

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
Six (6) for an area 216.79 Km² under Jurisdiction of Guwahati Municipal Corporation.

- (ii) Number of delivery centres: **Six (6)**

(iii) Geographical

- (a) National level–Number of State covered

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

- (c) District level- Number of Blocks covered

Please give specific details: - **Guwahati Municipal Corporation Area (216.79 Km² of Guwahati City)**

- (iv) Demographic spread(percentage of population covered): **100%**

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

- **Manual System for property taxation.**
- **Collection of property tax at the six zonal offices and tax collectors going house-to-house for collection.**
- **It was a time consuming process to generate reports.**
- **Assessment, reassessment and mutation of properties took time making citizens to wait for these purposes.**
- **Tax payers have to come to the concerned zonal office for payment of property tax.**
- **Tax payers need to stand in the queue for tax payment and sometimes they need to come again due to absence of the concerned official on their first visit.**

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

100%

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

- a) Online property taxation system
- b) GPRS based Handheld Digital Terminals have been used by the tax collectors for instant updation of payment in the field.
- c) Payment of tax through any SBI branches with SBI software product "Power Jyoti".
- d) All the zonal offices of GMC collect tax from tax payers irrespective of the location of the holding.

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

4.1 Type of stakeholders consulted

User Group, Zonal offices of GMC, State Bank of India, AMTRON (Assam Electronics Development Corporation)

4.2 Number of stakeholders consulted:

A total of six meetings have been conducted with one meeting for each zonal office and at an average of 200 people attended in each meeting.

4.3 Stages at which stakeholder input was sought

All the stages of SDLC (Software Development Life Cycle)

- a) Requirement Analysis,
- b) Designing,
- c) Planning,
- d) Coding,
- e) Testing,
- f) Maintenance.

4.4 Details of user satisfaction study done

Feedback was sought from tax payers about the convenience and reliability of the system. Citizens find it very comfortable to pay property tax online/ SBI branches/six zonal offices of GMC. Municipal accountability and transparency have increased.

5. Strategy Adopted

(i) The details of baseline study done:

Entire property taxation system has been studied in order to find out the administrative procedure adopted in the process. Problems faced by the tax payers in payment of tax have been identified. Shortfalls in the structures of the entire system are examined.

(ii) Problems identified:

All the holding numbers of the earlier manual process were ward-wise unique. In order to maintain the uniqueness at holding number level, all the holdings of Guwahati has been changed to 8 digit holding number which are unique throughout Guwahati. As a result, all the properties have got a unique identity in terms of the holding number and serve as the primary key in identifying a property in the system.

(iii) out/implementation model:

Evolutionary Model of Software development. Satisfaction of user is sought at all the levels with the design and reliability in use.

(iv) Communication and dissemination strategy and approach used:

- **The strategy is oriented toward the needs of the user, incorporating the types and levels of information needed into the forms and preferred by the user.**
- **Inclusion of information that users have identified as important, and comprises information that users may not know to request but that they are likely to need.**
- **Effective quality control mechanisms to assure that information to be included in the system are accurate, relevant, and representative.**
- **Sufficient information so that the user can determine the basic principles underlying specific practices and the settings in which these practices may be used most productively.**

6. **Technology Platform used-**

(i) Description:

Technology: J2EE (Ruby on Rails Framework)

Database: MYSQL

Web Server: Apache Tomcat

(ii) Interoperability: **Yes**

(iii) Security concerns: **Firewall, Protection from spyware/malware/ Trojans/ backdoors**

(iv) Any issue with the technology used: **No**

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

Service Level Agreement with AMTRON for consultancy services in development and maintenance of the property taxation system.

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:

Tax payers can now pay tax without any hassles by visiting the six zonal offices, any SBI branch and online. Transportation cost and time taken for payment of property tax have gone down.

7.2 Feedback Mechanism

Citizens can place their feedback through e-mail and over phone.

7.3 Audit trails

Security Audit on the online system has been conducted.

7.4 Interactive Platform for service delivery

Yes

7.5 Need gap fulfillment

No

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

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

Six zonal offices, Web, email, SBI, handheld digital terminals.

(ii) Completeness of information provided to the users,
100%

(iii) Accessibility (Time Window),

Web, email, SBI, handheld digital terminals and zonal counters.

(iv) Distance required to travel to Access Points

Not more than 1 Km² for zonal counters and SBI branches.

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

(vi) Status tracking
Yes

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

(i) Volume of transactions processed

Around 600 through online and rest through SBI branches and zonal offices of GMC.

(ii) Coping with transaction volume growth

Yes. The online system is made scalable to cope up with the volume growth.

(iii) Time taken to process transactions,

Less than 15 seconds for online transactions

(iv) Accuracy of output,

100%

(v) Number of delays in service delivery
No delay.

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

No service charges to be paid by tax payers for online payment of property tax.

Nominal travel cost is associated only for payment through SBI branches and zonal counters of GMC. No travel cost for online payment.

No indirect cost to be paid by tax payers.

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

a) **Generation of property tax bills, make them available in the public domain and serve them to the tax payers.**

b) **Payment of tax through online, any SBI branches, handheld digital terminals of the tax collectors in the field, any zonal office irrespective of location of the holding.**

c) **Generation of digital receipts after payment**

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

Problem resolution and Query Handling are being carried out via e-mail and phone

calls. Citizens can send email to a central grievance redressal email id for property tax propertytaxgmc@gmcportal.in. Apart from that, tax payers can call either the head of all the zonal offices or send the grievance their individual e-mail id available in GMC's website www.gmcportal.in

13. **Privacy & Security Policy** (Give details about security technique deployed, use of digital signatures, encryption etc.#)
Security Vulnerability Scans, Penetration testing, code reviews, prevention from cross site scripting, prevention from SQL injection, prevention from Trojans/Backdoors/malware/spyware etc.
Digital signature in the receipts generated after payment of property tax online.
Password Encryption and URL encryption implemented.
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.#)
All the holding numbers of the earlier manual process were ward-wise unique. In order to maintain the uniqueness at holding number level, all the holdings of Guwahati has been changed to 8 digit holding number which are unique throughout Guwahati. As a result, all the properties have got a unique identity in terms of the holding number and serve as the primary key in identifying a property in the system.
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 for property taxation of GMC is available in the web and available to the public from anywhere. Informations are available in not more than three levels of “drill down”.

Registration process of tax payers, assessment, reassessment, mutation etc. may be performed through e-forms.
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.#)

The system is techno-centric (technology preservation). It is reliant on hardware and hardware changes when each new model is released. Sustainable in terms of changes in any system software.

User Privacy is maintained through making portion of database accessible to public.

Digital Signature in the receipts generated after property tax payment. Password encryption (MD5) for any type of logins in the system.

Employees in the field of IT are operating the system at zonal Offices. Centrally it is monitored by IT Specialist. Training to all the employees who update payments for the tax payers.

Property tax is prime source of revenue for any Urban Local Body. GMC expects 30% of its property tax to be collected through online.

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. #)
There are around 600 transactions for property tax payment through online in the last 6 months.

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: Fast processing of MIS reports, demand register etc.**
 - (ii) **To citizen: Convenient and reliable way of viewing bills, property tax payment and getting the auto generated receipts.**
 - (iii) **Other stakeholders: Officials can go through the bills of the tax payers against the holding number, pay the amount instantly and issue the receipts. Assessment, reassessment and mutation of properties can now be performed through e-forms.**

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):

G2G: Generation of all MIS reports can now be done online instantly. Issue of bills, generation of demand register has been automated process. Data related to property taxation may be submitted to other Government Departments when required.

G2C: This is the most important platform of the entire application. Payment of tax, viewing of bills and downloading of receipts has become possible for the people sitting at the computer.

G2E: Officials of GMC has now able to check the bill amount of the tax payers against the holding number, pay the amount instantly and issue the computer generated receipts to the tax payers. Assessment, reassessment and mutation of properties can now be performed through e-forms.

20. **Adaptability Analysis**

- (i) Measures to ensure adaptability and scalability

Involvement of GMC officials in the entire cycle of the application development, keep track of the progress made, providing feedback and

make adjustments as desired at any time, going through the working versions of the software before progressing to the next iteration.

(ii) Measures to ensure replicability

Replicability is assessed against service requirements and minimized, either by not collecting unnecessary data or by deleting data as soon as the need for it has passed or transferring the data to archives when required. An example, information of all the holdings that are demolished are send to archives as already demolished holdings.

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

No

(iv) Risk Analysis

For risk analysis, a systematic mapping study was first developed in order to collect evidences about metrics, indicators and relevant information for risk assessment. These findings were combined with the identification of measurable risk factors, providing, thus, a set of categorized indicators for software development environments.

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

Earlier tax payers were to pay tax visiting the zonal office of GMC under whose jurisdiction their holdings belong. They have to stand in the queue for payment of property tax. Sometimes, absence of the concerned official makes the tax payers to visit the zonal office again for payment of tax. On the other hand, it was very difficult for the tax collectors of GMC to find the tax payers at home for collection of property tax. As a result, collection of property tax was not satisfactory and there was low convenience for the citizens in payment of property tax.

Launch of the online system for property taxation helped in generating instant MIS reports for GMC's official, payment can be made by the tax payers from anywhere anytime. There is no standing in the queue for the citizens at the zonal offices. Generation of online bills, receipts, demand registers have become easy. Zonal officials of GMC have been able to perform assessment, reassessment and mutation of properties through an automated system reliably.

22. Other distinctive features/ accomplishments of the project:

- 1. GMC has tied up with State Bank of India for property tax collection through SBI software product "Power Jyoti". Tax payers are now able to pay taxes through any branches of SBI across India. This has eliminated the scarcity of kiosks for property tax collection.**
- 2. Handheld Digital Terminals have been provided to the tax collectors so that payment can be updated at the field and digital receipts can be issued to the tax payers instead of manual receipts.**

- 3. All the zonal offices of GMC have started receiving tax from tax payers irrespective of the fact from which zonal office the tax payer's holding belongs. As a result, citizens are now able to pay tax at any of the six zonal offices of GMC.**

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