AWARDS SCHEME FOR EXEMPLARY IMPLEMENTATION OF e-GOVERNANCE INITIATIVES

NAME OF CATEGORY-

'EXCELLENCE IN GOVERNMENT PROCESS RE-ENGINEERING'

1.   **Coverage – Geographical and Demographic** ()
(i) Comprehensiveness of reach of delivery centres,

> The centers are run by unemployed Scheduled tribe youth belonging to the Islands who are educated. Each center has been created as self sufficient with all hardware & net access.

(ii) Number of delivery centres

> 16 CSC located in 10 widely dispersed islands in the Arabian sea

(iii) Geographical

> (a)National level – No of State covered
>
> (b) State/UT level- No of District covered
>
> © District level- No of Blocks covered
>
> Please give specific details:-

1

10

> UTL being uni-district the 10 inhabited islands are treated as blocks & coverage is extended to all the blocks

(iv) Demographic spread (percentage of population covered)

> 100%

2.   Situation Before the Initiative (Bottlenecks, Challenges, constraints etc with specific details as to what triggered the Organization to conceptualize this project):

> - The island population is depended on mainland for all its requirements. The building materials required for construction are also required to be brought from mainland.
> - These are brought from Mangalore port through country vessel and then distributed to the citizens. An organization called as LBDB was created by an act of parliament to prevent local public from using the coral sands which comes under the scheduled 1 list of Wildlife Protection Act.
> - But since there is always a demand supply gap the material distribution was always questionable with the most vulnerable being left out.
> - All applicants were expected to collect form on specific days with stipulated times & submit the same likewise.
> - All the submitted applications files relating to the allocation needed to physically travel through boats and ships to the capital Kavaratti.
> - Citizens needed to travel to the capital in high seas undergoing great inconvenience to follow up their applications
> - Improper material planning & supply chain management resulting in revenue losses

3. **Extent of Process re-engineered** (Processes that have been re-engineered, services which depend on these processes, analysis/re-design of Process workflows – before (As-Is) and after (To-Be) re-engineering; changes in activities and their sequencing; level of automation (Extent of computerization in terms of number of services computerized, Extent to which steps in each service have been ICT-enabled) #)

Total of 19 process were re-engineered
The breakup as below:
19 processes became electronic from manual
13 of 19 processes were automated & human intervention removed
4 processes integrated with Auto Alerts over SMS

4. Strategy Adopted

(i) Details of base line study done,

A feedback from the public representatives belonging to the different islands who are members of the board was undertaken. The various grievances received from the public related to material distribution also formed basis for the administrative decision taken by Chairman LBDB & the Administrator.

(ii) Problems identified,

• streamlining activity to ensure hassle free availability of materials as per demand on time and   • in the most cost effective & transparent manner possible.

(iii) Roll out/implementation model,

Phase I	• Reduce citizen inconvenience of having to visit LBDB repeatedly – ensure services at doorstep • Track, trace, account for & continuous auto-generated updates for each application – both at departmental & applicant level • Reduce workloads of TO (Technical Officer) by reviewing process-flow & ensuring validation of steps • Bring transparency in procurements – roll out e-tendering

Phase II	• Enhance citizen experience by ensuring payment integration – ensure true citizen doorstep presence
	 • Re-engineered process should become time-bound & accountable for delivery
	 • Start implementing:
	     o Business assessment methods for better demand forecasting
	     o Online stock management
	     o Consider SCM (Supply Chain Management) techniques

Phase III	• Integrate with other departments' applications, as & when they go online – ensure citizen can retrieve as much information through an integrated application suite making physical copy dependency redundant

(iv) Communication and dissemination strategy and approach used.):

Multipronged; local media, Panchayat, Departmental Notice, CSCs

5. **Technology Platform used-**
   (i) Description

Technology information		
a.	The name of the database on which the e-Gov initiative is based	MySQL
b.	The name of the Operating System on which the database mounted	RHEL
c.	Name of the web-server	JBose
d.	The prime agency involved in the implementation Third Party private sector vendor(s)	
e.	Does the initiative use State-Wide Area Network (SWAN)?	Yes
f.	The Data center used for the initiative	
	State Data Center (SDC)	Yes (co-located with Kerala SDC)

   (ii) Interoperability

YES

   (iii) Security concerns

NO

   (iv) Any issue with the technology used

none

   (v) Service level Agreements(SLAs) (Give details about presence of SLA, whether documented, whether referred etc. #)

The application is hosted in SDC and is maintained part of that SLA itself. The application source code belongs to LBDB.

6. **Citizen Centricity** (Give specific details on the following#)

(i) Impact on effort, time and cost incurred by user,

Time:

1. Previously application used to be given from SDM offices in Islands for limited time and on specific dates at only certain points of time with complaints from various quarters that forms are issued in arbitrary manner without any transparency.
   After the system has been introduced the applications are available 24X 7 and are not a means to decide who will apply or not. It is available to all citizens.

Effort, Time, Cost & Risks:

1. The files and the applicants needed to travel hundreds of kilometers physically to reach the capital island. This was both a time consuming as well as a potentially risk, since multiple handling exposed it greater amounts of loss or damage.
   Implementation of CAMS has removed all such requirements & has made file movement & tracking available 24x7.
2. The processing is time bound and with lesser steps compared to previous lengthy procedure and time.

Efforts & Transparency:

1. The list of applicants can be compared instantaneously from the database to know the previous transactions with LBDB.
   In light of the policy of supporting 1 individual & his dependents with one residential house (either for building, renovating or expanding) only this becomes an important parameter.
2. The merit list of identified beneficiaries is available in the public domain making the system completely transparent.

Time & Cost:

1. The automatic alerts saves time for material collection, payment etc.
   Previously for tracking of any file citizens of all the islands had to visit the capital island of Kavaratti. This was a lengthy, time consuming & expensive proposition since the public interactions periods were limited.

(ii) Feedback/grievance redressal mechanism,

YES; In-Built

(iii) Audit Trails,

Yes; In-Built

(iv) Interactive platform for service delivery,

YES

(v) Stakeholder consultation

YES

7. **User convenience** (Give specific details about the followings #)

(i) Service delivery channels (Web, email, SMS etc.)

Web

(ii) Completeness of information provided to the users,

Yes; Along with help menu

(iii) Accessibility (Time Window),

24 x 7

(iv) Distance required to travel to Access Points

Less than 1 kilometers as they are located within the Islands. Hosted web based application accessible without restrictions

(v) Facility for online/offline download and online submission of forms,

Purely online

(vi) status tracking

Yes (Auto-alerts integrated)

8. **Efficiency Enhancement** (Give specific details about the following #)

(i) Volume of transactions processed

608

(ii) Coping with transaction volume growth

20% growth seen

(iii) Time taken to process transactions,

7-8 min

(iv) Accuracy of output,

Failure results shared immediately

(v) Number of delays in service delivery

N/A

9. **Cost effectiveness** (Give details about impact on cost incurred w.r.t. overhead cost, direct and indirect cost, man days/man hour required to do a job etc.#)

> The cost for the development of application was Rs. 36.91 lakhs and there are no overhead costs as the citizen can access on their own computers. For those who may not have their computers to access they are able to use the Common Service Centers for access. The application is hosted in SDC and is part of the cost of SDC maintenance.

10. **Capacity Building and Organizational Sustainability** (Give details about hiring skilled staff, imparting training etc.#)

> Training was provided to master trainers as part of Vendor agreement;
> Multiple trainings were provided to different stakeholders

11. **Accountability** (Give details about, impact on transparency of process, fixing responsibilities etc. #)

> The system has brought complete transparency in taking away the discretion to provide physical application forms by authorities, comparing with the previous beneficiaries list automatically, preparation of merit list on prefixed criteria, making the merit list in public domain. The system fixes responsibilities on the authority who is to take decision on the eligibility like distance from the road, CRZ etc by fixing clear timelines and is deemed as automatic approval if no remarks are entered within the timeline. Any case of rejection requires the reasons to be entered which will be made known to the applicant automatically.

12. **Innovation** (Give details on the extent to which re-engineered process is unique, compared to other common process re-engineering efforts, impact on number of steps required, identification and removal of bottlenecks/Irrelevant steps etc. #)

> The re–engineered steps followed the common administrative practices adopted for e governance projects.

13. **Appropriate Delegation** (Give details on whether a team involving employees from all levels has been deployed for the project implementation and maintenance, can employees be held accountable for their actions, etc. #)

> - The concept of a RACI matrix was put in place
> - RACI was created in a manner that no individual had to play more than 1 (one) role in any development/activity

- Cross-functional responsibility over multiple developments/activities were limited wherever practicable
- While all actions were pre-discussed to granular level & worked out, project managers & leaders were empowered with executive powers - to certain degrees – to ensure deliverables were not held up.
- A Change Management Board was put in place to handle & assess change requests & actions.
- Project audit was conducted in continuous manner over specific time cycles by PTC (project Technical Committee) who also acted as the Change Management Board

14. **Result Achieved**/ **Value Delivered** to the beneficiary of the project (share the results, matrices, key learning's, feedback and stakeholders statements that show a positive difference is being made etc):

(i) To organization

Application processing time reduced to 45 days from 3 months with automatic status updation by SMS & email. The stature of the organization in the eyes of the public has gone up.

(ii) To citizen

1. The ease of application to citizens
2. Reduction in time & efforts towards application & procurement
3. Complete transparency

(iii) Other stakeholders

Monitoring of suppliers with performance related penalties
The non-availability of reliable internet connectivity in the Islands is the biggest bottleneck in implementation of the project.

15. Extent to which the Objective of the Project is fulfilled-(benefit to the target audience i.e. G2G, G2C, G2B, G2E or any other, size and category of population/stakeholder benefited etc):

The projects objectives are fulfilled to a great extent.
In G2C services:

1. Easing citizens efforts
2. Transparency
3. 24x7 availability on citizen's doorstep

In G2G domain:

1. helping LBDB in planning & analysis

> 2. material & supply chain management
>
> The G2B of handling the contractors and the material management part will be taken up in Phase II.

16. Adaptability Analysis

(i) Measures to ensure adaptability and scalability

> It is adaptable and scalable & designed on open source platform

(ii) Measures to ensure replicability

> The application is replicable across the sector which involves supply of materials to citizens across geographical locations. The source code is the property of LBDB

(iii) Restrictions, if any, in replication and or scalability

> None

(iv) Risk Analysis

> Providing reliable connectivity in Islands will be the biggest risk for the project sustenance.

17. Comparative Analysis of earlier Vs new system with respect to the BPR, Change Management, Outcome/benefit, change in legal system, rules and regulations

As-Is	To-Be
Form filling was a task in itself for the citizen without assistance	Self explanatory form, with real time help menu
Collection of form & submission are separate tasks & must be done with limited time window by the citizen	24 x 7 form available; fill & submit simultaneously
Endless visits by citizen for form clarifications & additional document submissions	1 click activity & help menu provided at each step
Follow-up visits by citizen to track development & expedite process	Time bound actions with auto-alert service after clearing of process/step

Dependency on multiple departments & long payment queue at bank	Integrated solution

18.   Other distinctive features/ accomplishments of the project:

Impact on key beneficiaries of the Initiative
1. Citizen – ease & transparency
2. LBDB – reduce cost & increase efficiency
3. Vendors – transparency in dealing & easier processing
4. Administration – increase in citizen satisfaction & reduce citizen grievances

#This is just an indicative list of indicators. Applicant can add on more information based on suitability of the project nominated.