICT for sustained improvement in efficiency and effectiveness of delivery of municipal service to citizens

To deliver comparable services to citizens across the nation, and to promote an outcome based approach to manage performance in Municipalities, Ministry of Urban Development has defined "Service Level Benchmarks (SLBs) for e-Governance in Municipalities" at national level for eight services. These benchmarks will help in continuous improvement in Service delivery. These SLBs are basic minimum standard set of performance parameters commonly understood and used by all stakeholders with methodological uniformity and will enable uniform measurement of citizen services irrespective of the process and technology variation

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http://jnnurm.nic.in/

- Assist the municipal bodies across India to improve service delivery mechanism, achieve better information management & transparency and ensure utmost citizen's involvement in participative governance

Services

During the first phase of the project implementation, eight (8) civic services/ management functions have been identified

Services/Management Functions
Registration and Issue of Birth/ Death Certificate
Payment of Property Tax, Utilities Bills and Management of Utilities that come under the ULBs
• Property Tax
• Water Supply & Other Utilities
Grievances and Suggestions
Building Approvals
Procurement and Monitoring of Projects
• e-Procurement
• Project/ Ward works
Health Programs
• Licenses
• Solid Waste Management
Accounting System
Personnel Information System

Benefit to:

Citizens

Efficient and timely services, updated information about status & performance and mechanism to provide feedback for continuous improvement

Service providers/suppliers
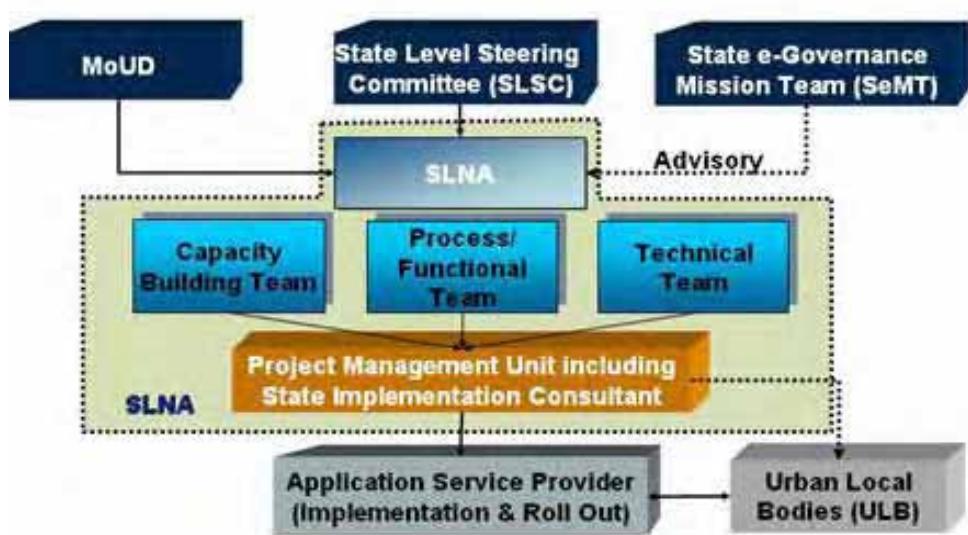
Guidelines related to project & contractual requirements along with payment arrangements

Business Process Reengineering

A standardized & re-engineered "To-Be Process" in the State catering to needs of all ULBs shall be implemented. All functionalities, workflows, approvals & processes will be automated. Business process re-engineering will primarily focus on the following

- One set of data is shared among multiple services.
- The checks and balances with necessary interlocks, which are implemented in manual process are included in the automated process, thus minimizing the need for multiple manual interventions.
- Data integrity is to be ensured by single entry multiple usage across services.
- Standardization is achieved in forms and processes across all ULBs within the state as per the municipal acts and bye-laws and citizens gets the same experience everywhere within the state.

Benefit to Executives/Staff of ULBs

Proper guidelines with respect to Processes, Operations, Roles & responsibilities, Timelines, Service Levels, Trainings for effective & timely delivery of services and complete information for decision making

Governance Structure

The National Steering Group constituted for JNNURM provides strategic direction to the implementation of the project. The Mission Director of JNNURM is the Mission Leader for Mission Mode Project on e-Governance for municipalities. The Mission Directorate under the charge of the Mission Director processes the project proposals received from State Governments with the technical assistance of Central PMU set up and places them before Central Sanctioning and Monitoring Committee (CSMC) for consideration.
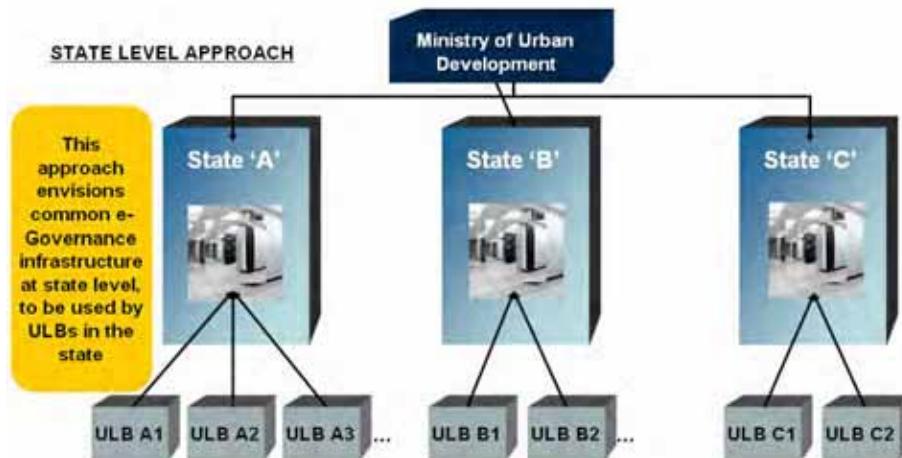
The Central Sanctioning & Monitoring Committee constituted in the Ministry of Urban Development under JNNURM is authorized to appraise and sanction projects costing up to ₹500 Crores under the Mission with the approval of Minister of Urban Development and Finance Minister, in each case without further reference to the Expenditure Finance Committee/Cabinet Committee on Economic Affairs. Central Sanctioning & Monitoring Committee may meet as often as required to sanction and review/monitor the progress of projects sanctioned under the NMMP, to provide policy directions for implementation of the MMP, and to identify problem areas and provide the necessary assistance to ULBs in implementation of the MMP.

At the State level, the MMP on e-governance in Municipalities is being implemented and monitored by the State Level Nodal Agency (SLNA), a designated agency of the respective state Government. The State Implementation Consultant (SIC) provides assistance in preparation of DPRs and in project management including technical assistance to ULBs / State. The State is also to identify process champions within the State/ ULB(s) to facilitate appropriate defining of the To-Be processes. Application service provider (ASP)/ Software development agency is hired to develop, implement and rollout the centralized solution for the state. At the urban local body level, project implementation unit is responsible for project implementation

Implementation Strategy

The initial strategy was to create independent IT infrastructure including application software for each participating ULB. However, it was subsequently felt that this approach of independent IT solution at each ULB would lead to interoperability and integration issues, huge capital & operating cost and severe capacity constraints in ULBs to implement e-Governance besides issues relating to sustainability after the mission period. To address these limitations and to make the e-Governance implementation feasible and sustainable, a revised implementation strategy of '**centralized solution at state level**' was arrived at. Under this implementation strategy, instead of discrete software solutions for each ULB, a State Level Software Solution (SLSS) is now proposed to be developed and all ULBs in the State are to leverage the same. Thus it is now proposed to have a centralized application at State level catering to optimal processes as well as having provisions for customization requirements as per the specific needs of the ULBs.

The salient points of NMMP implementation strategy are as follow:

- The solution will cater to Municipal acts of the State and will have provision to be customized for each ULB as per their by-laws
- The State Level Software Solution would be provisioned in the DPR submitted by first ULB in the state from a Mission city. The DPR would cover the Design, Development, Implementation, Operation and post-implementation support for 2 years of application software at the State Level in addition to the ULB's IT requirements in line with the JNNURM NMMP guidelines.
- The remaining ULBs in the Mission Cities will prepare

Benefit to Funding agencies/ NGOs/Partners/Media

Accurate, current and reliable information related to performance of ULB

and submit their own DPRs for IT infrastructure and services (such as capacity building, customization etc.) taking in to account the State Level Solution which would have already been setup

- The implementation of State level solution would be supported and guided by State Level Nodal Agency (SLNA). The strengthening of SLNA would be included in the first DPR from the State

- The funding for all the DPRs including the first ULB and all subsequent ULBs within the state will continue to be in line with NMMP guidelines under JNNURM

- First ULB may assign the implementation of State Level Solution to SLNA as permissible under the JNNURM guidelines on NMMP

- DPRs will also indicate how e-Governance operations will be sustained beyond 2 years period. In case of Public Private Partnership (PPP) mode is envisaged in a DPR, the funding will be limited to viability gap for admissible components, including first two years of O&M as per financial pattern in the guidelines. In case where State Government decides to adopt PPP model subsequent to the project approval, the revised DPR will be submitted for approval of CSMC and the funds released will be adjusted subsequently as per revised approval.

Benefit to Policy Makers

Support systems to enable decision-making on appropriate Policies, Guidelines, Institutional mechanisms, Technology & Infrastructure, resources (including finance) and future forecasting & planning for achieving the objectives

- The MoA among SLNA, ULB (first ULB with State Level Solution) and MoUD as required under NMMP guidelines, will be signed towards implementation and operations of the State Level Solution

- MoAs with other ULBs of mission cities within the state are to account for the existence of State Level Solution

Revenue and Cost Model
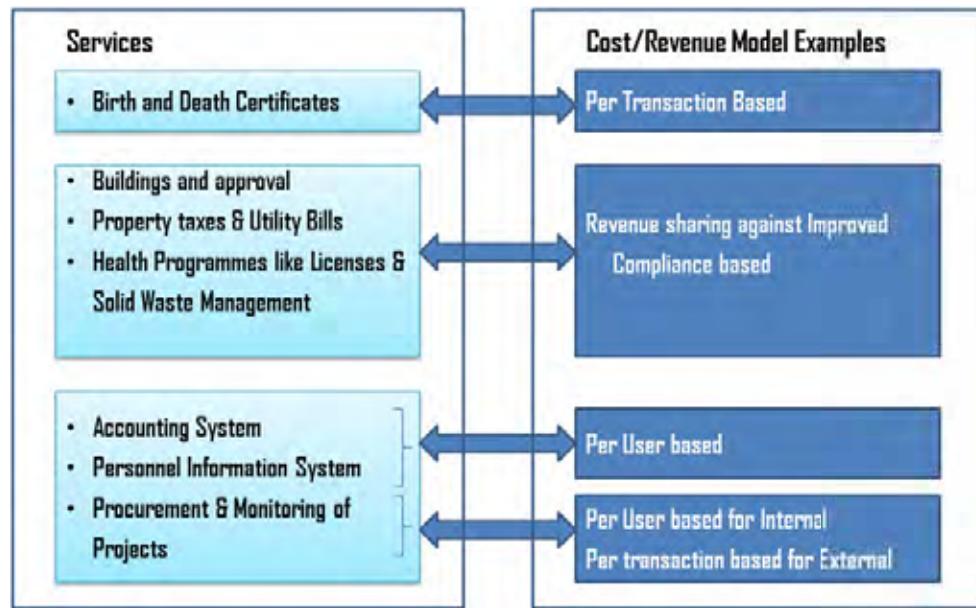
The project funding is available only for Mission period i.e. March, 2012. Hence, State in consultation with concerned ULBs shall identify the option for viability and sustainability of the project beyond the mission period. Public Private Partnership (PPP) mode can also be explored. Ministry of Urban Development will endeavor to provide guidance documents on various PPP options and Design and Evaluation while considering the risks and contractual requirements etc.

List of Guideline Documents

1. Model Guidelines for State Level DPR

2. Formats for Quarterly Progress Reports

3. Model RFP for Selection of State Implementation Consultant

4. Guidelines for monitoring and evaluation

5. Handbook on Service Level Benchmarks

Depending upon type of consumers and transaction volumes for various types of citizen centric services, option of levying user charges may be considered. For services being consumed internally by ULBs, like personnel information system & accounting, cost sharing model based on number of users, or fixed cost per annum may be considered.

To-Be Process for Birth Registration

Status & Timelines

At present the Project is to be implemented in 35 Mission Cities covering 15 states by March, 2012. The extension of the MMP implementation under JNNURM - to include all 65 Mission Cities is under active consideration as it will cover all 31 States and Union Territories across the country.

6 regional workshops covering 30 States and Union Territories were organized to discuss key aspect of the Project for e-Governance implementation including expediting the DPR preparation process.

List of Mission Cities

Mission Cities		
Hyderabad	Visakhapatnam	Vijaywada
Patna	Delhi	Ahemdabad
Faridabad	Bangalore	Vadodara
Jamshedpur	Cochin	Surat
Dhanbad	Greater Mumbai	Rajkot
Bhopal	Jabalpur	Indore
Nashik	Pune	Nagpur
Ludhiana	Amritsar	Jaipur
Chennai	Madurai	Coimbatore
Lucknow	Varanasi	Agra
Kanpur	Meerut	Allahabad
Kolkata	Asansol	

e-District
Mission Mode Project

e-District is one of the twenty seven Mission Mode Projects under National e Governance Plan (NeGP) with the DIT, GoI being the nodal ministry. This project aims at providing support to the basic administrative unit i.e. **"District Administration"** by undertaking backend computerization to enable electronic delivery of high volume citizen centric government services which would optimally leverage and utilize the three infrastructure pillars of State Wide Area Networks (SWAN), State Data Centers (SDC) and Common Service Centers (CSCs) to deliver services to the citizen at his doorsteps.

e-District pilot projects have been initiated in 41 districts across 16 States with the objective of delivering high volume services at the District level, which are currently not covered by any MMP under the NeGP, and undertake backend computerization, up to the sub-district/ tehsil level, to e-enable the delivery of these services through Common Services Centers (CSCs) in a sustainable manner, within a specific time frame. It is now proposed to rollout the e-District MMP to cover all the districts in the country.

Objectives
The objectives of the e-District MMP are to
- Deliver identified high volume citizen services with clearly laid down service levels and outcomes to improve efficiency and effectiveness of citizen interaction with district administration.
- Electronically deliver citizen services along with Business Process Reengineering (BPR) for improving the quality of services to citizens.
- Improve accessibility of services to citizens
- Create a robust and scalable platform which leverages the State Data Centers (SDC), State Wide Area Networks (SWAN), State Service Delivery Gateways (SSDG) and State Portals for providing e-enabled services with both back-end and front-end linkages.

DIT had launched a countrywide Scheme in early 2003 – "Horizontal Transfer of Successful e-Governance Initiatives" aimed at taking Best practices of successful implementations of e-governance projects like Land Records, Property Registration and Transport to other states by developing successful citizen centric working models.

Based upon the experience and knowledge gained under 'Horizontal Transfer of Successful e-Governance Initiatives' Scheme, DIT formulated and initiated e-District Pilot projects in UP and Assam in March 2006 to enable electronic delivery of high volume citizen services at the district level.

Power of Services

Initially certain high volume citizen-centric services will be taken up and thereafter new services can be added as the demand for more e-enabled services increases. 5 core service categories have been identified. In addition to these core services, States can further add 5 categories of citizen services (not covered under any other MMP).

The 5 Core Services	
Issue of Certificates	Birth, Death, Domicile, Nativity, Caste, Marriage, Income, Employment etc.
Social Welfare Schemes	Social welfare Pensions (Old age, Widow, Handicap, Destitute), Scholarships
Revenue Court Services	Case listing, Case adjournment, Stay orders, Final orders, Status of execution of orders: Information, Tracking, and filing of misc. applications. Government dues and recovery as part of Land Revenue – including issue of notices, record payments, track default processes, updation of treasury receipts etc.
Public Distribution System and Ration Card Related Services	Registration, change of address, addition or deletion of members, issue of duplicates etc.
RTI related Services and Grievance Redressal	Application, tracking, monitoring, redressal, appeals etc. related to all departments

Functional Architecture

The departments which are to be integrated need to interact with e-District application and to each other for seamless delivery of information / services to Citizens. The interactions between these departments are proposed to be done using the industry's widely accepted and adopted Service Oriented Architecture (SOA) framework. The interoperability would be enabled by using SSDG on XML (eXtensible Markup Language) and Web services standards.

Using SOA framework, the services at e-District application would be exposed using the web services and same can be consumed by various departments on demand basis.

Key Features

1. Service Oriented Architecture
2. Business Functionality transformed into services
3. Web based Interface
4. Extensible to support multiple access devices such as desktops, IVRS, Mobiles, CSC's etc
5. Confidentiality of Citizens data
6. Interoperable with State Portals and National Portals
7. Integration with Departmental applications & websites
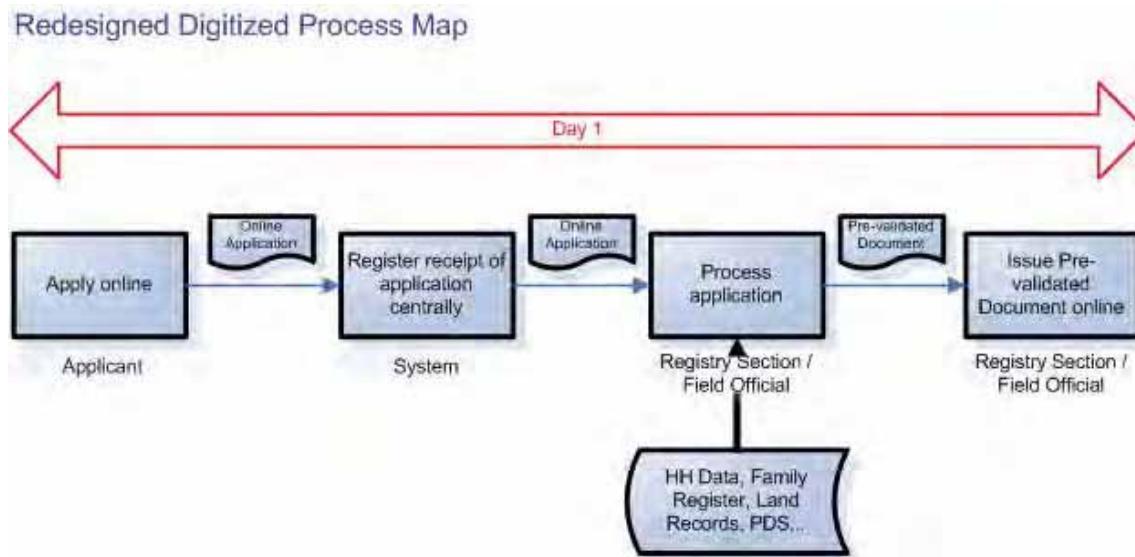
Business Process Re Engineering (BPR)

Business Process Re Engineering is a key component of the project and the endeavor is to redesign government processes to ensure significant process simplification and value addition for citizens. This is achieved by leveraging the core eInfrastructure of SWAN, SDC, SSDG and CSCs and creation of common databases based on interoperable standards. The BPR strategy and its benefits is illustrated in the design below

Before BPR
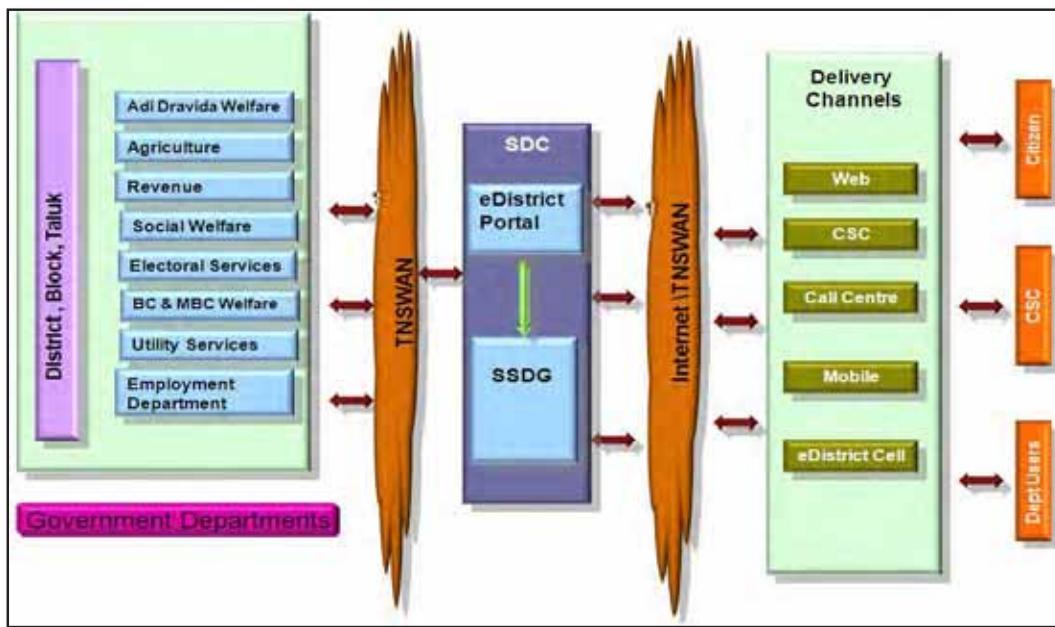
After BPR

The Architecture of e-District project in Tamil Nadu

e-District application Portal in Tamil Nadu will enable the electronic delivery of Services provided by different departments. e-District application portal will act as front end interface to district level e-Governance initiatives and services and is envisaged to be integrated with existing State Government Departments. Citizen can find information / avail any e-District service through various service delivery channels like CSCs / State Call Centre and the Internet.

Implementation Strategy

The e-District Project envisages centralized architecture at the State level with common application software for all the districts of the State, hosted in the SDC. The implementation is envisaged to be carried out in 2 phases in the States. Districts in which at least 70 % of the CSCs are operational would be targeted for rollout in the first phase and the rest of the districts will be selected for e-District rollout in the second phase, subject to the above rollout of CSCs.

Outcomes
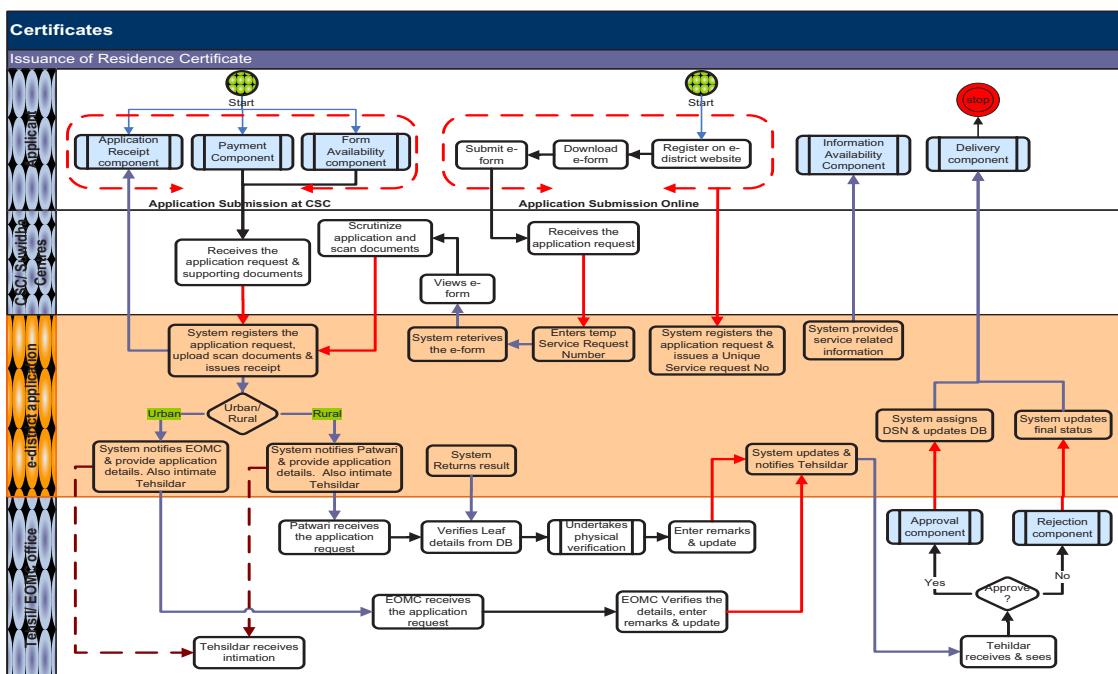
1. Availability of live notified 'e-Services' adhering to prescribed service levels
2. Intra/Inter departmental sharing of key databases
3. "One Stop Centre" for most of the citizen centric services
4. Faster processing of files and information

Business Process Reengineering

The Changed Scenario – Issuance of Residence Certificate in a Pilot e-District in Punjab

The new process for provides benefits to stakeholders such as

1. Better access to service front-end through CSCs proposed to be opened in the State

2. Improved and fixed service levels for the issuance of Residence Certificate.

3. 'Point to point' Status tracking feature enabled for providing 'window' to citizen

4. All service requests for Residence Certificate would be completely automated thereby eliminating manual activities

5. Management Information System (MIS) report to help monitor and control delivery of service at various levels

6. Auto-escalation matrix embedded to bring in accountability and efficiency in the service delivery process.

7. Management and maintenance of record electronically thereby reducing the effort to manually store and retrieve the records as and when required.
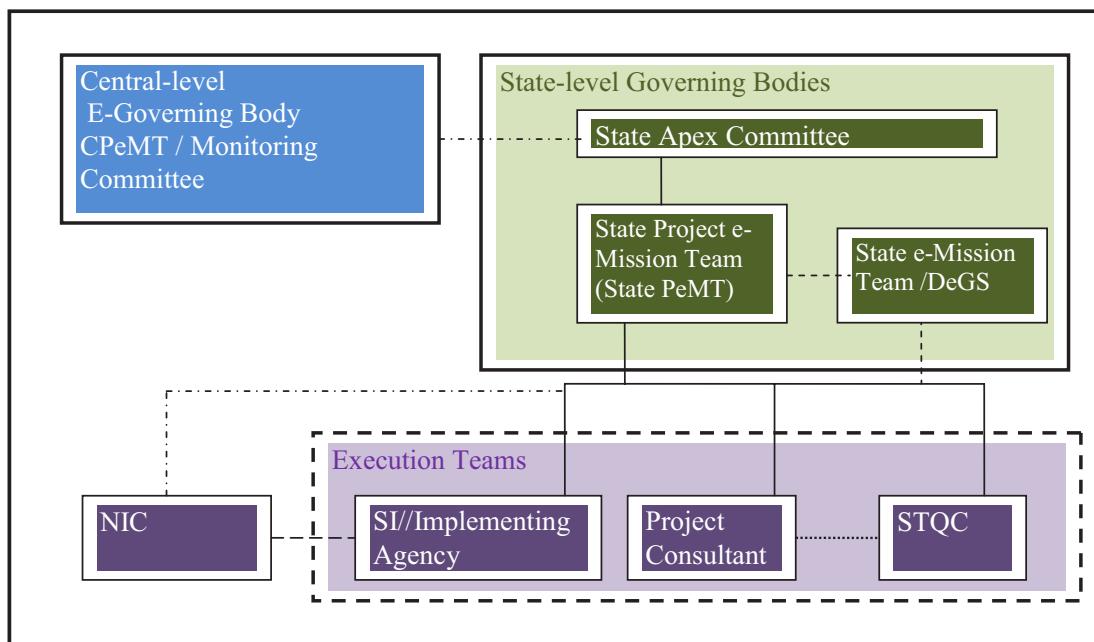
Governance Structure

Implementation of e-District requires active participation and close interaction amongst various stakeholders such as State Governments, District Administration, District Level Officers of Line Departments, Field Functionaries, Local bodies and implementation consultants.

Consequently, governance structure right up to the District level is being proposed for the National rollout of this MMP

- **Central Level**
  - ➢ **Empowered Committee** for overall guidance and decision on policy matters
  - ➢ **Central Project e-Mission Team (CPeMT)** will have the overall responsibility of project design and development

- **State Level**
  - ➢ **State Apex Committee** for overall approvals and decision on policy matters at the State Level
  - ➢ **State Project e-Mission Team (State PeMT)** will have the overall project leadership and overseeing Project implementation and Monitoring at the State level
  - ➢ **State e-Mission Team (SeMT)** will support State Project e-Mission Team in project implementation
- **District Level**
  - ➢ **District Project Committee or District e-Governance Society (DeGS)** to provide overall guidance to the project implementation partners/team, plan for building capacity at various levels of the district administration

Funding and Status

Pilot in 16 States (41 Districts) have been approved and are under implementation at a total project cost of ₹126.62 Crore.

e-Services are being delivered in 24 districts in 8 States (6 districts of Uttar Pradesh, 2 districts of Assam, 2 districts of West Bengal, 5 districts of Tamil Nadu, 2 districts of Bihar. 5 districts of Madhya Pradesh , 1 district of Jharkhand, and 1 district of Kerala).

In Orissa, Mizoram, Haryana, Punjab, Maharashtra, Puducherry, Rajasthan and Uttarakhand the pilot project is in an advanced stage of implementation.

The Expenditure Finance Committee of Government of India has appraised and recommended the initiaition of the national rollout of the e-District MMP at a total cost of ₹1663.08 Crore to be implemented in 640 districts of the country for a period of 4 years. Approval of the competent authority i.e. Cabinet Committee on Infrastructure is being sought.

*e Services launched in **Both** the districts of Assam and West Bengal*

*e Services launched in **6** districts of Uttar Pradesh*

*e Services launched in **5** districts of Tamil Nadu, **2** of Bihar, **1** of Kerala*

*Pilot e-District project is being implemented at a total cost of ₹**126.62** Crore*

Commercial Taxes Mission Mode Project

The administration of the commercial taxes like VAT, CST etc. involves handling of a large number of dealers, who act on behalf of the State Departments to collect tax from consumers and deposit it in the State treasury. The Commercial Taxes Department of every State registers the dealers and issues registration Certificates. The department fixes the periodicity of the returns to be filed by the dealers of the State. The department adds to the revenue of the State by collecting tax through challans and Net Payments. The Department is responsible for assessments, Tax Refunds, Form Issuance (eg. C form),Tax accounting, Recovery and Appeals.

Commercial Taxes MMP will support the States and UTs Governments to computerize their Commercial Tax administering departments and enable States and UTs to quickly install requisite hardware and application software system in networked environment on a wide-area basis.

This MMP envisions creation of a modern indirect tax administration environment across the States, supported by a suitably enabling Information Technology (IT) infrastructure that is conducive to investment, economic growth and free flow of goods and services within a common market of India. The Scheme aims at building up the capacities across States harmoniously with flexibility to accommodate locally felt needs while subsuming the already ongoing initiatives. It intends to transform key processes leading to improved service delivery and build capacities among all the stakeholders to enable people delivering the services to perform better and while doing so it adopts a service oriented approach to the process re-engineering.

Sales tax/VAT is one of the most important sources of indirect taxes for the purpose of taxation by the State Governments. The tax is levied and appropriated by the States on sale of goods. The Commercial Taxes Departments in the States are entrusted with the administration and enforcement of commercial Tax legislations.

Commercial Taxes MMP will lead to reduced official-dealer interface, reduced response time, faster service delivery, reduced transaction cost, increased transparency and increased accountability.

e-Payment has already been started by most of the States

Objectives

The Commercial Taxes MMP proposes to provide support to cover the identified gaps in the IT infrastructure so that web-based delivery of basic tax-payer services becomes possible. The objectives of the MMP are

- Reduced official-dealer interface, reduced response time, faster service delivery, reduced transaction cost, increased transparency and increased accountability.
- Provide online application for registration, its quick processing including electronic submission of query, if needed, submission of online response by dealers and its receipt by the system and facility for tracking the status of the application over web
- Provide online filing of refund application, it's processing including electronic submission of query, if needed, submission of online response by dealers, its receipt by system, facility for tracking the status

Disaster Recovery and Business Continuity Plan will ensure that the system runs 24*365 even in the case of long power outages, floods, earthquakes, virus attacks

Open Standards and Frameworks will be used to ensure interoperability and avoid technology lock in.

Power of Services

For Dealer's Facilitation	For Department's Administration
Online registration under Value Added Tax (VAT) and Central Sales Tax (CST) Acts	Auto Business rules to validate the applications and the information submitted by the dealers
Online filing of VAT, CST and Profession Tax Returns	Auto alerts to the concerned Sector Office in case of change in dealer information
Online payment of Commercial Taxes including Profession Tax	Information of the Returns to the concerned sector officer with complete return detail Auto risk analysis of the return submitted by the dealer
Online application for the issue of CST related Declaration Forms/ Certificates	Auto matching/mismatching of sale/purchase details for ITC verification
Online application for the issue of Way Bills	Auto generation of annual return data for the assessing officer to assess the dealer
Online submission of utilization statements in respect of Forms and Waybills	Auto creation of dealer ledgers and secured access to the concerned officers
Self-creation of User-id and Password for accessing e-services	Auto calculation of interest due on the refund amount
Online Dealer's Profile	Auto calculation of outstanding liabilities of a dealer and offsetting

For Dealer's Facilitation	For Department's Administration
Computer-aided assessment	Auto scheduling of hearing dates
Usual portal services, etc.	MIS reporting to give a 360 degree view
Statutory forms to be available online for downloading through secured logins and digital certificates	
Online registration of grievances	

Governance Structure

The project aims to change the face of CT administration by providing a host of services both to the dealers and the CT administrators and improving current processes. It would have the flexibility to accommodate locally-felt needs and subsume already ongoing initiatives in the same field. Hence, a strong governance structure is imperative.
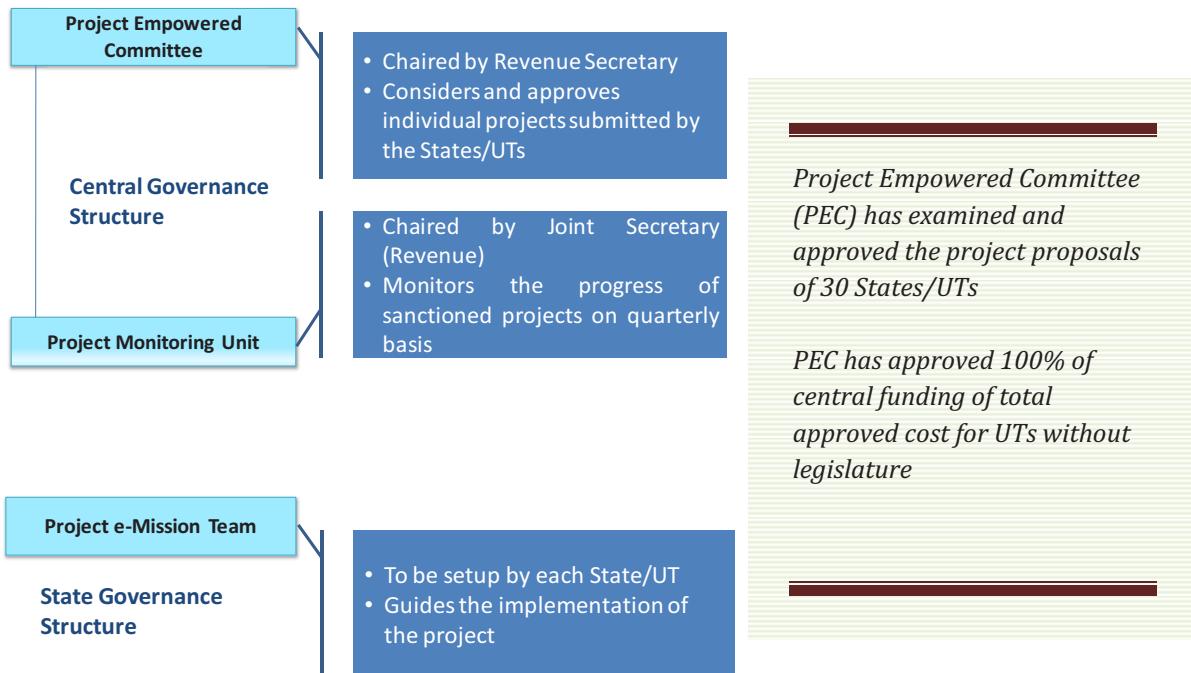
A **Project Empowered Committee (PEC)** has been set up to consider and approve individual projects submitted by the States/UTs.

Additionally, a **Project Monitoring Unit (PMU)** has been created in the Department of Revenue monitor the progress of the Sanctioned projects on quarterly basis. The PMU would undertake field visits as and when required.

States/UTs will be expected to set up **Project e-Mission Team (PeMT)** as per NeGP norms to guide the implementation of the project and to take all steps required to successfully execute the project activities in most effective manner.

Outcomes

1. *PAN based registrations*
2. *Easy access to tax administration related services*
3. *Efficient, timely and effective resolution of grievances*
4. *Simplified and automated decision cycles*
5. *Integration and information sharing for intra State, inter State and Centre State transactions*
6. *Electronic collection and payment of taxes*
7. *Reduction in service delivery time and transaction cost*

Project Empowered Committee

- Chaired by Revenue Secretary
- Considers and approves individual projects submitted by the States/UTs

Central Governance Structure

- Chaired by Joint Secretary (Revenue)
- Monitors the progress of sanctioned projects on quarterly basis

Project Monitoring Unit

Project e-Mission Team

State Governance Structure

- To be setup by each State/UT
- Guides the implementation of the project

Project Empowered Committee (PEC) has examined and approved the project proposals of 30 States/UTs

PEC has approved 100% of central funding of total approved cost for UTs without legislature

Funding

The project has been approved at an overall cost of ₹1133.41 Crores out of which the share of the Government of India is ₹800 Crores. Central funding has been restricted to 70% of the total approved project cost for all States/UTs (Expect North-Eastern States and UTs without legislature) and the rest 30% has to be borne by the respective State Governments.

Keeping in view the special category of North Eastern States, PEC has approved the 90% of central funding of the total approved project cost for North-Eastern states, 10% will be borne by State Government. Further PEC has approved 100% of central funding of the total approved project cost for UTs without legislature.
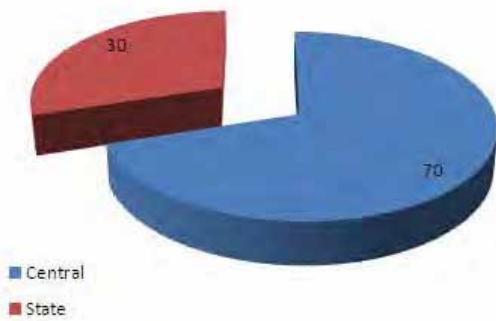
The Central support as a grant to the State/UT would be limited to 75% of any component's project cost except in case of North Eastern States and UTs without legislature where central share is 90% and 100% respectively.

Financial Outlay
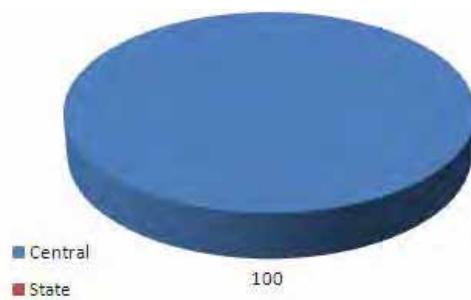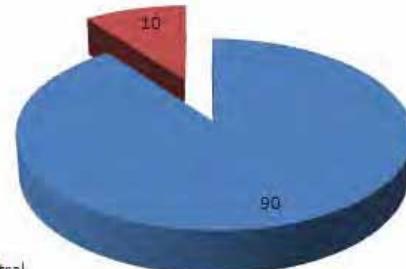
₹1133.41 Crores over 5 years

The limits for the Central share of the cost of the components are detailed below:

Sl. No.	Component	% of Central Share as cost of the component
1	Site Preparation	50
2	Hardware, including networking, equipments and battery backup	75
3	Software related cost	75
4	Project e-Mission team, consultancy and manpower, cost for O&M up to two years from the date of sanction	50
5	Capacity building of officers IEC of stake-holders	50
6	Certification, performance evaluation, etc.	50

**Central Funding for States UTs
(Except NE States and UTs without Legislature)**

Central Funding for N E States

Central funding for UTs without Legislature

Under the scheme the non-recurring expenditure incurred by States/UTs since 1st April 2007, if found admissible, will be retro funded. However, costs like manpower costs, operation & maintenance costs etc will not be eligible for retro funding. This retro-funding of the non-recurring expenditure incurred by State after 1st April 2007 will be as per the component-wise ceiling mentioned above and for the activities approved by the Project Empowered Committee.

Release of Funds

Funds will be released to States/UTs on the following basis

- The release of Central share of funds will mainly be linked to the achievement of milestones namely Completion of e-Registration, Completion of e-Return, Completion of e-Refund, 80% PAN collection etc.
- State/UT concerned will be required to release matching State share within 30 days of release of Central share. Matching State share for every Central release will have some ratio to Central share release, which exists between overall State share and Central share for the project.
- The first installment of the Central share will be released immediately after approval of the project by the Project Empowered Committee.
- Subsequent installments of the Central share will be released only after 60% of the total available fund (Central and State share) have been spent on approved activities.
- The interest amount accrued on funds released, will be considered part of the scheme funds and shall be shown clearly while maintaining the accounts, reporting expenditure and submitting utilization certificate, audit report etc.
- Timely submission of quarterly physical and financial progress reports will be necessary for consideration and release of all subsequent installments of Central States.

Implementation Timelines

The State/UT projects will be sanctioned normally for 3 years. In case of some special circumstances/reasons, the period of project implementation may at the most be increased to 4 years.

'e-Registration'

has been successfully started in 3 States

'e-Return'

has been successfully started in 5 States

'e-Payment'

has been successfully started in 8 States

'e-Refund'

has been successfully started in 3 States

'e-Receipt'

of Registration and refund application has been started by some States

e-Panchayat
Mission Mode Project

The Panchayati Raj Institutions (PRIs) are saddled with the problems of inadequate physical and financial resources, technical capabilities and extremely limited computerization. As a result, the potential of PRIs as the preferred delivery channel for the schemes of State and Centre as well as for citizen services has not been fully realised. While some computerization efforts for PRIs have been made by NIC over the years, the e-Governance revolution sweeping the country has not touched the PRIs yet in significant measure. The Ministry of Panchayati Raj, Government of India has therefore decided to take up the computerization of PRIs on a mission mode basis.

Objectives

Objective of e-PRI MMP are

- Enabling Panchayats to better deliver its mandated services to the Citizens through IT
- Enabling PRIs to use IT as a tool for transparency, disclosure of services to Citizens and social audit
- Improving internal management processes and decision making in Panchayats
- Enabling PRIs to use IT for electronic tagging and tracking of funds transferred to Panchayats, including rapid bank transfer of funds, tracking the expenditure of the Panchayats

e-Panchayat MMP Components

- Information & Service Need Assessment
- Business Proces Re-engineering
- Computing Infrastructure
- Connectivity
- Capacity Building
- Content Management
- Programme & Project Management

Panchayati Raj Institutions (PRIs) in India is a concept of local self governance, which promotes decentralized governance by participation of the ordinary public in their own governance.

PRIs function at the village, intermediate (block) and district level.

There are approximately 2,34,030 Gram Panchayats at the village level, 6,053 Janpad Panchayats at the block level and 535 Zilla Panchayats at the district level.
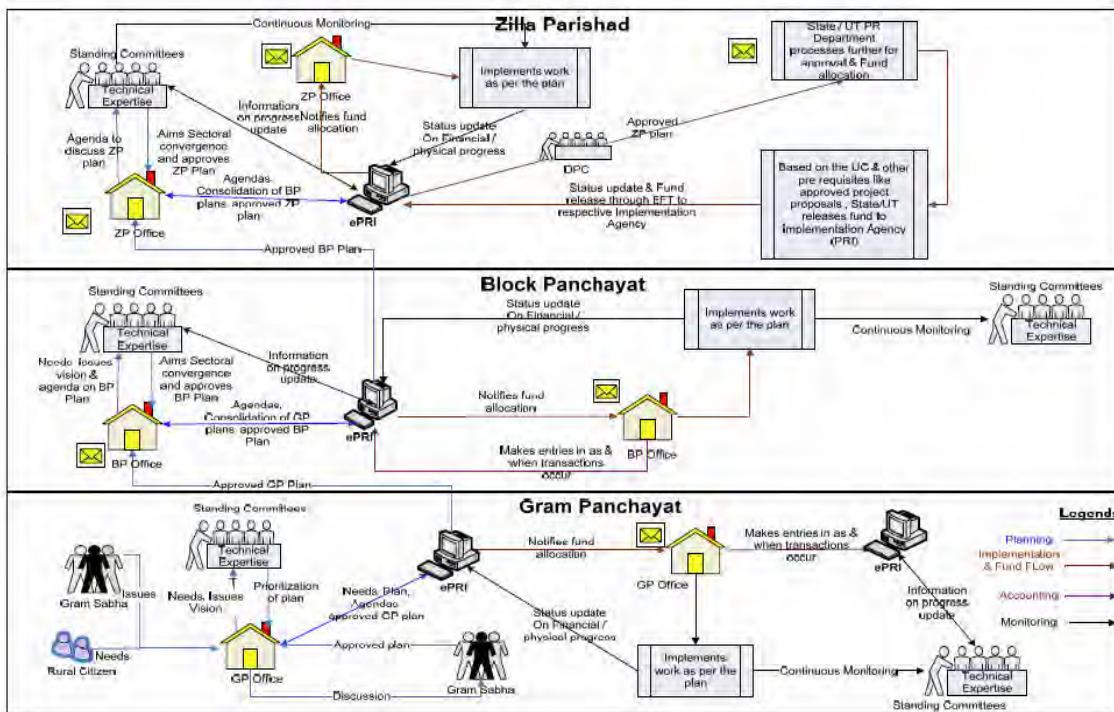
There are more than 31 lakh elected representatives at all three tiers.

1 PC/Laptop and minimum peripherals (printer, scanner, power supply etc.) would be provided at each Gram Panchayat

Visit

http://panchayat.nic.in
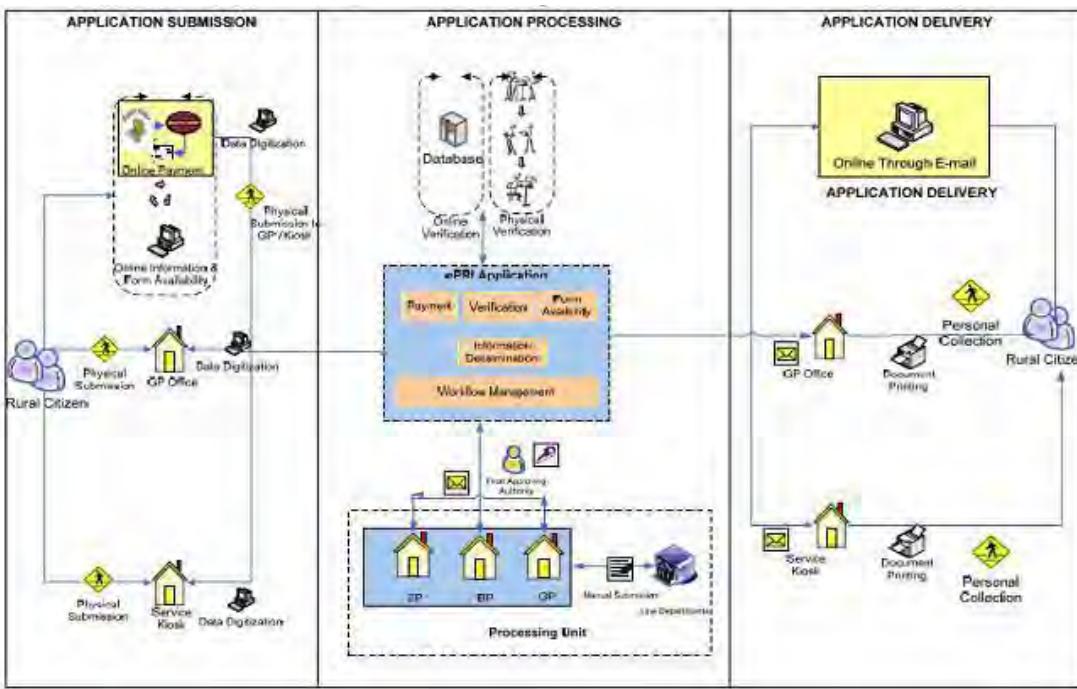
Envisaged G2G workflow between different levels of PRIs
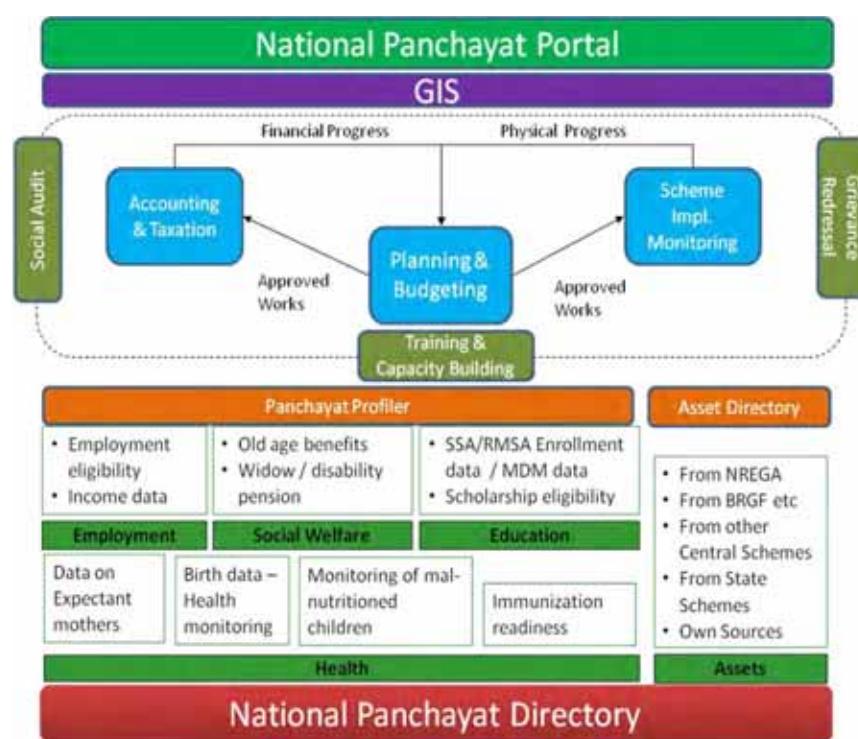
Envisaged G2C workflow for ICT enabled services

National Panchayat Portal

National Panchayat Portal will integrate all 12 Applications being developed for the Panchayats as under

Applications

1. Unique Code to Panchayats
2. Panchayat Portals
3. Panchayat Profiler
4. Planning & Budgeting
5. Accounting
6. Scheme Implementation & Monitoring
7. Social Audit
8. Unique Codes to Assets & Utilities
9. Citizen centric services
10. Grievance redressal
11. Basic GIS Applications
12. Training Management

Business Process Reengineering

Through a wide-base consultative approach, information and services needs assessment (ISNA) was conducted in 34 States / UTs spanning 45 districts and 128 Panchayats / Local Bodies. During the study phase 11 Central Ministries & State Line departments, 23 Central Schemes were studied. Information and Services Needs Assessment (ISNA) report, Business Process Reengineering Report & Detailed Project Report were prepared for each of the 34 States/UTs. Finally the reports were summarized as National Reports- National ISNA, National BPR and National DPR.
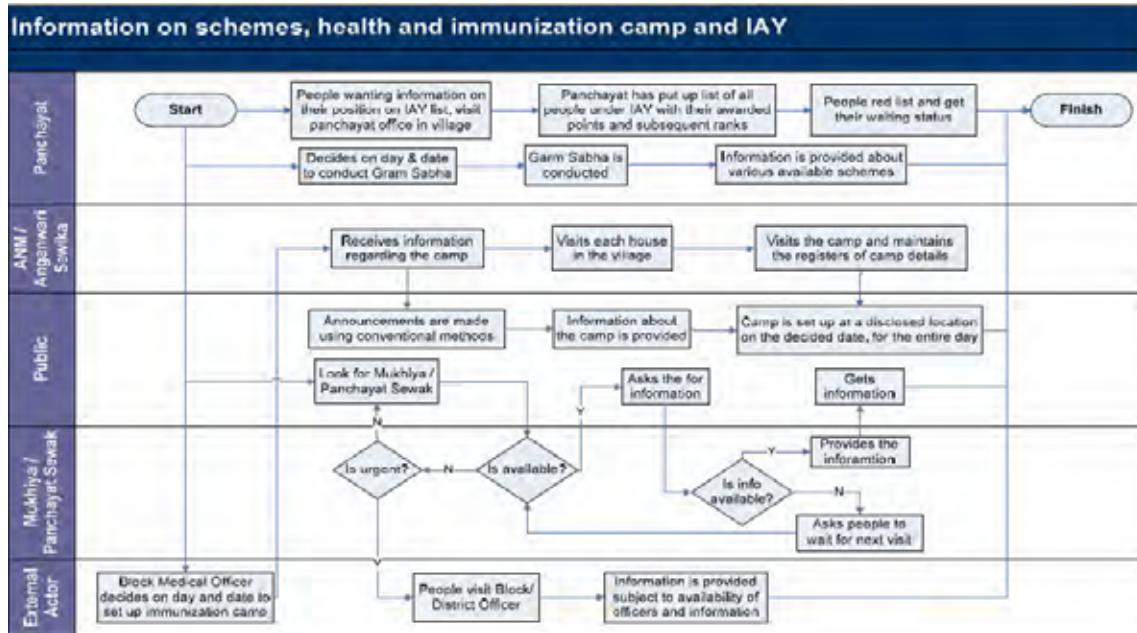
Based on the inputs provided by different stake holders, umbrella lists of services that are currently being provided by PRIs were identified. Subsequent to this, the services to be re-engineered were shortlisted from the identified umbrella list of services on the basis of volume of transaction; extend of demand for improvement, and PRI's involvement to deliver the service.

Solution Intervention Areas
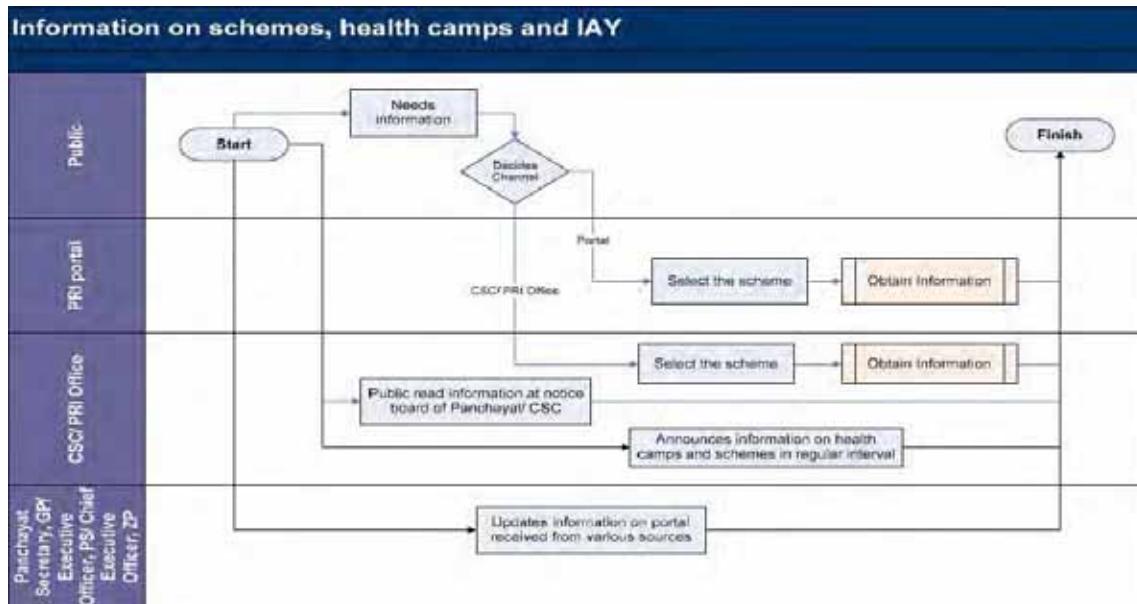
1. Process Improvement

2. Capacity Building

3. Automation

4. Policy Change/ Enforcement

How Information on Schemes, Health and Immunization Camp and IAY will change in Bihar

AS-IS Process

To-Be Process
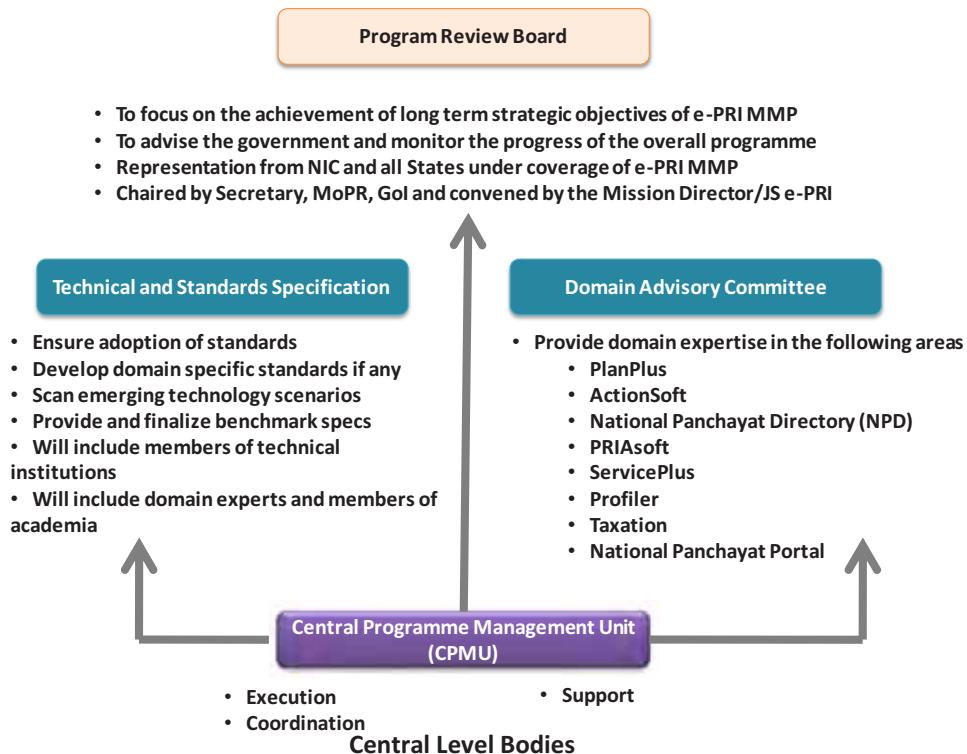
The new service will have a smoother process flow and ease of usage for citizens and others

Governance Structure

The project will be led by the centre and implemented by states. Hence a three-tier structure is proposed for program governance of e-Panchayat MMP implementation:

- **Central Level Bodies** – Headed by Program Review Board (PRB). The second layer would consist of key committees to act as advisory committees to the PRB on various aspects such as Technical, Functional, e-Governance Standards and Change management and the third one will be the Central Programme Management Unit (CPMU).
- **State Level Bodies** – Headed by State Apex Programme Management Committee. The second layer will be the State Programme Management Unit (SPMU)
- **District Level Bodies** – District Programme Management Committee and will be headed by CEO ZP of the District

Program Review Board

- **To focus on the achievement of long term strategic objectives of e-PRI MMP**
- **To advise the government and monitor the progress of the overall programme**
- **Representation from NIC and all States under coverage of e-PRI MMP**
- **Chaired by Secretary, MoPR, GoI and convened by the Mission Director/JS e-PRI**

Technical and Standards Specification

- **Ensure adoption of standards**
- **Develop domain specific standards if any**
- **Scan emerging technology scenarios**
- **Provide and finalize benchmark specs**
- **Will include members of technical institutions**
- **Will include domain experts and members of academia**

Domain Advisory Committee

- **Provide domain expertise in the following areas**
  - **PlanPlus**
  - **ActionSoft**
  - **National Panchayat Directory (NPD)**
  - **PRIAsoft**
  - **ServicePlus**
  - **Profiler**
  - **Taxation**
  - **National Panchayat Portal**

Central Programme Management Unit (CPMU)

- **Execution**
- **Coordination**

- **Support**

Central Level Bodies

Implementation Strategy

Implementation of the e-Panchayat MMP in all states/UTs is proposed to be done on a Service Procurement Model (SPM) whereby a Service Procurement Agency (SPA) would be selected through a competitive and transparent bidding process at state level. It is proposed that the SPA would provide the required ICT Infrastructure as well as provide trained computer literate manpower. It iss further proposed that the SPA would be provided adequate monthly service charges, as may be determined through a bidding process, to carry out the desired tasks.

The implementation would be spread over a period of 3 years and would comprise of the following phases:

Template Provided by MoPR
- Customized to reflect State Specific requirements
- States selects Service procurement Agencies

Installation and Commissioning of hardware at all PRIs
- 12 common applications developed centrally
- States will customize as per their needs
- Trainings will be provided
- One trained computer literate Panchayat Level Operation will be provisioned at each Panchayat

Operational support for 3 years
- Panchayat officials/members to enhance their skill sets and become sufficiently able to use computers including the various software applications during this period
- AMC support for hardware would be provided for 3 years by the SPA

Financial Estimates

Sl No.	Cost Head	Totals (In ₹Cr.)
1	State site ICT + National ICT	2872.02
2	Payout (PRIs ICT + Manpower)	2939.04
3	Training	562.32
4	Block Support Group	320.42
5	PMU (CPMU and SPMUs)	243.92
6	IEC	51.67
Total		6989.00

Financial Outlay

Expected to be ₹6989 Crores over 5 years

Current Status

The Information and Service Needs Assessment (ISNA), Business Process Reengineering (BPR) and Detailed Project Report (DPR) study has been completed in 34 States/UTs. ISNA and BPR reports have been submitted by 27 States/UTs. DPRs have been received from 34 States/UTs. PlanPlus, PRIASoft, National Panchayat Portal have been developed & deployed. Remaining applications are under development.

PlanPlus, PRIASoft and National Panchayat Portal have been developed & Deployed

Employment Exchange Mission Mode Project

Recognizing the role played by the Employment Exchanges and its impact in providing employment services to the citizens, Employment Exchange has been identified as one of the Mission Mode Projects (MMP) for upgradation and modernization of Employment Exchanges in order to make them more demand responsive.

The design and development of the EEMMP began with the "As-Is" study of the employment services at the Central and State levels. At the central level, the study involved undertaking a current state assessment of the key functions of the DGE&T for which informational interviews were conducted with respective department officials. For the state level study, 5 states (one from each region of the country) – Andhra Pradesh, Assam, Haryana, Rajasthan and Orissa – and 2 benchmarking states – Gujarat and Maharashtra – were identified.

Further, the districts / regions visited within these states were a good sample of the survey population identified for the study. The main entities covered in the states were State DETs, EEs (including UEI&GB and EEs for PH/SC/ST, Women) ITIs, Government and private degree colleges, private employers and private placement agencies. The study included understanding of the existing services including key functions, processes and sub-processes, identification of the desired & current service levels and evaluating existing capacities in terms of technology and people. Issues related to change management such as sources of resistance and capacity building needs such as training and skill requirements were also identified and diagnosed. The As-Is study was subsequently followed by the leading practices study in Gujarat and Maharashtra. The study included understanding the leading practices in employment services in these states from strategy, process, people & technology perspective.

Vision

The vision of the Employment Exchange Mission Mode Project (EEMMP) is to *"Provide a national platform for interface between stakeholders for responsive, transparent and efficient employment services in order to meet skill needs of a dynamic economy".*

Employment Exchange Mission Mode Project (EEMMP) is an initiative undertaken by the Ministry of Labour & Employment, Government of India to upgrade and modernize employment services rendered through the network of Employment Exchanges (EEs) across India.

This MMP will help in providing speedy and easy access to employment related services and information to job seekers and employers (both organized & un-organized sector) and enable the Employment exchanges to play the pivotal role in the modern Indian economy and flexible business environment

Objectives

The project aims to develop an integrated National web portal for providing effective, speedy and transparent employment related services to the citizens of the country.

The overall aim of the EEMMP is to provide gainful employment to all job-seekers registered with Employment Exchanges by facilitating interaction between jobseekers and employers and disseminating accurate and consistent labor market information to the policy makers on time.

In accordance with the Vision Statement the following objectives have been defined

- To collect and disseminate information on employment and training, to job seekers and employers in organized and unorganized sector so as to ensure a proper balance between the demand and supply of workforce
- To create easy and speedy access to services of employment exchanges for all the stakeholders
- To provide relevant employment counseling, assessment of capabilities and vocational guidance services to job seekers in improving their employability
- To obtain, provide accurate and quality Labour Market Information for planning and decision making in a timely manner

Strategic Objective

To improve the employability of job seekers registered with Employment Exchanges

Activities carried out before Design & Development of EEMMP

"AS-IS" Study

State Level Study in 5 States

Vision Workshop

National Level Consultation

Meeting the Vision & Objectives of the EEMMP

*In order to meet the Vision & Objectives of the EEMMP, the quality and reach of the Employment services need to be tremendously improved. Hence, **it is envisaged that through a series of change initiatives at the process, people, organization and technology levels, the implementation of the EEMMP will lead to the enhancement of the quality and image of government employment services in the country**.*

Services

The following are the indicative list of services which will be provided by the EEMMP

Service
Job seeker registration, renewal, updation and maintenance of records
Collection of Employment Market Information (EMI) from the employers
Rendering Vocational Guidance and Career Counseling
Dealing with the notification of vacancies, making submissions and follow-up with the job-seekers
Quick and speedy service exchange and information within departments for effective inter-departmental MIS, speedy information communication and centrally accessible information to officials at all levels
Availability of comprehensive information on the Employment Market of India in a timely manner and effective decision support system for planning

Outcomes

Gainful employment to all job seekers registered with EEs by facilitating interaction between job seekers and employers and disseminating accurate, consistent and updated labor market information

Improvement in performance levels of registrations, placements, VG sessions, compliance by employers with regard to ER returns and improvement in service Levels with the inclusion of private partners

Implementation Strategy

Owing to the criticality associated with this initiative, the EEMMP has to be taken forward in a cautious, yet concerted manner. It is proposed to be done in a *"Do it All At Once"* manner since the common application across the States of India should perform in tandem with the envisaged vision. Considering the commonalties of EE services & functions across all the states, it is proposed that the core application of EEs shall be developed by DGE&T through a Central System Integrator (CSI). However for better control & management and to ensure ownership of the project by the States, the project implementation at State level (including customization of the core application) shall be undertaken by States through Private Partners.

Strategy

"Do it All At Once"
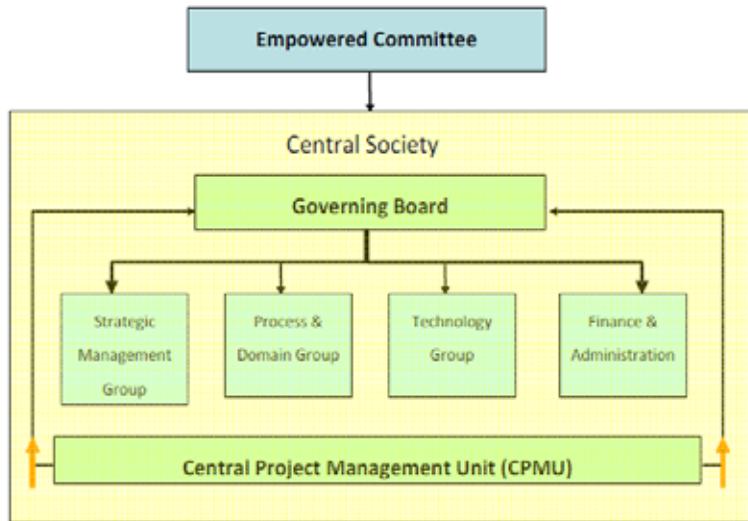
Envisaged Network Architecture
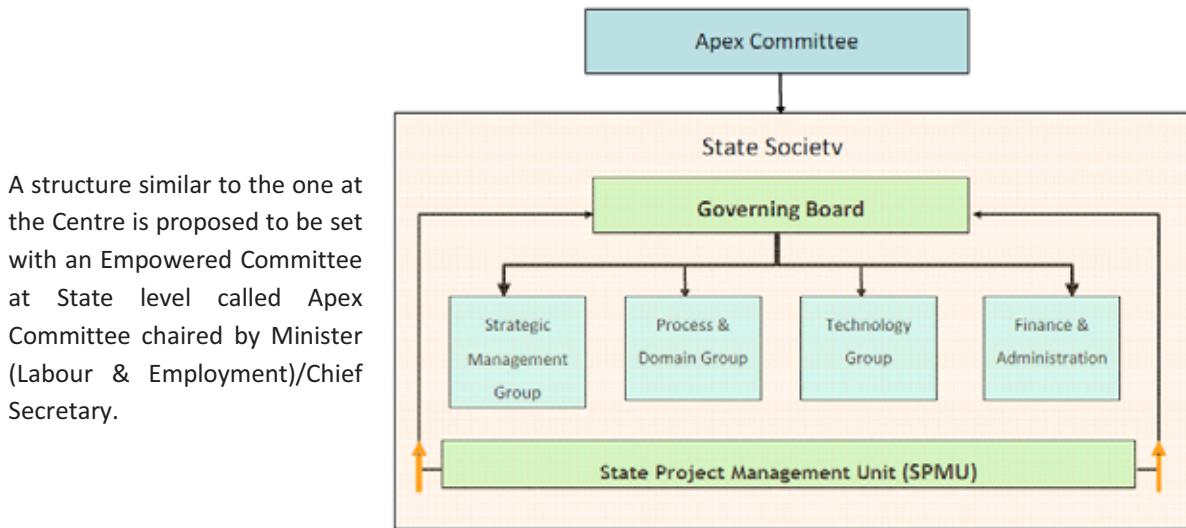
Governance Structure

It is proposed that the project will be governed by an Empowered Committee (EC), with the cooperation of various bodies, and Project Monitoring Units (PMU) at both Central & State level.

The Governance & Management Structure for project at Centre would be a two layered structure. The 1st layer would consist of an EC and the 2nd layer would consist of an Autonomous Society.

Project Governance & Management Structure at the Centre

Project Governance & Management Structure at the State(s)

A structure similar to the one at the Centre is proposed to be set with an Empowered Committee at State level called Apex Committee chaired by Minister (Labour & Employment)/Chief Secretary.

Central Project Monitoring Unit (CPMU) and its Role

The CPMU will be an extended support to the line Ministry (DGE&T) which supports it in all aspects of project monitoring. The team of Central Project Monitoring would comprise of experts, primarily to focus on co-coordinating the whole project at the Pan India level with all the States.

State Project Monitoring Units (SPMU) and their Role
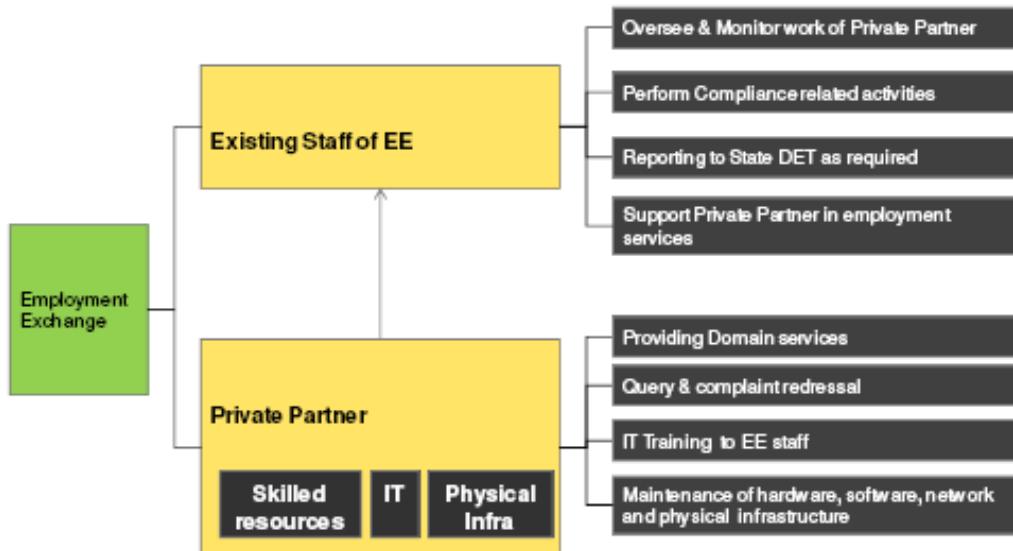
The State Project Monitoring Unit will be an extended arm of the concerned State Directorate of Employment which will support it in all aspects of project monitoring. The broad responsibilities include timely completion of the project, ensuring the Quality of deliverables, SLA Monitoring mechanism, Risk Assessment Framework, Monitoring and Evaluation mechanism and the Methodology and Framework for reporting.

Business Model

As per ILO convention, a Job-seeker cannot be charged any service fee for any type of employment services. India having ratified this convention, the government cannot charge fees from the job seekers for providing employment related services. Hence, perhaps the only feasible source of revenue can be by way of service fee from Employers for providing placement services. Based on the volume projections of placements and considering optimum fee for each placement, the revenue generated anticipated to be modest. Hence considering both - the social service orientation of the EEs (facilitating employment to job-seekers) and few likely sources of revenue streams, the following business model is being considered at present

- Private partner to invest in the following components

- ➢ Capex for IT & non-IT infrastructure (Upfront investment)
- ➢ Opex for IT & non-IT infrastructure spreading over 5 years from project Go-Live
- ➢ Deployment of skilled resources at EEs
- Government to pay back to the partner on an annuity basis commencing from the year of project operationalization (GO-LIVE) subject to the fulfillment of predefined SLAs.
- To incentivize the private partner and the EE staff for rendering better services, revenue generated from placements services will be shared between the Government, EE staff and the PPP private sector partner in a pre-agreed manner.

Key roles of Government and Private Partner in the proposed model of an EE

(Note: the above business model is contingent upon the approval of the DPR/Project)

Status

Planning Commission has accorded 'in-principle approval' and DIT has carried out a technical appraisal of the project. During the approval process the State Principal Secretaries/ Secretaries were also consulted for finalizing the core implementation strategy. It is also proposed that the project be implemented across all the employment exchanges of India in one go. The financial approval for the project is expected shortly after deliberations at the level of the Expenditure Finance Committee are completed.

Financial Outlay
Total project outlay spreading over 5 years estimated to ₹2167.29 Crores

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77 Passport Seva Kendras next year

Special correspondent

Fast-tracking e-governance

e-Governance in the News...

Cab sec office to go paperless from 2011

New Delhi July 16: As part of the government's e-governance programme, the Cabinet Secretariat will go 'paperless' from the next financial year.

"The Cabinet Secretariat will go paperless from April 1, 2011, at least in its internal functioning," Cabinet secretary K M Chandrasekhar told reporters after the meeting of apex committee of the National e-Governance Plan here. He said the Cabinet Secretariat would "strongly encourage" other government departments to follow suit. Special secretary in the department of administrative reforms and public grievances DV Singh said digital form of files will help in making easy decisions.

All Govt. services to go online by 2014

Centre says all its depts may soon be paperless

New Delhi, July16, DHNS:

NEW DELHI: The Central government's e-Governance initiatives have gained pace with 600 of its 1,100 citizen-centric services launched in 2006 now available online and the rest will be operational by 2014, Cabinet Secretary K M Chandrasekhar said here.

Also, two of the government offices, the Cabinet secretariat and the Department of Revenue in the Finance Ministry would soon be "paperless" and other Central government departments is on their way to be fully computerised, he said, after a review meeting on Friday of the apex committee on National e-Governance Plan (NeGP).

Other than Chandrasekhar, UIDAI Chairperson Nandan Nilekani, National Knowledge Commission Chairperson Sam Pitroda and Nasscom President Som Mittal were among those who attended the meeting.

The services now available in online form are just 14 of the 27 Mission Made Projects of the NeGP. The rest of the services will be functional by 2014, according to the Cabinet secretary.

To enable all this, connectivity is being enhanced through State Wide Area Networks (SWANs) ensuring a minimum of 2 Mbps connectivity upto block levels. SWANs are now operational in 23 states, and will start functioning in rest of the states by March 2011.

Aiding the project will be the State Data Centres (SDCs), which will serve as repositories of data at the state level. Detailed project reports for SDCs in 31 states have been approved and bid process has been completed for 16 states. By December 2011, all 31 SDCs will begin operations.

60,000 CSCs to set up

Also, more than 60,000 common services centres (CSCs) have been set up across the country and this might grow to 1,00,000 by March, 2011. The total estimated CSCs is 2,50,000 by 2012, covering all Panchayats.

The cost of the entire project is estimated at Rs 40,000 crore, of which about Rs 10,000 crore had been spent, Union IT Secretary R Chandrashekhar said. The projects are being carried out on private-public partnership.

The services available online include mobile computer applications, pensions, central excise, income tax, passport, banking & insurance, land records, road transport, common services centre, e-courts, national service delivery gateway & India portal.

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Cabinet Secretary calls for BPR in government

Panel for removing bottlenecks in computerising govt. depts.

An inter-departmental panel overseeing implementation of the National e-Governance Plan today stressed the need to carry on business process re-engineering to remove bottlenecks in computerisation of various government departments.

"Several representatives from the industry and officials of state governments today stressed the need to have business process re-engineering," Cabinet Secretary K M Chandrasekhar, who chaired the apex committee meeting on NeGP, told reporters here.

Explaining the concept, he said the Department of Information and Technology has been requested to set up a "small group" of officials from the Centre and the state governments to prepare a roadmap for process re-engineering.

It would involve identification of 30 to 40 processes which can be re-engineered to ensure that bottlenecks are removed before projects relating to computerisation in various government departments are implemented.

The Cabinet Secretary said there could be processes which could delay decision-making on part of the government, "for example there could be delay in sanctioning a scheme, monitoring of a scheme, release of funds and in sanctioning of manpower."

While ruling out "dramatic results overnight", he hoped that the group will start coming out with solutions in the next three months.

The committee also examined the need for a "dedicated project team" in every department which will have the requisite domain, technical as well as project management knowledge. "Part time participation will not work," Chandrasekhar said.

Against the backdrop of the Right to Information Act and the recent amendments in the IT act which provides legal recognition for electronic transactions, the committee also discussed recommendations of the Administrative Reforms Commission for "enabling legal framework to mandate provision of all public services of the central ministries compulsorily through electronic means only.

ग्रामीणों की परेशानियों को दूर
करने में सहायक होगा प्रज्ञा केन्द्र

सरपट्टीस वे वीडीजनी ने कई
केन्द्रों पर व्यवस्थापन सिखा

जनसेवा केन्द्रों के माध्यम से हाइटेक होंगी सेवाएं

प्रज्ञा केन्द्र से मिलेगी योजनाओं की जानकारी

दफ्तरों में बार-बार नहीं देनी होगी हाजिरी
मोबाइल दूर करेगा समस्याएं

देश का पहला हाइटेक जिला होगा यूएसनगर

महा ई सेवा केंद्राचे उद्घाटन

CSCs In The News...

The Commonwealth Express (June – October 2010)

The Commonwealth Express exhibition was a unique and popular exhibition run *jointly by* Department of Information Technology (DIT), Ministry of Communications and Information Technology *and* Railway Sports Promotion Board (RSPB), Ministry of Railways.

The objective of DIT was to induce awareness amongst the citizens about the various programmes, services and other initiatives of the Central and the State Government in the area of Information Technology (IT) and to showcase the transformation e-Governance is bringing about in the life of the citizens.

Conceptualized and designed in only 35 days, these 6 coaches touched 50 destinations across 24 States and 3 UTs during the train's 113 days of journey. A total of 99 posters (87 translites in 11 languages) were viewed by over 7.5 Lakh people in the train across the country. These posters showcased the incredible ICT journey and milestones achieved by DIT and its various arms (such as NIC, C-DAC, DOEACC, STPI, NIXI, NICSI), portrayed the significance of IT in various aspects of life like health, education, employment, travel, communications, business etc. and exhibited the wave of change NeGP is likely to bring about.

An 8 page brochure on NeGP was distributed in 11 different languages to spread awareness about the single largest e-Governance initiative in the country. Sutradhar, a movie on the CSC scheme, was screened inside the train in 11 different languages to convey the message that Government services are being made available right at the doorstep of the citizens.

The success and reach of the exhibition can be gauged from the fact that more than 1000 reports appeared in newspapers and over 250 clips appeared in electronic media. **Shri Digambar Kamat, Hon'ble Chief Minister of Goa** felt that the exhibition was an "*Excellent presentation which will benefit the younger generation. It will motivate our students and youngsters to be a part of IT revolution in India.*"

About the Compendium

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This compendium is a concise and compehensive collection of information on almost the entire gamut of e-Governance initiatives being undertaken at various levels. To fully appreciate the scope and challenges of the National e-Governance Plan (NeGP), an overview of the various Mission Mode Projects (MMPs) has been presented. Details of each MMP viz. vision, objectives, services provided etc., along with factsheets on the projects have been included. This compendium is an effort to spread awareness and facilitate knowledge sharing on different architectures, governance structures, business models etc., which the Line Ministries/Departments have developed for implementing the projects.

This compendium is also available for download from www.mit.gov.in.