

## Chapter 11

### *JEEVAN PROJECT – NCT DELHI*

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#### **I) OVERVIEW**

National Capital Territory of Delhi is spread over 1483 Sq. Km. of which 783 Sq. Km. is designated rural and 700 Sq. Km. urban. Delhi has a maximum length of 51.9 km and the maximum width of 48.48 km. It is the economic hub of north India, offering immense employment and business opportunities. Delhi is the largest metropolis by area and the second-largest metropolis by population in India. It is the eighth largest metropolis in the world by population. As per the 2001 Census Delhi's population is 13.7 million, literacy rate 81.8% and divided into nine districts for the ease of administration. Delhi is the first Indian city to have over 100% telecom penetration and has over 20 million mobile subscribers. Earlier known as a special union territory, the National Capital Territory of Delhi has its own Legislative Assembly, Lieutenant Governor, Council of Ministers and Chief Minister.

As per the 2001 census the total workforce in all government (union and state) and quasi-government sector was 620,000. In comparison, the organized private sector employed 219,000. Key service industries include information technology, telecommunications, hotels, banking, media and tourism. Delhi's large consumer market, coupled with the easy availability of skilled labour, has attracted foreign investment in Delhi. In 2001, the manufacturing sector employed 1,440,000 workers while the number of industrial units was 129,000. Construction, power, telecommunications, health and community services, and real estate form integral parts of Delhi's economy. Delhi has India's largest and one of the fastest growing retail industries.

GNCTD has been consistently scoring high in various surveys (both Government as well as non-Government) in respect to infrastructure availability for industries & businesses, per capita income, quality of life, education, literacy rates, population stabilization, availability of health facilities, etc. GNCTD is also instrumental in taking up several initiatives in providing the good governance to all the stakeholders including citizens, business entities, employees etc. Its commitment towards providing quality of life and to transform the state into knowledge-based economy has been reflected in several instances. Governance of such a demographic, geographic,

social and economic scale needs strategic planning and involvement of ICT. The Government of NCT of Delhi (GNCTD) is taking significant strides in improving the administration and various departments' service delivery in the state with the help of ICT.

GNCTD, local bodies and autonomous bodies/ agencies offer a wide range of services to citizens. The Government is responsible for providing various kinds of services to citizens and building a platform to facilitate the citizen for a faster interaction with the Government with convenience, transparency, certainty and accountability. It is a progressively expanding city, which consequently requires its citizen to travel large distances for many activities, including meeting governance requirements / interacting with government. To facilitate such interaction, the GNCTD aims to provide all possible citizen centric services through a '**One-Stop-Service-Shop**' concept in the citizen's neighbourhood. The objective is to transform the state into a model state for e-Governance and e-readiness in India. E-readiness is the measure of the quality of country's Information & Communication Technology (ICT) infrastructure and ability of its consumers, businesses and Government to use ICT for their development and growth.

With the above considerations in mind, GNCTD took up a vision of ambitious e-Governance initiative under the guidance of Hon'ble Chief Minister of Delhi and announced a life reforming Government Services delivery mechanism in Delhi. This highly ambitious project of GNCTD was named as "JEEVAN". The JEEVAN project seeks to redefine public service delivery with its focus on significantly enhancing the quality of services available to the citizen.

## **II) RESULT INDICATORS**

### ***1. Key Performance***

#### ***a. Stakeholder services and benefits achieved through ICT interventions***

**STAKEHOLDERS:** Major Stakeholders in the project JEEVAN are the resident of NCT of Delhi, Government of National Capital Territory of Delhi, State Bank of India and the implementing agency M/s 3i Infotech Limited.

The service stakeholders are various government bodies, utility service companies and other service providers from the GNCTD.

**SERVICES:** The roadmap is to have JEEVAN Project as the citizen gateway for over 104 services provided by the Government of NCT of Delhi. At present we are offering over 65 Government to Consumer and 14 Business Services

## G2C Services

DEPARTMENT	SERVICE
Delhi Jal Board (DJB)	Water Bill Payment
	Application for New Connection
	Application for Mutation
BSES YPL and RPL	Electricity Bill Payment
	Application for New Electricity Connection
NDPL	Electricity Bill Payment
Revenue Department(Divisional Commissioner)	Application for Domicile Certificate
	Application for SC Certificate
	Application for ST Certificate
	Application for OBC Certificate
	Application for Income Certificate
	Application for Solvency Certificate
	Application for Nationality Certificate
	Application for Handicapped Certificate
	Application for Surviving Member Certificate
MTNL	Telephone Bill Payment for CDMA
	Telephone Bill Payment for Landline
	Telephone Bill Payment for GSM
	New Telephone Connection (NTC) for Basic Landline Services
	CUG Landline
	Garuda (Mobile & FWT)
	ISDN (BRA and PRA)
	ECS
	Garuda Mobile Pre-Paid Connection
	CDMA Based FWT Pre-Paid/Post Paid PCO
	FPH Connection (Free phone/Toll Free connections)
	Local PCO Connection
	STD/ISD PCO
	Dolphin (GSM) Connection
	CUG (GSM)
	Trump Connection
NDMC	Application for Birth Certificate
	Application for Death Certificate
Registration of Cooperative Societies	Appointment of Returning Officers
	Local Notification of the Societies

	Intimation of Societies Regarding audit/Election/Enrollment/Resignations
Fire Services	Application for safety certification from schools. Issue of fire report
Department of Trade and Taxes	Submission of VAT Returns filed Online Submission of CST Returns filed Online
Environment Department	Eco-Club Grant
Department of Excise, Entertainment and Luxury Tax	Application and delivery for L-49 Licenses
Department of Education	Application for Admission Tests for Schools under Directorate of Education
Registrar of Marriages (South West District)	Registration Under Hindu Marriage Act Registration Under Special Marriage Act
IRCTC	Railway Ticket Reservation (Sleeper Class) Railway Ticket Reservation (AC) Railway Ticket Cancellation Railway Ticket Reprint
Employment Exchange, Labour Department	Registration Renewal of Registration
Employee provident Fund Organization	Accept Provident Fund Claim Applications Status Print Out of Applications
Labor Department	Registration under Shops and Establishments Act 1954
Department of Tourism	Registration under Bed and Breakfast Scheme
Indraprastha Gas Limited (IGL)	Gas Bill Payment
Drug Control Department, Department of Health and Family Welfare	Application for Grant of License Application for Renewal of Licenses Status Print Out of Applications
Delhi Pollution Control Committee (DPCC)	Application for Consent (Green)
Delhi Parks and Gardens Society (DPGS), Environment Department	Work Plan for Financial Assistance
Form Printing for Application Services	Printing of forms for all application services
Department for Welfare of SC/ST/OBC/MINORITIES	Online Application for Merit cum Means Based Scholarship for Minorities Online Application for Post Metric Scholarship for Minorities
Municipal Corporation of Delhi	Property tax collection

## B2C SERVICES

Name of the Service
Travel Tickets & Tour Packages
Mobile - New Connections, Post paid Bills & Recharges
Insurance Premium Payments
DTH Recharges
Movie Tickets
Online Education Packages
Booking of Domestic Air Tickets
e-filling of Income Tax return

### Benefits achieved through ICT Interventions

- Reduced costs of Infrastructure creation,
- Monitoring, Data Management for Delhi Government and its constituent Departments.
- Enhanced reliability & security of Information Systems through centralized management of IT Infrastructure.
- Reduced administrative burden for Government of Delhi & its departments by avoiding necessity of vendor management, Efficient & effective management of Information Security related issues across the Government locations. Easy, anywhere and anytime access to Government Services.
- Reduced congestion on roads, big savings on fuel and ultimately less carbon emission.
- Transparency, certainty and accountability in Service delivery to both Citizens and Businesses.
- G2C and B2C services at the doorstep of the citizen.
- Employment opportunities for the citizens of Delhi
- Creation of a hassle-free environment that frees the stakeholders from aspects like searching for offices with the correct jurisdiction, travel, obtaining forms, filling out, waiting etc. Simplified Government Processes. Reduced administrative burden and service fulfillment time & costs for the Government as well as Citizens.
- Reduction in pollution, carbon emission and promotion of Green environment, since citizens can avail services close to their house instead of traveling to various offices.

#### *b. % of services covered as ICT interventions*

GNCTD had identified 104 services to be rolled out in a phased manner. 56 services from 8 departments were identified for rolling out from the JEEVAN

Centres in Phase-I and remaining 48 services in Phase-II. Around **50%** of these services are being delivered through the JEEVAN Centres successfully. In the process GNCTD, with the help of its Implementing Partner - 3i Infotech Ltd, identified and integrated around 15 additional services into JEEVAN. Presently JEEVAN is successfully delivering **65 G2C services (61%)** from JEEVAN CSCs and some of these are also available online on the JEEVAN Portal.

*c. Geographical Spread in the State achieved*

We have achieved almost unmatched reach in terms of JEEVAN Centers being located at every 800 meters, on an average. The concentration of centers in a particular zone may vary but virtually we are providing the Doorstep services (within 2 km of reach) to the citizens

At present, we have over 520 centers operational across all the districts of Delhi

Districts	No. of Centers
West	115
North West	96
North	54
North East	29
East	75
Central	29
South	78
South West	44
<b>TOTAL</b>	<b>520</b>

**2. Efficiency improvement**

*a. Time saving / improvements in the delivering the above set of services.*

At present, we are offering over **65 Government** services of over **25 Delhi government departments**. We started with providing about 10 services of just five government departments. The service offering has been improved by six times and almost four times the number of departments has been brought under the JEEVAN banner, since inception.

Delhi government has digitalized records and integrated the services on an electronic medium. The delivery of services is made central, accounting of services is easier and tracking of the records is online. It has reduced the time-frame of the service delivery and the department employees can focus on

efficiency, growth and development of the services rather than wasting time on manual delivery of services / processes.

**Case-1.** Revenue collections of individual departments normally takes 2-4 days to get credited into the respective accounts in case of a Bill Payment service but when the same service is delivered from a JEEVAN center it gets credited into the department's account the very next day of the transaction. This saves time and enhances their liquidity.

*b. Cost savings for delivering above set of services.*

Government Departments have reduced costs and improved efficiency since the JEEVAN Centers have started servicing the Citizens. The cost for department infrastructure, manpower and operational expenditure has reduced by using the JEEVAN project.

**Case-2.** In case of an Electricity bill payment collection center, the department is incurring cost on the space, electricity, trained manpower and logistics. It has just 22 such centers across Delhi but with the NDPL Services being available from 520 JEEVAN Centers, it has not only reduced the service load but also have curtailed on its expenditures by using the space, infrastructure and manpower for other relevant additional needs.

*c. Time saving for availing the Services (reduction in cycle time)*

We are offering five types of government bill payment services, which are a monthly payment affair. In case of JEEVAN Centers a citizen can avail all these services at a single location (**One Stop Service Shop**), no need to go to five different departments. These bill payment services are also available on the JEEVAN Online portal and can be availed in minutes so a citizen can make five different bill payments in minutes. *Here citizen's time saving is 80%.*

**Case-3.** Various DC office application services took 1-3 months to be processed and delivered. JEEVAN has brought down this time to 20-30 days with its streamlined offline and online process.

DJB has about 60 bill counters in Delhi, during the bill payment cycle it would have witnessed One hour long queues for the payments but with JEEVAN offering Water bill payment service it is a five minute wait for a customer.

*d. Cost Saving for availing these services*

It has multiple cost saving dimensions from the perspective of a customer. All the Bill Payment services are Free of Cost for the citizens. Most of the other application services cost citizens just 10 rupees. Apart from this since the

centers are in the citizen's neighbourhood, it also saves cost on Travel and Transportation.

**Case-4.** EPFO Service was available at just two government offices in Delhi. Sometimes citizens would have to travel 20 Kilometers one side to avail a Provident Fund service. He/she would spent a decent up and down travel cost and a complete day in getting the information but now the same

### **III) ENABLER INDICATORS**

#### **1. Processes**

##### *a. Major front end process changes and implemented*

JEEVAN project seeks to redefine public service delivery with its focus on significantly enhancing the quality of services available to the citizen. The initiative includes the following components:

#### **Design of an Online Portal – [jeevandelhi.gov.in](http://jeevandelhi.gov.in) –**

- Bringing BSES, DJB, MTNL and NDPL bill payments service online, free of cost, on a single platform.
- Source of information on various other services and center location details.
- Soon citizens would be able to avail host of services from their home through the online portal.

#### **Citizen Service Centers (JEEVAN Centers) across Delhi –**

- The Business Process Reengineering study revealed that a good mix of offline and online delivery methods have helped to improve the government to citizen interaction and delivery of services.
- To service the common man government has started over 520 CSCs across Delhi, virtually servicing citizens in their neighbourhood. Several services require physical documents to be attached with the applications, in such scenario the CSCs become instrumental and act as a Single platform for such services like Application and Employment services.

JEEVAN Centers are equipped with IT infrastructure in the form of computers, printers, scanners, Broadband / Wi-Fi connectivity and also connectivity to a centralized database.

**Call center @ 1800 200 2039** – A central toll free number for citizens to get information pertaining to the services and center locations, working round the clock.



*b. Major back end process changes and implemented*

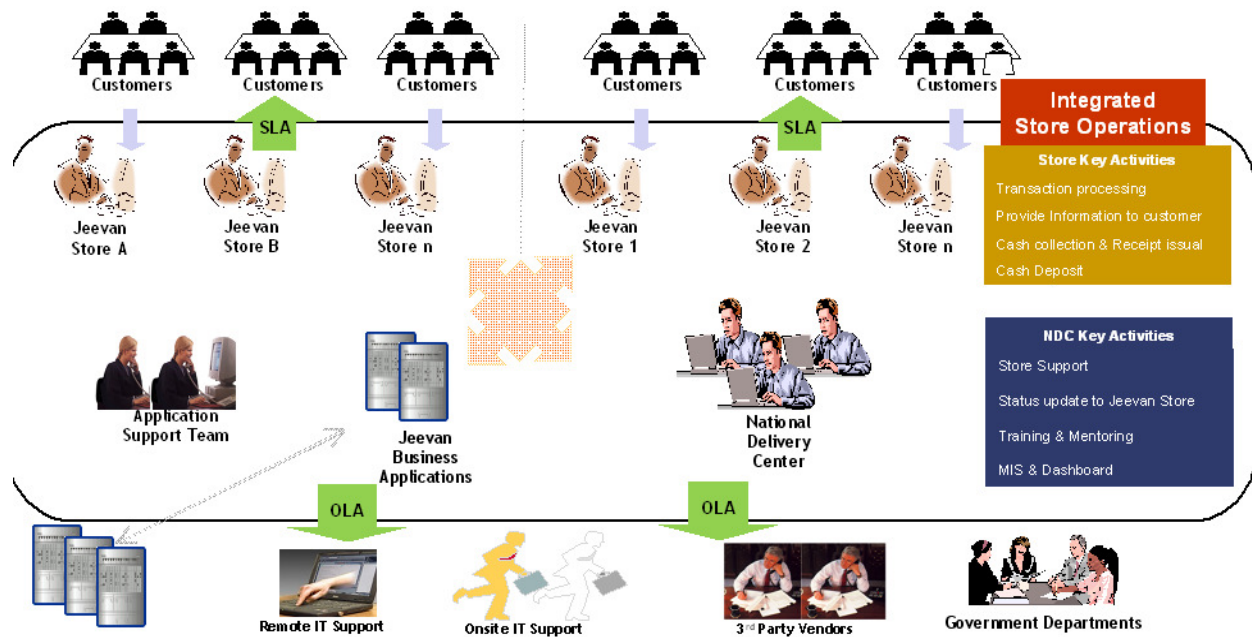
GNCTD with the help of 3i Infotech Limited, launched a massive drive of understanding the service delivery of individual departments. This understanding was then transformed into a functional requirement for the developers to build a solution. Different types of solution were defined in consultation with departments based upon the e-readiness. The types of service integration methods with JEEVAN can be broadly explained as:

- Data Push and Pull method
- Integration through Web services
- Development of CSC and online portal application
- Development of Department workflow to manage services and extract MIS

It has developed a robust model for the delivery of the services:

- A well developed delivery infrastructure, which includes
  - the online platform (Business and service delivery ),
  - national helpdesk (Customer query and service management) ,
  - national & state delivery centers (Designing and defining processes),
  - Service delivery and software support team (Service integration, support and testing), and other back-end competencies
- Setting up of a Data center at Delhi, where the entire government department data base is being stored from which all the MIS Reports can be generated for various service providers.
- JEEVAN Data Center has been established to host the JEEVAN Application.
- JEEVAN Online Portal and CSC have been integrated with LNDC (Laxmi Nagar Data center) and JDC (JEEVAN Data Center, Chennai).

'JEEVAN Online Portal' and CSC Interface are based on n-tier architecture. The application architecture follows industry standard protocols like HTTP, SOAP and XML for integration with backend department systems. This enables the application to easily integrate with legacy systems and exchange information with it.



### 3. People and Resources

#### a. Project management & Monitoring – Full time team in place

We have setup a JEEVAN Task Force team under the chair of Hon'ble CM of Delhi along with the Principal Secretary to CM, which hold quarterly reviews for the project growth, challenges and way forward along with the stake holders.

A dedicated Project Management Unit (PMU) has been setup within the premises of Delhi Government, which tracks the daily performance and keeps a close look on the developments and trends in the transactions. The PMU Office has a complete team of developers, managers along with IL&FS team to manage the daily operations and monitoring. The PMU is headed by a Secretary level Department officer, who ensures smooth coordination and interaction between the PMU and the Implementing Agency. The reports of daily transactions along with the business, mapped down to each CSC with department wise details, can be viewed real time through the JEEVAN online portal.

3i Infotech has been selected by Government of National Capital Territory of Delhi to work as partner for the rollout and operations of the CSC Project – JEEVAN. It has years of experience in the Government sector and exposure to big Government projects and are one of the leading players in the e-Governance technology space. Its e-Governance and Retail Services focus on helping Delhi Government and its Departments adopt and utilize Information

Technology (IT) to attain the highest degree of efficiency and effectiveness in their operations, and to deliver enhanced **citizen – centric services**. We have brought over 400 franchisees on board for the JEEVAN Centers to help the government in bringing the professionalism, ownership and drive in the delivery of the services.

JEEVAN has a well trained Sales & Marketing team to support the franchisees as well as the Partner stake holders and thereby ensure business.

A team of over 150 operators to ensure proper services and delivery to the citizens

Area Managers, Field Officers – Sales & Collections, Business Development Officer, Operation, Business and Marketing Manager, Service Delivery and Software team

Team makes regular visits to the JEEVAN as well as Franchisee centers

Regular meetings with Team and Quarterly discussions with franchisees

*b. Achievements of training of internal & external members on the new system*

The job of setting up a project of such a scale, where it would cater to a district of 1483 Sq.Km. area and 14 million population was a prodigious task but very much required for the states ie., e-governance and administration.

The strategy, communication and vision were channeled to create experienced technical, delivery and business teams. They made the service integration process smoother and matured with the various government departments. The government departments were primarily reluctant or not capable for service integrations but the approach of the core team created the trust and made them confident of the project. This transformed into a healthy and acceptable digital culture in the government departments and simultaneously the core team also learnt about the culture, challenges and practical functioning of the departments. They collectively built the successful e-governance model – JEEVAN. It resulted in the following developments:

- Increased awareness about the e-governance and working of G2C services
- Increased awareness about the use of ICT to bring in the conversion into the lives of common man
- Creation of IT Master plan by the partner government departments
- Digitalization of Service and Customer records
- Building of internal ICT Capacity to address the present and future needs of good governance

- Bridging the Gap between government services and common men's reach and ease of availing it; service and convenience in their neighborhood

Achievement in number are being categorized in the following pointers (time period taken, March '09 – June '10)

- Over 1.5 million transaction through CSCs and the Online portal
- Processing of over 17000 Applications including Scheduled Caste/Tribe and Other Backward Class Certificates.
- Employee Provident Fund (EPFO) Services can be availed at 520 JEEVAN locations in addition to two PF Offices in New Delhi. JEEVAN Centers have brought unprecedented convenience and relief to citizens, especially to the senior citizens
- Makes available Free Bill Payment service for Water, Electricity, Gas and Telecom Bills
- Registrations of over 83,000 candidates with The Employment Exchange, helping and creating opportunities for young students and professionals to build their careers

*c. Change management strategy defined and implemented*

JEEVAN responded to the specific challenges and won departments & citizen's confidence:

- Integration of the different G2C Service with JEEVAN: Looking at the level of process automation in individual department, the integration with JEEVAN is decided. Thus the modes of delivery become complete online, combination of online & offline.
- Departments working on a different platform cause serious challenges in integration. It was also found that Offices within a department were working on different platforms. Application developed were not centralized and thus serving the internal requirements. The applications were not capable of interacting with other applications.
- To overcome, JEEVAN integrated different services based on the possible integration options available. Integration using Web services, Data push and pull through scheduler are a few strategies adopted for the integration. This minimized the manual intervention to a great extent.
- *Key functions of the departments were not automated:*
- To address the issue JEEVAN has gone to the extent of developing a delivery process for the department on JEEVAN portal. An access to the department is given for all approval / forwarding related activities and also to generate any kind of MIS as per their requirement.
- Resistance from Government offices in some cases becomes a real challenge in delivering services. Alignment of process with existing

process of delivery, discussions at different levels, training sessions and handholding resolved a lot of such issues.

*d. Leadership support ( Political, Bureaucratic) and its visibility*

**Political:** The Hon'ble CM of Delhi is personally monitoring the growth of this project. At every stage, she had devoted her valuable time and contributed much for the progress of this project in the right direction. Whether it is the design of the signboard or the selection of the CSC name, the Hon'ble CM had contributed immensely. The JEEVAN Project was officially inaugurated by the Hon'ble CM on Feb 26, 2009 and she used to chair all the task force/ JEEVAN review meetings. The various CSCs located in different part of the Delhi have been inaugurated by respective MLAs. New services have been inaugurated by the Chief Minister of Delhi or by the respective ministers; the political leadership support is encouraging for the project. The leadership is promoting the project as their pet project and it falls under the Top-5 projects of the GNCTD. It would not only pave the way for the benefits and convenience of the citizens but also would help government to provide good governance to the citizens. The GNCTD has envisaged this project as one of their flagship projects to reach out to the common citizen.

**Bureaucratic:** A task force of the JEEVAN headed by the Principal Secy. to CM comprising the Secretaries of all the concerned departments has been set up by the Government to oversee the implementation of the Project. This ensures the required bureaucratic support for this project. The task force meets at regular intervals to assess the progress of the project and also take the necessary steps to clear the road blocks. The project is being personally monitored by the Secretary IT through the Project Monitoring Unit (PMU) set up under the guidance of Addl. Secretary, Health. The Principal Secretary to CM has been kept updated about the progress on a regular interval; he also intervenes and resolves the administrative / functional issues, if any, with the partner service provider departments. This guarantees the support from the Heads of all the departments. The bureaucrats want to make this project as the role model for the other CSC projects in the country. This fact is evident from the record number of G2C services, JEEAN had integrated within the first year of its operation.

*e. Financial Model ( Funding pattern , Business model PPP etc) defined and implemented*

Experience across the globe reflects that IT is one of the areas, which is perfectly suited for Public Private Partnership (PPP) Business model and the right combination of Government accountability with Private Sector

efficiencies has been achieved through BOOT (Build Own Operate and Transfer) model.

GNCTD has provided the infrastructure for centers and service delivery gateway to the departments, 3i Infotech is the implementing agency and has brought in the IT infrastructure, Business & Service Delivery manpower and Franchisees for Type-3 JEEVAN Centers. Franchisees have options for bringing their IT Infrastructure depending upon the models. State Bank of India is the banker for JEEVAN, which means that it holds complete business accountability.

*f. Normal routine of cash management at JEEVAN: 520*

JEEVAN Centers are divided into two parts, i.e. 40 Nodal centers and 480 centers linked with the Nodal centers. Money collected at linked centers are reconciled at a standard cut off time with the collection report (MIS) generated from the system. This amount is forwarded to the respective Nodal centers. State Bank of India after collecting Cash from the various Nodal centers ,credits the entire amount into the JEEVAN Pooling account and on the basis of M/s 3i Infotech Ltd Flat file, debits pooling account and credits the service provider/ government department's accounts. Date wise reconciliation is done through the application system, which ensures that money deposited with SBI has been transferred properly. Reconciliation can be viewed in the Project Management Unit (PMU) report.

The Implementing agency, government and franchisee incomes are based upon the commission earned on each service delivered. The commission earned on a single transaction is divided amongst them and the share is standard for all the services but the service commissions vary from department to department.

### ***3. Technology***

*a. Disaster Recovery & business continuity plan defined & implemented*

The JEEVAN application has been deployed in International Data Center of 3i Infotech Ltd., which located in Chennai while the DR (Disaster Recovery) for JEEVAN is located in Thane, Mumbai and well connected with DC (Data Center) using lease line for data replication. Applications have been deployed in high end IBM servers and all servers & network devices are monitored using standard software tools to ensure high availability. JEEVAN application is available 24/7 \* 365 days. It is being monitored by highly equipped and trained resources, who have been located at Primary DC and DR for 24/7 support. Proper SLA has been monitored and business uptime of 99.99% has

been maintained. JEEVAN has also implemented National Helpdesk to ensure business continuity support on the technology front end. Backup and security policies implemented at DC ensure security and availability of secured data while the process oriented approach on delivery of services ensures the business continuity to a greater degree.

*b. Technological solution cost effective and maintenance over time*

The Platform independent, flexible and portable, Java has been used to develop the application. JEEVAN application runs on Web logic Server and Oracle 10 G as database server. These technologies are scalable on Oracle and Java , only updates needs to be added, this reduces the future technology investment that may come into picture due to obsolesce . Open source web server like Apache is being used for cost-effective solution. IT Infrastructure is scalable for more than 10yrs. This is cost effective in terms of future investment.

The application is developed in MVC architecture; therefore all the layers are loosely coupled and help to do changes in any layer without disturbing other layers. Also since messages and labels are parameterized, it can be modified at any point of time without any major effort. Process has been introduced to ensure change controls are managed with less maintenance efforts and application level Quality audit ensures standards are met as per the QMS.

*c. Security and confidentiality standards defined and implemented*

Unwanted usage of application is protected by password protected login. Password is encrypted and stored in database. Application is deployed with firewall protection. SOA architecture is used in JEEVAN to interact with different applications. Secured web services being used in application to communicate / integrate with various vendor applications with certificate authentication. Regular security audit of the applications has been carried out by STQC. JEEVAN team follows and implements the STQC instructions throughout the development. Digital signatures have been implemented and are being used.

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