E-governance Initiative from

Government of Karnataka &
National Informatics Centre

PANCHA TANTRA
System
-
Gram Panchayat
Online system

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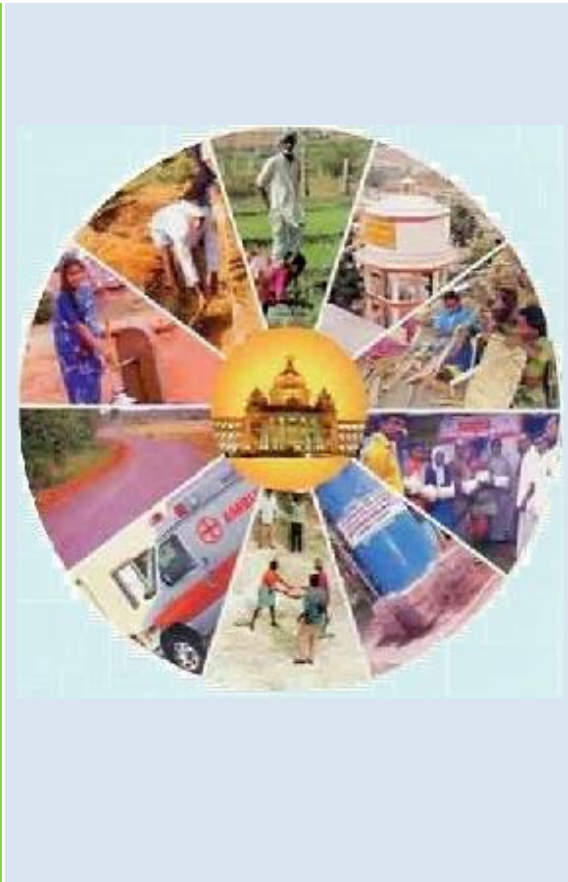
Empowering and involving the rural citizens in the development works and taking the governance to their door-steps

Submitted jointly by

Rural Development and Panchayat Raj Department, Government of Karnataka

National Informatics Centre, Bangalore

PROFORMA OF AWARD SPECIFIC FORM

NAME OF THE CATEGORY - Incremental Innovations in Existing Project

1. **Year of National Award for e-governance given to the Project: 2010-11**
    Gold award under the Category of 'Exemplary Re-use of ICT based Solutions' (Copy of the award is enclosed)

2. **Coverage – Geographical and Demographic**
    This project is bridging the digital divide between the rural and urban societies. This unique e-governance project is empowering and facilitating the rural citizens of Karnataka in development of their area. This project is helping 3.5 Crores of rural citizens in getting their service delivered through Gram Panchayats effectively. This project has been implemented in all the 5629 Gram Panchayats successfully since last 4 years and all of them have become service delivery points.

Sl No	Coverage Points	No/Amount
1	No of Zilla Panchayats	30
2	No of Taluk Panchayats	176
3	No of Gram Panchayats	5629
4	No of villages	29066
5	No of Hamlets	29616
6	Rural Population	3.48 Crores
7	Total No. of schemes	47
8	Total Properties in rural	1.17 Crores
9	Total Property tax per year	Rs. 350 Crores
10	Average financial support for schemes implementation per GP	Rs. 60-80 Lakhs

3. **Situation before the initiative** (bottlenecks, challenges, constraints etc.):

    The Panchayat Raj Institutions are formed to decentralize the governance structure. In three tiers Panchayat Raj structure, Gram Panchayat is at the gross root level. Panchayat Raj institutions are established so that the rural people can decide, participate and monitor the development and progress of their villages. The responsibility of plan formulation and implementation is being bestowed on the people by transferring functions, functionaries and finances to these

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decentralized institutions. To achieve this goal, Panchayat Raj institutions are established in Karnataka during 1993-94. They are functioning from then and carrying out the village development activities. To strengthen their functioning, the state and central governments are supporting financially and administratively.

In last few years, the numbers of schemes that are being implemented at the Gram Panchayats have been increased multi-fold. NREGA scheme is implemented to enhance livelihood security in rural areas by providing at least 100 days of guaranteed wage employment in every financial year to every household whose adult members volunteer to do unskilled manual work. Programmes for poverty alleviation in rural areas by providing assistance for self-employment activities and wage employment works are being implemented. Swarna Jayanthi Gram Swarozgar Yojana(S.G.S.Y) is assisting rural households below the poverty line through credit, subsidy, training facilities and other supporting activities, and thus enabling them to take up remunerative self-employment activities. The importance is given to improve the infrastructure of the villages by developing Rural Roads, Rural Sanitation, Minor Irrigation and Rural Energy.

Karnataka has three tiers of Panchayat Raj system. The first tier is Zilla Panchayat, the second tier is Taluk Panchayat and field level is Gram Panchayat. There are 30 Zilla Panchayats, 176 Taluk Panchayats and 5629 Gram Panchayats.

Gram Panchayats are supposed to maintain various records and registers on the activities carried out by them. But, most of the Gram Panchayats were not maintaining most of these records. There were instances of diversion of funds from one purpose to other purpose. In fact, some of the Gram Panchayats did not have the 'Demand Collection Balance' register for the property tax of the villagers of the Gram Panchayats. As numbers of Gram Panchayat are huge, it was difficult to monitor the activities. The processes were not standard and were complicated. There was no transparency and accountability in the whole system. In 2007, as per the amendment of the Panchayat Raj Act, all the Gram Panchayats are to maintain the financial account in 'Double Entry Accounting system'. Even with the help of CA firms, the Gram Panchayats were not able to understand and maintain the financial records in ''Double Entry Accounting system'. The general public had lots of difficulty in knowing the details of the various schemes and development works and status of their applications, etc.

Citizens had lot of problems in getting the service delivered from the Panchayat as there was no accountability, timelines and transparency in the system. The citizen had to spend lots of resources to get the service delivered. The top management also had lots of difficulty in monitoring the activities of these panchayats.

4.   **Scope of Services Covered**
This project aimed at automating the activities and functionalities of the Gram Panchayats. It has achieved this objective by bringing the transparency, accountability and improved service delivery. The services and activities enabled

through electronic means and some services are activities through SMS interfaces. The scopes of the services are digitized with workflow and approval processes in electronic form where-ever required. The scope of services aimed and implemented through this system can be classified as follows:

i. **Services Delivery** – Gram Panchayat related services are handled with this module by giving acknowledgement across the counter, and processing and delivering within stipulated time

ii. **Double entry accounting** – This module facilitates the Gram Panchayat officers to enter their receipts and expenditure under different schemes so that system maintains the records in double entry accounting form and generate the balance sheet and other financial reports.

iii. **Property Tax Master** – This module enables the proper maintenance of the details of property tax payers, who are paying or supposed to pay the property tax.

iv. **Demand Collection** – This module assists the Gram Panchayat officers in monitoring the collection of the property tax, water tax, licence fee, etc from its assesses and maintaining the proper DCB report.

v. **Development Works** – The module helps the Gram Panchayats to enter all the development works taken up by them under different schemes and their stage-wise implementation progress.

vi. **Meeting / Sabha proceedings** – This module enables the Gram Panchayat to enter the details of meetings / Gramsabhas conducted along with the decision taken thereof.

vii. **Grievances** – This module empowers the citizens to raise their grievance against any of the officer for not attending to his/her service request.

viii. **General Information** – This module facilitates the Gram Panchayats to enter the general information on various basic facilities available in the Gram Panchayats.

ix. **Asset Management** – This module assists the Gram Panchayats to manage their assets.

x. **Panchayat Profile** – This module helps to update the Panchayat information along with the elected representatives and officers.

xi. **Fund Transfer** – This module helps the state to transfer electronically the fund/grants to the Gram Panchayat accounts directly.

xii. **Ration Card Interface** – This module integrates the Property master and Ration Card database for mutual benefits of the departments

xiii. **Ration Cards Service delivery** – This module empowers the Gram Panchayats to raise the Ration Card related services and issue the Ration Card at the Gram Panchayat

xiv. **Public Interface** – All the above services have been put in public domain for the consumption of the citizens.

xv. **Inventory management** – This module helps GP to enter and manage the inventory details of various consumable and non-consumable items.

xvi. **SMS Interface** – The system has been enabled with SMS interface to update the happenings to public.

5. Overview of the Original

The Pancha tantra system caters to all the requirements and activities of the Gram Panchayat system. One of the main requirements of the Gram Panchayats is the 'Double Entry Accounting System'. This system is incorporated with the procedure and practices of the 'Double Entry Accounting System'. It makes the user transparent about the procedure to be followed for debiting and crediting different types of the financial transactions. This process simplifies the user's job of understanding the 'Double Entry Accounting system'. It facilitates the users to enter the different types of payments, receipts, demands into the system. The official can also do the scheme-wise account reconciliation with the bank statement and year end processing to generate the automatically financial statements like balance sheet, income and expenditure statement and payment and receipt statement, etc. This system also has provision to enter the various masters of the Gram Panchayats like, property holders, GP Assets, licensees, schemes, etc.

The Development works module helps to enter the details of the development works and progress made in implementing the same. It also records the measurement book details. This is linked with the payments for the development works taken up by the GP. It also has provision to convert the completed development works to fixed assets of the GP.

The Services module is a front end of the GPs to receive the complaints, suggestions, applications and taxes from the public. On entry of these requests, the system generates the Acknowledgement to the requestor. Subsequently it is available in the workflow to the GP secretary to take a action and close the request, wherever it is applicable.

The Gram Panchayat can also enter the Gramsabha proceedings in this system with the details of participants and decision taken in the sabha. The beneficiaries' details can be recorded and used for further reference.

The Samanya Mahithis (General Information) is a set of statistical records, like education, health, agriculture data related to each village of the GPs, maintained by the Gram Panchayats in Karnataka and is updated on yearly basis. The Pancha tantra has a provision to capture these details. This information helps in planning and decision making for the department.

A separate web-site has been designed and put in public domain for the benefits of the public and brings the transparency in the system. This site disseminates all the information and data related to the Gram Panchayats. Using this web-site the public can view the static information about members, officials, schemes, population, education, health, agriculture, etc. The public can also view the dynamic information about the property tax, demand, beneficiaries, balance sheet, GP assets and liabilities and status of service requests.

6.   **Innovations to the Original Project**

Guaranteed Service Delivery – The department had brought 11 services under 'Rights To Services' Act ('Karnataka Guarantee of Service to Citizens' Act) in Jan 2012. The biggest challenge was then to monitor all the 2628 Gram Panchayats implement this act in spirit. To ensure this, all these services have been integrated in the Panchatantra and started implementing from March 2012. This system enabled the citizens to give the service requests across the counter at GP and collect the ACKOWLDGEMENT with delivery date and through SMS. It also alerts the GP officers to process and close the service requests within due date.

e-Fund Transfer – The department releases the grants to the Gram Panchayats (GP) on quarterly basis for development and statutory requirements. But unfortunately, the grant used to reach the GP after 3-4 months as it used to pass through Zilla Panchayats and Taluk Panchayats in the form of Cheque.

To overcome this issue, the Panchatantra is integrated with the electronic fund transfer system from department directly to the bank accounts of the GPs. This module processes and calculates the grants to be released to each GP based on population and backwardness index and prepares the report to be passed on to the nodal bank to transfer the money to GP accounts through NEFT/RTGS within 2 days. Panchatantra alerts the GP about the fund transfer and enables them to acknowledge the receipt of the fund. This system ensures that fund reaches GP within 2-3 days

Ration Card System – Rural Citizens had to visit block/taluk offices for their Ration Cards related services and make multiple visits to get their ration cards processed.

Government of Karnataka has empowered the GP in Nov 2011 to receive the online requests for Ration Cards related services from the rural citizens and forward it to the Food and Civil Supplies (FCS) department and issue the processed ration cards received from the FCS department. GPs capture photos, fingerprints for all the family members and upload the documents while submitting the Ration Card requests. This system has helped the 3.5 Crores rural citizens in getting their Ration Cards related services at GP without travelling 30-40 KMs around 3-4 times to taluk/block offices..

Online Statutory Processes – The module on statutory processes has been improved. When the meeting or sabha in the GP has been finalised, it will be entered into the system. The system sends the SMS to the members and citizens as applicable. Once the meeting / sabha is over, the details of the attendance, issues and decisions taken thereof are entered into the system along with the uploading of the photo and signed copy of resolution of the meeting. The system enables in case of sabha/Jamabandhi to monitor the action taken on the decisions taken.

Public Interface – The public domain web-site has been improved and lots of information has been displayed for the benefits of the citizens.

Performance evaluation – The module has been introduced to evaluate the performance of the GP in implementing the various schemes. This has been put in the public domain so that everyone knows the performance of its GP. It is also helping the GPs to improve their performance.

Integrating with Ration Card System – In 2011, the Food and Civil Supplies department requested the GP to link the Ration Card to the GP Properties. The separate module has been used by the GP to link the Ration Card Number with the GP Properties. This integration has helped one side, the FCS department to identify bogus ration cards and other side, GPs to identify the un-assessed properties and bring them in tax net.

Management of NBA/TSC beneficiaries – This module makes the GPs to monitor and implement the Government of India scheme of ensuring all the houses to have toilets. In this module, the GP enters the households not having the toilets and processing of the requests of the rural citizens/beneficiaries for the same. It also helps in identifying the bogus and duplicate requests.

Public Grievance System – The citizens have been enabled to raise their grievance online and through Call Centre without visiting the offices. The GPs can process the request online and update the action taken details. The citizen can check the status online anytime and citizen gets the SMS at entry and closure levels.

E-inventory System – This module enables the Gram Panchayats to maintain the inventory of the consumable and non-consumable items with the records of receipts and issues.

e-attendance system – This module captures the attendance of the officials based on the finger print authentication and records the entry and exit of the officials to the office.

7. **Comparative with original System**
    The new initiatives have been brought in after bringing the business process re-engineering in the system. The rules have been amended. These initiatives have been interfaced with SMS wherever required. This system also integrated with Ration Cards system seamlessly for mutual benefits. The staff had been trained with new features and processes to ensure that their efficiency is increased in the work.

S No	New Functionality	Before initiative	After initiative
1	Guaranteed Service Delivery	• Opaque System • Non accountable • No timeline for service delivery • Service delivery is not guaranteed and there is no mechanism for appeal	• Transparent System • Accountable • Service delivery in stipulated time • Guaranteed Service delivery with appeal mechanism • Business Process Engineered
2	e-Fund Transfer	• Manual process	• Electronic process

		• Takes 3-4 months for fund transfer to GP • Difficulty in ensuring the fund transfer	• Takes 2-3 days for fund transfer to GP • Monitoring of fund transfer is easy •
3	Ration Card System	• Non-involvement of GP • Manual and paper based system	• Empowerment of GP in service delivery of RC • Online and electronic based system • Business Process Engineered
4	Public Grievance	• Opaque and unaccounted system • Visit the office and wait to receive the grievance	• Transparent & accountable system • No need to visit office; call 'Call Centre' and raise grievance to any level
5	Public Interface	• One need to visit the office to get information • Depends upon the officer response	• Information in public domain and easily accessible • Information on click of button
6	Performance Evaluation	• No evaluation of GP performance	• System based performance evaluation of GP
7	Integrating with Ration Card system	• Independent systems	• Integrated system • Mutual benefits
8	Statutory Processes	• Post event based • Manual intimation • Difficult to ensure the statutory processes are taking place	• Pre-event based • SMS based intimation • Easy to ensure statutory processes are taking place
9	NBA/TSC Beneficiaries	• Manual process • Impossible to detect the bogus claims • Manual reporting of progress	• Online process • De-duplication and bogus claims detection are possible • System generated reporting of progress
10	e-inventory	• Manual system • Difficult to find and verify the stock	• Online system • Easy access to stock position
11	e-attendance	• Manual system • Scope for manipulation • Difficult to monitor 40000+ officials	• Online system • No scope for manipulation • Easy to monitor

8. Strategy Adopted

After studying the system and identifying the problems, loopholes in the system, the implementation plan has been worked out. The following points explain the strategy adopted to overcome the problems and loopholes.

- Convenient and cost effective solutions for service delivery
- Simplifying and automating the processes of the Gram Panchayats
- Building the system with Open standard technology for inter-operability
- Enabling the rural citizens to participate in the development of local areas
- Providing the simple and easy to use the system in local language
- Eliminating the tedious & mechanical work of maintenance of multiple records and registers
- Extensive capacity building programmes for the staff of 5629 Gram Panchayats

Communication and dissemination strategy and approach:

The system has been made transparent by disseminating all the information through web-site. The citizens can track and see the status of their applications on the web-site. The citizens can also check the maintenance of their property registers with demand and collection on the web-site. SMS has been extensively used to inform the citizens on happenings in the Panchayats and status of their service requests.

The banners of service delivery timelines and fees of the services have been predominately displayed in front of the offices. The citizens have been enabled to contact toll-free number of the call centre for any complaints of service delivery.

9. Technology Platform used

Panchatantra application is web-based application with three-tier system. It can be assessed from any browser. This application has been enabled with the local language based on Unicode. This application is developed using the ASP.NET technology with SQL SERVER 2008 as back-end database. The disaster recovery setup has been created at the Pune to ensure no data loss.

The system has been developed on the open standards to ensure the data exchange with other systems. This data has been exchanged with many of the systems of the governments like Sakala system, Ration Card system, banking system, etc.

This application undergoes the security auditing before deployment. The application is also hosted at NIC Data Centre, where in all the security measures are taken care.

10. Adaptability and Scalability

The system is scalable as new initiatives are getting added month-after-month. The system is able to handle huge transactions taking place through this system. The technology adapted is of open standard; hence it can be interfaced with other

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systems easily. The best example is it has been already interface seamlessly with Ration Cards system.

This system can be opened on any latest browsers. For the local language, the Unicode has been used for inter-operability. This system is hosted at NIC-Data Centre and is making use of the shared resources created by the Government of India.

This is adapted in all the Gram Panchayats of the Karnataka. With little customization, it is also adapted to the Taluk Panchayats and Zilla Panchayats activities.

11. Adaptability Analysis
The following measures are ensured for adaptability, scalability and replicability:
- The application has been developed in local language with user friendly features so that even 10+ pass operator can use it.
- The complex double entry accounting system is hidden from the user interface so that user does the payments and receipts entries and system will take care of debiting and crediting and preparing the registers accordingly.
- As it is developed in open standard, the system can be customized easily for any of the local bodies and used.
- SMS login alerts are sent to the users to ensure they use the system.
- To ensure the user understands the system, the regular training programmes are conducted.

12. Efficiency Enhancement
The couple of business process re-engineering has helped to improve the efficiency of service delivery system – Guarantee of Service to Citizens and Empowerment of the Gram Panchayat in Ration Cards system. The citizens are ensured about their services and in-time service delivery has reached 98 % within the year. The progress in implementation of various schemes has improved as the information is put in public domain.

The Taluk/District/State level officers can easily monitor the progress made by the GPs in implementing the various schemes. This is possible as the progress can be viewed online by the senior officers without asking for the manual copy of the same. The progress made by the various Gram Panchayats can easily be compared and analyzed.

The Taluk/District/State level officers are releasing the funds based on the utilization of the fund and performance in implementing the schemes. The fund release is happening through the electronic way, it is reaching immediately to the Gram Panchayat as the intermediate steps have been eliminated.

The internal or external audit of the GP can be carried out easily as all the data required for the financial audit is available of the system. Using this data, the audit officers or CA can verify the documents/registers/bills/bank accounts of the GP and certify accordingly.

No of Property Tax masters entered in a year	122.5 Lakhs
No of demand notice generated in a year	246.7 Lakhs
No of receipts generated in a year	73.93 Lakhs
No of payments entered in a year	15.25 Lakhs
No of development works entered in a year	0.80 Lakhs
No of Beneficiaries	2.91 Lakhs
No of meeting proceedings	0.72 lakhs
No of service requests registered in a year	4.1 Lakhs
Percentage of service delivered within the stipulated time in a year	98 %
No of ration cards requests(New/Amendments) registered in a year	20.0 Lakhs

13. **Accessibility**

The different category of users uses this system to carry out their activities. The system is so designed that the user will get the access to the modules as per his / her role in the Pancha tantra system. And the access to the system has been made through bio-metric authentication rather than password based authentication.

Incorporation of double entry accounting system in Pancha tantra makes the staff of the Gram Panchayat not to put much effort in understanding the complex double entry accounting system and it helps in implementing the double entry accounting system as per the Act. On click of button, system generates the Demand Collection Balance statement, balance sheet, income and expenditure statement and payment and receipt statements. All these things are possible without the help or assistance of the CA or Accountant.

14. **User Convenience**

This system eliminates the need of preparing the number of reports at the GP for sending it to the higher offices. The writing of year-after-year new registers can be eliminated as on click of the button the system generates these reports. The vouchers are generated by the system for each entry of receipts and payments.

The system also helps the official to know the pending applications, requests, bills, etc. It guides the GP officials in proper utilization of funds without deviating to some other purposes. It helps the officials to follow the defined procedures in carrying out their activities.

The public has been enabled to see the details on the web site. The citizen can also access the status of their request through the SMS.

15. **Sustainability**

Implementation has been closing monitored by the Principal Secretary (RDPR) and State Informatics Officer through Video Conference. The help desk had been set up at Bangalore to clear the doubts of the officials. The training programme has become regular route to enhance the skills of the staff of the Gram Panchayat. This is adding for self-sustainability of the system.

The sustainability of any system is very critical. As the fund requirement for the IT infrastructure is less, this can be met with the fund of Gram Panchayat and state government is also supporting wherever required. To ensure that official use this system regularly and daily, the government is going to release the grants and funds under various schemes as per the progress shown on this system. If there is no progress, there will not any fund release. This will also help to encourage with additional funds/grants those who are showing the performance.

16. **Ease of Transaction**

Pancha tantra is a web-based application with 3-tier architecture. The Pancha tantra system is a comprehensive system to take care all the requirements of the GPs. It facilitates the Gram Panchayat to enter and monitor the day-to-day activities carried out by them. It has been built with number of features for easier use by the GP staff. Panchatantra has been designed by incorporating the rules and regulations defined in Panchayat Act. It guides the officers to carry out his/her GP activities as per the rules.

This system has been designed and developed by National Informatics Centre, keeping in mind the understanding and knowledge of the Panchayat staff in performing the operations on the computer system. To ease the use of this system by GP officials, this system has been built using the Local Language, Kannada, in addition to English. It is an online system where-in the GP activities are recorded as and when it takes place and the required reports and statements are generated. The number of controls has been incorporated so that the officials follow the procedure laid down. This system will not allow clearing of the bill without the proper balance in the account. The work details cannot be recorded without proper approval and hence the payment cannot be made. It has been built-in with the workflow system so that the official cannot jump in the procedure or process of the carrying out the development work of bill passing.

17. **Appropriateness of context and degree of localization**

To ease the use of this system by GP officials, this system has been built using the Local Language, Kannada, in addition to English. The system facilitates the officers to enter the details in local language and database support storage of this data. This data can be opened through the internet for viewing purpose.

18.   Cost Effectiveness

As this system is web based system and going to be operated using the browser, each Gram Panchayat need to have bare minimum system with UPS and connectivity. The cost of this in each Gram Panchayat could be around Rs. 30,000.00 as capital expenditure and Rs. 5000.00 as recurring expenditure. The government has supported the Gram Panchayats in procuring these systems. The recurring expenditure is being met from the fund of the Gram Panchayats. As the Gram Panchayats are providing free services, the user charges are not imposed on the services offered.

The service delivery of the ration Cards at the Gram Panchayat has avoided the multiple visits about 60-70 KMs to the taluk/block office by rural citizens to get their ration card related services delivered. It has not only saved their cost of travel and food for 3-4 days to taluk office, it has enabled them to work and earn the bread on these days. The Guarantee of Service delivery has avoided multiple visits to Gram Panchayat for their service processing purpose.

19.   Number of Users and Services

This system has helped to increase the service delivery points for services of Gram Panchayats and Ration cards systems. This has resulted in increasing the service requests and visitors for the services.

Sl No	Description	Number
1	No of Service delivery points	5629 GPs
2	No of services offered to Citizens	13 Types
3	No of GP Services requested in a year	4.10 Lakhs
4	No of unique visitors in a year	4.00 Lakhs
5	No of users accessing the web-site in a year	6.50 Lakhs
6	No of Ration Cards related services received in a year	20.00 Lakhs
7	No of Ration Cards issued in a year	17.50 Lakhs

20.   Benefits Accrued / Impact Assessment

The Panchatantra system has bridged the digital divide between urban and rural citizens. The new initiatives have helped the Gram Panchayats in serving the citizens better. The citizens have started getting the services at the Gram Panchayat in stipulated time. The ICT solution has empowered the citizens to get access to various information of the Gram Panchayat easily. This system has enabled in knowledge sharing between the Gram Panchayats.

The system has automated all the activities of the Gram Panchayats and enabled in generation of balance sheets for last three years of all the Gram Panchayats at

click of button. This shows the dependency of the Gram Panchayats on the new system for their day to day requirements.

The Gram Panchayats have been empowered in the Ration Cards Management system. They decide and give their comments on the applications of the citizens in the process of issuing the Ration Cards. The citizens are happy that their ration card needs are met in their village itself.

21. **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):
   - Achieving 98 % of Service delivery within the stipulated time
   - Increasing the service delivery points from 176 to 5629 points for ration cards
   - Automating the generation of balance sheets of all 5629 Gram Panchayats
   - Publishing the activities and results of all the Gram Panchayats in the Public domain
   - Improving the tax collection of the Gram Panchayats
   - Involving the rural citizens in the decision-making
   - Easy access of the information to the citizen.
   - Effective monitoring of the activities of the panchayats by the top management

22. **Extent to which the Objective of the Project is fulfilled** - (benefit to the target audience i.e.G2G, G2C, G2B or any other, size and category of population/stakeholder benefited etc):
   - G2G and G2C system has been simplified
   - All the activities of the Gram Panchayats have been activated through the system
   - The system has been made transparent and accountable by putting the details in the public domain
   - Guaranteed service delivery has been fulfilled by 98 %.
   - The demand of the rural citizens has increased many fold after introduction of this system
   - The dependency of generation of balance sheet and other registers in last 3 years indicates that system has been well accepted by the staff

23. **Comparative Analysis**

Sl No	Key Parameters	Before	After
1	Time taken to process the Service requests	20-30 days	7-10 days
2	Percentage of service delivery within	NA	98 %

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	stipulated time period		
3	Time spent on travelling and waiting to submit Ration Card	One day	One hour
4	Time spent to travelling and waiting to collect Ration Card	One day	One hour
5	Amount spent (directly/indirectly) to submit and collect the Ration Card including losing the wage	Rs. 400	Rs. 50
6	Monitoring of the system	Not Possible	Easily through web
7	Time taken to transfer the funds from state to GP	3-4 Months	2-3 days
8	Time spent to submit the grievance	NA	10-15 days
9	Accessibility to information related to GP	Depends up staff	Easily through web
10	Integration with Ration Cards system helped to identify	Nil	10 Lakhs bogus ration cards & 2 Lakhs un-assessed properties
11	Improvement in Tax Collection	30 %	40 %

24.   Other distinctive features/ accomplishments of the project:
    1. Integrated with Ration Cards System
    2. Sustainable Service delivery points at the villages
    3. Public participation in the local area development
    4. Bridging the digital divide between urban and rural citizens

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