

Chapter 40

Gwalior District ‡

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I) OVERVIEW

Various e-governance application like Samadhan Ek Din, E-Scholarship , Parkah etc are running in district Gwalior . As mentioned earlier Janmitra Samadhan Kendra is major initiatives in the field of e-governance G2C service delivery . Janmitra Samadhan Kendra is major imitative of district Administration to deliver 72 Services of 12 departments in a time bound manner .

In order to ensure time bound and efficient delivery of various government schemes & Programmes an innovative ICT initiative “Janmitra Samadhan Kendra” has been implemented in all the Blocks of Gwalior. The project has two objectives

1. Ensuring timely, regular and efficient availability of basic G2C services through field functionaries in vital social sectors
2. Bringing administration closer to the citizens, i.e., improving access by placing the governmental interface as close to the citizens as possible

The delivery matrix for G2C service are as under

- Applicant submit his application at JSK .
- A receipt of his application is given to applicant . Time limit is also printed on receipt .
- Officials of designated department visits Janmitra to give his Biometric attendance
- A copy of the application handed over to the concerned officials .Official solved the demand and inform the Center about status .
- Data transferred to district headquater.
- Data hosted in specially designed website for further analysis .

In this initiative Biometric solution has been used to ensure the regular presence of field functionaries in the field. At the same time 72 services of 13 different departments are being delivered in a time bound and citizen friendly manner. This is being implemented through 47 Janmitra Kendras in the Gwalior. Normal service charges are being taken for the services rendered to the citizen .

‡ * Winner of CSI e-Gov Awards, 2009-2010

At these centers decentralized MIS entry of NREGS is also being done for the first time in the state.

II) RESULT INDICATORS

1. Key Performance

- a. What services (G2C, G2B, G2G and G2E) are delivered using ICT ;
provide impact in terms of time and cost of delivery of services

The name of the departments along with the services being offered is below:

• Renuee Department

<ul style="list-style-type: none"> ○ Income Certificate ○ Domicile Certificate ○ Caste Certificate Temporary ○ Caste Certificate Permanent ○ Khasra/Khatauni Nakal ○ Akks Nakal ○ Application for BPL Card ○ Demarcation Application ○ Delivering possession of land lease out ○ undisputed mutation ○ undisputed partition ○ 	<ul style="list-style-type: none"> ○ Arm License Renewal ○ Conversion from Minor person to Major ○ Permission Letter(Aggya Certificate) ○ Entry of Well/Pump/ Irrigated /Non Irrigated land information in Khasra ○ Entry & Amendment of crop in Khasra ○ Cancellation of Hypothecation of Agriculture land on Bank loan repayment ○ 12 Distribution of ""Bhu Adhikar evam Rin pustika"
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• Panchayat Department

<ul style="list-style-type: none"> ○ APL Card ○ Duplicate APL Card ○ Indira Gandhi National Old age pension Scheme ○ Social Security pension ○ Financial assistance to Widow/ Deserted women less then 50 years old ○ National Family benefits scheme ○ Mukhya Mantri Majdoor Suraksha Yojna ○ Sanirman karmkar mandal ○ NREGS- Bhumi Shilp 	<ul style="list-style-type: none"> ○ Pending Valuation under NREGS 7 ○ Wage Payment Under NREGS 7 ○ Demand for work Under NREGS 7 ○ Birth & Death Certificate after 1/1/2004 7 ○ Birth & Death Certificate before 1/1/2004, ○ submission of permission certificate ○ Marriage registration ○ NON Availability Certificate ○ NREGS - Kapil Dhara ○ NREGS - Nandan Fal udhyan
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- **Health**

<ul style="list-style-type: none"> ○ Vaccination ○ Demand of Medicine By depot holder 	<ul style="list-style-type: none"> ○ Deendayal Antyodaya Upchar Family ○ Health Card
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- **Woman and Child Development**

<ul style="list-style-type: none"> ○ Distribution of Nutritional Food - in case of no change of distribution agency ○ Distribution of Nutritional Food - in case of Change of distribution agency 	<ul style="list-style-type: none"> ○ NRC demand for Severely malnourished children ○ Ladli Laxmi Yojna (LLY)
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- **Agriculture Department**

<ul style="list-style-type: none"> ○ Biogas/Nadep/ vermin-composit demand ○ Tube well Sprinkler Electricity Pump ○ Availability of Agriculture 	<ul style="list-style-type: none"> ○ Balram Well ○ Water Availability certificate ○ Soil Testing
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- **Veterinary**

<ul style="list-style-type: none"> ○ Preventive and Curative interventions ○ Preventive Vaccination 	<ul style="list-style-type: none"> ○ Artificial Insemination
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- **PHED**

<ul style="list-style-type: none"> ○ Hand pump Maintenance ○ Riser Pipe maintenance 	<ul style="list-style-type: none"> ○ Single phase Motor Pump Installation
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- **School Education**

<ul style="list-style-type: none"> ○ Mid Day Meal Distribution (in Case of No change in SHG) ○ Mid Day Meal Distribution (in case of Change in SHG) 	<ul style="list-style-type: none"> ○ Scholarship sanction
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- **Food Department**

<ul style="list-style-type: none"> ○ BPL Card and Antyodya Card 	<ul style="list-style-type: none"> ○ Duplicate BPL and Antyodaya card
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- **Cooperative**

<ul style="list-style-type: none"> ○ Membership 	<ul style="list-style-type: none"> ○ Distribution of Crop Loans
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○ Kisan Credit Card (District Centre Cooperative Bank)	○ Crop Insurance
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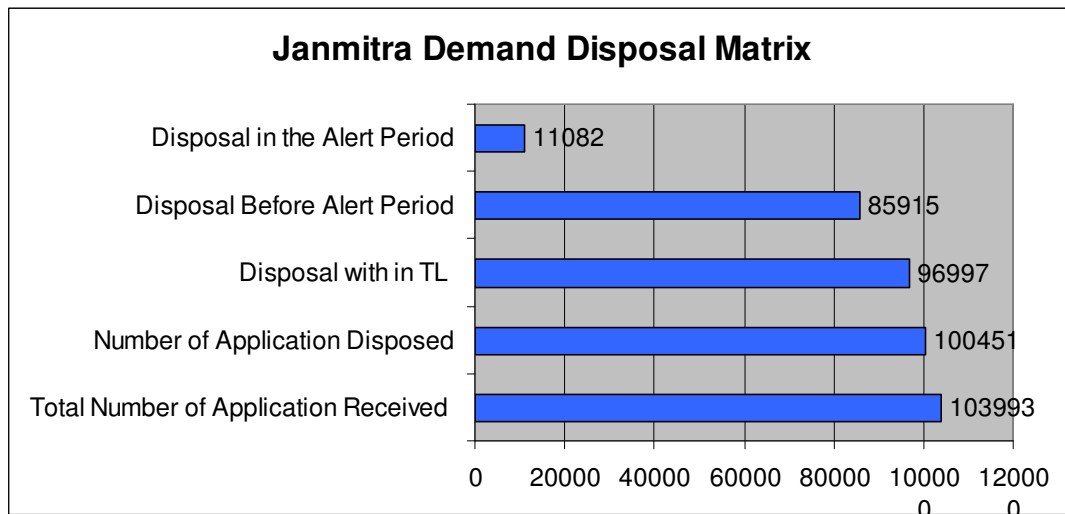
• **Electricity (MPEB)**

○ Domestic and Non Domestic Connection on	○ Single light connection
○ Low voltage (with in 30 metres from the existing LT pole in rural areas)	○ Replacement of Transformer

• **Social Welfare**

○ Distribution of Equipments for the Handicapped person	○ Handicap Scholarship
○ Handicapped Certificate	○ Senior citizen Identity card
○ Identity card & Pass Book to Handicap persons	○ Mental Handicap Pension (BPL)

As on 20 Aug 2010, 103993 applications have been received in from these centers , out of these 100451 have been already disposed off . Here is a brief analysis of Janmitra samadhan Kendra performance



Application Received	103993
Application Disposed off	100451
Demand Solved within time limit	96997

Thus it is clear more than 90.50 % applications have been disposed off within time limit . Attendance monitoring system is another important and useful

feature of this project .More than 3100 fields functionaries are giving their scheduled attendance at these 47 Janmitra Samadhan Kendra The attendance linked cuts have become fewer as the number of defaulting employees are decreasing with increased monitoring and evaluation by the district authorities. The attendance plan is working remarkably. Currently more than 3100 Field level employees are giving attendance in 47 Janmitra Centers.

Field level staffs availability and performance have been considerably improved after implementation of this project. A detailed impact analysis study conducted by Indian Institute of Information Technology and Management, Gwalior revealed that as much as 40 % demand load on district level offices has dropped after implementing this project. On analysis of the data received from various Janmitra Kendra it is clear that actual delivery time has been reduced as much as 70 % in as against implementation of this project. Further Janmitra covers all the important 13 departments of the district so service delivery matrix of major departments is much more efficient as against of previous model.

b. Implementation coverage till date and during the year (geographical areas covered under pilot, roll-out, future plans)

Project initiated during May 2009 . Initial software development, pilot testing, Hardware procurement, capacity building were completed during July – August 2009 .

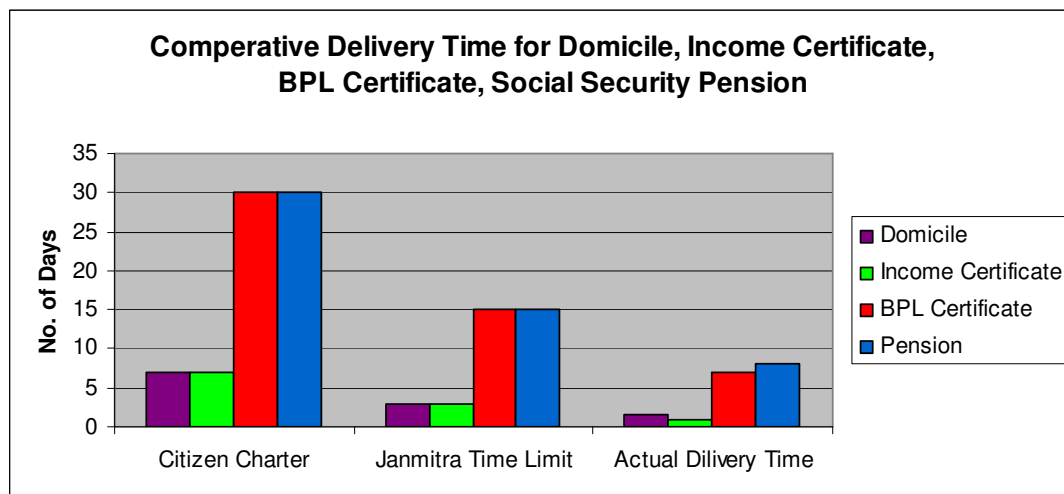
The initiative was launched on 25th Sept. 2009 in the remote and backward block Barai of district Gwalior with 12 Janmitra Kendras . After huge success in this block the project was scaled up to cover the whole rural geographical area of the district. With 47 Janmitra Kendras close to 1 million rural population of the district is benefited through this project . The public response to the Janmitra has been phenomenal & beyond all expectations. Presently total number of 72 G2C services of 13 different departments are being offered at these centers.

2. Government Efficiency improvement initiatives

a. Time and cost efficiency improvements in the working & delivery of services

The primary achievements has been in terms of decentralization of the government interface to the level of Gram Panchayat . A basket of 72 services , selected in a participative framework by the village panchayats are now being provided through 47 Janmitra centers running in select Gram Panchayat offices . Each centers caters to an average 5 village panchayats . Field level

functionaries of 13 departments register their presence via biometric finger print identification system at these centers in accordance with an roster finalized for them . An average of 250 applications are being received daily at each center and disposal rate with in time limit is more than 96 % . An important facts that needs mention here is that time limits have been assigned for delivery of each service and these time limits have been compressed to as much as 50 % as against those provided in the relevant citizen charter . On weekly analysis based on the field data it is found that in most of the cases the time frame to deliver services has been reduced by 50 % . .



Before launching the above there was no mechanism available for exact performance monitoring of field level functionaries . After the successful implementation of the project performance and attendance monitoring of around 3500 field level officials are available in the specially designed website .

b. Specific innovative ideas implemented in eGov area; and their impact on services

District administration Gwalior initiated the project with three folds innovation

i. Innovations in monitoring of field level functionaries :- This being the substantive innovation in JANMITRA, it was envisaged that field level functionaries of all executive departments at the district level would be required to register their daily / periodical attendance at the Janmitra falling within their territorial jurisdiction .Hence a fool proof attendance monitoring system devised on a technology platform that does away with the predictable fallacies and loopholes inherent in a manual attendance monitoring system was required. Daily / periodical attendance recording is coupled with generation of monthly reports which is available to respective department heads so that action could be taken against employees found to be irregular or

absent from the place of their duty on the working days. Hence, the core issue that JANMITRA seeks to address is ensuring regularity and timeliness of rural services which would be achieved when field level functionaries visit their 'field' daily or in accordance with their attendance plan and officials at every successive level up also visit these areas with a regular periodicity . In a nutshell, while such attendance monitoring systems that are regularly deployed in offices and commercial establishments have so far monitored attendance of fixed number of employees over a closed and fixed space, Janmitra would for the first time replicate the model for a large number of diverse, independent field functionaries of several departments spread over a large geographical area and in an essentially rural ambience.

ii. Innovations in G2C services delivery - There are two innovation involved in this mechanism .First the deliver of all the 72 G2C services is done actually at the Janmitra Kendra and there is no upward movement of papers for any sanction. Second the service delivery for each services is being done in strict time frame for the called the Janmitra time limit or even before that . These time limit are monitored on a daily basis through alert and default mechanism . Alerts are generated as the Janmitra time limit approaches

iii. Innovations in NREGA data entry: - Apart from service delivery, another major task identified for decentralization was the voluminous data entry work under MNREGS. The task of data entry into MIS hitherto carried out at the block level was indeed herculean, involving extensive paperwork and investment of time and human resource. This task is considerably simplified as the point of collection of data is now shifted away from the block centre and located closer to the point where data is generated in the first place i .e. at the Gram Panchayat level . This decentralized data entry is the first of its kind ever attempted in the state .The data entry payments add to the financial viability of the Janmitra Center .

iii. Other Innovations: Besides the above innovation Janmitra Samadhan Kendra offers platform to deliver services which requires multilevel departments interface. Since now applicant can find rural field functionaries of various departments under one roof, So disposal of applications which requires multiple interface of different departments are better than previous models.

III) .ENABLER INDICATORS

1. *District Policy & Strategy*

a. *eGov/ICT vision roadmap for District and its current status*

Gwalior has selected pilot district for two major NEGP mission mode projects

- a. Pilot district for implementation of e-district program.
- b. Pilot district for implementation of e-courts program.

District has made good progress in implementation of both these program. E-courts have been successfully launched on 28 April 2010, now fully computerized district courts have come into existence in District Gwalior. E-district program is another mission mode project in which district has made good progress. Hardware procurement, Formation of e-district committee, Finalization of trainings for govt officials, identification of CSC (Common Services Centers) etc have been already completed. Now district is ready for initial roll over of the e-district project.

Definition of E-Governance says that *e-governance is use of information and communication technologies with the aim of improving information and service delivery*. Janmitra samadhan Kendra is a step towards delivery of services through decentralized service delivery centers. District Administration has decided to strengthen public service delivery channels using better use of ICT services. To do this administration has started two folds initiatives towards making this successful

- Strengthening ' SAMADHAN EK DIN(State Govt Initiatives) Centers at district headquarter and other block level head quarters . SAMADHAN EK DIN has already shown its usefulness in delivering citizen centric services in decentralized manner.
- Delivering dedicated public services to citizens in rural areas in an effective and responsive manner was still a formidable challenge for the administration .Janmitra, in its quintessence attempts at responding to this existential challenge through three fold innovations that address substantive issues in effective program management and field level implementation
- District administration had decided to initiate the following component were necessary :-
 - Regular attendance of field functionaries of 13 departments concerned with rural problems :- Biometric system was followed.

- Installing a computer, printer, 2 tube light & a fan which must run for 7 hrs. during day time. (Office hours of Janmitra Kendra 10:30 AM to 5:30 PM)
- NIC Gwalior developed an interfacing software for the module with inbuilt summary report generation function.
- Database creation for Biometric finger print identification system was done at the district HQ for nearly 3100 employees & locked thereafter to preclude to possibility of tempering.
- Attendance monitoring schedule was created in which periodicity of the attendance of each functionary was marked along with other details about the functionary.
- Software for service delivery module was also developed in house by NIC Gwalior. Software for sub block level data entry & merger at the block level was procured from NIC Delhi for integration with other Janmitra Software.
- Certificate formats under different services (Income certificate, Birth & Death certificate etc.) were feed into the software database & Land record database as well as the software was integrated with Janmitra software.
- Broad band connectivity/NIC data cards installed for real time data transmission.
- Since power in rural areas is a problem sine wave inverters were installed to provide power.
- Janmitra centres were managed by personnel from a private agency which provided computer profession.
- Extensive training (Functional and computer) has given to govt staff as well as data entry operators for successful implementation of the project.

Provision has been made both type of service delivery software . Online as well as offline . Due to poor connectivity in rural areas it was not possible to use online software . Offline software was used in rural Janmitra Kendra . E-mail has been preferred for daily data transmission . Later on all the databases collected from various center merged and hosted on specially designed website for monitoring purpose .

Weekly review monitoring meeting by higher level officials like Collector , CEO Zila Panchayat are scheduled for proper monitoring of the project .

2. Process reengineering & Legal Reforms

In traditional Govt Service Delivery System an application or demand will likely to receive at top level of hierarchy. Later on application moves to lower level of officials for further investigation and remarks. Once this process is completed, application finally sent back to higher level functionaries for final order or disposal. In Gwalior this delivery mechanism has changed after introduction of JANMITRA KENDRA and SAMADHAN KENDRA. Now the application accepted at nearest center. Officials responsible for delivering the service visit the center and deliver the services. This saves around 50 % time in delivering the service.

Previously there was not mechanism to monitor quality and time taken in deliveries of the services. Time required delivering the service thoroughly studied & accordingly goals were fixed for each concerned functionary to complete the task & deliver the service.

The next goal was to ensure that the functionaries involved to deliver the services must come available at the centre & in the villages. For this a system to record their attendance using biometric technology is evolved so that defaulters can be identified immediately & action can be taken against them by their concerned higher ups.

Certain new procedural changes like giving permission to OIC of Janmitra Kendra to function as stamp vendor, delegation Kahsara / Khatoni verification powers to OIC of Janmitra Kendra were few procedural changes which solved out various hurdles in making the programme successful.

3. Capacity Building

Technology per se, cannot yield results unless adjuncted with trained human resource to apply it purposefully. In numerous instances, system failures in innovative projects have occurred simply on account of mismatches between the technology option chosen and the capabilities of human resource employed to execute it. Accordingly special impetus has been given to capacity building of operators and employees at all levels.

Orientation workshops have been organized to introduce and explain the process re-engineering involved in JANMITRA to the field level functionaries of different departments. This has been followed by debriefing sessions in which field staff has come up with several suggestions, some of them have been implemented for the purpose of improvisation. Computer operators have been given extensive training in the software developed by NIC. The training of Janmitra Centre coordinators was indeed very crucial. They were trained not only in the technical and procedural issues involved

in Janmitra but also in legal matters incidental to it so that they understand the processes involved in the delivery of each service as well in the monitoring of attendance using biometric devices.

A 25 minute long awareness building film directed by a respectable local NGO was screened across the 59 Panchayats in Barai block during the evenings for IEC activities. Thereafter this whole methodology was replicated throughout the district on 07.04.2010.

4. Leadership support

E-governance steps in the form of setting of JSK centers by the district administration widely appreciated by Citizen , Media and Hon'ble MP and MLA's . Initially project was launched in only 1 block with 12 Janmitra Centers . Public response was so phenomenal that with in 7 month of its launching complete district is covered with 47 Janmitra Samadhan Kendra . Hon'ble Chief Minister has also visited on of the center Naugaon on 20 Oct 2009 . Govt of Madhya Pradesh has decided to adopt Janmitra Model for entire state . Replication strategy for entire state is under consideration .

5. Program team

For successful implementation of the progame a team of District Level officials has been formed under chairmanship of the collector . Team members are

- | | |
|------------------------------------|-----------------------|
| ○ Collector | Team Leader |
| ○ DIO , NIC | Technical Member |
| ○ NIC officials | Technical Member |
| ○ CEO , Zila Panchayat | Administrative Member |
| ○ Project Officer , Zila Panchayat | Administrative Member |
| ○ HOD of 13 Departments | Member |

Except the outsourced data entry agency entire team members are full time members .Weekly or fortnightly meetings are being held by team to look after the progress of the program. Since the entire ICT application has been developed in house by NIC . Technical support is very good and technical issues are resolved very quickly

This year Gwalior is selected as BEST E-GOVERNED DISTRICT OF MADHYA PRADESH . Effective use ICT technologies plays a vital role in achieving this honor . District Administration , Gwalior has decided to use Janmitra Decentralized model for effective delivery of citizen services using ICT .

6. Additional Information

Project report about Janmitra Samadhan Kendra can be downloaded from url
<http://gwalior.nic.in/janmitra/report.pdf>

Impact Analysis report prepared by ABV IITM , Gwalior can be found on url
<http://gwalior.nic.in/janmitra/JanMitraImpact.pdf>

Media reports about project can be found on url
<http://gwalior.nic.in/janmitra/paper.pdf>

A small documentary about the program can be found on url

<http://www.youtube.com/watch?v=61EGXSc9oHI>

<http://www.youtube.com/watch?v=H8p8VQes9ts&feature=related>

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