

AWARDS SCHEME FOR EXEMPLARY IMPLEMENTATION OF e-GOVERNANCE INITIATIVES

NAME OF CATEGORY- BEST DISTRICT LEVEL INITIATIVE IN CITIZEN CENTRIC SERVICE DELIVERY THROUGH ICT:

Name of Project: e-Panchayat

Conceived, Designed and Implemented by:

- 1. Dr Shahid Iqbal Choudhary, IAS
District Development Commissioner/
District Collector, Reasi, J&K.**

- 2. Joginder Singh Rai, KAS
Assistant Commissioner Development,
District Reasi, J&K,**

Brief Introduction of Project :

Shifting the service delivery and centre of all activities from Block headquarters to 147 Panchayat Headquarters is the theme of project. "e-Panchayat" is a humble intervention aimed at simplifying lives of 58000 families in militancy affected hilly district Reasi which falls in south of Sopian and Kulgam districts, and having a tough inaccessible terrain it has remained a hot bed of militancy till recently therefore inflicting underdevelopment upon this region. Gulabgarh and Mahore regions in this region have remained worst affected areas during insurgency and as recently as in 2010 the situation in the region has remained very sensitive. The intended benefits of various centrally sponsored schemes did not percolate to this area and even at present the BPL population of district remains at a high 33%; adding to this is a 30% nomadic population of Gujjars and Bakkerwals who migrate to higher reaches every six months. With poor literacy rate of 58% the district faces a host of developmental challenges.

With these issues in backdrop, e-Panchayat was designed as a project to lessen the burden on shoulders of rural masses, making MGNREGA more profitable and economical, simplifying the procedure, reducing the mandays involved in onlining of works and reducing the queues of works at Block level. The Block Headquarters level facilities were taken to the Panchayat level and even at doorsteps for better and timely service

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delivers and reducing the delays involved in onlining the project at block level.

The project has been in place for more than a year now and the distance has been reduced from more than average 50KM on foot to 5-6KM and time of travel/walking reduced from many days to half a day. This has also changed the lives of many thousand families as explained in specific points below.

1. Coverage – Geographical and Demographic :-

(i) Comprehensiveness of reach of delivery centres,

Service Delivery Points: There are 172 Service Delivery Points in district for all activities related to MGNREGA and also providing one-stop-shop solution for all Centrally Sponsored Schemes.

Demography: Entire district having population of 3.15 Lakhs (2011 Census) and Project Population – 2014 at 3.35 Lakh has been covered which included 28% Nomadic Population and 32% BPL population

Villages/Panchayats covered: All 259 Revenue Villages and 147 Panchayats of district have been covered under the Project.

Category of Stakeholders Covered: 58,000 MGNREGA Job Card holders have been covered under the project. Apart from primary coverage of MGNREGA Job Card holders the project machinery is also utilized for strengthening of monitoring mechanism of Centrally Sponsored Schemes, Coordination during disaster like situations/mishaps and also during course of Elections.

(ii) Number of delivery centers

Locations: Project implemented at 147 Panchayat Headquarters, 4 Block Headquarters and 12 Panchayat Cluster Headquarters. All 147 Panchayats have been interlinked and also linked with Cluster and Block Level through online connectivity and IT strengthening. An area spread over 2250 SqKM has been covered.

(iii) Geographical

(a) National level – Number of State covered

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

(c) District level- Number of Blocks covered

12

Please give specific details:-

Geographical Coverage: An area spread over 2250 SqKM has been covered. This is comprised of 3 Sub-Divisions, 9 Tehsils and 12 Community Development Blocks (including 8 newly created blocks). The area is located along Pir Panchal hills having very hostile and tough terrain.

(iv) Demographic spread (percentage of population covered)

58,000 families in district. Project covers only MGNREGA Job Card holders

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

The department, so far, was working on a Manual System which involved the following:-

1. Registration of families at Block Headquarters (BHQ)
2. Issue/verification of Job Cards through online system at BHQ.
3. Accounts Verification and Freezing of 16 digit accounts at BHQ.
4. Collection of Demand at block Head Quarter.
5. On-lining of Demand at block Head Quarter.
6. Generation of e-Muster Rolls at B.H.Q.
7. Printing and issue of e-Muster Roll to field staff at BHQ.
8. Execution of works and filling up of Muster Rolls.
9. Generation of wage lists at BHQ.

The entire process was completed at block level and every panchayat had to move to block office for onlining of MGNREGA works and onlining of muster rolls. It involved undue delays due to over occupation of block

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offices, traveling time and money spent by officials and Job Card holders.

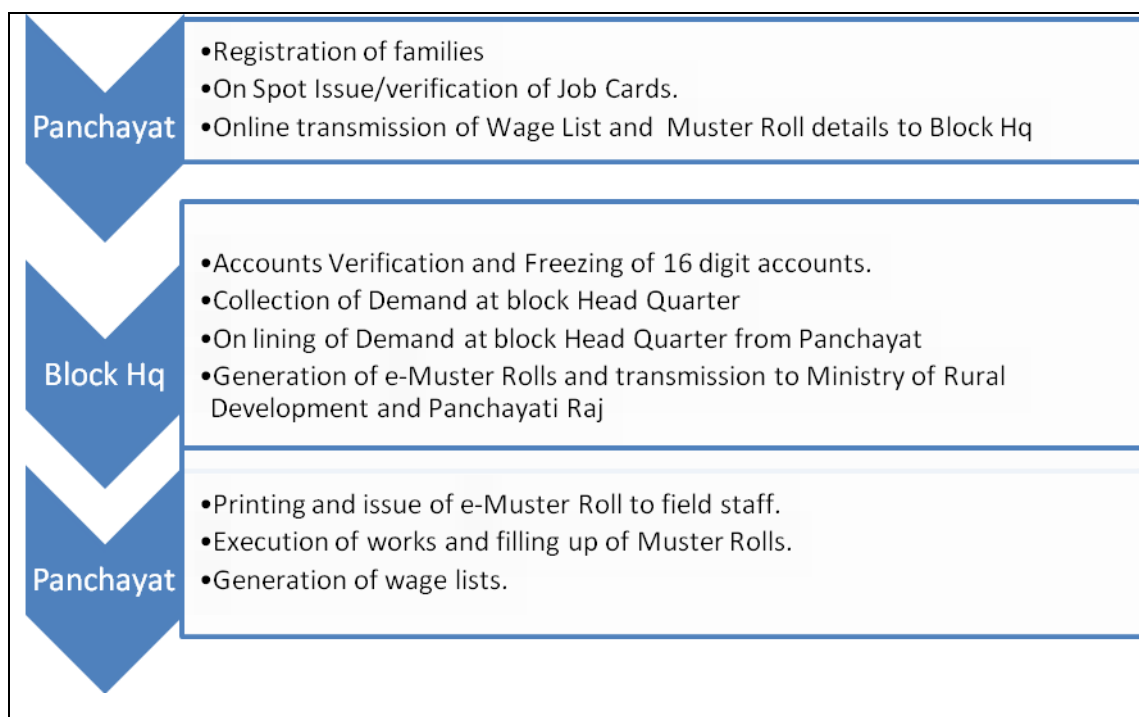
3. Scope of Services Covered(Number, extent and list of services made ICT enabled – extent to which a service is e-enabled may be one of the four criteria's (a) Service is requested through electronic means including mobile devices – Front-end is electronic, (b) Workflow/approval process is electronic, (c) Database is electronic/digitized, (d) Service delivery is electronic

The entire MGNREGA process of job demanded, job provided, muster roll generated and works documentation has been made online instead of earlier manual process. This has provided end-to-end IT enabled services at Panchayat level instead of Block Headquarters as per previous practice there by reducing expenditure, time and manpower. The entire workflow process has been made electronic.

Electronic Service Delivery: Jobs are generated online and muster rolls are filled online. Payment of wages is made within 2-3 days directly to the account instead of previous manual process which used to take 20-25 days given the long distance to be covered and hostile terrain.

Workflow/approval process: Before the project the entire on-lining was done at Block HQ and wage labourers, VLWs, staff had to walk 5-100KM to reach block Hq now it is done online with the following work flow:

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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. #)

District Development Commissioner and Assistant Commissioner Development convened meetings to 147 Sarpanchs and 1015 Panchs at 4 block headquarters and discussed about the issues and challenges to be simplified through the project e-Panchayat. The difficulties faced by the village Panchayat and extremely uneconomic and unproductive MGNREGA implementation was district was decided to be revamped. The following consultations, trainings and capacity building workshops were also conducted:

- I) Consultation meetings with Sarpanchs and Panchs, Village Level workers, Progressive Farmers, MGNREGA Job Card holders
- II) Feedback meetings with staff
- III) Training of VLWs and Grameen Rozgar Sewaks
- IV) Consultations with village heads and committees

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5. Innovations (Give details on the extent to which initiative/project is unique in purpose/goal, compared to other common e-governance projects , give details about the new processes / new activities, new steps , ICT interventions, administrative process reforms, any use of new & emerging technology functionalities introduced into the system, identification & removal of any bottlenecks / give details irrelevant steps, Comparative with Original Project (Provide a comparative analysis about how is this project similar / different in services provided, design, functionality, technology, platform etc from the original project).

Reasi district sharing its border with Kulgam and Shopian districts in north has remained a hot bed of terrorist / insurgent activities till recently and even at present the prevailing security situation is very sensitive. Given this background complexed with extremely hostile terrain and Mahore, Gulabgarh and Arnas sub-regions of the district the development process has remained extremely dismal in last two and half decades. MGNREGA had come as a ray of hope for rural development in these areas however given the huge distance between Block Headquarters and Panchayat Headquarters the scheme turned out to be unproductive and uneconomic for poor rural masses who had to walk all the way to block for onlining of muster rolls and demand generation. With various Panchayats queued up at Block Hq it would take 2-3 extra days for completion of onlinng and demand generation which is pre-requisite under MGNREGA. To resolve this issue and provide this service at doorsteps IT facilities available at block level were provided at Panchayat level and 147 GRS were recruited and trained for implementation of project and facilitating around 58,000 job card holders in the remote areas of district.

The department, so far, was working on a Manual System which involved the following:-

- 10.Registration of families at Block Headquarters (BHQ)
- 11.Issue/verification of Job Cards through online system at BHQ.
- 12.Accounts Verification and Freezing of 16 digit accounts at BHQ.
- 13.Collection of Demand at block Head Quarter.
- 14.On-lining of Demand at block Head Quarter.
- 15.Generation of e-Muster Rolls at B.H.Q.

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16. Printing and issue of e-Muster Roll to field staff at BHQ.

17. Execution of works and filling up of Muster Rolls.

18. Generation of wage lists at BHQ.

Upto 2012-13 the entire exercise was done manually and after completion of works and work files, the information was uploaded on MIS only at BHQ by single hand, that is, MIS Operator. The field staff of the department had to collect the demand manually from all the panchayats which was later on passed on to the block for on-lining. Since 25,000 to 30,000 job cards holders demand works and the work load at Block Head Quarter was found to be very high as a result of which a single MIS Operator could not cope up with the quantum of work and therefore generation of E-Muster Rolls and on-lining of other information was delayed which resulted into poor pace of work due to the fact that works are to be taken up only after generation of works on the web site and generation of e- Muster Rolls.

Further, during 2013-14 the Ministry introduced concept of e-Muster Rolls for which the steps involved area as under were taken at Panchayat level under project e-Panchayat:-

1. Registration of families.
2. Issue/verification of Job Cards.
3. Accounts Verification and Freezing of 16 digit accounts.
4. Collection of Demand at block Head Quarter (Done at Panchayat Hq under e-Panchayat).
5. On lining of Demand at block Head Quarter (Done at Panchayat Hq under e-Panchayat).
6. Generation of e-Muster Rolls.

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7. Printing and issue of e-Muster Roll to field staff.
8. Execution of works and filling up of Muster Rolls.
9. Generation of wage lists.

Since in every block the demand was collected manually and then the concerned field staff had to walk a distance of **5 to 100 kms** to reach block HQ and then he had to make the demand online with the help of single Computer Operator engaged under the scheme and then after generating e-Muster Roll the concerned field staff had to, again, walk a distance of 5 to 100 kms to reach his panchayat HQ for actually starting the work and after 14 days he had to make one more round of the Block HQ along with the attendance of labourers e-Muster Roll for wage list generation and release of payments. The whole exercise becomes more difficult and complicated due to tough, hilly and mountainous terrain of the district with very low road connectivity. Lot of time of the field staff was being wasted in travelling from Panchayat HQ to Block HQ and vice-versa to complete the requisite formalities for implementation of the schemes.

The Issue: In view of hardships faced by field staff and wastage of time in travelling the delays in release of payments became a main cause of concern and also in tough hilly terrain of remote areas in the district this flagship programme MGNREGA started losing ground. The time consuming process of on lining at block headquarters would take months together for all the panchayats of block which overshadowed the real benefit under this scheme.

The Intervention: The on lining of labour demands was found as a major issue in the department for generation of e-Muster Rolls for which the District e-Governance Society and Department of Rural Development and Panchayati Raj decided to make dedicated efforts in making panchayats online with

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respect to MGNREGA implementation by providing small Tablet Computers along with internet connectivity at Panchayat level so as to ensure that demand generation, on lining and e-Muster Rolls are done at Panchayat level instead of travelling all the way to Block Hq. Adding to this, were e-Zones formed of cluster of 10-12 Panchayats where all facilities available at Block Hq were made available. Three V-Sat Hubs were also created for areas not having mobile connectivity in Gulabharh area.

Pilot Project and success: The project was experimented in 30 panchayats of block Arnas, Pouni and Reasi in first instance and it was reported by the Block Development Officers that the field staffs as well as the common job seekers have been facilitated to larger extent by issue of small tablet computers with internet connectivity. Now the demand generation and on-lining started at Panchayat Hq and e-Muster Rolls also started being generated at Panchayat level and uploaded. These Tablet Computers have made the field staff especially the Gram Rozgar Sevaks (GRS) well equipped in implementation of MGNREGA programme and the demands for works is now being collected at panchayat level/ or work site level with the help of tablet PCs by the GRS who are using it for generation of work code, making of online attendance, verification of job cards and their updating on the website, freezing up of 16 digit accounts, and generation of e-Muster Rolls and wage lists.

This lengthy exercise, till now, was completed at block headquarters entirely and now under Project e-Panchayat with introduction of internet equipped Tablet Computers at Panchayat level 90% of MIS is completed at respective panchayat HQ and the MIS operator at Block level is left with only 10% of the remaining job of MIS, which mostly involved tabulation and collation of data. Thereafter the Project was expanded to 101 Panchayats in

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Phase-II and all 147 Panchayats covered in Phase-III which has successfully completed one year of implementation in June 2014.

"E-Zone for Cluster of Panchayats": In order to facilitate the field staff and PRIs and concerned NREGA workers the blocks have been further divided into smaller zones, called "**E-Zones**", where Computers, Dongles and Printers are installed to reduce the walking distance to save a lot of time which was earlier spent in travelling. These zonal offices are meant for a cluster of panchayats and provide all facilities under one roof. To facilitate the people and field staff a large number of Computer centres are being set up across the district. To begin with **12** such Computer centres have been established in the current year.

Unified Connectivity System: Besides this initiative V-Sats at BHQ Mahore and Arnas of Gulabgarh were installed to give better internet connectivity were made functional by end of December 2013. It is pertinent to mention here that connectivity in remote blocks of Mahore and Arnas is dismal and negligible with the BSNL unable to provide connectivity and lack of private players providing these services. This also leads to delayed communication between offices due to the geographical barriers adding to poor connectivity. The V-Sat hubs are established as common communication points for all the departments/offices located at Arnas/Mahore with those at the district headquarters. The routine transmission of documents takes weeks together and with establishment of this system has worked to reduce it to few minutes and will also help to retain a soft copy of each document/report for all the times to come. Primarily these V-Sat hubs are planned and established for e-Panchayat project for transmission of data from block headquarters and provide better/faster connectivity.

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Analysis of improvement after e-Panchayat intervention: The estimated distance has been reduced as follows upon the decentralising on-lining system and panchayat cluster zones:-

S.No.	Block	Distance from HQ		Zone	Panchayats included	Dis a form of
		Min.	Max.			Min.
1	Reasi	3 km	70 km	1. Dhirti	Sool, Taren Myari, Dhirti, Sira Kotla	2 km
				2. Dadura	Panthal, Dadura, Bhagta, Manoon	2 km
				3. CFC Katra	Arli Hansali, Kunddrorian, Kotli Manotrian, Latori Dhanori, Hutt, Aghar Jitto, Garan	2 km
				4. Dera Baba Banda	Dera Baba Banda, Panassa, Kanjali,	2 km
				5. Bamag	Ser Sundwan, Lamsora, Sujandhar, Harotekote	2 km
				6. Sari	Danga Kote, Devigarh, Sari	2 km
2.	Pouni	2 km	50 km	1. Kheral	Lower Talwara, Upper Talwara, Jerri, Kheral, Kolsar	2 km
				2. Pouni	Saloon, Kundkanyari, Pouni, Kana, Kheralaid, Bharak, Gajote	2 km
				3. Ransoo	Porakotla, Sangar, Allya, Dehote	2 km
				4. Laiter	Bhambla, Laiter, Dadua, Dhab Khalsa, Kothian	2 km

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3.	Arnas	2 km	85 km	1. Judda	Dhanour, Khanikote, Dugga, Judda-A & B	0 km	45 km
				2. Salal	Salal Kote, Salal Kotli, Bidda	0 km	11 km
				3. Gari	Jij-A, Jij-B, Narkote, Chakalwalla, Gari	0 km	30 km
				4. Pannasa	Bandhar, Panasa, Thalkote, Thub	0 km	15 km
				5. Thuroo	Kanthi-A, Thiloo, Thuroo-A1, Thuroo-A2, Thuroo-B	0 km	19 km
4.	Mahore	0 km	90 km	1. Chaklass	Chaklass, Budhan-A, Budhan-B, Lancha, Sildhar, Jamslan-A, Jamslan-B	0 km	12 km
				2. Mahore	Mahore-A, Mahore-B, Mahore-C, Mahore-D, Sajroo-A, Sajroo-B, Mulass	0 km	15 km
				3. Sarah Lower	Sarah Lower, Sarah Upper, Bathoie-A, Bathoie-B, Bathoie-C	0 km	15 km
				4. Shadole	Shadole, Lar, Gulabgarh, Neosi, Dewal-A, Dewal-B, Baransal	0 km	25 km
				5. Chasote-B	Larah, Badder, Chasote-A, Chasote-B, Bagodass, Arbais	0 km	50 km
				6. Channa-B	Channa-A, Channa-B, Dubri, Hasote-A, Shikari, Hasote-B, Tuli upper-A, Tuli upper-A Tuli lower-A, Tuli Lower-B	0 km	10 km
				7. Chassana-A	Chassana-A, Chassana-B,	0 km	12 km

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					Bagankote, Mangikote, Banna- A, Banna-B			
				8. Majrakund	Majarakund, Kunderdan-A, Kunderdan-B	0 km	12 km	
				9. Shergari	Shergari, Mamankote, Sarssote, Malikote, Thalkote	0 km	10 km	

On-Spot Photograph Uploading: In addition to above it is to mention here that the Pre-Execution, Post-Execution and During-Execution photographs are to be uploaded on the web site of MGNREGA as per the guidelines of the schemes but due to lack of internet connectivity and hilly terrain this has not been done till planning and implementation of this project in the district but after issue of tablet computers it has now become possible for the field staff to directly upload the photographs against the works from site itself as Tablet PC's are equipped with the cameras. Previously the photographs were to be clicked through digital camera and taken to block level for uploading which could not succeed and due to various technical problems and lack of infrastructure these photographs remained pending due to which a clear picture of field works was not received by the MoRD thus affecting the budget allocation as well.

6. Strategy Adopted

(i) The details of base line study done,

The problems faced by the panchayats and the resultant delay in onlining of works resulted in low performance of the district and consequent decreased allocation of funds as both are linked. The problems of panchayats were studied and interactions organized across the district. Alternatives were analyzed and decentralization of on lining process and service delivery

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through IT infrastructure was finalized.

(ii) Problems identified,

1. Distance traveled
2. Time involved
3. Extra centralization
4. Extra costs involved
5. Resultant delays in works' execution

(iii) Roll out/implementation model,

The project was initially launched in 30 Panchayats on pilot basis and with 100% success of the model it was replicated in all 147 panchayats.

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

Through training of GRS/VLW and PRIs across the district. Gram Panchayats organized across district in every Panchayat.

7. Technology Platform used-

(i) Description,

NREGAssoft, Internet service, Potable Tablet PCs

(ii) Interoperability

Interoperability between panchayats, blocks and departments.

(iii) Security concerns

No security risk

(iv) Any issue with the technology used

No issues

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

NA

8. Citizen Centricity & Relevance (Give specific details on the following#)

(i) Impact on effort, time and cost incurred by user,

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The project provides direct and visible benefits to more than 58,000 Job Card holders in the district as is evident from saved time and money as well reducing the hassles involved in manual process. The scheme has touched every household in the district willing to demand work under MGNREGA. There is no user cost.

(ii) Feedback/grievance redressal mechanism,

The scheme is available at Panchayat level and grievances can be discussed by Village Panchayat with the Panchayat Secretary / GRS /VLW. The monitoring cell in ACD Office maintains a grievance redressal cell.

(iii) Audit Trails,

Social audit of the scheme has been done for all Panchayats and it has been found to be time saving and most economical intervention. In all the Panchayats the cost of onlining has been reduced to zero against the earlier scheme involving many days' travel and expenditure incurred.

(iv) Interactive platform for service delivery,

At Village Panchayat level the trained GRS are working as cutting edge team for service delivery at work site instead of earlier facility at Block Hq level.

9. Adaptability and Scalability (Give details about Local language support, ability to leverage shared NeGP infrastructure, Standardization of technology used (hardware, software, application etc. #), envisage future enhancements/plans)

User-Accessibility: The front end users have been trained under the elaborate IT training programme and the beneficiary NREGA Job Card holders made aware about the paradigm shift through IT intervention with onlining of records done at Panchayat level.

Transparency: The entire NREGA implementation is pilferage free and accountable through transparent time bound system put in place. The records are available at Panchayat Ghars in respective areas and also displayed for public awareness

Single-Window: All the services related to NREGA are provided under single window system as one stop shop solution.

NREGASoft software is being used for the project in the district as approved by the Ministry of Rural Development, GoI.

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10. Adaptability Analysis

(i) Measures to ensure adaptability and scalability

The e-Panchayat project has registered 100% adaptability in the district as is revealed from implementation and 100% onlining of schemes in the district

(ii) Measures to ensure replicability

The project is already under replication in District Kathua of J&K where 2 blocks have been selected for replication of project e-Panchayat in year 2014-15.

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

The project uses very simple technology and software hence no restrictions

(iv) Risk Analysis

Since training of staff and PRIs has been done elaborately no visible risk is observed as the users are also aware of the scheme. However, only risk, though minimal is, continuity of priority with transfer of officers but since the project has well taken off and is in force since more than one year the risk is minimal. There is no risk in use of technology or service delivery.

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

(i) Volume of transactions processed,

The project has capacity of transactions for 58,000 Job Cards' holders' demands at any given point of time.

(ii) Coping with transaction volume growth

Sufficient trained manpower and infrastructure in place.

(iii) Time taken to process transactions,

As has been stated above in the table, the Travel time has been reduced substantially, Cost involved has been reduced to zero for service seekers, and time for service delivery has been reduced from many weeks to 1-2 days time. In more than 100 panchayats the time for transaction is just few minutes.

(iv) Accuracy of output,

100% accuracy : generation of muster roll, onlining of works, creation and

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freezing of accounts

(v) Number of delays in service delivery

No Delay

12. Accessibility (Give details about how following has been enhanced: user accessibility, transparency in system, single-window resolution, ease of navigation; impact on service response time, number of visits required for accomplishing the task before and after automation, Communication e-mail, SMS, web based tracking, etc.)

User-Accessibility: The front end users have been trained under the elaborate IT training programme and the beneficiary NREGA Job Card holders made aware about the paradigm shift through IT intervention with onlining of records done at Panchayat level.

Transparency: The entire NREGA implementation is pilferage free and accountable through transparent time bound system put in place. The records are available at Panchayat Ghars in respective areas and also displayed for public awareness

Single-Window: All the services related to NREGA are provided under single window system as one stop shop solution

13. User convenience (Give specific details about the followings #)

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

Web Based service delivery

(ii) Completeness of information provided to the users,

All the formalities required by Ministry of Rural Development are completed

(iii) Accessibility (Time Window),

Very easy to access and available at village panchayat level instead of earlier availability at Block level.

(iv) Distance required to travel to Access Points

2-3 KM in most cases as compared to 5-100 KM before implementation of the project. The table below depicts the time taken for traveling to access points as compared to the travel before the project implementation :

S.No	Region	Average Distance	Travel before	Average Distance	Travel after

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			project	Project
	1.	Mahore (Gulabgarh)	56 KM	08 KM
	2.	Arnas	68 KM	21 KM
	3.	Pouni	41 KM	09 KM
	4.	Reasi	46 KM	09 KM

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

Both Offline and Online generation of muster rolls is available.

(vi) status tracking

Online status tracking is available.

14. Sustainability (Give details about sustainability w.r.t. technology (technology used, user privacy, security of information shared – Digital Encryption etc. #), Organization (hiring trained staff, training etc. #), financial (Scope for revenue generation etc. #)

Sustainability of the project can be assessed on various fronts. Firstly, the IT equipment and infrastructure has been procured on permanent basis by the District e-Governance Society and provided to Panchayats. A provision has been kept for earmarking 1.5% of capital outlay of Annual District Plan for IT related activities which will be utilized for maintenance and upgradation of the project as and when required, apart from other activities. The staff has been engaged under administrative expenses of MGNREGA initially for a period of two years with a renewable contract and provision has been kept in the District Plan for providing the wage component under IT activities outlay thereafter. The village panchayats have been made custodian of the IT infrastructure after complete training of officials and PRIs. The project in itself is an example of sustainability and shall depend on self-funding through district plan and panchayat budget as an annual plan.

15. Ease of transaction(Give details about method deployed to educate user on how to avail service, security of data shared by user(if applicable), completeness of information provided, Linkages for financial processes (if applicable), etc. #)

The transaction has been made user friendly and completely easy as the

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trained GRS and hired staff act as an interface between the wage labour / skilled labour / job card holders and the Block Hq without involving any expenses and hassles of transaction of technology or information moreover the PRIs have also been trained

16. Appropriateness of context and degree of localization(Give details about degree of localization i.e. local language interface, database support etc. Relevance of content, etc. #)

The programme has been launched in English version only however the Muster Rolls are being generated in urdu which is state language in J&K.

17. Cost effectiveness (Give details about impact on cost incurred w.r.t. overhead cost, direct and indirect cost, man days/man hour required to do a job etc.#)

The Project has visibly reduced the cost by approximately 90% through a frame shift in onlining on NREGA works from Block Hq to Panchayats. One-time investment of Rs 20,000-25,000 and maintenance @3-4%/annum is inbuilt part of project. It is pertinent to mention here that approximate man days for the job have been reduced from average 4-5 days to 0-1 day.

18. Number of users and services(Give details about frequency of services used in last 01 year, number of visitors, number of unique visitors, number of users etc. #)

The scheme caters to 58,918 MGNREGA Job Card holders across 147 Panchayats in district Reasi.

In one year 4399 works taken up under the project and completed; an expenditure of Rs 34.60 Cr registered online.

19. Benefits Accrued / Impact assessment (Give a comparative Analysis of pre- & Post- implementation in terms of (a) Service Access points, (b) service charges paid by user, (c) travel cost, (d) indirect cost incurred by user, (e) comprehensiveness of service/information provided, (f) distance required to travel, (g) mode of service

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delivery, (h) citizen charter (time to deliver the service), (i) Green e-Governance (power & paper consumption, disposal of e-Waste etc.), (j) revenue collection, (k) Capacity Building (No. Of persons trained) etc.)

Benefit analysis:

- I) **Percentage on MIS increased from existing annual average of 50% to 100%:** The benefits of Project e-Panchayat launched in district Reasi can be gauged on many fronts which are visible on ground but before an analysis of benefits it is pertinent to present the picture of quantum jump in the percentage of works put on MIS which is linked to online monitoring and further funding under MGNREGA:-

Before introduction of Project e-Panchayats				
S.No.	Year	Availability	Expenditure	% of MIS
1	2008-09	529.68	336.38	5%
2	2009-10	647.15	645.51	11%
3	2010-11	1029.86	1029.43	24%
4	2011-12	4918.616	3629.29	38%
5	2012-13	4843.01	4842.04	59%
After introduction of Project e-Panchayats				
6	2013-14	3465.32	3460.66	100%

As is evident from the table above the MIS reached the level of 100% after the successful implementation of e-Panchayats projects. During pilot launch in 30 Panchayats the MIS % went substantially upwards and with the coverage of all Panchayats in 2013 the MIS % was pegged at 100% as a testimony of increased efficiency in the system in this remote district. More than 7900 works under MGNREGA were made online at Panchayat level instead of going for the cumbersome process of on-lining at block level.

- II) **Service Cost:** The entire service delivery is free of cost. There is no cost involved as far as recipients of service or field officials are concerned. The service delivery points provide service to the wage labourers, supervisors, VLWS etc without any costs as the entire project had been sponsored by the District e-Governance Society and Rural Development Department.

- III) **Travel Distance:** As indicated in details against point 3 above the travel distance, which is mostly on foot in hilly region, has been

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reduced substantially. The table below shows the average minimum walking/travel time in KMs before and after implementation of the project:

S.No	Region	Average Distance before project	Average Distance after Project
5.	Mahore (Gulabgarh)	56 KM	08 KM
6.	Arnas	68 KM	21 KM
7.	Pouni	41 KM	09 KM
8.	Reasi	46 KM	09 KM

IV) Travel Cost: Since in most of the panchayats the distance covered is a mix of walking and travel by public transport so the cost of travel has been calculated by monetizing the man-days involved and expenditure incurred on means of travel. The average cost of travel before and after implementation of the project in all the four regions is indicated below:

S.No	Region	Average Cost of Travel before project (in Rs)	Average Cost of Travel after Project (in Rs)
1.	Mahore (Gulabgarh)	200-500	0-70
2.	Arnas	200-650	0-45
3.	Pouni	140-400	0-28
4.	Reasi	150-415	0-24

V) Green e-Governance: The project can be well termed at 95% Green e-Governance project as the use of paper has been reduced by more than 95%, means of travel and transportation eliminated and the entire project is environment friendly with no wastes generated.

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The e-Waste is minimal and as per the Project shelf life no e-waste will be generated till 5 years. Even after that the disposal is 100% environment friendly by way of replacement.

VI) Capacity Building: 144 GRS were specifically recruited for this project and imparted a month long training before launch of the project at pilot level. The details of personnel / non-officials trained for the project implementation is as follows:

S.No	Category of Officials / Non-Officials	Number
1.	Grameen Rozgar Sewaks of e-Panchayat Project	147
2.	Sarpanches	145
3.	Panches	319
4.	Village Level Workers, Panchayat Secretaries, BDOs	324
Total		935

20. 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

1. Transparency established in working of department, delivery of services and guaranteed time-bound service.
2. Chances of corruption reduced to zero.
3. Strengthened network of trained officials and PRIs as a permanent team /human resource for all developmental schemes.
4. Expenditure reduced
5. Time saved
6. Better results

(ii) To citizen

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1. Travel distance reduced to minimum: At panchayat level instead of block hq.
2. Cost reduced to zero.
3. Time saving
4. Ease of transaction : accounts and muster rolls
- 5.

(iii) Other stakeholders

21. 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 project objective has been fulfilled for both G2C and G2G target groups, services and sectors.

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

Detailed comparison with respect to the following points has already been explained against various points above:-

1. Travel distance reduction
2. Cost reduction
3. Time reduction
4. Efficiency of system
5. Enhancement in percentage of service delivery /onlining

23. Other distinctive features/ accomplishments of the project:

1. Man-Wild Animal Conflict bypassed: More than 26 critical areas of identified man-wild animal conflict have been bypassed as the people do not have to walk across these critical zones to reach the block headquarters since the services are being provided at the Panchayat headquarters instead of Block Hq ; and

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Panchayats being almost coterminous with Revenue Villages.

2. Life Saving Project: Earlier the people had to cross gorges, rivulets and difficult areas to reach block Hq however with this project the services are made available at village level. However, 70 bridges have been constructed in a short span of 8 months as a part of another project in these difficult areas; but the difficult terrain and these areas have been bypassed. Every year more than 20-30 people would die in such incidents.

3. Undoing the losses inflicted by terrorism: The Mahore and Arnas regions have remained hot bed of militancy for more than decade and a half thereby leading to chronic underdevelopment in the region and population in some pockets remaining with more than 70% BPL component. This project has generated a hope among the youth and associated them with the development process owing to the simplification of development process and quick results which have strengthened the credibility of administration.

4. e-Project Team as backbone of Development, Disaster Management and Conduct of Elections: The vital human resource and infrastructure in the district put in place under this project has been of tremendous importance during disaster management and conduct of elections. The Election Commission of India has also appreciated the extraordinary work done by the field team for conduct of elections in a transparent manner with greater participation.

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