National e-Governance Awards 2014-15

INNOVATIVE USE OF TECHNOLOGY IN e-GOVERNANCE' (e-Despatch)

1. **Coverage** – *Geographical and Demographic*
   i)   *Comprehensiveness of reach of delivery centres & Number of delivery centres)*

There are 39 departments in Government of Odisha. Each department has an issue-dispatch section manned by nothing less than 10 people. More than 1000 letters are transacted from each department to various recipients, often in multiples. This permutation reaches up to a jaw-staggering figure of about 40000 letters a day. Apart from this, each department has their own directorates, district and sub-district offices, which also letter-transact on a daily routine. Until very recently, the only process which operated this mammoth exercise in the manual labor, starting from letter typing, to address allocation to stamping and disposing through postal services.

In a letter vide 1150/IT IT-I- 16/2011 dated 24/04/2011, the Chief Secretary of Govt. of Odisha advised and instructed all the departments to work on issue-dispatch only through electronic dispatch mode using a tool named "e-Despatch". Prior to e-Despatch, the letter issue and dispatch system was cumbersome and error prone. There was no transparency in the system and it hampered progressive development and manifestation of various government schemes in reaching citizens in a timely manner.

e-Despatch is a small thought with big impact. It has immense usability for Government Administrators, Elected Representative & Citizen. Instead of reengineering the letter dispatch process via contemporary method, e-Despatch provides a facelift. The idea was to build an application with a workflow for the Issue & Dispatch section. e-Despatch builds certainty, accountability and transparency in government functions, opening lucid communications between Governments and Citizens, Journalists and Academician. The objective of e-Despatch is to ensure instant communication of the Government letters without making any changes to the Government rules as laid down in the Records Manual. It reduces turnaround time from dispatch to delivery and reduces occurrences of Lost/Misplaced/Untraceable letters. It also works as a knowledge management solution.

e-Despatch reaches to all those departments, their directorates and related agencies and is meant to be used by all those people, who have been handling the issue-dispatch sections. Because of the low-investment in implementing the solution, it has become more of an appliance that could be plugged into the existing infrastructure and could start operations from the word 'go'. There is no location constraint for sent and receive of letters dispatched through this application, even to remote locations which may take many days for a letter to travel physically. A letter sent through e-Despatch gets stored in an exclusive and password protected console called e-Space, which can be tracked by a unique user ID and password. Since no infrastructure set-up is required, even a Sarpanch (Village panchayat level representative) or a ward member can also easily get the letters meant for him, by visiting a nearby CSC or an Internet café. In Odisha, services are given to the last mile of people through about 60000 Common Services Center (CSC). Therefore, the reach of e-Despatch is much faster, efficient and trust worthy than that of postal mails.

(ii) Geographical

e-Despatch is running successfully in the following Indian states:

i.   Odisha – Secretariat, district offices, Govt. departments & corresponding directorates
ii. Himachal Pradesh – Govt. departments
iii. Bihar – ICDS, BSHB, BUDCO, DOSW
iv. Jharkhand – IT department
v.   Andhra Pradesh – Agricultural University
vi. Tripura – Employment Services & Manpower Planning Dept.

(iii) Demographic spread (percentage of population covered)

In Odisha, the reach of e-Despatch is as follows:

- **3102** Offices have been configured

- **993** working

- **792** offices added in 2014 (till date)

- **792** trainings imparted

- **5** member dedicated PMU plus another **15** dedicated resource

- **400** Offices in the pipe line

- Departments like Finance, RD, School & Mass and Health have implemented in all their field offices.

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

Government decisions are recorded and communicated in documents that provide a basis for onward action. The practice of such communication is administered through well-pronounced rules and procedures set out in the Indian and the (respective) State Record Manuals. These procedures are often outdated as they were designed to handle significantly fewer data and numbers of correspondence than the actual situation today. At the same time, the number of people working in the 'Issue and Dispatch' and the 'Diary' sections that deals with outgoing and incoming correspondence in most government offices has also expanded exponentially over the years.

Further, increased awareness of rights amongst citizens, technological advancements and regulatory changes have made it crucial to provide faster responses to decisions. Delays in dispatch and receipt of letters are a principal impediment to timely implementation of programs and projects. Instances of rent seeking or 'speed money' for letters or withholding delivery as the case may be, to recipients are not uncommon. The mode of communications – whether through fax, hand delivery, ordinary post, and attachment to email, speed post or courier was another decision that was left to the discretion of multiple levels of decision-making. Audits have time and again brought out issues related to the cost of transmitting correspondence, particularly in the

context to postal stamps.

Letters – dispatched or received, are uniquely numbered based on a serialized and chronological register in the Issue and Dispatch or the Diary section. The assigned number to the letter can also include the file number and date. Sometimes, letters are directly received by officers to whom they are addressed, without going through the recording process, in which case the officer's personal secretary sends the letter to the Diary section after it has been seen by the recipient. The Dispatch section maintains a register where they mention to whom the letter is to be issued, its subject & its date. From the same register the progressive next number of the letter is picked and is hand-written over the letter. The letter then is stored in a pigeon-hole shaped cupboard to help the support staff of the department to identify which letter needs to be sent via post, speed post , courier or registered post. Further it also helps him in pasting the required amount of stamp on the letter based on the distance.

To cite an example in the Panchayati Raj Department of Odisha, the department deals with major schemes of MoRD like IAY & MGREGA and also conducts the Panchayat Elections. In the process, it sends nearly 150 letters with copies to around 30 Collectors, 30 DRDAs or sometimes to all of the 314 blocks. The printed letter that goes out of the department was averaged to be around 1000 letters in a day. Processing such a large number of letters to multiple destinations is not possible in a single day with the staff allocated for the purpose. Thisleads to accumulation of a backlog. Sometimes the intended recipients send, officers to fetch their letters personally, after they are signed by the authorities and before they go to the Issue-Dispatch section!

Through e-Despatch, the plan was to automate the issue-dispatch section so that the letters are instantly communicated to the offices. The introduction of e-Despatch was also meant to solve the purpose of a knowledge management and an efficient recordkeeping solution based on the letters sent from the department.

3. **Scope of Services/ Activities Covered** *(Relevance of choice of application for client/ agency, Extent of e-enablement in terms of number of services, Extent to which step in each service have been ICT- enabled #)*

The scope of e-Despatch revolves around the basic necessity of instantly communicating letters from the government offices to their recipients without delay. The other latent requirement was to create an organiv and formidable Knowledge Management Solution, owing to the continuous transactions within e-Despatch.

e-Despatch suite includes the following processes:

i.   **Generating Auto Letter number & entry to the application**

e-Despatch application starts with the receipt of the final letter to be dispatched. Once the letter is received, the recipient or respective official can enter the Letter Details (Subject, Letter Type, Send From, Priority, Web Publish and Scheme) in the Application. Then the application will generate a unique code number that would be written on the hardcopy of the letter.

ii.   Assigning letters to the concerned address

The system also saves the auto generated code number in the database. An applicable and relevant address is now linked/assigned against this auto generated number. The addresses of various government offices under different locations are included in the master data of the application which sorts out the issue by easily allowing the number to be connected to the unique auto generated numbers. The system also allows assigning the Addresses and also the mode of dispatch. For any change in the address, this application also allows users to add new addresses which are not entered in the master data.

iii.   Scanning of letters & conversion to PDF

After assigning the address, the hardcopy of the letter is scanned and attached against that particular letter number.

iv.   Letter dispatch as per instructions

After letters are attached, they are ready for dispatch and this can be done with a click of a button.

v.   Letter dispatch as Email/Fax & publication to website (Office e-Space/e-Space/QuikSpace/Citizen Access).

To make the process proactive and faster, SMS alerts have also been added to the application.

4. **Strategy Adopted**
    (i) The details of base line study done,
    (ii) Problems identified,
    (iii) Roll out/implementation model,
    (iv) Communication and dissemination strategy and approach used.)

i.   Details of base line study done

During an initial study, it was found that few Letters/Instructions/Notifications issued from the government offices, take more than 3 months to reach the recipient. The study also revealed that the manual processes followed was consuming valuable man-days that could otherwise be used for direct governance-related or developmental works considering the staff shortages that exist in government organizations. Besides the dedicated staff directly responsible for this function, the system also demanded time from senior level officials for decisions on the mode of criticality (categorizations being Urgent, Very Urgent or Most Urgent) and related reviews. Further, the efficacy of the overall system was being seriously affected since about one in 17 letters had mistakes in the addressee or the recipient's address. The multiple facsimile stations and email addresses – for the office, for individual senior officials and personal IDs accounted for discrepancies in record keeping. The facsimile, by and large, was the 'most urgent' mode – a mode that faced issues like paper running out, power outages, equipment breakdowns, telephone connectivity or even inaccessibility of the machine due to the absence of the officer or operator. When the study was conducted in summer, field offices functioned from 6 AM to 2 PM while the state secretariat operated during normal office hours from 10.00 AM to 5 PM. Therefore all faxes to the recipient offices after 2 PM never reached as the operator would have switched off the electric supply to the Fax machine.

ii. Problems identified

The most basic problem identified with the issue/dispatch section of a department is the letters not reaching in time or getting lost. Therefore the idea of tracking the letter as well as the file within the Government office was brought to home. The tool with such an idea, required to be productive from the very first day without much hardware or training, with a huge demonstrable utility value. In other words, the department needed an appliance. e-Despatch was created around this concept.

As part of the first pilot in early 2008, the issue/dispatch section of the Department of Panchayatiraj was automated. On the detailed study of the Issue section it was identified that a single letter had multiple dispatch modes, default being the Postal route and the few (up to 30%) had the Fax and the email route. Few were also posted to the website of the department. For these modes of letter posting, a group of dedicated people was required. Through e-Despatch, the plan was to remove this redundancy by using robotics, to perform the latter three modes of letter postings on a click.

On an average each letter takes nearly 3 hours from start to reach the dispatch section. Furthermore, the dispatch section takes 5 hours on an average to dispatch the letter on the same day and 20 hours if the letter is sent after 2.00 PM, as the postal service is once a day. Depending on the urgency of the subject matter, a letter takes a short cut to the dispatch section, which it occupies the same time to be sent. In spite of all this, there is no guarantee whether the letter dispatched has reached the recipients. Last but not the least, it is impossible to have a central repository for future reference.

iii. Implementation Model

The Issue/ Despatch section was given two computers and one duplex scanner. A software program was written through which a unique letter no. is generated. This number was required to be handwritten by the clerk on the top of the letter and the on the software s/he was required to type the subject and select from and to through the pull down menus. Thereafter, s/he is required to scan and tag it to the number on the software for electronic onward dispatch to the recipient. The operator was required to select the mode, that email, Fax, Post (ordinary, by Hand, currier or Regd. Post) and whether it should find a place on the public domain or not.

The master set of data for e-Despatch was one of the most important parameters, which if not entered properly, the software tool cannot be used to its best capability. The details of existing file names, Designations in the department like , Secretary, Director , Deputy Secy., Jt. Secy. and the recipient office coordinates like Fax, email etc were the prerequisites to install e-Despatch. The computing infrastructure was done on a standalone mode and the letters (nearly 600 on Average) were synced to the central server to be accessible by the recipients. Post to the addressee data in the system, a User ID and Password was generated for the recipients.

e-Despatch revolutionized this process by reducing the effort drastically when letters sent via e-Despatch. The only effort required in the process of e-Despatch to send a letter is the time taken to scan the physical copy of the letter to be sent, which takes not more than 60 seconds, because of the scanner's configuration with the system. Even for postal letters, the addresses are not required to be hand-written multiple times for

multiple recipients. Therefore optimum usage of time was brought in by proper use of e-Despatch. New tools were designed for the recipient offices like Quick Space, which could be downloaded from the website and installed on the user's computer. It will alert the user the moment a letter is sent to him/her. The e-Space created for the recipient has many inbuilt features like search, marking as important, forwarding the same to someone for views etc. Government realized the benefits attached to e-Despatch and immediately formed a core committee with a Group of Secretaries to universalize e-Despatch across all the 6,000 offices of Odisha.

e-Despatch is a cloud based application capable to serve all the Government offices in the State of Odisha. Since the Issue/Dispatch section is same for every office, the Government has notified the same as a product to be implemented. The servers of e-Despatch are kept in State Data Center having Windows application server and MS SQL as the database. Each implementing office just required one computer and scanner to start operating e-Despatch.

a) **Challenges faced during Implementation**
   - Handwritten Address & Self Posting with Stamp Cost(Consumes Time & Cost)
   - Every Letter has to be registered Multiple times
   - Letter No. was getting duplicate while maintaining the Manual Issue Register
   - Delay in Communication
   - Searching a dispatched Letter getting more difficult

b) **How were the Challenges addressed**
   - Postal Dispatch has been reduced for all Line offices
   - One time entry for Letter & their Memo and also assigning the address from the master data reduce the work of multiple entry
   - Instant Letter communication. Letters are available in Office e-Space, Officer's e-Space & QuikSpace, Website
   - Permanent Archival, easy to search a Letter
   - Organically builds up e-Files containing the Dispatch Correspondence

c) **Product Customization of the software & database includes**
   - Environment Analysis (Business work flow Analysis, Business Process Re-engineering Analysis, Resource Requirement),
   - Template Data Integration (Master database integration),
   - Office/Section/Scheme Creation (Scheme wise product detail),
   - Report Designing,
   - Supervision (Project Management office),
   - User ID & Password Creation (dependent on Field Functionary information)
   - e-Space Configuration & re-designed of the present Web site,
   - Fax & Modem Configuration
   - Database Synchronizations and Configuration
   - Above 60000 addressee details manage in central database.

d) Implementation of the solution includes
- Effective Transitive Planning , Change Management, Transition Management
- Knowledge Transfer
- Delivery Management
- Change Request Management
- Project Monitoring and Control
- Quality Analysis and Validation
- System setup, Installation, Stabilization
- Database setup, Installation, Stabilization
- e-Space setup, Installation, Stabilization
- Integration Testing & Normalisation
- Fax/SMS setup, Installation, Stabilization
- Training & Handholding for 3 months

e) Services to be provided under ATS
   a. Technical Support through telephone on State Govt. working days
   b. Technical Support through e-mail on State Govt. working days
   c. Expedited problem resolution through trained technical personnel
   d. Re-installation of the software if required
   e. On-site support for Backup and Restore of database
   f. Minor Changes
   g. Software upgrade
   h. Hand-holding
   i. Knowledge Sharing

(iv) Communication and dissemination strategy and approach.

To help users, there is an EDPMU (e-Despatch Project Monitoring Unit), which is set at OCAC and State IT Centre. External users can call to available toll-free numbers to resolve their queries related to the application. Queries are also resolved via email by application support personnel.

A Single Point of Contact (SPOC) is identified and incorporated for all communication between e-Despatch, PMU (Project Management Unit) and Delivery Team at CSM. Following strategy is maintained for communication –
Communication from OCAC, Odisha
- All end users communicate application issues to PMU Help Line Number.
- PMU Help Line Team records and communicates to PMU-in-Charge
- PMU-in-Charge raises line of item(s) to Consultant-Delivery keeping Delivery Manager in the loop of all mail trails.
- The same is discussed with Project Support and forwarded to Project Manager keeping the Delivery Manager in loop by the Consultant-Delivery.
- The Project Manager discusses the raised line of item(s) with the Consultant-Delivery and forwards to the Project Leader and the Sr. Software Engineer.
- The Project Leader and the Sr. Software Engineer coordinate with BSS team/NAS team and inform the delivery date to the raised line of item(s) to the Project Manager and the same is informed to the Consultant-Delivery keeping the Delivery Manager in loop over mail.

5. Technology Platform used-

(i) Description,

(ii) Interoperability

(iii) Security concerns

(iv) Any issue with the technology used

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

(i). Description:

e-Despatch has been designed with an architecture on a scalable platform with the intention to configure it to as many departments as possible, keeping the basic engine and its operation in place. To achieve hardware scalability, the highly replicated parts were kept as simple as possible to get the job done. Software scalability of the project was established by making the system web based with web browser the only visual interface which resulted in more and more number of users coming into the system. Process scalability was maintained by assessing the prevalent letter dispatch workflow process of each particular department. e-Despatch worked on the ideology that the less is the extent of re-engineering of the government processes, the more and faster was the acceptance. Last but not the least, architecture scalability was guaranteed by configuring multiple application servers which not only helps in load balancing but also helps reduce contention between the application and the database server.

More than a letter dispatch system, e-Despatch is a knowledge management and productivity tool. It makes sure that all facets of business process are adequately captured within its framework and enables organization specific approval system, electronic documentation and records management. This framework supports rapid configuration of a wide range of systems including collaborative networking, sharing documents, knowledge acquisition and knowledge representation, and also various combinations of mind sharing technologies. Therefore here is a platform to build knowledge organically, without performing an extra effort of data entering.

(ii)Interoperability

In governments, letters make notesheets and notesheets serve as the major components of files. These files are made into folders which represent the schemes the various departments in a State government work on. The way in which e-Despatch serves as the panacea for automating the letter dispatch process, there are other systems in the department which are responsible for the Issue of letters and yet others that look into the File/Folder management. More than one application working on one Issue/Dispatch section is a dicey proposition. With this idea in mind, e-Despatch has been designed in Open standards. This allows it to talk with other systems with the same credibility and provide composite results.

This integration calls for smooth delivery of inter departmental letters and reduces the load on the diary section.Thus the integration of all these applications creates an organic knowledge management system where all notifications, circulars, resolutions, guidelines etc can be stored, managed, accessed and monitored in departmental folders. However, public view will be only allowed with the permission of the secretary of the department.

About 25000 addressees have been created for electronic transfer of letters (e-Despatch).About 1254 offices across the state are using the e-Despatch application. On an average 2500 original letters (with 4500 memos) are being transacted daily through the application. About 10000 citizens are accessing the application on daily basis.

(iii) Security Concerns

Security concerns are addressed by the following methods. The user privacy and authentication methods are bound by the Trusted Subsystem Security Model which is pretty tight and hence contributes to the applications' robustness. The salient features of the model are-

User Authentication technique approves and gives/declines access to user based on rights/permission. Herein all users and their roles are mapped and thence authentication based on role membership is provided. It accesses downstream resource manager using a fixed trusted Identity which is highly scalable which is a must for connection pooling. The application minimizes administrative effort to maintain the system at users' end.

     i. Information Security is ensured by a 3-pronged approach-
     ii. Data Access Security
     iii. Code Access Security
     iv. Other Security Features implemented
     v. Implement Strict Server side and Client side Input Validation.
     vi. Protect CSRF Attack
     vii. Create Hidden fields
     viii. Cross Site Scripting (XSS)
     ix. Implement Strict Session Management.
     x. Implement solutions against brute force attack on login page.
     xi. Strong password management

(iv) Issues with Technology:

No issues with the technology has been found so far.

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

Agreement has been made between Odisha Computer Application Center (OCAC), Technical Directorate of I.T. Department, Government of Odisha and M/s Cybertech Software & multimedia Private Limited (CSM Technologies), Consulting Agency for Project Consultancy, Application Software Development. CSMPL will work as an implementing partner of OCAC for implementation of Enterprise version of e-Despatch Solution in various Departments, Heads of Department, Line Offices, Agencies of Govt. of Odisha, PSUs and other states in India. CSMPL will also do the hardware requirement study, preparation of proposal; make presentations, system study, software customization, implementation work & training. The Enterprise version of e-Despatch system will be used to automate the process & monitoring of Issue & Dispatch section of various Departments, Heads of Department & Line offices up to block level.

6. **Demonstrate innovative use of ICT for development***(Give details about use of new and emerging technology, innovative usage of ICT for process change to improve quality of the life/ organizational effectiveness, relevance of technology to provide the service #)*

- **Creating alternate methods of information dissemination**-

In the age of instant messaging, it was extremely unfortunate to witness department related urgent letters often reaching destination offices months after being dispatched. Though urgencies are dealt with FAX & email, but often it was observed that the recipients have not read or received those letters. There was no way to track on whether the email is being downloaded or not or landing up in spam folders making it difficult to rationalize the process. The reasons to such lapses can have two very common mentions; one the mail server may be down or second the internet may be out of service. Often departments found themselves in loss over such situations and were compelled to accept & tolerate the loss of communication as both the email & the internet was not in department's control.

Therefore an innovative way was thought of where the ownership is attached to the concerned department. A mandatory process of scanning each & every letter irrespective of being internal or external was introduced. Once this was achieved, software was written to auto-create an e-Space for every new address that was added in the database. e-Space contains all the letters in a structured format for the recipient of the letters from respective departments.

For example, a Block Development Officer need not worry for letters not reaching, email not working or fax out of order. The moment any letter is dispatched to him, he receives intimation on SMS to check his e-Space. If internet is not working he may very well assign his staff to access the same from any café to download the concerned letter. The software tracks the number of downloads to create an Executive Information System (EIS) by the end of the day.

- **Creating Citizen's Information Space**

Many a times, it is witnessed that a notice released by the government takes ages to reach the beneficiary, who is deprived of his/her rights due to lack of information. This gap between content and citizens is the root cause of the digital divide. e-Despatch could instantly publish citizen related material in the public forums. Also this system is accessible to all. The most pragmatic mode of communication is Common Services Scheme (CSC). These CSCs have internet availability and also operate in network with the Panchayati Raj Department. Hence, all letters that are published through the process of e-Despatch, were made to share a space at the CSC. With a nominal fee, this information on various people-related schemes was made available to the citizens.

- **Creating Archives**

Sometimes the physical outflow of letter reaches a massive figure of more than 1000 for a department due to the memos or copies of a particular letter to many offices. With the lack of a central retrieval repository of all the outgoing letters, this number, itself being alarmingly high, added more to the chaos. Whenever there is a need to refer back to an older letter, it is usually seen that it is easier to get the same via fax from the office it was originally issued. This is mostly done to avoid the complications of searching for the same though heaps of files through the various sections. With this objective in mind e-Despatch was designed to have a query-based search that retrieves letters through a document retrieval system.

7. **Citizen Centricity (Give specific details on the following#)**
   (i) Impact on effort, time and cost incurred by user,
   (ii) Feedback/grievance redressal mechanism,
   (iii) Audit Trails,
   (iv) Interactive platform for service delivery,
   (v) Stakeholder consultation

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

- **Time Save**

There has been a drastic improvement in delivery time of the letters dispatched. Where an ordinary post takes about 5 days to deliver a letter, e-Despatch does that in 5 minutes, through at least 3 different modes – e-mail, e-space and SMS. Thus the use of e-Despatch has made the delivery time to be instantaneous and thereby is much more effective and efficient.

- **Postal Cost Saving**

The use of the project has been monumental in the reduction of postal costs. The instant delivery of the letters dispatched has rendered the postal service to be ineffective. The per-year cost of letters dispatched without the use of e-Despatch is around Rs. 6,975,000. But with the use of the solution, the cost has dropped to around Rs. 3,195,000 which is a reduction of around Rs. 3,780,000 per year.

- **Paper Saving**

The govt. offices are probably the biggest consumers of paper in the country. The amount of paper used without e-Despatch by the 30 departments was found to be around 11,642,400 per year. But with the use of e-Despatch, the figure nosedived to 1,436,400, a reduction of about 10,206,000. The impact of e-Despatch on the environment is best left to the figures as they speak for themselves in the efficiency and resourcefulness of e-Despatch.

- **Reduction of staff**

Earlier around 10 dedicated personnel were allocated for the e-Despatch section. The figure was reduced to just 1 person for the dispatch section by the use of e-Despatch.

(ii) Feedback/grievance redressal mechanism

For services and support for the e-Despatch solution provided, an eD-PMU (e-Despatch Project Management Unit) has been established under the IT department. There are 5 dedicated PMUs other than 15 dedicated resources for the services and support for e-Despatch. For the entire Odisha, a toll-free number 155335 has been provided through which users of e-Despatch can address their problems or concerns. The users of e-Despatch can be the government officials reporting on any system/application related bottleneck to be immediately or they can be the Citizens reporting on a particular service or scheme, mentioned in the website through a notification but not grounded. An email id has also been provided for the same – edpmu@edespatch.com.

(iii) Audit Trails

With the advent of **e-Space**, the application ensures no lost letters. This means that any letter dispatched through e-Despatch, cannot get lost in the oblivion. In case recipients are not able to receive the postal letters, a copy is stored by default at the e-Space of their website. With their specific user ID and password, they can access these unopened letters any point of time. Apart from that, these recipients can also take action on the letter and update it in their e-Space console. Reports of such activities can be monitored by their superiors at the department head quarters. **Therefore e-Space works as a customized Document/File management system, wherein all letters/files are stored**. They can be stacked according to particular schemes and a complete report of all the actions can be assimilated. Query based searches help in retrieving any specific document on the basis of key words, date and schemes. Every person using this e-Space builds up an automatic online register on the web. This register is an online proof of all the users' usability of the e-Space. This is called the Usability Report. With the help of this report, the public as well the superiors of various departments can track and access the number of letters received by a specific departments and whether they have been attended to or not. This provides an important console to the media and citizen to find out the extent of action taken for any scheme currently operational. However, since the e-Despatch authorities still preserve the rights to choose which letters to publish and which not to, the necessary confidentiality is not compromised.

(iv) Interactive platform for service delivery
e-Despatch has both web portals and plugins that make it extremely interactive for users to send and receive information. The major features which qualify in making e-Despatch Interactive are:

- e-Space: A letter sent through e-Despatch gets stored in an exclusive and password protected console called e-Space, which can be tracked by a unique user ID and password.
- Usability report: Every person using this e-Space builds up an automatic online register on the web. This register is an online proof of all the users' usability of the e-Space. This is called the Usability Report. With the help of this report, the public as well the superiors of various departments can track and access the number of letters received by a specific departments and whether they have been attended to or not.
- QuikSpace: QuikSpace is a desktop console alike any other IM with a difference. Once e-Despatch is implemented in a department, all users can download quikSpace to their desktops. It can behave just like any other icon on the desktop.
- E-File: A office copy of all government transacted letters are stored in a file. All actionable letters are stored in this file for ease of future reference. E-Despatch creates this e-File more all letters transacted through it

(v) Stakeholder consultation

e-Despatch has been evolving over the years due to the indepth involvement of the stakeholders. Which started as a concept of just sending letters, have been plugged with various other modules and major features which have been the outcome of the pragmatic field experience of the users at the district and block levels. The important aspects which e-Despatch had to upgrade to accommodate the actual requirement of the stakeholders are:

- Offline mode: because of the intermittent Internet connectivity, an offline model of the e-Despatch was developed

- Mandatory use of Office e-Space module at dairy sections

- e-Despatch & its integration with other applications used in each of the departments for receiving letters

- Introducing e-Despatch with Barcode for user authentication and secrecy of the concerned letters and notices

- E-Despatch PMU for a complete 10 X 6 support to all users and citizens

8. **Adaptability and Scalability***(Give details about Local language support, ability to leverage shared Government infrastructure, Standardization of technology used (hardware, software, application etc. #)*

e-Despatch has been designed as an enabling tool that provides support for multi-lingual users and is completely customizable and modular to keep up with changing needs.

- **e-Despatch can be implemented in most major approved languages**

As it deals with the Government machinery and the process of issue/dispatch, e-Despatch has been designed to accommodate multi-lingual features for its users. Although the scanned copy of the physical letter can carry any approved local language it was generated in; the screens, fields and the database have been designed to accommodate any Unicode script apart from English. Furthermore the inline module of e-Despatch is developed for interface translation. Language profile creation window shows original strings in English on the left and fields for translated strings on the right.

This technology ensured that e-Despatch is adaptable for any government in any part of the globe.
As a proof of concept, Software Technology Parks of India (STPI) used Hindi script apart from English to use e-Despatch owing to their mandate to use the National language for all official communication.

- **e-Despatch enabled to work along with Shared Government Infrastructure**

e-Despatch is based on MVC (Model View Controller) architecture using a rule engine based pattern which isolates the business logic from the user interface, in such scenario the user interface and the business logic can be independently configured & managed by the user. The Communication and the Data integration Interface Channels are based on service oriented methodology provided for system group functionality around business processes and package these as interoperable service.

This methodology has been enabled to allow other applications and software to exchange data with one another as they participate in business processes. Service orientation provide a loose coupling of service with operating system, programming language and other technologies which under lie e-Despatch application. It also uses relational database management system to facilitate data exchange between different departments.

- **e-Despatch is highly scalable**

e-Despatch is designed and architected on a scalable platform with the intention to configure it to as many departments as possible, keeping the basic engine and its operation in place. For this, it was required to scale the hardware, software, application, process and architecture of the system.

To achieve hardware scalability, it was required to keep the highly replicated parts as simple as possible to get the job done. For e-Despatch, the infrastructure used for multiple departments was kept the same, with various departments contributing infrastructural requirements. This pooled-in effort resulted in duplicate machinery and equipments.

Software scalability of the project was established by making the codes installed at the department's location for maintenance and up-gradations. Each department was given privileges according to the requirement. Therefore uniformity and systematic upheaval of codes and programs were maintained. Also web browser was the only visual interface which resulted in more and more number of users coming into the system.

Process scalability was maintained by assessing the prevalent letter dispatch workflow process of each particular department. After the initial acceptance, processes were reinvented to suit the requirement of the citizen. Web scalability being a part of the Process, each department was determined on the number of concurrent users and the average amount of time they would require on the system. Accordingly the system was designed to accommodate all.

Last but not the least, Architecture scalability was guaranteed by configuring multiple application servers which not only helps in load balancing but also helps reduce contention between the application and the database server.

9. **Adaptability Analysis**
   (i) Measures to ensure adaptability and scalability
   (ii) Measures to ensure replicability
   (iii) Restrictions, if any, in replication and or scalability
   (iv)   Risk Analysis

(i)   Measures to ensure adaptability and scalability

- e-Despatch can be reproduced in multiple languages, making it adaptable to its users. Any language that has a Unicode can be embedded to generate letters in the same language
- Adapatability of e-Despatch is also ensured through user privacy and authentication methods that are bound by the Trusted Subsystem Security Model which is pretty tight and hence contributes to the applications' robustness and makes it sustainable. Organization sustainability is maintained through a proper process of implementation strategy and capacity building for every implementation of e-Despatch.
- e-Despatch is enabled to work along with Shared Government Infrastructure to be able to integrate with legacy database and applications
- e-Despatch is designed and architected on a scalable platform with the intention to configure it to as many departments as possible, keeping the basic engine and its operation in place.

(ii) Measures to ensure replicability
1. e-Despatch not being a BPR project, makes it easier to implement and handle change management
2. All state governments departments operate through a letter issue-dispatch section, which is more or less similar in their business process
3. Minimal infrastructure requirement makes it easily procurable
4. Irrespective of state, the government machinery addressee structure and hierarchy hardly changes
5. Government to government procurement is effective because of the best practices encompassed
   - The process of letter dispatch and receipt is same for all the government offices as they

follow a common protocol. Hence, the solution provided to the govt. offices has the same configuration done irrespective of the office location, nature of work, hierarchy, process, etc.

➢ Process of the Application is also replication for all Offices

The way of using the application is also same for all the offices. The initiative was designed taking into account the government process. As the government process remained the same irrespective of the offices, the mechanism of using the application also remained the same for all the offices.

➢ Replicable Enhancements

Any kind of enhancements done for an office is replicable and applicable to all the offices. The application has been designed so as to emulate the enhancements or modifications to all the offices, if necessary.

➢ Similar Hardware

The hardware used also remained the same for all the offices thereby making the application totally replicable. The hardware specification is as follows –

Sl. No	Category	Description
b1	Hardware platform	Quad-Core Processor, 16 CPU
2	OS Required	Windows 2008 enterprise edition
3	Disk Space and Memory Requirements	800 GB Disk Space, 8 GM Memory
4	Server installation target date	NA
5	Server/Application Accessed	LAN, WAN, Dial-Up, VPN,
6	Bandwidth required	Yes
7	Additional Considerations	NO

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

- **Incorporation of the multiple languages, which has been achieved and successfully used.**
- **The other restriction which was subsequently removed was the User authentication. e-Despatch introduced Barcode letter identification, which ensured its implementation in type of government depart and organization with equal aplomb.**
- **OSWAS is a nation-wide application which claims easiness in letter receipt in the government departments. Integration with this application ensures the wholesome approach of e-Despatch, making it easier for governments to procure, integrate and commence operations.**

(iv) Risk Analysis

- **Unavailability of infrastructure (workstations, hardware, scanner, printer)**
  Many of the offices where the application had to be installed did not have required infrastructure such as workstations, scanners, printers, etc. It was overcome by consulting with the govt. officials & procure the necessary equipment to setup proper infrastructure.

- **Unavailability of adequate skilled resources**
  Even in those offices where the necessary infrastructure had been procured, there were no skilled resources to use the solution through the provided infrastructure which was delimiting the implementation of the solution. The problem was overcome through adequate

capacity building techniques & training to the resources and through the transfer of knowledge about the product.

- **Unavailability of master data**
  The implementation of the application required the availability of master data for it to work smoothly. But in many of the offices, there was no master data available for the solution to initiate it's working. The problem was overcome by the design of a standardized data template which was communicated to govt. officials for data collection after proper interaction with the govt. authorities.

- **Unavailability of internet facilities in rural area**
  The rural areas presented a greater challenge in the implementation of the solution as there was an acute shortage of internet facilities to access the application over web. The problem was overcome after consultation and communication with the govt. authorities and creation of internet facilities through collaboration with the CESU and BSNL. Also the offline mode of e-Despatch helped in working under unfavorable conditions.

- **Reluctance amongst the govt. official in adopting the new system**
  The new system involving the use of workstations, internet and new applications was met with some reluctance and thus slowed down the implementation process.
  So it was decided that e-Despatch will only leverage ICT rather than any process reengineering. For this more than 7 variants of the application were developed with an R&D mindset. It was an additional cost to the development as all the seven variants were developed simultaneously.

- **Enormity of the letters**
  In a day there were about 10 lakhs that were required to be dispatched to various destinations. Being issue-critical letters, ensuring the receipt of the letters was important, lest some important decision is stalked due to its unavailability, wherein the entire system would be blamed. Therefore, a fool-proof design for receipt of letters by the receivers was designed wherein information of the letters reaches him/her by 5 different modes namely Fax, SMS, Website, e-Mail and by Post. Also each e-Despatch implementation was accentuated with a web portal for the implementing department.

10. **New Models of Service Delivery***(Give details about type of partnership model use, Links to/Supported by Public/Private Organization Links provided to relevant websites etc. #)*

After the successful implementation of e-Despatch in PanchayatiRaj department, Odisha Computer Application Center (OCAC), the IT directorate of Odisha has been working in a joint responsibility model with the private IT software provider, M/S CSM Technologies, Odisha for further implementation in other State Govt. departments and agencies who are interested to replicate the same. M/S CSM Technologies being the designer and architect of e-Despatch, works as the Supplier/vendor whereas OCAC assumes the role of the Consultant in this shared responsibility model.

SL#	DESCRIPTION/MILESTONE	RESPONSIBILITY
1	Client Requirement Study	CLIENT/CSMPL/OCAC
2	SRS Preparation	CSMPL
3	SRS sign off	OCAC
4	Development of Product as per the client Requirement	CSMPL
5	Product Testing	CSMPL
6	Implementation & Training	CLIENT/OCAC/CSMPL

e-Despatch provides a system where a citizen looking for the latest instruction on schemes can just select the scheme and a date-range for her/him to get the desired results. This caters to the requirement of improving the involvement of beneficiaries or the citizens for their respective schemes with the government policies irrespective of the social standing, caste, gender, creed, etc. thereby diminishing social exclusion and maximizing social equity or belongingness. Use of ICT has enabled better service delivery by increasing the efficiency and effectiveness of the entire system alleviating the perennial problem of governmental slow movement of files.

The partnership model used is one of "Empanelled Vendor Mode". As CSM is one of the empanelled vendors of Odisha Computer Application Center (OCAC), it provides the solution or product to the respective government clients through OCAC. At the client site, a Project Management Unit (PMU) is established consisting of the IT professionals of the IT department, Govt. of Odisha, who ensure that the services are delivered without hindrance in collaboration with the CSM personnel.

The successful functioning of a system is dependent on understanding the underlying processes which runs a department's objective of letter dissemination and analyzing the hidden paraphernalia which makes it work. e-Despatch satisfies these issues by identifying the entire workflow of a department along with its hierarchical details and configuring the same into the system. This ensures participation of all the hierarchical members thereby improving service delivery.

The proposed citizen-centric business model describes the rationale on how to create, deliver and capture the socio-economic core values. The links provided to relevant websites include www.india.gov.in, www.odisha.gov.in, www.ocac.in which are portals catering to the needs of citizens.

11. **Efficiency Enhancement** *(Give details about any significant change in process that has led to efficiency improvement in terms of time or cost for citizens or agency, improve agency efficiency, facility for Audit Trails etc. #)*

e-Despatch entirely revolutionizes the process of letter, dispatch and archival. It receives letters and assists in file movement to different levels of authorities. The USP of this software application is that it keeps the government process intact and IT comes only as an enabling tool. By the use of e-Despatch we not only monitor the dispatch of the letter, we also ensure that the field functionaries access the letter, they get the information on the same day, if not immediately and act accordingly. The application thus becomes highly user convenient thereby eliminating the manual process of dispatching letters. The table below notes on the advantages e-Despatch has over the traditional method of dispatching letters.

- **Usability effectiveness**

Every person using this e-Space builds up an automatic online register on the web. This register is an online proof of all the users' usability of the e-Space. This is called the Usability Report. With the help of this report, the public as well the superiors of various departments can track and access the number of letters received by a specific departments and whether they have been attended to or not. This provides an important console to the media and citizen to find out the extent of action taken for any scheme currently

operational. However, since the e-Despatch authorities still preserve the rights to choose which letters to publish and which not to, the necessary confidentiality is not compromised.

12. **User Convenience** (*Give details about Access Points, Comprehensiveness of information provided, Accessibility, ease of transaction, distance required to travel etc. #)*

e-Despatch allows to keep the government process intact and IT comes only as an enabling tool. By the use of e-Despatch, we not only monitor the issue/dispatch of letters, but we also ensure that the field functionaries access the letter, they get the information on the same day, if not immediately and act accordingly. The End users include the Issue/ Despatch sections of departments and the subordinate offices.

By the use of e-Despatch we not only monitor the dispatch of the letter, we also ensure that the field functionaries access the letter, they get the information on the same day, if not immediately and act accordingly.

Officer's e-Space :

e-Despatch automatically creates an Officer's e-Space in the e-Despatch and Department website. It has rights based user control, query based search, sort features and web-publishing functions. Letters can be downloaded from e-Space to send immediate response on action to be taken.

QuikSpace:

QuikSpace is a single interface designed for e-Despatch users, wherein the e-Space can be accessed on the users' desktop. Thus accessing, reading and interacting on letters becomes even faster and easier

Citizens' Search:

As per the RTI act all Letters need to be open for public viewing. e-Despatch has a Citizen Search option in Website where citizens can access these letters from various Offices.

e-Files:

In government, all scheme related letters are stored in a file for ease of reference. e-Despatch tracks the subject line of such letters and the scheme attached and creates a look-alike government file, complete with Indexing and Reference pages. This is the e-File. The purpose of e-File is ease of accessibility of letters and file tagged to a scheme. It has facilities to keep a record on Note sheets & Correspondence also.

Mobility Suite:

e-Despatch brings for its users e-Files application made accessible in Android, BB and iOS. This enables users to download, keep & carry the virtual files and view them in offline mode.

Organic employee Directory:

The implementation of e-Despatch application starts with building up of an organic directory of all possible Government officials that would become a possible recipient of letter/notification. Thus a complete directory of Govt. employees that was earlier restricted to secretariat officials only is built organically.

Benefits of e-Despatch

- Instant letter retrieval
- Faster letter processing
- Saves cost on office stationary
- Reduces document storing costs
- Web Publishing tool for the Internet
- Generating day wise & weekly statistic report
- Reduces turnaround time from dispatch to delivery
- Reduces occurrences of Lost/Misplaced/untraceable letters
- Ensures letter delivery in spite of unavailable of Fax and Email
- SMS alert for important and urgent mails

13. **Sustainability** *(Give details about sustainability w.r.t. technology (technology used, user privacy, security of information shared – Digital Encryption etc. #), Organization (hiring trained staff, training etc. #), financial (Scope for revenue generation etc. #)*

Sustainability with reference to technology

The project e-Despatch was incepted to cut delays and encourage transparency in the system of government communications without making any changes to the Government rules as laid down in the Records Manual. The recipient offices can download the letters from a 'cloud' through a secured User Identity and Password instantaneously.

The salient features of the model are

a. User Authentication technique approves and gives/declines access to user based on rights/permission. All users and their roles are mapped and authentication based on role membership is provided. It accesses downstream resource manager using a fixed trusted Identity which is highly scalable which is a must for connection pooling. The application minimizes administrative effort to maintain the system at users' end.

b. Information Security is ensured by a 3-pronged approach

(v) Data Access Security

(vi) Code Access Security

(vii) Other Security Features implemented

    i. Implement Strict Server side and Client side Input Validation.

    ii. Protect CSRF Attack

    iii. Create Hidden fields

    iv. Cross Site Scripting (XSS)

    v. Implement Strict Session Management.

    vi. Implement solutions against brute force attack on login page.

    vii. Strong password management

Sustainability with respect to Organization

Organization sustainability is maintained through a proper process of implementation strategy and capacity building for every implementation of e-Despatch. To help users, there is an EDPMU (e-Despatch Project Monitoring Unit), which is set at OCAC and State IT Centre. External users can call to available toll-free numbers to resolve their queries related to the application. Queries are also resolved via email by application support personnel.

In the implementation strategy of e-Despatch, the following activities are performed for Product Configuration and Development:

- Environment Analysis (Business work flow Analysis, Business Process Re-engineering Analysis, Resource Requirement),
- Template Data Integration (Master database integration),
- Office/Section/Address/Scheme Creation (Scheme wise product detail),
- Report Designing,
- Supervision (Project Management office),
- User ID & Password Creation (dependent on Field Functionary information)
- e-Space Configuration & re-designed of the present Web site,
- Online Office e-Space Request Management.
- Fax & Modem Configuration
- Database Synchronizations and Configuration
- Above 60000 addressee details manage in central database including Officers and Person Concern.

These activities are followed by the domain creation like for Odisha, Odisha.edespatch.com, which forms the final stage of the implementation process

- Centralize database and data storage
- Dynamic Office Configuration
- Common Group & Addressee Creation
- Centralize Office e-Space & Officer's e-Space, QuikSpace and Public Search
- Digital File creation containing the Correspondence part
- SMS Gateway Integration

This full-proof implementation process ensures that the e-Despatch performs its operations without any glitches.

However, no implementation is completely over without capacity building. The training plan ensures the following key implementation capacities are addressed:

- Capacity to develop information systems.
- Capacity to manage projects and to manage change.
- Capacity to be an 'intelligent customer'
- Capacity to operate and maintain information systems.

To ensure that proper service is provided to various stakeholders involved in this project, i.e., inter- and intra-departmental users, various levels of classroom training and refresher courses are provided to the users

regularly. The program also takes care of new users as well as different level of skilled and unskilled users and provides special skills training as per requirement. To facilitate the State administration to carry out the groundwork for the project implementation, local capacity building and hand-holding at State level adequate support through a dedicated, professional team of consultants are placed with appropriate skill-sets and aptitude at three levels.

Sustainability of the application with respect to Financials

In the initial days prior to e-Despatch, the issue/dispatch section had about 10 people working on various functions of sending one letter in two/three different modes namely – Postal, e-mail and Fax. Mainly postal medium was the most sought after medium for sending letters, as decision in government were based on ink-signed government letters. Therefore all important letters had to be posted to more than 100 recipients. This causes a steep rise in the overhead expenses of sending letters. Ironically, all these letters sent are usually sent only for information. In case of gazetted letters or even important and urgent letters, the letter was sent by speed post. Not only did the entire process take time and effort, it also increases up the costs of operations. e-Despatch promises certainty of letters reaching their destination by the use of e-Space, a document management system embedded in e-Despatch.

When letter is sent via e-Despatch SMS, FAX & Letter, it automatically gets posted in e-Space; therefore letter by speed post is not mandatory, the same can be sent by ordinary post with a stamp cost Rs. 5/- instead of sending it by speed-post. Most of the other letters could be now sent over mail with an SMS alert to the officers' mobile phones. This ensures time reduction before a letter travels a particular geography to reach the recipient.

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
    (ii)   To citizen
    (iii)   Other stakeholders

i)To organization - The results and matrices to organizations are as shown below:

SL #	Matrix Name	Alias Name	Measurement Unit	Measurement Range	Target	Formula	Actual
1	Departments Usability	DU	%	Days	100%	*Total No of departments used/Total No of departments*100*	84%
2	Offices Working Status	OWS	%	Last 3 days	100%	*No of Offices Working/Total No of Offices Installed* 100*	88%
3	Letter Despatched Status	LDS	%	Days	100%	*Total no of Letters Despatched/ Total No of Letters entry*100*	98%
4	eSpace Accessibility	EA	%	Days	20%	*Total no of addressee accessed/ Total no of addressee received*100*	21%
5	QuikSpace Accessibility	QA	%	Days	20%	*Total no of addressee accessed/ Total no of addressee received*100*	19%
7	Despatch Delay Analysis	DDR	%	last 2 Days	0	*Total no of letters delayed/ Total no of letters Entry*100*	0.02
8	Office eSpace Download Status	OEDS	%	Days	100%	*Total letters download/ Total incoming letters*100*	74%
9	Postal Saving	PS	%	Days	0	*Total no of letters other than Postal*	0.09

					*Mode/Total No of letters*100*	

ii)   To citizen:

After the RTI act, the importance of seeking information of the various schemes and services of the government, becomes a right to the citizen. To answer each RTI query on activities to each of the citizen is a herculean task. Therefore, the governments are benefitted if they are able to throw open certain direct communication which is of relevance to the citizen. For this purpose e-Despatch comes with a feature of 'Citizen Search' which gives a platform to the common people to find relevant information from the website. The 10*6 grievance center also serves as a panacea of bereaved citizens

iii)   Other stakeholders:

e-Despatch also includes a search tool to quickly search through several parameters including: Key Words, File Number, Senders' office position/ name or Recipients office position/ name or Date and Subject line. The search tool is an integral part & highly relevant for communication relating to old files/letters. Another key objective of e-Despatch was to bring in transparency in Government by the open publication of selected communications on the e-Despatch Portal for citizens to access and download. This function, it was hoped would considerably reduce the pressures arising from RTI applications and also increase accountability from officials.

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 benefits realized by the client include
- Reduced labor costs
- Elimination of human errors
- Faster letter processing , Instant letter retrieval
- Remove reliance on the postal service
- Reduce Stationery and printer consumable costs
- No Document storage costs as all letters is available in central database.
- No Lost letters, No Postage costs
- Letter sent through e-Despatch can be delivered far more quickly than their manual counterparts, thus the turnaround time from dispatch to delivery can be reduced.
- Manual dispatch of letter has a chance of spoiling by rain, moisture etc, which destroys the clarity hence hurdles the exact information dissemination
- Accurate letter help ensure accurate flow of information.
- Batches of electronic letters are usually sequentially numbered; therefore missing letters can easily be identified, not causing department to wade through piles of paper
- Letters sent through Fax/Mail/ and stored in e-Space that ensures all letters sent by the department to a concerned field office is available for all time

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

The comparative analysis is showcased below –

Sl. No.	Heads	Before Implementation	After Implementation
1	Time Consumption	Huge	Less
2	Process	Traditional	Modern
3	Letters by Post	Mandatory	Optional
4	Resending letter	Mandatory	Not Req.
5	Speed Post	Mandatory	Not Req.
6	Work Pressure	High	Low
7	Technical know-how	Not Req.	Not Req.
8	Transparency	No	Yes
9	Delivery	Delayed	Instant
10	Citizen Centric	No	Yes
11	Complies RTI	No	Yes
12	Search post dated letter	Tough	Easy
13	Maintaining out peon book	Mandatory	Auto Generation
14	Maintaining Register	Mandatory	Auto Generation
15	Writing address on envelope	Manual	Automatic
16	Faxing	Manual	Automatic
17	e-Mail	Manual	Automatic
18	Publishing on website	Manual	Automatic
19	Daily/Weekly report	Not available	Available
20	Monitoring	Tough	Easy

17. Other distinctive features/ accomplishments of the project:

1. **Postal Cost Saving -**

### Postal Cost Saving for 39 Departments Per Year by e-Despatch

Without e-Despatch : Rs. 69,75,000

Saving
Rs.37,80,000

Rs.31,95,000

■ Cost Saving in eDespatch

■ Cost With eDespatch
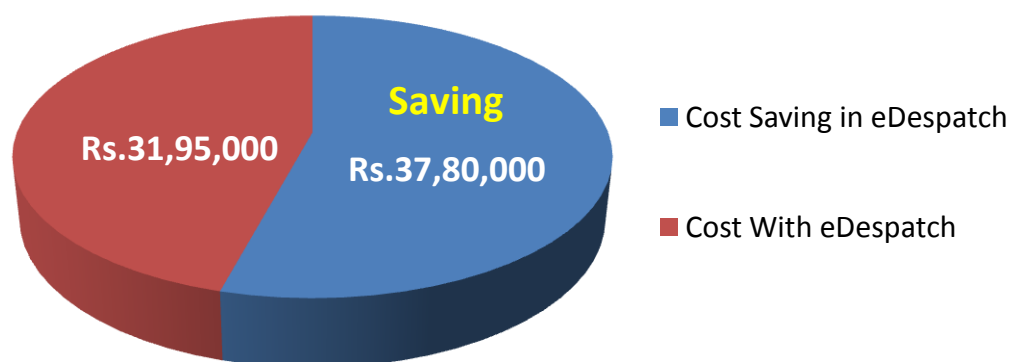
2. **Time Saving** – e-Despatch takes fraction of time deliver a Letter where as other mode of despatch takes more time. Below is the statistical report for Other Modes.
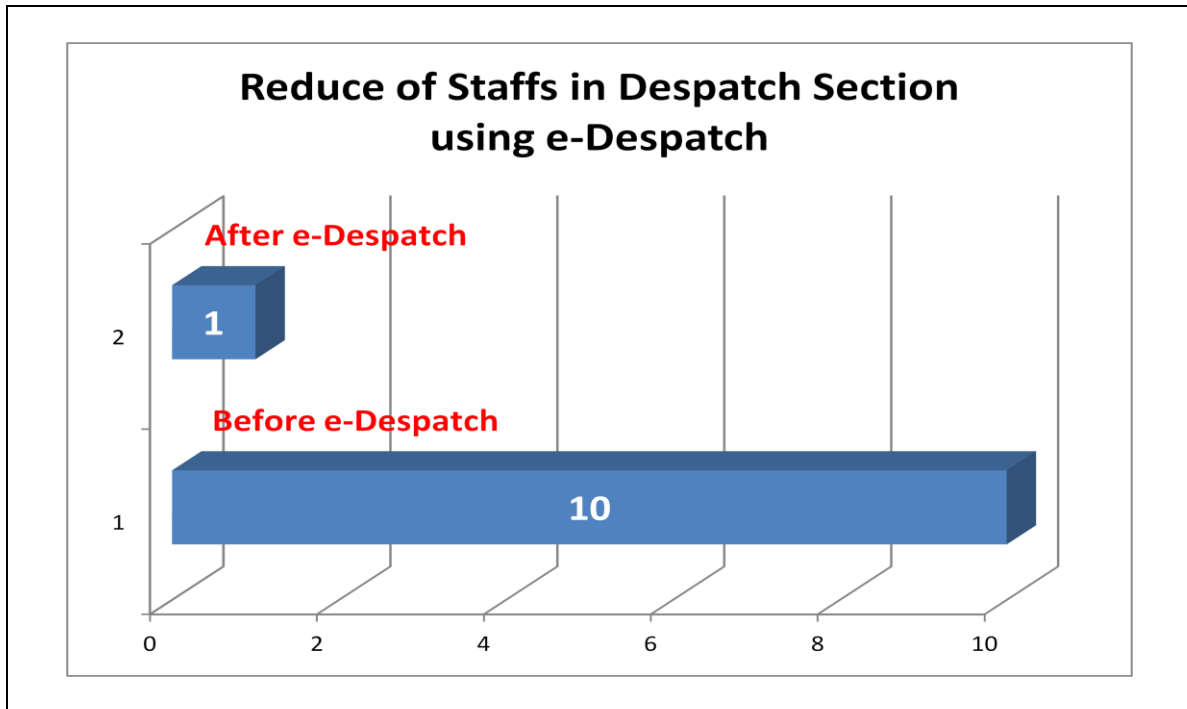
24

Delay Despatch in Old Process (in Days)
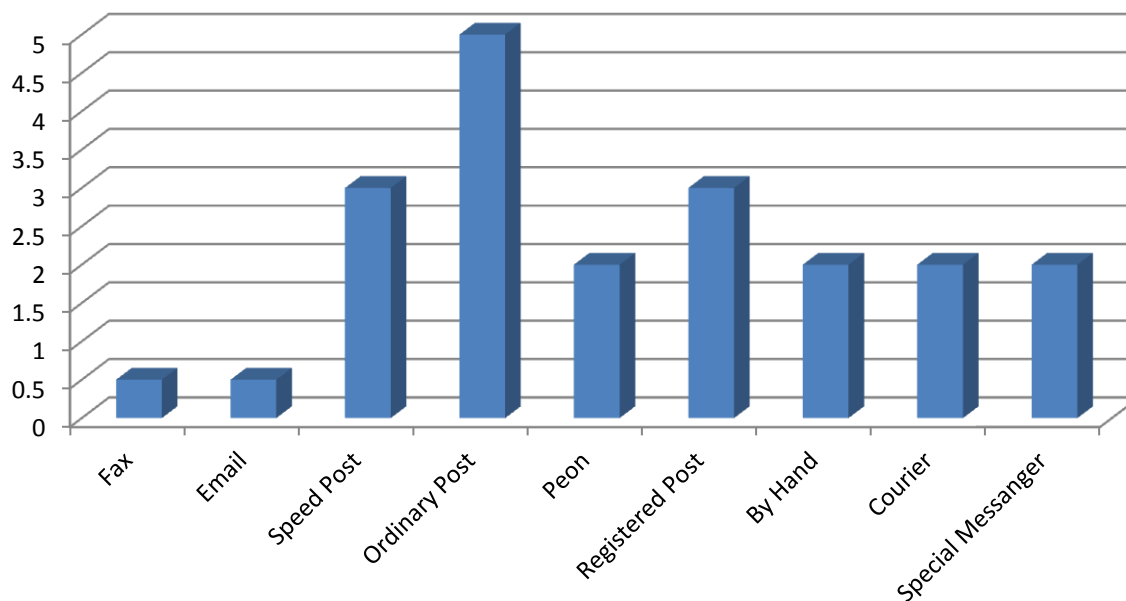
3. **Paper Saving-**

No. of Paper Saving Per Year in 39 Departments with implementing eDespatch

Without e-Despatch No. of Paper: 1,16,42,400

14,36,400

No. of Paper Saving
1,02,06,000

■ Hardcopy Saving in eDespatch
■ Hardcopy With eDespatch

4. **Reduce Resource from Despatch Section -**

Reduce of Staffs in Despatch Section using e-Despatch

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