



Critical Success Factors – Haryana E-gov Experience

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ABSTRACT

The success factors for e-Governance projects, as with any other project, include having clearly identified goals and expected benefits. In enabling citizen services, the major share of the initiative's outcome depends on re-engineering government processes and on changing organizational behaviors. The technologies constitute a small percentage only. The Government of Haryana has given a special emphasis on implementing Mission Mode e-Governance Projects (MMPs), identified under the National e-Governance Plan (NeGP). The challenges in implementing e-Governance initiatives & critical success factor, and best practices adopted in Haryana and benefits accrued by implementing key MMPs are briefly discussed in this paper.

Keywords: NeGP: National e-Governance Plan, OTIS, HaPPIS, HALRIS, e-DISHA

1. Introduction

Haryana is one of the smaller states of Indian Union with only 1.37% area (44212 Sq Km) and 2% population (around 240 lacs) of India. The state government intends to make Haryana as one of the most prosperous States in the country with IT driven economy, e-Governance, and extensive percolation of IT literacy and massive IT related employment opportunities. To give impetus to e-Governance in Haryana; an Institutional Frame Work has been setup for approval of e-Governance projects. The procedures laid down by the state for implementation of e-Governance projects are well defined, systematic and standardized through out the state. A well-defined system for the systematic approval of the departmental IT plans is in place. The IT developments are governed on the philosophy of maximum facilitation and minimum interference. It is ensured through regular monitoring and reviews that the individual organizations adhere to the approved IT action plans.

The use of IT by government departments has been made imperative to the extent possible in a time bound manner. State government has brought about an exclusive policy to recruit computer professionals on job work contract basis. These Job Work Contract persons have been delivering their jobs very effectively. The emphasis is being given on Interactive, dynamic & transactional web portals only so that the Citizens can query the website on-line. The emphasis on delivery of Citizen Services in an integrated manner is given through a single Window/Portal so as to result in better transparency and ease of service delivery among citizens.

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2. Challenges & Critical Success factors in Implementing e-Governance Initiatives

Focus on Government Process Re-engineering (GPR) & Change Management

The Business / Administrative Process Re-engineering and Change Management in service delivery departments (like Utilities, Urban Development, Revenue, Transport, Social Justice & Empowerment, Health, Public Health, Commercial Taxes, HUDA, Police) is essential. The aim is to eliminate unnecessary steps and bring objectivity in decision-making process. The existing procedures in various areas of governmental activity are being re-looked. The involvement of user departments during entire phases of Project Life Cycle, addressing issues faced by them and motivations of employees at all levels is a critical success factor. All departments have been directed to propose GPR in their IT action plans. The state level Technical committee and state IT steering committee, while evaluating any departmental IT plan, ensure that the department has suggested significant GPR & Change Management in its existing procedures, before the IT plan is approved.

Capacity Building in Departments

Capacity Building at State level and Project level is absolutely necessary. The process for setting up of SeMT (State e-Governance Mission Team), and PeMTs (Project level e-Governance Mission Teams) is on. The Regular IT Manpower Policy is being finalized. Better training of Govt. officials to appreciate the importance of IT projects in present day scenario is must. The state has set-up IT labs at State Hq and each district mini secretariat. The 100% IT Literacy programme for state government employees is a regular on-going activity in the state.

Institutionalization

The human element is crucial to the success of projects. In the past it was observed that once a key champion of the project had left, the administration became less responsive and the change of key individuals resulted in loss of all efforts and initiatives earlier taken. Though behind every successful e-government project, there has been an individual champion, however, now the Project Management Processes are being institutionalized. The state departments have been asked to establish IT Cells and to designate nodal IT officers within the departments for long term hand holding and sustainability the projects.

Project Ownership and Management

There is a need for better ownership of IT Projects by the departments. Department's ownership of e-governance projects is vital, because no external agency can drive the kind of change that is needed in implementing e-governance. However, a department may not have the capacity to use the correct method and latest design techniques in developing the application, e-Governance efforts should therefore be supported by a central agency, which can provide the necessary guidance in the use of correct methodology and act as facilitator in identifying services to be delivered and in preparation & implementation of ICT Detailed Project Reports. To facilitate user departments, the govt of Haryana has setup a separate Secretariat for Information Technology (SIT) as a consortium of Department of IT, NIC-HRSC, Hartron and State's e-Governance society. These central agencies are providing technical consultancy on complete project life cycle activities to the state departments and organizations.

Synthesize e-Governance Initiative

The Policies / frameworks should be developed for bringing in comprehensiveness/standardization to the approach. Focus should be on having a common core infrastructure for all departments and common standards and frameworks for interoperability / scalability of applications. Various databases & information should be integrated. The first-in, first-out (FIFO) aspect of the automated systems reduces the likelihood of corruption, where traditionally people paid bribes to expedite a matter, now which is no longer possible.

In Haryana, the State Wide Area Network has been established. A State data center with 8 TB storage capacities is functional and around 1200 CSCs have been established. To integrate, these core IT infrastructure components, another large State Data Centre is being established. The existing state portal is being enhanced to provide a single window gateway for all government services. A State Service Delivery Gateway (SSDG) have also planned to facilitate common integrated infrastructure.

Financial Sustainability of e-Governance Projects

For long term sustainability of e-Governance projects, self-sustainable revenue models should be worked out. The concept of user-charges should be build into e-Governance projects at the initiation stage. In Haryana, major G2C e-Governance projects like Property Registration, Land Records, Transport Regulatory functions, Certificate issuing services etc. are being implemented on self-sustainable, user charges based models.

Applications Role Out Strategy

In e-governance initiatives, not all steps need to be, or should be, automated. However, such projects need clearly identified goals and measurable benefits to citizens and business in terms of delivery times, reduced corruption and lower costs. The focus should be on applications, which have a potential in improving the quality of citizen interface. Replication of Common Applications should be ensured at a fast pace across departments. The states should focus on departments/sectors, important for socio-economic development of the state. In Haryana, the emphasis has been given on state sector Mission mode projects of National e-Governance Project. In addition, as per state's priorities, the sectors like health, education, social Justice & Empowerment, Fod & Supplies and Public Works Departments have been identified as state's additional MMPs. The implementation of the approved projects is taken across the State and not just pilots.

3. Haryana's Key e-Governance Best Practices

3.1 OTIS (On-line Treasuries Information System)

The state have implemented OTIS in all Treasuries and Sub Treasuries across the state by linking with the Banks and commercial taxes. The project has been sustaining since last 6 years.

Benefits accrued from OTIS

The OTIS has provided an efficient, transparent mode of payments clearances, and facilitated faster payment processes, saving people time, and reducing the red tape involved in conducting transactions with banks and state authorities. The biggest benefit to citizens however is the improvement in government and administrative services - a direct result of better funds planning that the government is now being able to do. The Citizen and employees are well informed through the web interface. The OTIS has helped the treasuries to provide timely information to the State Finance department, Administrative Departments, the Accountant General office, the employees of the state and the business communities of the state.

3.2 HaPPIS (Haryana Pensions Processing and Information System)

State is providing social security and economical assistance to the old aged, widows and handicapped of the State, in the form of monthly pension, who are unable to sustain themselves from their own resources and are in need of financial assistance. There are more than 14 lacs beneficiaries of various types of welfare pensioners and other beneficiaries in the state. The field offices of the Department are the source of information and any type of data pertaining to the welfare of needy people in the state. There have been reports of non-disbursement of pension, disbursement to wrong persons, errors in beneficiaries' list and delayed availability of requisite data as and when required. To improve the public services delivery system and to have better administrative aspects for handling such a large number of citizens, an ICT based system "Haryana Pension Processing and Information System (HaPPIS)" has been implemented across the state.

Benefits Accrued from HaPPIS

HaPPIS has helped in bridging the information gap at different levels including providing of information to the citizens on anytime, anywhere basis. This system has helped in reduction in time of disbursement of pension, to the beneficiaries, dramatically on one hand and detection of fraudulent cases on other hand. This system also facilitate disbursement of previous months pension to a beneficiary, who was unable to receive his pension during that period, which was not possible in manual system

3.3 HALRIS (Dynamically Integrated Haryana Land Records Information System & Property Registration)

State have implemented ICT based Property Registration System (HARIS) in all Tehsils and sub-Tehsils. The HALRIS system has been implemented for Land Records Computerization in the state. The HARIS have been dynamically integrated with HALRIS. The implementation of HARIS and HALRIS has benefited the Citizens and government in many ways.

Benefits Accrued from HALRIS

The system has improved the quality of service in Tehsils by reducing the total time taken by the Tehsil staff for registration. Now documents are returned same day to the public earlier sometimes it took weeks/months to get a registered deed. The system uses the collector rates as reference rates for computing the stamp duty. So in any case the registration of Land is not allowed below the DC rates. This feature of the system has eliminated the requirements of Pre-Registration audit. So Govt. has stopped the pre-registration audit of documents, which has saved the general public from the harassment at the hands of auditors. The photographs of witnesses are also taken along with the sellers and buyers on-line. This has reduced the incidents of wrong witnesses, which was very prevalent before the implementation of this system. District Red Cross Societies are using a part of the service charges for running social welfare programs for the weaker sections of the society. On-line availability of Updated Nakal of ROR (Record of Right) to the public helps in reduction of litigations and frauds, as now it is not possible to sell a same piece of land to multiple parties/peoples. The system has enforced low manual intervention & data capturing at source. This has lead to fewer errors in the records, thereby reduction in litigations. Web enabling of the Land Records has helped in bringing transparency in making available access to the ROR on anytime, anywhere basis. The system has also helped in generation of around 500 jobs for the local IT Savvy Haryana boys and girls, as all the operators have been appointed from the local areas.

After the implementation of the system there is straight way 40% increase in the stamp duty collection. System has forced the collectors to make their collector rates uniform. Earlier there was big difference in the collector rate and the open market rates of the property. In this system, it is possible to fix a separate rate for different parts of the same locality by dividing it into number of segments. So this has reduced the practice of concealing the exact location of property for saving the stamp duty. Now it is not possible to register a property below the collector rate. This has stopped the revenue leakage caused by the registration of under valued deeds. The system has also reduced the 47-A cases to a considerable extent. It was a common practice to register an under valued deed then the parties were getting it impounded by the Tehsildar. Later on people were able to get the deed back by paying bribe or small amount of fine.

The project has been generating Rs. 5-6 Crore rupees per annum from registrations as service charges. Till date more than Rs. 20 Crore have been collected as service charges, which is enough for scaling-up and executing e-Governance projects related with Revenue Department.

3.4 e-DISHA (electronic Delivery of Integrated Services of Haryana to All)

The e-DISHA is an IT driven electronic interface between the Government and citizens. This is aimed to provide citizens access to information about government services and processes, knowledge about the local best practices and contents, and delivery of government services at their doorstep. State have established

the District level e-DISHA Centres (DLeDCs) in all district mini secretariats in Haryana. These DLeDCs are providing the services, which are strictly in government domain. These services include issue of various certificates, driving license, vehicle registration, birth and death certificates, passport, and services related to arms licenses etc.

Benefits Accrued from e-DISHA

The time bound service delivery has resulted in improving the efficiency of delivery of the services and elimination of corruption and middlemen from the process. By providing a wide spectrum of services at a single place has helped in saving citizens from the trouble of running around various departments. These centers are also helping in integration of databases of Government departments and organizations. This integration has also forced the user departments to carry out process reengineering and standardization in delivery of services. Besides, these centers are creating jobs in the districts for the local IT savvy youths and spreading the utility of Information Technology among the masses. This has also helped in improving the financial health of District Red Cross / IT Societies. The project has been found as one of the best self-sustainable model.

4. Concluding Remarks

The Core ICT infrastructure projects of NeGP viz. State Wide Area Network facilitating networking of entire state government vertically & horizontally across the state, Common Services Centers facilitating front-end citizen services delivery points and State Data Centers providing backend databases and data storage facilities, State Portal and State Services Delivery Gateways all integrated together in a seamless way is going to be e-Governance scenario in near future, for government services delivery to citizens. It will help delivery of government services at the door step of citizens on anywhere, anytime basis. It will reduce the long travel by citizens to District Headquarters. It will not only reduce costs, save time, improve efficiency, raise comfort levels but will also increase the confidence of citizens. Once the NeGP is implemented fully, the Citizens will enjoy a fast and convenient 'service', whilst government not only becomes more integrated into the community itself, but also can focus its resources where they are needed most. More over a culture of self-services will enable citizens to 'help themselves' wherever possible, saving time and money of all concerned.

Acknowledgements: We are thankful to Sh. Jainder Singh, IAS, Secretary DIT, Govt of India, Shri R. Chandrashekhar, IAS, Spl. Secretary DIT, GOI and Dr. B.K. Gairola, DG(NIC) for their continuing support. The support being provided by the officers of Haryana IT Department, Hartron and NIC Haryana scientists is also acknowledged.

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