

# AWARDS SCHEME FOR EXEMPLARY IMPLEMENTATION OF e-GOVERNANCE INITIATIVES

## II. NAME OF CATEGORY-‘OUTSTANDING PERFORMANCE IN CITIZEN CENTRIC SERVICE DELIVERY’

### 1. Coverage – Geographical and Demographic:-

#### (i) Comprehensiveness of reach of delivery centres

The eMojni application is a web based application accessible from all the statewide 383 offices of Land Records Department which includes ‘Superintendent of Land Records’ offices and ‘City survey offices’ of the Land Records department.

#### (ii) Number of delivery centres

383 Offices across the state are live for eMojni application.

#### (iii) Geographical

##### (a) National level – Number of State covered

##### (b) State/UT level- Number of District covered

35

##### (c) District level- Number of Blocks covered

358

#### Please give specific details:-

The services of eMojni application are implemented across 358 blocks in 35 districts of Maharashtra.

#### (iv) Demographic spread (percentage of population covered)

The application users involve all the individuals / organizations dealing with the requirement of getting their land parcels measured. These include land owners, farmers, city civic bodies, government organizations, land acquiring bodies, Urban development authorities, etc spread across Maharashtra.

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

Measurement of land parcels is one of the core functions of Land Records Department. The primary objective of Computerization of Land Parcel measurement was proposed to eradicate the citizen hassles and also bring in internal operational efficiency in management of Land Measurement application cases in a timely and professional manner. The key issues which were address by the solution are as follows:

- Citizens had to make multiple visits to local department offices for getting dates of measurement and to get certified copy post land parcel measurement
- Undefined and unlimited wait of the citizens for documents was impacting the image of the department and was also a troublesome for the citizens. Many times there used to be no action on measurement cases post application submission.
- Skewed allocation of work to surveyors used to happen, where one surveyor would be allotted 20 cases for the month whereas another may have just 2 for the entire month. So there was

## AWARDS SCHEME FOR EXEMPLARY IMPLEMENTATION OF e-GOVERNANCE INITIATIVES

unequal distribution of workload. Huge backlog of mojani applications arose due to mismatch between the workforce and the workload, and also due to improper allocation of workload.

- No alert mechanism or acknowledgement was in place for the citizens at the time of application submission which could ensure them the guarantee of service delivery.
- Though there exists a standard service rate chart for land measurement based on cases of various types (Normal, Urgent, Very urgent etc.), these in many of the cases were violated.
- Manifold increase in citizen complaints and irritations towards the department
- No mechanism to assess whether the certified copies i.e. "K.Prat" of the land parcel map were issued to the citizens after measurement of their land parcel. (K. Prat is the copy of the land parcel map given to citizens by the department post measurement of the land parcel)
- Monitoring the activities of staff was difficult considering the geographical spread of the offices
- Performance assessment of field staff was becoming a challenge since there was no mechanism to monitor the work done against allotted.

### **3. Scope of Service/ Activities Covered** (Extent of e-enablement in terms of number of services, extent to which steps in each service have been ICT-enabled #)

#### 3.1 Extent of e-enablement in terms of number of services

. eMojani automates the application handling process for Mojani cases which is one of the core functions of Land Records Department. 'eMojani' Application computerizes the back office workflow of Land Measurement cases being handled by Deputy superintendent of Land Record (DySLR) & City Survey Officer (CTSO) in state of Maharashtra. The module is web based and hosted on State Data Centre (SDC) of Maharashtra in Mumbai. Citizens visit these offices to apply for getting their land measured. The application is entered by office staff online using eMojani.

The eMojni Application Software also carries out the allocation of work amongst the officers and thereby ensuring balancing of the work load.

#### 3.2 extent to which steps in each service have been ICT-enabled

The complete process for the acceptance and carrying out office level processing of the application till the case resolution has been automated in the eMojni application. These processes include:

1; Acceptance of the eMojni Application from the citizens at the LR Offices.

2. System based calculation of Mojni fees

3. System generated challan for the eMojni case

4. Generation of system based acknowledgement of the application with runtime details of Date of Mojni, Name of Surveyor, Mobile number of Surveyor, etc. This ensures the end user of the service guarantee.

## AWARDS SCHEME FOR EXEMPLARY IMPLEMENTATION OF e-GOVERNANCE INITIATIVES

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5. The system generates the eMojni register online

6. accordingly the work allocation to surveyor is carried out by the system along with detailed travel plan for each surveyor.

7. Once the surveyor does the survey on the mentioned dates, the system records the inputs and kPrat is issued to the citizen as soon as the mojni gets over and land parcel map is created.

8. The system keeps the record of all the mojni cases and provide the dashboard for monitoring of the operations from the head office which details – Total cases, total revenue to government, office wise case pendency, datewise case pendency, surveyor wise case resolution, etc.

4. **Stakeholder Consultation** (Give details about type of stakeholders consulted, number of stakeholders consulted, stages at which stakeholder input was sought, any user satisfaction study done etc. #)

### 4.1 Type of stakeholders consulted

The project execution was done in an orderly manner. Department appointed a domain group (officials from the Land Record Department and Revenue Department of Government of Maharashtra) to discuss on various aspects of the project.

Lot of brainstorming sessions took place with various relevant stakeholders to decide on the solution to be used.

Based on the inputs received during various brain storming sessions, a functional requirement specification was documented and followed throughout the application development.

### 4.2 Number of stakeholders consulted

The conceptualization and pilot stage of the project was designed based on the consultative efforts of the department with various levels of officials which include:

1. Staff and officials from Land Records Department – Office of Settlement Commissioner and Director of Land Records, Dy Directors of Land Records, SLR and DySLR offices across Maharashtra
2. Revenue Department officials including Collectors, District Domain Officers (DDE), SDO, Tahsildars and Talathis from the field Offices
3. Technical staff from National Informatics Centre
4. District Domain groups
5. Citizens and farmers for recording the various stages in the process where citizens have to face hassles and process can be automated

## AWARDS SCHEME FOR EXEMPLARY IMPLEMENTATION OF e-GOVERNANCE INITIATIVES

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In total more than 50 individuals were consulted at various stages. Though no documented satisfaction study was done, but department official and citizen feedback is taken at regular intervals regarding the project.

### 4.3 Stages at which stakeholder input was sought

The process adopted for the implementation of the eMojni application was consultative involving stakeholder interaction and interim review at every stage including:

1. Conceptualization
2. Pilot at Karvir taluka (Kolhapur District)
3. Development of Application
4. State-wide roll-out across Maharashtra
5. Capacity building stage for state-wide training programme in 2012.

### 4.4 Details of user satisfaction study done

The external stakeholders ie. citizens have welcomed the project with both hands. This has come as a boon to them as the project has reduced their hassles and multiple visits to the department (which was needed earlier to get their land parcel measured). Also since the name of the surveyor along with contact details and date of survey is available on the very day of submitting the application, this has increased the confidence and experience.

The acceptability of the solution has been really very good and encouraging. Since the concept of this application reduces the discretionary powers with local department officials, the citizens have shown increased faith in the application.

## 5. Strategy Adopted

### (i) The details of base line study done,

After a lot of discussion, it was decided to implement the project in pilot mode in Karvir taluka in Kolhapur district. Extensive support was provided by department and NIC to the taluka officials involved in pilot testing. A multitude of problems were faced but that helped in understanding all possible issues with the application. Post success of the pilot project and removing all issues, it was rolled out in the entire state on 01st January, 2012.

Key timelines of the project are -

- April, 2011 - Ideation of the project
- May, 2011 - July, 2011 - Brainstorming and meetings with key stakeholders
- August, 2011 - November, 2011 - Design and Application Development
- September, 2011 - December, 2011 - Pilot implementation and use by department officials
- December, 2011 - Modifications in the application based on feedback from stakeholders and training and capacity building
- 1st January, 2012 - Rollout of the project

### (ii) Problems identified,

Any state-wide implementation will always face some or the other resistance. eMojani application also faced challenges such as:

- Resistance from the department officials to implement such an application and move from a manual to a more transparent technology system.

## AWARDS SCHEME FOR EXEMPLARY IMPLEMENTATION OF e-GOVERNANCE INITIATIVES

- Resistance from surveyors who used to benefit due to improper case allocation
- Technology related challenges like lack of IT infrastructure, network connectivity etc.
- Initial teething problems during a state-wide rollout encompassing more than 350 offices

(iii) Roll out/implementation model,

The cost involved for the project was primarily 5 man-months of developers and 3 man-months of department officials for brainstorming and guidance to the development team.

ICT infrastructure and connectivity preparedness till taluka level was a herculean task achieved through proper guidance and centralized support from the office of Settlement Commissioner (M.S.), Pune. Acceptability of software solution and e-awareness for handling the application by the departmental staff was the challenge faced by the Department which was overcome through rigorous training and workshops at district and taluka level with the support from NIC officials.

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

- Detailed sessions with senior land records officials from districts and divisions to explain the benefits of eMojani application
- Training and handholding session to help department officials understand the benefits of the application
- Provision of all necessary IT infrastructures like computers, network connectivity. In some offices even intermittent electricity issues were also resolved by talking to the concerned people from electricity board.
- Continuous and extensive support to concerned department officials during the entire execution period.

### 6. Technology Platform used-

(i) Description,

- Application developed by: National Informatics Centre (NIC) Pune
- Development Tool: ASP.net
- Web Server: Windows Server 2008
- Database Server: RHEL 6.5
- Database: PostgreSQL 8.5
- Other softwares/ servers used: IIS Server 6.0

(ii) Interoperability

The application is interoperable and can be accessed or customized as per the requirement of user.

(iii) Security concerns

The application is hosted at the State Data centre (SDC) of Maharashtra State Government situated at the New Administrative Building, Mumbai

The end user offices are provided login credentials to access the application.

Considering the sensitivity of Land Records data, the application is accessible only over VPN users. VPN over Broadband facility is provided in all the field offices for

## AWARDS SCHEME FOR EXEMPLARY IMPLEMENTATION OF e-GOVERNANCE INITIATIVES

eMojni application services.

**(iv)** Any issue with the technology used

No major software issues recorded by the application software. The pilot project implementation at Karvir has helped department identify and mitigate the process level modifications to software in order to ensure state level roll-out.

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

Service Level Parameters have been decided and discussed with NIC, the development team. It has been ensured that the service level parameters are realistic and does not hamper the service delivery to the citizens.

For e.g. if there is any application related issue faced at field level, it is sent to NIC, Pune for resolution. All critical issues are tried to be resolved within the next business day with the help of District Informatics Officers at District level.

**7. Citizen centricity and relevance** (Give details about impact on effort and time invested by user, Feedback Mechanism, Audit trails, Interactive Platform for service delivery, need gap fulfillment etc. #)

**7.1** Details about impact on effort and time invested by user

In eMojani project, citizen need not pay any charge other than the measurement fees which has been fixed by the Government of Maharashtra.

Timely completion of the land measurement activity post receipt of request application

System generated receipt which provides details about date of survey, name of surveyor along with his mobile and land line number of the office

Reduced cycle time between mojni application and receipt of kPrat.(final land measured map)

Also since the acknowledgement details the action date and surveyor contact details, the number citizen trips, wait time and follow up costs have been reduced tending to zero post implementation of eMojni.

**7.2** Feedback Mechanism

Citizens can record their feedback for the eMojni application through the website of Land Records Department, Government of Maharashtra.

**7.3** Audit trails

Audit trails are carried out time to time by SDC team and also local NIC team to ensure data security and credential based access to all the offices of land records department.

**7.4** Interactive Platform for service delivery

The current service platform for the eMojni is the web based portal accessed from SDC by all the offices of land records department. Considering the complexities of land management and data sensitivity, the access to other delivery channels has not been provisioned till date. However, the demand to centre ratios is inline with the requirements.

# AWARDS SCHEME FOR EXEMPLARY IMPLEMENTATION OF e-GOVERNANCE INITIATIVES

## 7.5 Need gap fulfillment

The need gap analysis was carried out for the requirement of such application software. Land Records Department, Maharashtra has led this innovative step of eMojni for ensuring the citizen convenience and transformation in management of land measurement activity across the state.

## 8 User convenience (Give specific details about the followings #)

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

The forms are accepted at the 383 Land Records offices spread across the State in 358 talukas. The application is accessible from VPN over Broadband from these offices.

The application for filing the eMojni involves various details of RoR and land parcels adjacent to the mojni site. This is required since notices are to be issued to adjacent land parcel owners. Hence, the form requires domain experience to file online mojni cases.

However, plans are underway to utilize the service footprint of CSCs and sangram centres.

### (ii) Completeness of information provided to the users,

The complete user information level is available for the end users including the document required as a part of application for Mojni.

### (iii) Accessibility (Time Window),

The applicants can file the application from 10am to 6pm from any of the 383 offices of Land Records Department

### (iv) Distance required to travel to Access Points

The travel required to fetch the service is minimum. The services are available at all the Block levels(Taluka places)

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

The applications acceptance is carried out at the office window.

### (vi) status tracking

The status tracking facility is provided in the application for assessing the in service application, total users logged in, total cases enrolled, etc.

A detailed dashboard facility is available for the users.

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

### (i) Volume of transactions processed

FY 2013-14 [April to March]	1,80,000
FY 2012-13 [April to March]	1.75,000
FY 2011-12 [April to March]	30,000 (Jan-12 to Mar-12)

### (ii) Coping with transaction volume growth

The application is a web based portal accessed from the State Data Centre over VPN broad band network. The volume of transactions across the state is around 1.75 lakhs per

## AWARDS SCHEME FOR EXEMPLARY IMPLEMENTATION OF e-GOVERNANCE INITIATIVES

year mojni cases. The application is able to cope up with the requirement.

**(iii) Time taken to process transactions,**

The eMojni automates the front office function where the application is accepted and also the back office function through the allocation of the work to the surveyors. The overall process cycle of mojni involves application acceptance, furnishing survey date, visit of surveyor to the mojni site, measurement using ETS and other equipments, Recording the inputs and creating maps, processing the deliverables for the citizens (kprat) etc.

The application acceptance is completed with in minutes in emoji as the number of required annexures with the application form has been reduced as a part of eMojni case. The annexure documents required for the application are not being drawn from the office itself. So citizens are relieved from queues to collect the requirement documents just for filing the mojni case.

The overall cycle time for the application for the eMojni is 1.5 months to 2 months depending on the case starting from acceptance of the application to the issuance of K prat to the applicant citizen.

**(iv) Accuracy of output,**

The output of the application including acknowledgement, Challan Fees calculation, etc are 100% accurate.

The application auto generates the tour plan for each surveyor depending upon the number of mojni cases allotted to the surveyor.

**(v) Number of delays in service delivery**

Currently the eMojni application is delivering the services from the 383 taluka offices of the Land records department.

Plans are underway in future to allow Public data entry (PDE) facility, Use of filing application at CSC centre and make payments online.

**10. Cost to User** (Give details about impact on Service charge paid, travel cost, indirect cost incurred by the user etc. #)

In eMojani project, citizen need not pay any charge other than the measurement fees which has been fixed by the Government of Maharashtra. The challan are system generated,

Also the documents which are pre-requisite for the filing application for measurement of their land parcel are minimal leading to no extra cost.

The number of trips to the office has reduced which resulted in savings for the citizen.

eMojni has also helped to eradicate the malpractices in land measurement activity by agents as there remains no difference in cases like Urgent mojni, tatkal mojni, etc. All the applications are processed on FIFO basis and allotted by the system.

**11. Citizen Charter** (Give details about present of citizen charter describing standard/ information on services and its adherence for service delivery etc.)



## AWARDS SCHEME FOR EXEMPLARY IMPLEMENTATION OF e-GOVERNANCE INITIATIVES

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Government of Maharashtra has a citizen charter which provides all information necessary regarding land measurement application. All the service levels mentioned in the citizen charter is followed very diligently.

It is also ensured that senior land records officials constantly monitor the adherence done by field level staff. In case of any case of non-adherence, required actions are taken at appropriate level.

Service Level Parameters have been decided and discussed with NIC, the development team.

It has been ensured that the service level parameters are realistic and does not hamper the service delivery to the citizens. For e.g. if there is any application related issue faced at field level, it is sent to NIC, Pune for resolution.

All critical issues are tried to be resolved within the next business day with the help of District Informatics Officers at District level.

12. **Problem Resolution and Query Handling** (Give details about availability of help desk, query resolution mechanism, single window resolution, interactive interface etc. #)

Department has appointed one person for taking complaints/issues raised by department officials regarding eMojani application.

Application maintenance and hosting is managed by the SDC team.

Currently all the issues are resolved either by NIC (technical issues) or department (operational or administrative issues).

Network issues are handled by local BSNL team which have been assigned to respective land record offices.

The office wide support is provided by Local NIC team.

13. **Privacy & Security Policy** (Give details about security technique deployed, use of digital signatures, encryption etc. #)

For ensuring security of the application and data, the application has been developed using latest security mechanisms.

The application is planned to be accessed through VPNoBB connection for secured connection between the local level office and State Data Center.

The application has also undergone security audit and has been made error free with respect to the OWASP top 10.

Also the application has been hosted in a secured environment in State Data Center, Mantralaya

## AWARDS SCHEME FOR EXEMPLARY IMPLEMENTATION OF e-GOVERNANCE INITIATIVES

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14. **Innovation** (Give details on extent to which the service is unique compared to other similar services, impact on number of steps required, identification and removal of bottlenecks/irrelevant steps etc. #)

The innovative aspect of the initiative is the introduction of a new product in the form of eMojani application.

The simplicity of the application also makes it unique in its own way. The application can be considered as innovative because no other land records department has tried to cater to this chronic problem faced by them.

The number of annexures has been reduced and the same are being fetched by the department from their record rooms for the eMojni application. This has resulted in saving of time and process hurdles in making eMojni application.

The amount of time taken at each step was a major bottleneck, which has been removed through the use of the application. Also details of the survey date and surveyor was hardly given to the citizens in the earlier scenario, which has changed completely after the implementation of the application.

15. **e-Inclusion** (Give details about impact on number of trips required, availability of local language interface, online submission of forms, accessibility for disabled people, length and breadth of services made available online etc.)

The application has been developed in Marathi language, as the application is currently being handled by department officials. Department basically provides services to target groups through eMojani application. For primary beneficiaries, the department provides the following services:

- System calculated measurement fees.
- System generated challans for depositing measurement fees
- System generated receipts for measurement fees paid
- System generated receipt which provides details about date of survey, name of surveyor along with his mobile and land line number of the office

For secondary beneficiaries, the department provides the following services through the application

- System generated Mojni Register, tour programme of surveyor, measurement register
- Detailed MIS reports to understand the state of affairs at each office, district, division

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

Project Sustainability has been a key area of concentration for the department. The project has been designed in such a manner that it is self sustainable. Few activities planned and being done to achieve self sustainability are as follows:

- Financial : The capital expenditure and connectivity has been provisioned by the State Land records department to all the offices spread across the state.

## AWARDS SCHEME FOR EXEMPLARY IMPLEMENTATION OF e-GOVERNANCE INITIATIVES

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- **Technology:** Application software was developed and maintained by NIC Pune. Continuous modifications in the application is being done to make the project sustainable and in sync with the latest technologies. Some of the features being done are Integration of payment gateway, SMS gateway etc.

Apart from these, training has been provided to the concerned stakeholders at appropriate time.

17. **Number of users and services** (Give details about frequency of services used in last 6 months, number of visitors, number of unique visitors, number of users etc. #)

The total number of users of this application is currently more than 700 and this service is used every day.

On an average, over more than 1.75 lakh measurement cases which are handled through eMojani application every year.

18. **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**

**Speedy case disposal:** Increased number of measurement cases and proper tracking of the number of cases registered, handled and pending etc. Since the inception of the project over 3.4 lacs measurement cases have been handled through this application.

**Enhanced monitoring of Citizen Service Delivery (CSD) function:** Four layered viz. the taluka, district, divisional and State level inbuilt strong MIS to monitor the effective performance of the Surveyors and Taluka offices.

**Operational efficiency:** The application has helped to improve the operational efficiency of internal stakeholders i.e. department officials. Since the allocation of work is done by the application itself, it ensures that all surveyors are utilized in an equal manner. This was not the case in the earlier system where ad hoc case allocation to surveyors used to be done. This increased efficiency has helped the department to allocate other work to the department officials.

**(ii) To citizen**

*eMojni* has come as a boon to citizens as the project has reduced their hassles and multiple visits to the department (which was needed earlier to get their land parcel measured). Also since the name of the surveyor along with contact details and date of survey is available on the very day of submitting the application, this has increased the confidence and experience. Waiting period for citizens for measurement of their land parcels has become zero from more than six months or year

## AWARDS SCHEME FOR EXEMPLARY IMPLEMENTATION OF e-GOVERNANCE INITIATIVES

The number of trips required to get the mojini date and also the required follow-up has reduced as the acknowledgement itself provides the date of survey, and details of surveyor (name, mobile number)

The online processing and system generated challen has brought transparency in the overall application processing fees for getting the land parcel measurement cases. Citizens do not need to pay anything extra and this has brought back the citizen confidence in the Land management process.

The number of trips to the office have reduced for followup on the application

The overall cycle time for a mojini case has been brought down to 1.5 to 2 months which was earlier 1+ year for the case. This automated work allotment and its tracking has helped citizens get the kPrat in time.

### (iii) Other stakeholders

The eMojni application has helped other stakeholders dealing in the land management area which include:

1. Land acquiring bodies for developmental work: The speedy case disposal of mojini cases has helped fast track the development activity in the state for capital and development projects.
2. The revenue department staff has been benefited with reduced number of land management conflict cases. The complaints for land management cases has reduced for about 30% since the inception of the project.

19. 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 application has completely managed the smooth process flow for land measurement cases across Maharashtra (G2C) services.

The implementation of the application has helped the department to increase the number of applications from approx. 1.2 Lakhs per year 1.75 Lakhs per year which is approximately an increase 45%. This has led to increased revenue for the department.

Till date, since inception, the application has handled over 3.4 Lakh mojini cases and has helped department with reduced pendency of mojini cases.

### 20. Adaptability Analysis

#### (i) Measures to ensure adaptability and scalability

The challenge for acceptability and eAwareness was overcome by rigorous training and workshops at district and taluka level with the support from NIC officials. This helped in increased adoption of the services by staff and awareness amongst the citizens for online mojani. **VC connected 35 districts and more than 300**

## AWARDS SCHEME FOR EXEMPLARY IMPLEMENTATION OF e-GOVERNANCE INITIATIVES

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### department officials

**Continuous, extensive and detailed training plan** was prepared by the department and training was provided to them

#### (ii) Measures to ensure replicability

The application can be easily replicated to additional offices with no additional cost.

The software being a web based system, easily accommodates additional units.

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

There are no restrictions to the addition of offices or nodes to the application software. Since, the processes of land measurement are same, the application software is able to be extended to any number of offices.

#### (iv) Risk Analysis

The cost benefit analysis for the application was carried out during the pilot stage of the project.

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

- Proactive disclosure of date of survey, name of the surveyor and his mobile number to the applicant.
- Allocation power for cases has been moved from department officials to eMojani application, making it more objective.
  - Detailed monitoring of measurement cases
  - Number of cases with the Surveyor
  - Number of cases pending
  - Number of cases completed
- Monitoring at various levels i.e. taluka level, district level, division level and SC&DLR level at the same time; making everybody more accountable and alert
- Better allocation of work leading to effective utilization of surveyor and other employees.
- The number of applications increased from approx. 1.2 Lakhs per year 1.75 Lakhs per year (Approx. 45% increase).
- System generated fees calculation, which removes any scope for malpractices in deciding the fees to be paid by the citizen
- Speedy case disposal: Increased number of measurement cases and proper

## AWARDS SCHEME FOR EXEMPLARY IMPLEMENTATION OF e-GOVERNANCE INITIATIVES

tracking of the number of cases registered, handled and pending etc.

Parameter	Earlier	Post eMojni
<b>Number of transactions handled per year</b>	1,20,000 (approx.)	1,70,000 (approx.)
<b>Time taken to process an application</b>	1 -3 days	10-15 minutes
<b>Number of cases allocated to surveyors</b>	Ranged from 7-22 (Vast range and unequal allocation)	15 cases per surveyor (Automated and equal allocation)
<b>Citizen Confidence in department</b>	Low	Higher and improved

22. Other distinctive features/ accomplishments of the project:

1. **User gets Acknowledgement with complete details in advance at the time of application itself** – In the physical process, the citizen had to make multiple visits to the offices for making an application for the Land Parcel measurement. Also many annexures were required for filing mojni application. Still, the user was not sure of whether the action will be taken on his application. A Single application used to remain pending as long as 6 months to upto 2 years. Now, post eMojni, As soon as the application is submitted to the office, the system itself generates an acknowledgment detailing **Date of Survey, Name of Surveyor, Contact Details of Surveyors, etc.** This is a transformation process re-engineering activity which has ensured the citizen about confirmation on the service completion and saves huge time-cost of follow-up.
2. **Case allocation is done directly by the application in a cyclical manner leading to equal distribution of cases to each surveyor.** In absence of this, earlier one surveyor used to get 2 cases while other use to execute 22 cases. So post re-engineering, the system allocates the mojni cases as soon as the application is received. Also the system gives out a travel plan for the surveyor. This has resulted in the reduction of pendency of cases.
3. **Auto-calculation of fees directly based on the measurement type, type of land holding.** In the earlier system, though the rates were standardized as a part of Charter, it was difficult to monitor/control fees being paid by the citizens based on the type of measurement types (Normal/Urgent/Very Urgent). Also, Citizens were not aware of the standard rates. Post reengineering, System auto calculates the rate and prints the challan at the time of application itself. This has brought huge transparency and convenience for the citizens.

## AWARDS SCHEME FOR EXEMPLARY IMPLEMENTATION OF e-GOVERNANCE INITIATIVES

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