UNDP
GOVERNMENT OF INDIA

ICTD Mid-Term Evaluation
Final Report

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Theme: Governance

Governance, in simple words, is the process by which governments deliver services, including dispensation of justice to the people whom they govern, irrespective of their location and social or economic status. The hallmarks of good governance are, transparency, accountability, commitment, equity and efficiency in service delivery. In developing economies, many times, the government services fail to reach the poor and those living in rural and remote areas and when services are provided, the quality is often inadequate. The primary reason for this is the absence of a proper mechanism to hold the service provider, either the government itself or an intermediary, accountable. ICT provides, a means to address and redress some of these issues. An effort has been made in this direction in the implementation of the ICTD pilot projects. A brief summary of how it has been done in the relevant projects is given below.

1) E-Justice: -All citizens including the poor and the illiterate need to know the basic laws by which they are governed and their own rights in order to be a proud part of the society and to lead a life with dignity. But the complicated legal jargon and phobia of lawyers and the labyrinth legal processes distances the weaker citizens from taking recourse to the legal/justice mechanism and many prefer to suffer in silence. The E-Justice project has tried to mitigate this problem by attempting to bring out simplified versions of many of the important laws in English and the local language and making them easily accessible to the common man. Forty-three important laws have been covered in the first volume. In addition, through the E-Justice kiosks, four of which have been set up in each of two districts (Krishna and Mahboobnagar), the project is attempting to generate awareness about the legal matters and the available redressal mechanisms particularly related to the weaker sections of the society. Those who have the general legal problem are assisted with proper advice and handholding is done to process the initial paper work for them. ICT is being used for information dissemination and follow up of process. Eight kiosks is too small in number to make any perceptible impact. The kiosk are not viable on stand alone basis and given the prevailing circumstances in the rural India they may not be able to generate significant revenues and may require the financial support to sustain the project activity.

2) E-Procurement: - Through this project, the government of Karnataka is setting up an efficient and end to end ICT based public procurement system to eventually cover, by 2011,all the procurement activities by all the government departments and agencies across the whole state of Karnataka. The project implementation in partnership with M/s HP India Ltd covers all aspects of procurement from indent raising to E-payment to the suppliers and, in the case of works contracts, even monitoring of the physical progress of the work. When implemented successfully the project would promote transparency in public transactions, reduce cartelization, provide economies of scale, give equal opportunity to SMEs and small players also and provide relief from the unfair and intimidating tactics that are prevalent in the paper based manual procurement processes.

3) DRISTI: The Govt. of India has demonstrated during last 3 years, a commitment to the political decentralization process (following the 73rd and 74th constitutional amendment) by providing increasingly untied funding and more discretion of the allocation of the resources to the Panchayati Raj Institutions. The establishment of the Ministry of Panchayat Raj at the Union and State level with a sole responsibility to

develop further the policies for decentralization with the legal/regulatory framework to support it as well as to support and monitor governance at Gram, Block and District level was also established. The 11th Plan is also District Plan based and is very explicit in the role of the PRIs. This necessitates the PRIs to deliver better services to its stakeholders. Effective participation of the people in their self-governance necessarily requires access to information regarding the functioning of the Panchayats. Panchayats need to play the role of "information provider".

Use of IT, it is hoped will bring more transparency in the functioning of the government and help people to participate in decision-making process.

Implemented by the Department of Panchayati Raj, West Bengal, the DRISTI (Decentralised Rural Information Services & Technology Initiatives) project, promotes better efficiency in managing various programmes and delivery systems, design and use planning tools (including GIS based technology) for village level planning, creation of a better monitoring & compliance machinery, and promote social audit. The project aims at providing an IT based solution for all the major functions of Panchayats, including micro planning at village level, apart from providing updated information to all the stakeholders including civil society for promoting transparency and accountability. The Project was envisioned to be implemented at 20 Panchayat Samitis of Burdwan District and 50 Gram Panchayats under these Panchayat Samitis.

ICT based accounting has strengthened the Decentralized 3-tier Panchayati Raj System and the PRIs benefit by consistent, transparent and planned deployment of financial resources. The role of ICT in the institutional strengthening of PRI system has been clearly demonstrated by DRISTI.

The Replicability lessons emerging from DRISTI are:

*Effective applications can be developed and deployed only by in-house domain expert, rather than relying on external sources who do not possess domain knowledge

*IFMS and GPMS can be easily replicated in other states as part of the NeGP. PRI computerization is in any case one of the fundamental goal of the NeGP.

*Effective BPR leveraging on domain knowledge, is necessary for deployment of a sound ICT architecture.

*The convergence of GIS, decentralized planning and citizen services delivery is not a utopian concept; and can be effectively implemented if there is political and administrative will.

*Political decentralization and autonomous, robust grass root institutions enmeshed with ICTs and ICT enabled planning and monitoring tools; can help poverty alleviation efforts and also help meet the MDG commitments.

4) Abhiyan: Implemented by Kutch Nav Nirman Abhiyan (KNNA), an NGO in Gujarat, the Project envisages the creation of Setu ICT kiosks through the existing Setu centres, and developing the kiosk as a platform which enables the Gram Panchayat bodies and Gram Sabhas to access various ICT technology applications. The ICTD initiative is

embedded in a larger developmental agenda of Abhiyan and its partners through various initiatives. The presence of the network as the key force behind this project has provided broader developmental vision, road map, utilizing the strength and experience of various developmental players and their ability to build partnerships with Government and non government agencies. The ICTD is also providing better information linkages with various partners.

Post introduction of the 73rd Amendment, various mechanisms including funding and availability of information have been used to condition and educate the panchayat to believe that they are in the last rung of the governmental hierarchy. This crushed the PRIs' capacity and willingness to govern their basic developmental aspects such as education, health, water resources, etc.

Consistent with the spirit of the 73rd amendment, it is important that IT and e-governance are not just looked at as another tool in the hands of State and Jilla Panchayat (JP) to control panchayats and centralize decision making. ICT can and should be used for better governance at the level of PRIs. PRIs need to be able to use this tool to manage their business better as well as to be able to audit the performance of various services they receive from different government departments. This would enhance the quality of governance that they provide at the village level.

Often the two functions of governance and development to be undertaken by the PRIs are confused as one, and the use of ICT has largely been in the area of improving governance through computerization of systems. Governance functions of panchayats are related to its management of various records, raising taxes, finances, land management, regulations, direct provision or monitoring citizen services etc, whereas development as a broader objective attempts to create opportunities for enhancing quality of life through better planning and implementation of education, health, NRM and livelihood options. Seen from this perspective implementing physical construction projects, though important, is not the only developmental interventions that the PRIs can and should undertake - finding solution to lack of markets for artisans or for farmers have far more developmental implications; and it is towards this end that the work of the organization is noteworthy.

The Strategic Goals of the Project are as under:

-Provide the technological support to further the intent and aims of the 73rd Amendment of PRIs
-Develop institutional support and technological basis to use information as a tool for informed self-governance, empowerment and people-**centered development** based on a sound understanding of the local conditions
-Empower PRIs to audit and monitor various government services and facilities
-Help PRIs to plan better by providing various tools like Geographical Information Systems and Village database and profiles.

One of the main objectives that Abhiyan and Setus work towards is to nurture, and enable gram panchayats and village communities to prioritize, develop, plan and implement their own developmental needs - with the mandate and ownership of the gram sabha, and move towards reducing the village's 'dependency' attitude on the Government and NGOs while also building their capacity for better, transparent and effective governance. The key to self governance is to enable Panchayats to play pre-eminent role in deciding the

governance and development agenda of their villages and not leave that to government and NGOs.

The Project is sustainable and has conclusively demonstrated that:

*Strengthening of the decentralization as an essential pre-requisite to people's centred development. The PRIs have been strengthened by directly working with them on natural resource management, disaster management and working with all Govt. schemes.
*ICT infrastructure has been effectively deployed as a catalytic agent for change, with the deployment of a range of GIS, Decentralized Planning & Informational services.
*The Kiosk has become a multi-service delivery point for agri-information services, for RTI, for health services with the successful deployment of tele-medicine application, citizen services delivery viz. issuance of fishing permits and licences. Convergence of multiple services and a singular institutional delivery mechanism; has very crucial learning for the National e-Governance Plan (NeGP).
*The project has provided capacity support to the Govt. departments in developing content, accessing and disseminating information.
*Innovative applications have been deployed for bridging the digital divide.
*Progress towards supporting open source based development.

The Replicability lessons emerging from Abhiyan are:

*Deployment of ICT as a tool for enhancing the efficiency and transparency of local self-governance is feasible.

* Use ICT to develop within PRIs an enhanced understanding and appreciation of their rights and responsibilities and enable informed decision-making in local self-governance and development.

*Provide digital networking of the remote areas to facilitate liasioning and two-way communication between PRI/Gramsabha and Jilla Panchayat (JP)/ external agencies/ NGOs.

*Develop capabilities of PRI and local communities for making effective use of ICT for their development planning including micro-level natural resource management.

*Build capacities of local communities to become meaningful partners in self e-governance initiatives.

e-JUSTICE

Implementing Agency

Centre for Good Governance

KSK.SAI

EXECUTIVE SUMMARY

The e-justice project is being implemented by the Centre for Good Governance, which is a registered society of the government of Andhra Pradesh. It was established in October 2001by the govt. of AP to help it achieve the goal of transforming governance by harnessing the power of technology and people. The centre is currently situated on the premises of the Marri Chennareddy Institute, which is the state's administrative training institute and enjoys the benefit of good synergy.

The Rural Resources Management Group of the centre is implementing the project.

The e-justice project was initiated in July2005 for a duration of 18 months. This was later extended by one year i.e. upto Dec2007. The main objectives of the project are

Information: Develop a legal information database which would present simplified versions of the legal enactments, case laws, and procedures that are relevant to the people, especially women and other marginalized sections of the society.

Awareness: Create awareness among the citizens residing in the rural and semi urban areas about the legal provisions and the roles and responsibilities of the government functionaries involved in the administration of the statutes;

Action: Forward queries to agencies like the Legal Services Authority(LSA)which facilitates access to justice delivery system.

The project is the first initiative of its kind in the country and is definitely a welcome one. The country ranks quite low amongst the committee of nations when it comes to justice delivery system. There is a huge pendancy of cases in the subordinate courts as well as in the High courts. According to a recent study, at the end of 2006, the cases pending in the subordinate courts was more than 2.54 crores and those in the high courts exceeded 42.4 lakhs. One is reminded of an old adage which says that while a man's life may be limited to a hundred years , that of a litigation could extend to a thousand years.
The reasons for such a sorry state of affairs are many and the government is also seized of the problem. The long delays in the justice system coupled with the very complicated legal jargon have created a legal phobia in the minds of even the educated and the urbanites in the country let alone the rural population.

The e-justice project has tried to partly demystify this and has come out with simplified versions of important laws of relevance to the common man and is trying to make them easily accessible to every one on the web as well as at the kiosks set up under the project. 45 laws were identified for this purpose in consultation with NALSAR and MARG. Their simplified versions were put on the web and also their Telugu version has been brought out in a neat book form and was made available to interested public free of charge. The portal developed under the project *www.ejustice.org.in* was launched in January 2006.

Under the project, four e-justice kiosks in each of the two districts of Mahboobnagar and Krishna in AP have been set up to cater to the requirements of a mandal in each case. Mahboobnagar is a backward district of the state where as Krishna is an agriculturally rich, forward district. The kiosks have been set up in diverse types of

locations. viz., adjoining the offices of the district legal services authority(LSA), in e-Seva kendras, near mandal offices or in space provided for this purpose by mandal samakhyas etc. Each of the kiosks is equipped with one desktop computer with two monitors, a UPS, and internet connectivity using wireless(Reliance). Each kiosk employs a kiosk operator on a full time basis and a district legal coordinator, who is a qualified advocate and who is required to visit each of the kiosks at least twice a week and more often, if need arises. His travel expenses are covered under the project. The list of lawyers who are on the panel of the LSA is provided to the users at the kiosk. The relevant legal forms have also been uploaded onto the website and their printouts are made available at the kiosk. While one publication in Telugu containing simplified versions of 45 important laws has already been brought out, one more is in the pipeline focussing on the laws on women related issues. A number of awareness programmes and programmes to train para legal volunteers have been conducted and have evoked very good response from the local community. At these workshops, popular talks by eminent speakers were arranged on the subjects of different laws in simple language to suit the audience.

Observations and conclusions

While some of the kiosks have been opened in April2006, some of them have been opened only recently i.e.April/May 2007.Getting a good location for the kiosks where the visibility is good has been a problem. Despite some publicity efforts made by the project team, through distribution of pamphlets, displaying hoardings on auto-rikshaw backs and displaying banners at important places, the popularity of the kiosks and the number of visitors is not high. This is reasonable at the kiosks in Shadnagar (at the mandal mahila samakhya)and Machilipatnam(adjoining the LSA office). Popularity of projects of this nature does take time and word of mouth from those who have benefited matters a lot. Those who have registered with the kiosk were however full of praise to this initiative in their own spontaneous way. They get very patient hearing at the kiosk and get appropriate advice without any vested interests. Ideal location for the kiosks seems to be near the courts.

Eventhough the centres were primarily required to provide relevant information to the users in a simple way and make available requisite forms etc, it was noticed that a good amount of hand holding and guidance is necessary and a lot of follow up, which the centres have started providing realising the requirement. In a way, they are acting almost as extension counters of the LSA and this is what has actually brought them the praise from the users.

The centres have been able to build a very good rapport with the LSAs as well as the district judges and have received very good cooperation from them. Considering that the centres have internet connectivity which is otherwise not available nearby, some of them find the centres useful in this regard.

The centres are not viable on a stand alone basis and based on the current experience, may not be financially sustainable unless they receive support. The running costs for the centre even without payment of rent for the premises comes to around rupees 15000 to 20000/-per month. It would be beneficial to run them at least for two more years to get good feedback and carry out an impact analysis/social cost benefit analysis. Considering the actual experience in the field so far, it appears more appropriate to name the centres as e-Legal advisory /assistance Centres rather than e-justice centres.

1. Background

The country ranks quite low when it comes to the question of justice delivery system. There is a huge pendancy of cases in the subordinate courts as well as in the High courts. According to a recent study, at the end of 2006, the cases pending in the subordinate courts was more than 2.54 crores and those in the high courts exceeded 42.4 lakhs.

The reasons for such a sorry state of affairs are many and the government is also seized of the problem. The long delays in the justice system coupled with the very complicated legal jargon have created a legal phobia in the minds of even the educated and the urbanites in the country let alone the rural population. The legal jargon distances a layman from understanding and utilizing law as a tool for empowerment and redressal of problems. If 'law' were to be made for the benefit of the common man, every effort should be made to eliminate the obstacle called 'legal jargon'.

If legal jargon is an important obstacle, the lack of awareness of the existence of appropriate legislations is yet another. The problem is further compounded when, people with adequate knowledge of law, (eg., governmental functionaries, lawyers and legislators) exploit the legally illiterate, a scenario that can be termed as "***legal marginalization"***. Legal marginalization could happen to any one, though its incidence could be greater among the socially and economically marginalized.

Access to justice could be facilitated, through better awareness generation regarding provisions of law affecting the lives and livelihoods of the citizens the most, and making citizens aware about these ,to start with, and then making them aware about the alternate and quasi judicial mechanisms for dispute resolution. It was therefore felt that there ibis a strong need for taking up a project that addresses these issues.

2. Objectives and Goals of the Project:

The mission of the project is to create awareness among the citizens residing in the rural and semi-urban areas about the legal provisions and the roles and responsibilities of the governmental functionaries, involved in the administration of statutes. The mission is also to generate awareness about the existence of various support agencies and groups namely, Legal Aid Cells, the Legal Services Authority, social workers (counsellors) and other activists.

It aims to conceptualise relevant legislation, its administration and remediation of problems involved in a simple and citizen friendly manner, and communicate the same using Information and Communication Technology, i.e. facilitating access to justice through legal awareness and greater interaction between the actors involved in the justice delivery system and the litigant or any person who has a legal query.

The Objectives of the Project are

1. To promote legal *awareness* through an electronic interface by presenting the key legislations in a simple manner and by simplifying relevant judgments, certain procedural regulations and enlightening on the existence of alternative remedies and making the same available to the general public through information Kiosks.
2. To *coordinate with other actors* and to involve their participation so as to create a framework integrating the existing state and non-state actors in the administration of justice.
3. To provide a *feed back mechanism* and elicit suggestions from people; as people who are the most affected are most likely to come up with pragmatic solutions.

The objective of the ICTD project being funded by UNDP is to pilot initiatives in the areas of e-Government and e-Governance. These could include new initiatives or replication of projects implemented successfully in one part of the country in another part. As per United Nations Development Programme (UNDP) there exists a crucial link between rule of law, poverty eradication, human rights and sustainable human development. The project on e-Justice, ‘the right to have access to justice’ will help break this vicious circle of disempowerment perpetuated at the cost of ignorance of law complicated by inaccessibility to knowledge relating to law.

3. Implementation Agencies, Partners and Planning for the Project:

The Centre for Good Governance (CGG) ,Hyderabad is the implementing agency of the project. It was established by the Government of Andhra Pradesh (GoAP) as a registered society in October 2001, to help the Government achieve its goal of transforming governance by harnessing the power of technology and people. CGG coordinates and supports the designing and implementation of GoAP's Governance Reform Programme and undertakes action research, provides professional advice to, and conducts change management programmes for government departments and agencies to help them implement their reform agenda successfully. The Centre works closely with policy makers like ministers, officials, experts and other stakeholders, especially citizens, to promote, what it calls, a Simple, Moral, Accountable, Responsive and Transparent (SMART) government. The centre is currently situated on the premises of the Marri Chennareddy Institute which is the State's Administrative Training Institute and enjoys the benefit of good synergy**.** The project is being implemented by the Rural Resources Management Group of the centre.

Roles and Responsibilities of CGG:

CGG will develop and own the legal data base created, establish link between different stakeholder groups for ensuring access to justice in all the Mandals covered; establish legal aid clinics to spread awareness on legal matters touching the common man, by way of camps and distribution of published matter on rights and how to fight for justice. CGG will also play a proactive role in the involvement of the Legal Services Authority and Bar Council of Andhra Pradesh.

Partner Organizations/Related Government Departments

Indira Kranthi Pathakam (Velugu): Velugu (literally `light' in Telugu) is the largest poverty eradication project launched in the State covering over 860 Mandals in 22 Districts and aims to reach 29 Lakhs of the poorest of the rural poor. Velugu project understands that sustainable poverty eradication requires the recognition of the poor as active partners in the processes of social change. The purpose of this project is to provide the poor with employment security, food and nutrition security through universal health care and education. This is intended to be achieved through the Self Help Groups (SHGs), Village Organizations (VOs) formed at the village level and Mandal Samakhyas formed at the Mandal level. Self Help Groups comprise 10 to 15 poor people formed in the villages and these groups would be helped to develop financial stability and financial management capacity through internal loaning of their own savings. Village Organizations are informal associations of between 10 and 30 SHGs and would symbolize the collective strength of the poor. Mandals with about 30 VOs would be encouraged to federate to form a Mandal Samakhya which would carry forward the objectives of the Velugu project at the Mandal level.

Mandal Samakhyas have been actively involved in the e-Justice project as they have been instrumental in various developmental activities directly, involving people at the grass root level. The community participatory mechanisms of Mandal Samakhyas will enhance the reach of the e-Justice project through the Kiosks operated by them.

The Legal Services Authority:

The Legal Services Authorities Act, 1987 was enacted to constitute Legal Services Authorities at various levels from the centre, State to Taluk/Mandal, for providing free and competent legal services to the weaker sections of the society. It is the core objective of Legal Services Authority to ensure that opportunities for securing justice are not denied to any citizen by reason of economic or other disabilities and to organize Lok Adalats to ensure that the operation of the legal system promote justice on a basis of equal opportunity. In Mahbubnagar the legal service authorities Mandal/Taluk offices are located at Gadwal, Wanaparthy, Nagarkurnool, Kollapur, Jadcherla, Kodangal. In Krishna the District legal service authority is located at Machlipattanam and Mandal/Taluk offices are located at Vijayawada, Avanigadda, Gudiwada, Nuzividu, Nandigama. The Legal Services Authorities Act prescribes the functions of the Taluk Legal Services Committee which are coordination of the activities of the legal services in the Taluks, organization of Lok Adalats within the Taluk, performance of such other functions assigned by the State Authority to it.

Some of the e-Justice Kiosks have been housed in the offices of the Legal Services Authority and access to the e-Justice portal is provided to all their officials. The support of the Legal Services Authority is sought to perform the following roles.

1. To provide legal awareness to the general public through the e-Justice portal accessed by them through the kiosk located in their office.
2. To process the online applications submitted to it through the e-Justice portal and
3. To provide the citizen necessary legal aid through its' panel of advocates

It is expected that the Legal Services Authority will also monitor the progress of the case by the advocate and post the status of the case on the e-Justice portal for the citizens to access. The Legal Services Authority Act provides for the setting up of Taluk Legal Services Committee at the Taluk level to reach the people even at the grass root level. In Mahbubnagar district, which is being chosen for the pilot study, there are six Taluk level committees. Recommendation will be made to the Government to examine the possibility of setting up these committees in every Mandal. This will result in providing legal aid to a larger number of people and thus ensuring fulfillment of the objectives envisaged in the Act.

NISG

National Institute of Smart Governance (NISG), an institution of excellence in the area of e-Governance, will be coordinating the project and will be overseeing all elements for effective delivery of the programme. NISG will also be involved in overseeing the progress of the project.

National Academy of Legal Studies and Research (NALSAR)

NALSAR is one of the premier institutes of Law and Research in the country. This institute while imparting legal education also conducts survey in areas of legal reforms, conducts free legal aid programs, conducts workshops on legal awareness and has been constantly advocating the need for legal aid in the country. It has been a fore runner in the area of legal awareness and legal aid. It is proposed to collaborate with NALSAR which by virtue of its' possessing good faculty and legal information will help the project

management team in conducting brainstorming sessions, workshops, and in formulation of the legal information database. NALSAR will also act as validation committee and check the validation of the legal information to be posted on the e-Justice portal.

Project Advisory Committee

A Project Advisory Committee consisting of legal experts, members from the Bar Council, legal academicians, NGOs and retired High Court judges guides the functioning of the project management team of CGG.. The committee will also organize lectures for the legal policy and framework cell of CGG which is entrusted with the job of bringing out simplified versions of some of the important laws to guide them in this direction

Lawyers

Lawyers in both the district have been identified to assist the CGG project management team in conducting brainstorming sessions, workshops and training sessions for the Mandal Samakhyas and the rural e-Seva kiosk operators. The panel of advocates recognized by the Legal Services Authority will represent the citizen in the appropriate forum whenever the online application from the e-Justice portal is forwarded to them to take necessary action. They will also be reporting the status of the case to the Legal Services Authority.

4. Services provided

- The e-Justice project will enable access to legal information provided in a simple manner, through Kiosks set up in select places(four each) in the Mahabubnagar and Krishna districts. The Pilot project is launched at Shadnagar, Gadwal, Nagarkurnool and Mahbubnagar town in the mahbubnagar district and at Machilipatnam,Gudivada, Vijayawada, and Nuzividu in Krishna district. The public at large can approach these kiosks and obtain the required information. The e-Justice website can also be accessed from anywhere.
- Special emphasis has been made to focus on problems faced by women, children and other marginalized sections of the society. Accordingly, land related laws, women related laws, labour laws and general laws affecting the common man in his day to day life have been included. More laws will be updated as the access to the kiosk increases.
- The information available to the citizens will make them aware of the law involved in the issue, the process for solution and the various modes of redressal available, whether through the courts or through Alternate Dispute Resolution mechanisms such as Lok Adalats, assistance of Legal Services Authorities, the Human Rights Commission or various civil society organizations.
- The e-Justice portal will also facilitate the citizen to send queries to the legal experts at CGG or file an online application to the Legal Services Authority or the Revenue Courts wherever applicable seeking its involvement in guiding him/her through the proper mode of resolving the problem.
- Once the concerned authority considers the person eligible for its services, then depending on the nature of the grievance, it will propose the options available, i.e., whether the dispute is entitled to be referred only to the Court System or to Lok Adalats.. The concerned Authority will direct the case to any of the advocates on its panel to represent the citizen in the appropriate forum.
- A mechanism will be put in place to ensure that the advocate is required to submit a report on proceedings of every hearing to the concerned Authority who shall in turn forward the same report to the web portal which can be accessed by the concerned citizen to know the status of his case.

The Services that can be availed at the kiosk:

- Obtain the required legal information.
- Take a print out of the information if necessary.
- Send queries to legal experts at CGG, the Legal Services Authority or any other authority.
- Send online application of the legal problem to the concerned authority.
- Check the status of the case if the application has been accepted by the concerned authority.

In actual practice ,at the rural e-Justice kiosks visited by the evaluation team, it has been noticed that when a person has a genuine problem , he would first like to explain his/her situation to someone who is not going to exploit him/her. The operator at the kiosk helps in this regard and patiently takes the details and makes a brief. These details are made available to the legal coordinator of the project, and during the next visit of the

legal coordinator to the kiosk, the aggrieved person is requested to come again. Then, depending on the type of problem, a proper advice is given. If a case is to be made and forwarded to the District Legal Services Authority ,the same assistance is provided by the Kiosk staff. They also help in subsequent follow up. The project team has been working in close coordination with the LSAs and have built up a good rapport with them. Since the objectives of the project are in consonance with the aim of providing justice to all, the project is perceived by the LSA as supplementing their own efforts.

5 Beneficiaries

The project has developed a legal information database which would present simplified versions of the legal enactments, case laws, and procedures that are relevant to people especially women and the marginalized sections of the society. This data base is hosted on a central server and the same is also installed in the e-Justice Kiosks operated by the project staff in cooperation with self help group members and in e-Seva centres. The updates of the legal information database can be downloaded into the Kiosks from the central server through the internet. The public at large faced with a legal query can approach the Mandal/Taluk offices of the Legal Services Authority,e-Justice Kiosks or the rural e-Seva centers and obtain the required information by paying a nominal fee as user charges. However, the user charges are not being levied during the current phase of demonstration of the Proof of Concept.

The project aims to create awareness among the citizens residing in the rural and semi-urban areas about the legal provisions and the roles and responsibilities of the governmental functionaries, involved in the administration of statutes. The mission is also to generate awareness about the existence of various support agencies and groups namely, Legal Aid Cells, the Legal Services Authority, social workers (counsellors) and other activists.

It also aims to conceptualise relevant legislation, its administration and remediation of problems involved in a simple and citizen friendly manner, and communicate the same using Information and Communication Technology. The public at large can approach and obtain the required information and pursue the appropriate legal remedy as the case may be. Wherever necessary, the e-Justice kiosk also provides printouts.

6. Project Management&Institutional arrangements

The Centre for Good Governance is governed by a board with the Chief Minister of Andhra Pradesh as the Chairman. The Board includes five Ministers of the Government of Andhra Pradesh, the Chief Secretary to Government and key Government Secretaries, as well as distinguished personalities from the private sector with expertise and interest in governance reforms. The research programme and other activities of the centre are steered by the steering committee under the chairmanship of the Finance Minister of the Government of Andhra Pradesh. The day to day management of CGG is undertaken by the Director General supported by a Management Committee.

The Director General of Centre for Good Governance is the Project Director for the e-Justice project and provides the overall guidance for the project. The activities of the CGG are mainly divided under four Resource Groups viz.. e- Governance; Rural Management, Change Management, and Financial management. In addition ,depending on the requirements, a number of special cells have been established in specific areas. The e-Justice project is under the purview of the Rural Management Resources group. The group Head acts as the program coordinator and is assisted by Knowledge Managers and Project Managers.

The Legal Policy and Framework Cell will be responsible for providing legal content for the project

The Project team also includes one Senior Manager (e-Projects) and three Project Managers to manage the entire project. These four core members are assisted by a team of consultants and professional researchers with extensive experience in law, development and information technology.

. The project team seeks the help of other functionaries of the centre in their areas of specialisation concerned to play the role of a coordinator between the external experts and consultants and the project management team at CGG.. The work related to training, capacity enhancement and organizing the workshops and seminars are the responsibility of the Project Managers. The Senior Manager e-Governance ensures the delivery of user friendly e-applications and the Project Manager e-Governance coordinates the work with the team of system designers at CGG for developing and up-dation of the IT applications. The Knowledge Manager, Infrastructure and Technology of CGG will be the Project Manager e-Governance.

The Lead Consultant will coordinate with the team of consultants and researchers and will come out simplified versions of the law in the areas identified through the surveys.

Generating Publicity for the project

Gram Sabhas are being conducted in the urban, semi-urban and rural areas to bring in awareness among the general public on the availability of the legal information database. It is also proposed to utilize the services of Non Governmental Organizations and other organizations working with the people seeking legal assistance for the awareness campaigns. Pro Bono lawyers will also be involved in creating awareness among the citizens on the existence of the e-Justice portal and its utility.

The members of the Mandal Samakhyas will be imparted training on the usage of the legal information database, to spread awareness of the existence of this database to special target audience like women self help groups, employee organizations, owners of cottage industries etc., and also hold customized

workshops addressing the specific problems faced by a target group.
An awareness campaign utilizing basic communication available at the village level such as 'village crier', distribution of pamphlets,etc. has been utilised.

Linkages have been established with the Mandal Samakhyas, Village Organization, Self Help Groups and the Mandal Legal Services Authority to make them aware of the attempt to facilitate access to justice through the use of Information and Communication Technology. As a part of the Velugu project, Kiosks have already been installed in the offices of the Mandal Samakhyas. The e-Justice Kiosks have been set up in the office of the Legal Services Authority(Machilipatnam, Mahbubnagar) to enable them as well the general public coming to those offices,to access the e-Justice application; or in the Mandal Samakhyas(Shadnagar); or e-Seva centres. The citizens eligible for free legal aid under the Legal Service Authority will be directed to the Legal Services Authority through the e-Justice portal. If the Legal Services Authority considers the citizen eligible for its services, the citizen will be advised on the options available i.e., whether the dispute is to be referred to the Court system or to Lok Adalat. The Legal Services Authority will guide him/her on the next course of action or Alternate Dispute Resolution Mechanisms.

Workshops at the Mandal Level for feedback

Workshops were conducted at the Mandal level by involving the people's representatives, social activists, advocates, NALSAR, pro bono lawyers and those occupying judicial positions and interested citizens. These workshops helped in generating awareness about the attempt being made through the e-Justice project to provide access to justice through simplified versions of law through the active involvement of the Legal Services Authority and Mandal Samakhyas

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Simplification of Laws/Content Development

The subjects of law chosen for simplification were chosen on the basis of a detailed analysis and a survey and the simplified versions of the law were hosted in the e-Justice application. The depth and coverage of the subjects of law depends on the feedback from the workshops conducted at the Mandal level. The content includes the procedure involved in filing cases, certain basic formats for applications that need to be filed with concerned governmental functionaries and guides the citizen on the existence of alternative redressal mechanisms. The content initially developed in English was translated into Telugu and the same was crosschecked by a legal experts conversant with both the languages to eliminate inconsistencies in the Telugu and English versions.

7. Technologies used

The IT architecture consisting of a Central Block and the Remote Clients Block has been deployed . The Central Block is provided with the following components:

- **e-Justice Portal Server**

  This server acts as a Web Services gateway to which all the Kiosks at the District, Mandal/Village level will connect and synchronize for the following services.
  - Software Patches
  - Subscription Data
  - e-Justice Database Updates

This server is a cluster consisting of 3 to 4 machines, for efficient load management. The server operates on a fail safe mode and will have a 24 x 7 uptime. It does not do any business processing except to act as a Web Services interfacing Gateway. The exchange of information at this gateway takes place through the use of open standards protocols like XML, SOAP, and WSDL. The server has the following configuration.

Intel Xeon 2.0 GHz Quad Processor/2 MB Cache/8 GB RAM/4x36GB 15K RPM SCSI HDD/Smart Array RAID Controller/1Gbps Ethernet(Copper)/15" Colour/Redundant Power Supply/Tower Model + Conversion kit to Rack

- **e-Justice Business Server**

This server is the back end processing server having Java/J2EE application performing the core business tasks. It connects with two databases (1) the Kiosk Database and the (2) e-Justice Legal Database. The clients do not connect to the business server directly but connect to the e-Justice portal server which in turn communicates with the business sever to do the processing. The server has the following configuration.

Intel Xeon 2.0 GHz Quad Processor/2 MB Cache/8 GB RAM/4x36GB 15K RPM SCSI HDD/Smart Array RAID Controller/1 Gbps Ethernet(Copper)/15" Colour/Redundant Power Supply/Tower Model + Conversion kit to Rack

As far as the Remote Client Block is concerned, 8 Kiosks are operating in the two districts. As per the architecture, business logic and information database are installed in the same machine to provide information on offline basis. The kiosk is also provided with internet connectivity using dial-up connection(wireless network of Reliance Communications) to synchronize with Central Block at regular intervals using Web Services. The system can connect to the e-Justice Portal server at regular intervals for the following services.

- Software patches.
- Legal Database updates
- Subscription Information and
- Uploading queries from citizens to the server to be processed by the feedback processing cell

As the project is scaled up to other Mandals, the number of Kiosks increase, and the Kiosks will be grouped into District clusters with each cluster being served by a District server. There will then be constant synchronization between the e-Justice Portal server and the District servers. Since the entire system is developed on Open Standards Framework (SOAP WSDL etc) scalability at a later stage can be easily facilitated.

Kiosk Database

The Kiosk database is a program that contains all the information regarding the Kiosks such as the Kiosk registration information and the subscription information. Whenever a new Kiosk has to be opened, it has to first get registered in the Kiosk Database. An existing client has to renew the subscription periodically

Kiosk Manager

The Kiosk Manager is a program for managing the Kiosk database. It facilitates two types of tasks (1) facility for addition/removal/modification of the kiosk information and (2) managing the subscription information.

e-Justice Repository Manager

The e-Justice repository manager contains the legal database which will be updated on a regular basis. The repository manager has the following configuration.

Intel Xeon 2.0 GHz Quad Processor/2 MB Cache/8 GB RAM/4x36GB 15K RPM SCSI HDD/Smart Array RAID Controller/1Gpbs Ethernet (Copper)/15" Color/Redundant Power Supply/Tower Model + Conversion kit to Rack.

Feedback Processing Cell (LEG – Legal Expert Group)

A Legal Experts group will be responsible for updating the legal database based on the feedback from the citizens. This group will also update the legal database on a regular basis to incorporate changes in the law due to new legislation/judgments.

Remote Client Block

The Remote Client Block is the one where all the Kiosks are located. The geographic spread of this block will be the initially selected

8 Mandals of Mahbubnagar and Krishna districts which can be later expanded to cover the entire State. The systems in the kiosk have internet connectivity using a dial-up connection. They also have the e-Justice local database installed and will be running the e-Justice kiosk application. The e-Justice kiosk application will have offline functioning programs with online synchronization facility. The system can connect to the e-Justice Portal server at regular intervals for the following services.

- Software patches.
- Legal Database updates
- Subscription Information and
- Uploading queries from citizens to the server to be processed by the feedback processing cell

The systems in the Kiosks have the following configuration.

- 1.5 GHz Processor, 256MB DDR RAM, 40GB Hard Disk, Two numbers of15" Colour Monitors, 1.44 MB Floppy Disk Drive, CD-R/W drive, Keyboard, Scroll Mouse, 100 Mbps Network Card and ATX Cabinet.

Functioning Process of the e-Justice Architecture

The following processes will be taking place for the functioning of the e-Justice Architecture.

Registration Process

The Kiosk operator will have to get registered with the Kiosk database. This is a prerequisite for any person setting up a kiosk(for the entrepreneur operated kiosks). Once a Kiosk gets registered, it will be given a Unique Kiosk Identification Number (UKID). All future functioning of the Kiosk will be referred to by this UKID

Synchronization Process

Synchronization is the process by which the Kiosks and the e-Justice Portal server exchange information. The e-Justice Portal server provides the following information for synchronization.

- Software patches for updating the Kiosk program.
- Legal Database updates
- Subscription information to authorize the Kiosk to continue operations
- The Kiosk also provides information to the e-Justice Portal server during the synchronization process.
- The queries that are received from the people for which the legal database needs to be updated.
- The transaction information for tracking the generation from the Kiosk.

Software

The software is a web based application developed in Java which has advantages in terms of portability, security and reliability. The RDBMS used is PostgreSQL which is an open source software offering not only considerable cost advantage but also reliability.

The technologies used are:

- Open Standards
  - J2EE with Struts framework
  - Web Services
  - Interoperability using XML, SOAP
- Open Source Software (OSS)
  - Tomcat 5.0 as Application Server
  - PostgreSql 8.0 as Database Server
- Local Language Interface
- Offline Tool and Synchronization with central server Search Engine

A Handbook on essential citizen related laws has been published for training purpose. About 200 Para Legal Volunteers were trained in Krishna District and 100 Para Legal Volunteers were trained in Mahabubnagar during November and December 2006. By July 2007 the total number of paralegal volunteers so trained reached 650. Such training programmes

8. Capacity building

Capacity building is an important activity of the project. The District Coordinators of the e-Justice project who are all qualified lawyers, regularly conduct legal awareness camps, workshops and various awareness campaigns regarding the benefits of the project. In addition, online modules have been developed for greater understanding of the laws, along with courses for legal awareness in specific areas wherein mere rudimentary understanding would not be sufficient. Latest updates are made available to the target audience and to those who subscribe to the mailing list will be run on a continuing basis during the tenure of the project.

Training programmes have been devised for all the stakeholders involved in the project. These programmes are administered through the district Coordinators through legal camps and workshops.

Stakeholder Group	**Objective of the Training**	**Illustrative Contents**
Mandal Samakhya Employees	To sensitize them about the use and usage of the e-Justice application	Need for such an application Features of the application, Introduction to legal framework "Training of Trainers" for the employees for dissemination of information regarding the e-Justice application
Lawyers	To create awareness about the citizen centric approaches in law and governance	Features of the application Technical training on the usage of the application
Para Legal Volunteers	To train volunteers on law related aspects who in turn will guide and assist people in using the e-Justice kiosks	Simplified versions of laws Strategies to involve community Functions of LSA Interaction with LSA officials Lectures by judges and eminent personalities

Communication & Publicity Strategy:

- The members of the Mandal Samakhyas are imparted training on the usage of the legal information database.
- Awareness campaigns are planned through Kalajathas to spread awareness of the existence of this database to special target audience like women self help groups, employee organizations, owners of cottage industries etc., and also hold customized workshops addressing the specific problems faced by a target group.

An awareness campaign utilizing basic of communication available at the village level such as 'village crier', distribution of pamphlets, posters etc.has also been made use of.

9. Implementation Challenges & limitations

The expectations of the people regarding the project are going beyond the project objectives. While the stated objective of the project is to provide information, generate awareness and provide the means to improve the understanding about important laws, the expectation from the community is that e-Justice kiosks should 'solve problems'. This expectation is met to a small extent by forwarding queries to the LSA. and providing subsequent follow up service.

Although publicity is being given regarding availability of free legal services through e-Justice Kiosks, only a few people are visiting the kiosks. However, after an aggressive publicity drive the number may gradually increase.

Getting adequate and suitable space for the kiosks at the right places to really make an impact has been a problem. Though, ideally it is perceived that it would be advantageous to co-locate the kiosks with the offices of the LSA, it was feasible only at two of the 8 locations. Once the proof of concept is established and the state government is convinced that this mechanism will serve to supplement the efforts of the LSA in providing justice to all, they should be able to find suitable space for future kiosks.

10. Sustainability

The sustainability of the model depends on the ability of the Kiosk to generate revenue in the form of user charges collected from the users

As per the project document it was envisaged to collect contribution from Mandal Samakhyas, Legal Services Authority, rural e-Seva centres for housing the Kiosks or a subscription from the franchisee if the kiosks could be operated on a PPP model The data updation will be the responsibility of CGG. The project also envisaged the collection of user/ service charges from citizens making use of the e-justice kiosk services. However, it is felt that the stabilisation of e-Justice kiosk services and adequate traffic flow to the kiosks will take a long time and the revenue model may be tried only much later. Considering that the kiosks have been ,at this stage, primarily set up at such locations as to meet the needs of the disadvantaged sections of the society, and assess the proof of concept, it is too early to talk about revenue generation in any reasonable measure.

For any sizeable revenue generation to actually take place, the concept must become very popular and the spread of the kiosks also must increase and they must be located at very popular places to attract visitors in large numbers who are willing to pay for the services that the kiosk can render them. Till such time the kiosks' upkeep and running will have to be sponsored by the funding/implementing partners.

What has been noticed from the field experience at the present Kiosks is that the number of visitors is still not large enough, though it is steadily increasing. The ramp up is rather slow. If the centres are to become popular quickly, it appears that a good location for them will be in close proximity to the offices of the LSA. This is because it is primarily there that the concerned people will come. Also, the centres do not appear to be viable on a stand- alone basis.

Involvement of Local Entrepreneurs/ Franchisees:

No Local entrepreneurs have come forward to operate the Kiosks.

11. Replicability

After the proof concept of the project is established through the 8 kiosks currently operating , vigorous efforts need to be put in to popularise and publicise the availability of such a service. The possibility of the centres being self supporting through revenue generation and entrepreneurs coming forward to set up and operate the e-Justice kiosks appears remote at this stage. The project needs to pick up some more momentum before such a thing can happen. But to give it such a momentum, some more centres need to be set up as 8 centres is a small number and sub optimal to derive popularity on a state wide basis. Therefore some more funding would be necessary so that the project can attain a brand image. One model would be to set up some more centres in the same two districts and another may be to spread it over more districts in the state , In either case, it must be remembered that the linkages with the LSA and Mandal Samakhyas are of paramount importance and need to be maintained. Apparently the kiosks operating in their premises are more active than the ones operating in the e-seva centres.

12. Outputs and outcomes from the project

Out puts

As of July 2007 the following are the outputs from the project

- 8 e-Justice kiosks , four in Mahbubnagar district and 4 in Krishna district are operational
- More than 1000 citizens have visited the kiosks for service
- 650 para legal volunteers have been trained
- 25 workshops/training programs organised
- More than 50 queries sent to LSA
- More than 20 case studies documented
- Simplified versions of 45 Key laws have been brought out and have been translated into Telugu and published in the form of a neat booklet. Copies of these are available at the e-Justice kiosks.

Outcomes

The project will result in the development of a legal knowledge system demystifying the legal jargon, presenting complex legal provisions, procedures, existence of alternate remedies and case laws in a simple, user friendly language. The project will enable access to legal information through a query based e-Interface available through Kiosks. The information is made available both in English and the local language (Telugu) giving a choice to the user. The public at large can approach the e-Justice kiosk and obtain the required information. Special emphasis is laid on problems faced by women, children and other marginalized sections of the society. The information available to the citizens will make them aware of the various modes of redressal whether through the courts or through Alternate Dispute Resolution mechanisms such as Lok Adalats. The e-Justice portal will facilitate the citizen to file an online application to the Legal Services Authority seeking its involvement in guiding him/her through the proper mode of resolving the problem. Once the Legal Services Authority considers the person eligible for its services, then depending on the nature of the grievance, the Legal Services Authority will propose the options available, i.e., whether the dispute is entitled to be referred only to the Court System or to Lok Adalats, or both. The Legal Services Authority will direct the case to any of the advocates on its panel to represent the citizen in the appropriate forum. A mechanism will be put in place to ensure that the advocate is required to submit a report on proceedings of every hearing to the Legal Services Authority who shall in turn forward the same report to the web portal which can be accessed by the concerned citizen to know the status of his case.

The portal provides links to various commissions such as the Human Rights Commissions, National Women Commission, Backward Classes Commission, Scheduled Caste/Tribe Commission etc., enabling a citizen to file a complaint directly to them for appropriate action. Thus the e-Justice portal provides an interface wherein the citizen is made aware of the legal information and it also facilitates access to justice delivery mechanism for redressal of his problem in an effective manner.

The outcomes of this project can be summarized as follows:-

- Creating general legal awareness among the citizens
- Identification of the legal problem faced by the citizen
- Creating awareness on the existence of various legislations, procedures, case laws etc., pertaining to the problem faced by the citizen.
- Create awareness on the availability of various redressal mechanisms
- Providing links to the agencies which facilitate access to the justice delivery systems.
- Monitor the status of the case on a regular basis.

A person who is not aware of his own rights and the responsibilities of the government functionaries can always be exploited by the people with vested interests. The lack of knowledge in this regard creates a kind of fear in his mind about the whole justice delivery mechanism which is not healthy for a civil society. One of the major outcomes from the project twill be in this regard. By making people more aware, by putting things in simple language and also through the friendly advice and guidance of the Kiosk staff, the project has earned the goodwill of the visitors who are genuinely in need of help but are afraid to go to a lawyer for the fear of loosing what little resources they have.

13. Key lessons learnt

It is interesting to see how spontaneously, aggrieved people pour out their feelings and narrate their woes about how injustice has been meted out to them by their own close relatives. In some cases, it is the husband who marries a second woman, in some cases it is the mother in law after the death of the husband, in some, it is a brother in law and in some it is a brother. Lower income people, as far as possible , would not like to go to lawyers for the fear of exploitation by them and the excessively long litigation process that they put one through. Many are still unaware of the LSA mechanism. In such a scenario, especially for the rural women, a place where they get a patient hearing about their story of injustice, has really come as a boon. If this place happens to be the Mandal Samakhya, where they feel very much at ease, still better. That is what the evaluation team has seen at Shadnagar e-Justice kiosk. This is where the key lesson is.

Actual requirement in the field may be totally different from what we anticipate, therefore be fully prepared to adapt the project style to the needs of the customers. The project started with the objective of providing information to the citizens about the legal processes and the relevant laws in a simple language and providing access to databases on different topics using ICT. May be , inadvertently, they were expecting to primarily address the requirements of the literate .But in actual practice, they are faced with people who need a lot of handholding ,many of whom can not even read fluently. So, taking the details of their case after patiently hearing them ,then drafting it, and sending it to the LSA and subsequently following it up has become common practice at the kiosk. The project staff at the kiosk quickly moulded themselves to meet this requirement.

The appointment of legal coordinators in each of the districts who are paid from the project funds and who visit each kiosk at least twice a week and on call, if a requirement arises, has proved most useful. This interface has proved to be very productive because the legal coordinator, who is a qualified lawyer is able to judge the merits of the case and since he is paid by the project, gives an unbiased advice. He can also decide whether a case is fit to be sent to the LSA or not.

14. Appraisal and Recommendations

There is no doubt that the legal jargon distances even the educated citizens from trying to understand the laws and sometimes dissuades them from taking recourse to formal legal processes to redress their problems. From this point of view, there is a definite need for a project of this nature. The CGG ,with all its expertise and experience in the governance processes is well suited to implement such a project. However, being the first project of its kind, wherein an effort has been made to directly deal with the common man ,there are bound to be delays and changes caused in the project design. However, once the proof of concept is established and the outcomes from the project get good publicity, the momentum may pick up.

The project has faced difficulties in obtaining suitable space to position the e-Justice kiosks. It is important for a project like this to get good visibility and quickly enlarge its user base. The government has enacted the LSA mechanism to improve the justice delivery system and to reduce the ever increasing load on the courts where the pendency of cases is enormous. During its short tenure, the project has shown that it can play a good supplementary role to the LSA mechanism and strengthen it. So, the government must ensure that it gets good visibility and gets replicated,

Because of delays in acquiring space, some of the kiosks became operational as late as May2007and if the project comes to a close by June 2008 as of now, they may not make much impact. This type of projects have a long gestation period and take time to show their impact. These are not CSCs where every one needs to go,. Only those who have a legal problem need such centres Their credibility has to be slowly built up through media and word of mouth.

It has been noticed that a large percentage of cases pertain to injustice done to married women. These relate to the woman being left high and dry after the husband marries another woman and turns her out of the house; the widowed woman being denied a share in the property by the in laws despite her being resourceless; injustice meted out by her own in-laws to a HIV/AIDS infected woman who got the disease from her late husband and so on. In all such cases, the women find the formal legal redressal mechanism of no help to them and out of their reach. They are therefore destined to silently suffer until some NGO comes forward to pick up their case. Some such cases came to the e-Justice kiosks and the women got good help from the centres .This is definitely a positive step in empowering women, in line with goal3 of the MDG.

Despite the delays and slow pick up , the project seems to have made positive contribution towards achieving the goal of Justice for All. However, to make a good meaningful impact, the pilot must run at least for two more years. In the meantime, intensive efforts must be made to increase the visibility of the project using popular media.

e-PROCUREMENT

Implementing Agency

CENTER FOR E-GOVERNANCE

GOVERNMENT OF KARNATAKA

KSK.SAI

Abbreviations used

ASP	Application Service Provider
API	Application Programming Interface
CA	Certification Authority
CCA	Controller of Certification Authorities
DDO	Direct Demanding Officer
DSC	Digital Signature Certificate
GOI	Government of India
GOK	Government of Karnataka
IFB	Invitation for Bids
MIS	Management Information System
MTC	Monthly Transaction Charges
NISG	National Institute of Smart Governance
PKI	Public Key Interface
RFP	Request For Proposals
RSA	RSA Algorithm (invented by Rivest,Shamir,Alderman) This algorithm is the basis for several public key Cryptography systems
SLA	Service Level Agreement

EXECUTIVE SUMMARY

The e-Procurement project is being implemented by the government of Karnataka (GOK) in the Public Private Partnership mode with M/s HP India private limited. The project aims to automate all the procurement processes of the various government departments, and agencies of the GOK across the whole state. The project will be implemented in a phased manner .It is estimated that the annual procurement of goods, works and services by the GOK is currently in the range of rupees 13000 crores and is generally processed through thousands of tenders. The list of registered suppliers with the departments that do the registration exceeds 10,000.

The very first phase of the project, the Pilot phase, is expected to be of 6 months duration. During this phase, the private partner, the ASP (Application Service Provider) is expected to develop and deploy the application software, set up the web server and data servers at the state data centre (SDC) and test and commission the internet based procurement processes in respect of 6 departments /agencies that have been chosen for this phase, based on the variety of cases handled by them, to provide a reasonable testing ground. The six pilot departments/agencies are the following

- Karnataka Residential Institutional Society (KRIS), Social Welfare Department
- Karnataka State Highway Improvement Project (K-SHIP), Public Works Department (PWD)
- Krishna Bhagya Jala Nigam Limited (KBJNL), Water Resources Department (WRD)
- Karnataka Power Transmission Corporation Limited (KPTCL), Energy Department
- Sarva Siksha Abhiyan(SSA),Department of Education and
- Karnataka Drugs Logistics and Warehousing Society (KDLWS), Health and Family Welfare Department

During this pilot phase, at least one procurement action of value not less than rupees 50 lakhs pertaining to each of the 6 identified departments/agencies is to be processed using the end to end e-procurement system. As the pilot phase ends, the system will go live and progressively, more and more departments will be brought under the purview of this and gradually the manual processes of procurement will be phased out and by the end of the fifth year of going live, the entire public procurement in the state of Karnataka will be only electronic. The contract with M/s HP India will be in force for a period of 5 years from the end of the pilot phase. During this phase of nearly five and a half years, the ASP is required to bear all the expenses of development, deployment, commissioning, and proving the system and also assist all the departments in upgrading their systems (the GOK will provide the funds for this purpose) as per the requirements of the e-procurement system.

There are nine operating modules in the system. These are,

(i) Centralized Registration of Suppliers/ Contractors
(ii) Indent management
(iii) e-Auction
(iv) e-Tendering
(v) Contract management

(vi) Catalogue management
(vii) e-Payments
(viii) Accounting and
(ix) Management Information Systems (MIS)

In addition, the ASP is also required to set up and operate a 24x7 Help desk, (9am to 9pm in the beginning), to attend to the queries from the suppliers on the usage of the system. He is also required to impart training to the employees of the departments and agencies of the GOK as well as to any of the suppliers who may ask for it. GOK will provide only the suitable space for carrying out the training. The financial returns to the ASP will accrue through the transaction fees to be paid by the suppliers and there will be no payments from the GOK. There will be no transaction fees during the pilot phase. The payments are to be governed by an elaborate set of SLAs(Service Level Agreements)that impose penalties for below par performance and come into force only after the pilot phase is over.

Observations and conclusions

The project is an ambitious one indeed for attempting to develop and deploy an end-to-end e-public procurement system spanning all the procurement actions for all the departments and agencies of the GOK across the entire state. It has proved to be more than ambitious to have thought of completing the pilot phase covering 6 departments in 6 months time. According to the people working on the project, getting the full organizational details and delegation of powers in one particular department, to do the mapping of its structure to program the sequence of approvals internally, has taken the project team more than 3 months. Naturally, the pilot phase, which is supposed to be over by June 2007, is delayed and may go beyond December 2007 before its targets can be fully met. Since the system is not yet deployed it is difficult to anticipate what type of additional problems may crop up and the project team would therefore be required to go cautiously at that stage.

Not withstanding the delay and the expected not so warm response that it is receiving from some of the field level staff who enjoy a lot of authority in the current manual system, the project team is pushing hard on the project. The project is lucky to have the services of Mr.Ramanathan Somasundaram, who was earlier very closely associated with the e-Procurement project of the government of Andhra Pradesh which was a pioneering effort. The project requires full support at the highest echelons in the GOK if more delays are to be avoided. The recent changes that have taken place in the bureaucracy in the state administration and the changes that are taking place politically in the state , may have some ramifications for the project resulting in further delays.

1. Background

In all developing economies, the government through its various departments and agencies(public sector undertakings), happens to be the major procurer of goods, services and works and a large portion of the budgets of these countries is spent on public procurement. Because of the large amounts of funds involved, vested interests do come into play and in the conventional paper based procurement system, despite the best efforts and proclamations by the vigilance authorities, unfair practices do find a place

Further, the paper-based procurement system is inefficient, time consuming and faces severe challenges such as physical obstruction and intimidation of some suppliers by those who are powerful at the bidding site resulting in prevention of bidding by some or destruction of bids by some symbolising a process that is not transparent and lacking in transparency. A well designed and properly implemented Electronic Procurement system can circumvent many of the problems that are inherent in the manual ,paper based procurement process. The corporate sector and many private enterprises have implemented many such systems within their enterprises primarily for its attribute of improved efficiency. Motivated by the successes of these , several state governments have initiated e-procurement projects. Most notable among them is the project being implemented by the government of AP which was actually initiated in 2001and was successfully implemented in the PPP model in partnership with M/s Commerce - One (C-One) India. This is being very effectively used in the state of AP.

The total procurement by the State of Karnataka every year is of the order of Rs. 13000 crores. Efficiency in Government contracting is thus of strategic importance for economic growth and development. In line with this initiative, Government of Karnataka has promulgated The Karnataka Transparency in Public Procurements Act, 1999 (Act No.29 of 2000). The KTPP act is now practiced in full force across all agencies in the state.

The Government of Karnataka which has been known to be forward looking and technology savvy also wanted to implement an e-procurement project, but in a more comprehensive manner and in a way better than the AP experience by attempting to implement a single, unitary, end-to-end e-Procurement solution in the State. Government of Karnataka proposed to implement the e-Procurement project in a phased manner across departments and agencies in the State. Government of Karnataka requires the Application Service Provider(ASP) to implement all the specified modules (e-Tendering, e-Auctions, Indent Management, Contract Management, Catalogue Management, e-Payments, Accounting and MIS) in a few locations (selected offices) on a pilot basis at first. Then, when the ASP has exhibited its capability to deploy the sought modules, the system shall be gradually rolled-out across all offices in the Government. The pilot phase shall last for a period of 6 months and the roll-out phase for an additional 5 years. At the end of 5 years, the Government may choose to purchase the system on an out-right basis (i.e.) perpetual license for the e-Procurement application and any hardware and software systems on which the application is built upon.

2. Objectives and Goals

The mission of the project is to implement an end-to-end e-Procurement system in a phased manner across all offices in the State by the year 2011.

Objectives of the project

Government of Karnataka aims to achieve the following objectives with the implementation of the e-Procurement project:

1. **Transparency**: Introduce the maximum extent of transparency in the public procurement by making the required information available on the Internet.
2. **Cost Savings through higher competition**: A result of wider publicity to Government procurement opportunities
3. **Cost Savings through demand aggregation**: The ability to aggregate Government departments' demand to leverage buying power with the supply market.
4. **Reduced inventory costs:** Improved planning and management of inventory leading to lower levels of inventory
5. **Internal arbitrage**: Ensuring consistency in goods and services costs at the best price across all Departments at item level.
6. **Consistent and sustainable contractor development**: Enabling pre-qualified contractors the opportunity to access other government departments.
7. **Transactional effectiveness**: Eliminating or automating non-value adding steps within the procurement to enable efficient and effective processes.
8. **Reduced Total cost of ownership**: Understanding the supply chain and life cycle costs in procurement to establish value adding supply relationships leading to reduced cost of doing business for both government and industry
9. **Effective tender processing**: Use of different types of e-Auctions to get better prices for Government of Karnataka.
10. **Open platform:** Level playing field and "fair" competitive platform for the suppliers.
11. **Disposals:** Accessing a wider customer base when disposing of redundant assets
12. **Smart governance:** Increased transparency, monitoring and control of procurement process

Government of Karnataka expects the following specific benefits to result from the use of e-Procurement:

- Improved efficiency in the form of reduced cycle time, elimination of delays arising out of processing tenders manually and on paper.

- Publication of tender notice / IFB in Newspapers can be avoided resulting in saving of time and money

- Cartel formation can be arrested, as any bidder interested will be able to participate with anonymity.

- Fair, free and fearless participation of tenderers becomes possible.
- Bring in transparency in tendering process
- Improvement in work culture in the departments
- Database on goods, services, works and contractors gets build up.
- Economy of scale is achieved by aggregation of requirements.
- Better access to procurement spend information and analytical reports

3. Implementation Agencies, Partners and Planning

The project is mainly being implemented by the centre for e- governance and e-governance secretariat of the Government of Karnataka. NISG is also an active partner and has assisted in the preparation of the RFP s and subsequent bid evaluation and selection of the private partner for the joint implementation of the project on a PPP model. NISG is also responsible for monitoring the progress of the project. The private firm/consortium is the Application Service Provider (ASP) in the e-Procurement implementation effort. The ASP is expected to exhibit service orientation and make sincere efforts to ensure that the quality of service provided is appreciated by all the stakeholders. M/s HP India is the selected ASP for the project.

The project implementation includes the following modules

i. Centralized Registration of Suppliers/ Contractors
ii. Indent management
iii. e-Auction
iv. e-Tendering
v. Contract management
vi. Catalogue management
vii. e-Payments
viii. Accounting and
ix. Management Information Systems (MIS)

The solution is designed to be Internet based and accessible by both governmental employees and the contractor community from all over the world. The services are to be made available to the government employees through intranet as and when it is established by the Government of Karnataka. It must be PKI enabled so as to ensure secure and authenticated access and transactions which are in conformity with the IT Act 2000 and any further amendments issued by the Government of India (GoI). The implementation of the end-to-end e-Procurement system requires integration with legacy systems such as inventory management and financial management available with some of the government enterprises, Khajane system of the State Government and an e-payment gateway.UTI bank has been chosen as the principal banker for this purpose and all e-payments will be in line with the National Electronic Funds Transfer mechanism. In addition to the above, the system will have a well-built MIS reporting system.

The project is being implemented in a phased manner. In the pilot phase, six departments/agencies are to be covered and during this phase, procurement processes for a value of more than rupees 50 lakhs for each of the six departments is to be successfully demonstrated. There after, the regular roll out of the project will start, covering all the other departments . The ASP is required to do this deployment in all government departments and agencies spread across the state and operate it for a period of 5 years beyond the pilot phase. The bidder was expected to “Go live” within 6 months from the contract award date.

*“Go-live” is the date on which all the sought modules of the e-Procurement solution are deployed and are completely operational in the six departments chosen for the pilot phase as per the requirements provided in the RFP and all the acceptance tests have been successfully concluded to the satisfaction of Government of Karnataka (GOK). Go-Live

was to happen within 6 months from the date of award of the contract, but due to various reasons it got delayed by about 6 months.

The chosen six departments/agencies for the pilot phase are

1.Karnataka Residential Institutional Society (KRIS), Social Welfare Department

2.. Karnataka State Highway Improvement Project (K-SHIP),
Public Works Department (PWD)

3. Krishna Bhagya Jala Nigam Limited (KBJNL),
Water Resources Department (WRD)

4. Karnataka Power Transmission Corporation
Limited(KPTCL), Energy department,

5. Sarva Siksha abhiyan(SSA), Department of Education and

6. Karnataka Drugs Logistics and Warehousing Society (KDLWS),
Department of Health and Family Welfare

Pilot effort evaluation

The ASP will be asked to roll-out the application across the State, only after the following criteria are met

i. He has implemented all the sought modules and handled "live" transactions through them

ii. He has proved the performance capabilities of the e-Procurement system and

iii.He establishes the set-up required for handling the following activities:

a. Project management requirements
b. Project & MIS reporting requirements
c. Training requirements and
d. Help desk requirements
e. Transaction and Accounting management requirements
all as stated in the RFP

The pilot phase will be termed as successful only when the ASP demonstrates the capability of the system to handle the following as per the stated metrics in addition to other requirements as stated in the RFP..

- Capacity of the Application and Database Server
  to handle 5000 transactions per hour .(A transaction in the e-Procurement context is defined by the following activities: i) Bid submission ii) Order submission and iii) workflow transactions)

- Concurrent connects to Application Server could be upto 1000
- Concurrent number of users connected to the system could be upto 2000

Only if the pilot is found successful, the ASP will be allowed to roll-out the application across the State

A three member committee (an ASP representative, a Govt. representative and a neutral party) will be formed to evaluate if the ASP has satisfied the above mentioned criteria. If the criteria are adhered to, then the ASP will be asked to roll-out the application across all the Government agencies in the State.

Roll out phase details

The roll-out phase as forecasted by the Government will last for 5 years in addition to the 6 months allocated for the pilot phase. While the Government is sincere about adhering to the roll-out plan, the success with which the plan could be implemented is equally dependent on the ASP just as it is on the Government. Hence, the ASP has to look at the roll-out details as an expression of intention instead of an expression of commitment. At the end of the 5 years after the pilot period, the Government will review the situation and decide either to renew the contract with the ASP or make out-right purchase of the system (i.e.) perpetual license for the e-Procurement application and any hardware and software systems on which the application is built upon. If the ASP performs well, as per the Service Level Agreement (SLA) criteria specified in the RFP, the contract shall effectively last for a 5 year period in addition to the six-month pilot phase.

Current Status

- HP was selected as the Private Partner and the Contract with HP signed on the 1st of Dec. 2006
- An Ordinance was issued on the 25th of Nov. 2006 to enable the implementation of e-Procurement
- The KTPP Act was amended to enable e-Procurement on the 27th of April 2007
- An e-procurement Cell was set up under the Centre for E-governance to take direct responsibility of the project
- The following 4 CA's were empanelled for issuance of Class-III Digital certificates to contractors
    - Safe Script Limited
    - TCS Limited
    - (n) Code Limited &
    - MTNL
- Issuance of DSC to Govt. Officials is in progress
- About 125 e-mail id's have been created for government officials; required for issuance of DSC
- UTI Bank was chosen as the principal bank for implementation of e-Payment functionality and the Letter of Intent was issued on the 18th of June 2007.
- Ernst & Young Limited was selected as the 3rd party audit agency and Contract with Ernst & Young was signed on the 20th of June 2007
- Implementation of e-Tendering & Indent Management related designation matrix for the 6 pilot departments has been done
- Organizational hierarchy and delegation of powers of the 6 pilot departments has been mapped
- The automated reconciliation aspect of e-Payment has been fully implemented

Service Level Agreements and Payments to the ASP

e-Procurement Project is a service project and not a project involving supply of goods or execution of a construction work. Hence, basically the payments will be made to the ASP only if services are rendered efficiently by him in handling public procurement.

Transaction charges are paid by the bidders participating in each tender to the director e-procurement as per the agreed rates with the ASP for the particular transaction. For example the transaction charges agreed for bid processing vary from rupees 500 to rupees 7500 which will be paid by all bidders who submit their bids against a particular tender.

All the payments to the ASP will be in terms of monthly transaction charges (MTC) payable by the Director, e-Procurement to the ASP which will be computed as per the SLA. Separate SLAs have been carved out for the deployment phase and the operational phase of the project.

Typically, the number of transactions that have occurred in each month would be computed based on the online tools to being set up for this purpose. The number of transactions in each category will be multiplied by the transaction charges agreed with the ASP for that category. Thus, the total gross amount of MTC would be arrived at.

Upon reception of the claim from the ASP by the Director, e-Procurement, 55% of the MTC would be paid to the PPP within 5 working days. Further, the Director, e-Procurement will retain 5% of the MTC for maintenance of the e-Procurement administrative unit. The rest 40% of the MTC would be paid after the evaluation of performance against both the deployment and operational SLA's in respect of that month and after deducting penalties if any. The net MTC will be arrived at after deducting the penalties for lower performance and breaches. The net amount so arrived at, would be paid to the PPP partner within 5 working days from the date of receiving a claim by the Director, e-Procurement.

4. SERVICES PROVIDED

The Scope of work in the pilot phase for each of the selected Agency is given below

KRIS e-Tendering, e-Auctions, Indent mgmt. And contract mgmt (works)

K-SHIP e-Tendering, e-Auctions, Indent mgmt. And contract mgmt (works)

KBJNL e-Tendering and e-Auctions (works)

KPTCL e-Tendering and e-Auctions, (works)

SSA e-Tendering and e-Auctions (goods)

KDLWS e-Tendering and e-Auctions and catalogue mgmt (goods)

The supplier registration module is central and common for all departments in the Government.

The piloting organizations represent the diverse types of procurement undertaken in the GOK. Of the 6; KRIS, K-SHIP, KBJNL and KPTCL are selected for their works procurement. SSA and KDLWS are selected since they handle goods procurement. Since procurement is handled in a compact manner at KRIS, end-to-end e-Procurement is to be implemented there during the pilot phase.

5. BENEFICIARIES

The following groups of stakeholders will be the main beneficiaries from the e-Procurement project implementation

- Government of Karnataka Departments & Corporations
- The political and administrative set-up in the Government of Karnataka
- Supplier & Contractor community across India, who participate in the procurement activities of Government of Karnataka
- Residents of the State of Karnataka & Citizens of India

The benefits the stakeholders get from e-Procurement are

- Transparency
- Efficiency
- Cost savings
- Monitoring and control
- Transactional effectiveness
- Accessibility

The following qualitative benefits will accrue from the project

1) Enhanced Monitoring leading to timely completion of projects:

A key issue facing the Government currently is time and cost over runs in projects. These are attributed to a great extent to delays in the procurement activity. It has been observed that it takes approximately 3to 5 months for completing a procurement activity, and at times, even longer. The existing system suffers from various problems such as heavy paper work, multilevel scrutiny that consumes a lot of time, Cartel formation by the Contractors, etc.

2) Timely procurements & supplies:

The government has no proper means to know the extent to which the rate contracts negotiated by it are utilized by Direct Demanding Officers (DDO) at the departmental level. Due to this lack of knowledge, the government is not able to fully leverage its buying power while negotiating prices. With the manual system, which is currently practiced, government agencies pay different prices for the same line item. The difference in prices is not due to any logical reason such as the quantity of procurement. It instead arises due to the lack of information. It would be better if DDO's can access rate contract information from a central location and using which directly place orders for items with the supplier community. When the orders are placed through a central location, an in-built mechanism in the e-Procurement system can store information on the extent to which a rate contract is utilized. Such information can be relied upon while negotiating rate contracts in the coming years.

3) **Better procurement planning:**

With the legacy system, the government is able to estimate its procurement expenditure in approximate terms but not precisely. Moreover, the time spent on procurement related activities also remains a black box. When an MIS is in place, the two inadequacies mentioned above can be addressed. The reports generated by the MIS would provide the required inputs for removing process bottlenecks, obtaining a real-time overview of procurement spend and negotiating better deals with contractors.

6. Project Managements and Institutional Arrangements

Since the e-procurement project is to be implemented in all the departments and corporations in the State, the office of Secretary e-Governance is the nodal agency for the project. A steering committee comprising of heads of all the user departments and chaired by the Additional Chief Secretary of the state is set-up to provide overall guidance and strategy to the project in terms of its objectives and progress.

The project is governed by an Empowered Committee, which has the authority to take decisions required for implementing the e-Procurement initiative. While the Empowered Committee looks at the Strategic issues, the tactical aspects of the project are handled by the Project Implementation Committee (PIC) under the chairmanship of Secretary, PWD.

The Government of Karnataka has set-up a State e-Procurement cell to monitor, co-ordinate and administer the implementation of the e-Procurement project. The e-Procurement cell would function under the Center for e-Governance. In the e-Procurement cell, the State nodal officer who will manage the e-Procurement operations on a day-to-day basis will be based. At the departmental level, a nodal officer has been identified in each of the 6 pilot departments, who will coordinate the implementation effort. The organization structure will be scaled-up during the roll-out phase (i.e.) more departmental level nodal officers will be identified and the State nodal officer/project manager will get support staff as required.

Roles and Responsibilities of the Government

The roles and responsibilities of the Government in implementing the project are as follows:

- Constitute the project management organization, which shall govern the implementation effort from the Government side.
- Facilitate setting-up of a project steering committee
- Facilitate meeting of the project steering committee every 15 days to take stock of the progress of the project, resolve issues and issue relevant Government Orders and guidelines with respect to change in existing procurement process, template of the tender document, etc.
- Finalization of project implementation plan along with the timelines and deliverables in consultation with the ASP
- Co-ordinate with the departments and agencies implementing the project to ensure their participation in the e-Procurement initiative
- Develop IT and networking infrastructure at the departmental level as required
- Prepare the list of personnel (government users and contractors) who shall be trained and issue communication to the trainees regarding the time and venue where the training activity is held
- Provide space required for conducting training programs
- Monitor the performance of ASP using SLA criteria specified in the RFP
- Select a reputed 3rd party as the agency for conducting security audit of the e-Procurement system (payment for the audit shall be done by the ASP)

- Creation of suitable structures and procedures to ensure that the payment that is due for the services rendered is paid on-time in terms of the SLA/Agreement conditions
- Act pro-actively to reform procurement processes
- Tie-up with one or more Banking or Financial institutions to facilitate e-Payment.
- Build the tie-up required for the issuance of digital certificates
- Create a mechanism for resolution of disputes that may arise between the ASP and the Government
- Implement policy reforms and amendments as required for implementation of the project

Roles and Responsibilities of the ASP

- Prepare a detailed project plan based on the approved rollout plan of departments and functionality to be implemented. The plan should indicate:
  a. Availability of resources
  b. Sequence of activities, timelines and dependencies

- Ensure coordination with the State Project Implementation team in terms of reporting, decisions to be taken, and other Government formalities to be completed.
- Identify and highlight risks and issues in a timely manner. Communicate the same to the State Project Implementation Team.
- Assess and plan for training requirements

Further, his role in the major activities of the project is as below

Solution Design

i. Meet the functional and technical specifications as mentioned in the RFP
ii. Ensure complete understanding of the same by the Development and Implementation teams
iii. Design electronic forms as applicable to Government work
iv. Suggest to the State any improvements in the process required for better service delivery
v. Install a mechanism for the continuous improvement of the e-procurement functionality in view of the international best practices.

Solution Development

i. Build and manage catalogues
ii. Configure and customize the e-Procurement application to fit the requirements
iii. Make the system inter-operable with the banking/financial institutions with which Government has tied-up for e-Payment
iv. Conduct requirements analysis and prepare To-Be scenarios
v. Provide Government with the latest updates on the application
vi. Appoint a full-time Quality Assurance (QA) manager to overlook the development/customization effort.

Project Implementation

i. Install, test and manage a secure and scalable e-Procurement application adopting open and inter-operable standards
ii. Develop and maintain IT and networking infrastructure required for the provision of training
iii. Partner with Government in effecting overall co-ordination with all the participating departments/agencies to achieve successful launch within the prescribed time
iv. Install, test and manage the hardware required for hosting the application
v. Set-up the Disaster Recovery Center (DRC) operations
vi. Work with the agency selected by the Government in conducting the security audit of the e-Procurement system. The payment for the audit shall be done by the ASP.
vii. Bear the cost for the acceptance testing and certification of the installed e-procurement solution.

O&M

i. Adhere to the SLAs stated in the RFP
ii. Provide helpdesk services
iii. Periodically (as agreed upon with the State) furnish data about the functioning of the system, especially in relation to the security aspects
iv. Conduct periodic meetings with the State Project implementation Team to discuss progress and any issues encountered during the operations.
v. Set-up the digital signature/PKI related process and issuance of Digital Certificates in conformance with guidelines as in IT Act 2000, either directly or in collaboration with partners; and also establish the issuance process in such a manner as to enable government employees and contractors to procure such digital certificates from any vendor confirming to the stipulations
vi. Design Security Policy and Operational Documents

7. CAPACITY BUILDING

The GoK requires the ASP to train governmental end users and the supplier community on the e-Procurement system. The training is being provided in classrooms at the secretariat and also as downloadable e-learning lessons. During classroom training, the user community gets hands-on experience in using the system. The size of the classroom is kept small with about 15-20 users in a batch. The GoK identifies those who are to be trained and as well provide the training space and IT and networking infrastructure required for providing the classes. The ASP is responsible for preparing all the Learning material and providing the training .

As per the estimate, the ASP will have to train about 10,000 govt.employees and 10,000 suppliers in a five year period for implementing the roll-out plan. The training is given mainly to accustom the users on the e-Procurement application. Additionally, the ASP shall have a training facility with at least 25 machines, which can be accessed by both Government users and
contractors on a reservation basis.

Helpdesk services

The users of the e-Procurement system are based across the State of Karnataka, in other parts of India and even internationally. When a government user or a supplier has difficulty in using the system, he or she must be able to obtain help from someone for resolving the difficulty. The need for such help is critical in the Indian context since a large part of the user population lacks the basic knowledge in using a computer system.

In order to facilitate the smooth functioning of the e-Procurement system, a well-functioning help desk service is being set up. The help desk will be accessible on a 24 x 7 basis (initially from 9AMto9PM) and those employed for providing assistance must be capable of communicating fluently at least in Kannada and English. Those employed at the Help Desk must be well-acquainted with the e-Procurement system both function-wise and technology-wise, and be able to resolve the queries in an expeditious manner.

8. Implementation Challenges and Limitations

Major challenge has been to meet the time lines of the project. Despite full commitment at the top level, getting full cooperation from people within the governmental system who have been handling the conventional paper based procurement system has been a problem. Getting essential information about the organisational structure, the delegation of powers and the approval mechanisms in the departmental hierarchy etc. which need to be mapped onto the e-procurement system took much longer than anticipated. This made the launching of the pilot phase get delayed beyond the projected 6 months .

9. Sustainability

Once all the modules required for the project are successfully developed and deployed and start operating successfully, there will be no sustainability problems for the e-procurement project as the bidders against the several tenders will pay the agreed transaction charges and the e-procurement cell retains 5% of the transaction charges so collected by it . Since there has been no major upfront expenditure on the part of the Government of Karnataka, and the entire development and deployment expenditure as well as the training costs are borne by the PPP partner, he has an incentive to perform efficiently and collect his share of the transaction charges as per the SLAs. and the project will sustain because the e-procurement will be the only route through which procurements will be done by the Government of Karnataka in future once the project succeeds.

10. Replication

After the completion of the pilot phase, the Government of Karnataka will extend the e-procurement project to cover all the government departments and agencies across the whole state of Karnataka. Once it is done, considering that this is one of the most comprehensive e-procurement projects implemented in the country in the public procurement arena, the project has a high potential of getting replicated in the other states of the country. Also, the success of the project will signal the success of the modality of implementation of the project i.e. the PPP model wherein there is very little upfront investment by the government in implementing a state of the art high tech project, which will have the potential of getting emulated in other activities.

11. Project Outcomes

The successful implementation of the project will result in Improved efficiency in the form of reduced cycle time, elimination of delays arising out of processing tenders manually.

Publication of tender notice / IFB in Newspapers can be avoided resulting in saving of time and money. Saving of several thousands of tons of paper this way would mean saving lakhs of trees and saving the environment.

Cartel formation can be arrested, in the public procurement process as any bidder interested will be able to participate with anonymity. This will give equal opportunity to Small and Medium Enterprises(SME) and there by promote social justice also.
Fair, free and fearless participation of tenderers becomes possible which will bring in transparency in tendering process.

In the long run there could be Improvement in work culture in the government departments

A good Database on goods, services, works and contractors gets built up. So also a good database on accurate spending information in the government becomes available.
Economy of scale is achieved by aggregation of requirements.

12. Key Lesons Learnt

One of the major lessons learnt by the project team is that projects of this nature that require information to be obtained from government operatives at various levels for its design can not be implemented in 6 months time as they were anticipating for the pilot phase. For example it is important for them to get details of the organisational structure and delegation of powers within the department for each of the six pilot phase departments to be able to map the same to enable them to design the e- processing of the procurement files. Getting this information itself has taken them several months.

13. Appaisal and Recommendations

The e-procurement project being implemented by the Government of Karnataka in partnership with M/S Hewlett Packard India ltd ,in the PPP mode is not the first project in the country in the area of e-procurement.A number of projects have been launched in the corporate sector ,notably ONGC, SAILetc. and in the government sector also, notably,government of Andhra Pradesh. But none of these projects is as challenging in its scope or as wide in its objectives as the e-procurement project being implemented by the Government of Karnataka. The project aims to offer an end to end solution spanning the entire process of public procurement starting from indent raising to tender preparation, e-payments and even project monitoring in the case of works projects.

Another interesting feature of the project is that there is no upfront payment by the Government of Karnataka to the PPP partner ,who has to set up all the infra structure and develop the application software, train all the stake holders ,deploy the packages and implement the project. He has to prove the pilot phase of the project by successfully demonstrating the procurement process of at least rupees 50 lakhs worth of items in respect of each of the six selected departments and agencies. Then the actual roll out of the project will start and progressively more departments and agencies will be brought under the purview of the e-procurement project.

DRISTI

By

Chetan Sharma

October 2007

ICTD MID-TERM PROJECT EVALUATION : DRISTI PROJECT

EXECUTIVE SUMMARY:

The Govt. of India has demonstrated during last 3 years, a commitment to the political decentralization process (following the 73rd and 74th constitutional amendment) by providing increasingly untied funding and more discretion of the allocation of the resources to the Panchayati Raj Institutions. The establishment of the Ministry of Panchayat Raj at the Union and State level with a sole responsibility to develop further the policies for decentralization with the legal/regulatory framework to support it as well as to support and monitor governance at Gram, Block and District level was also established. The 11th Plan is also District Plan based and is very explicit in the role of the PRIs. This necessitates the PRIs to deliver better services to its stakeholders. Effective participation of the people in their self-governance necessarily requires access to information regarding the functioning of the Panchayats. Panchayats need to play the role of "information provider".

Implemented by the Department of Panchayati Raj, West Bengal, the DRISTI (Decentralised Rural Information Services & Technology Initiatives) project, promotes better efficiency in managing various programmes and delivery systems, design and use planning tools (including GIS based technology) for village level planning, creation of a better monitoring & compliance machinery, and promote social audit. The project aims at providing an IT based solution for all the major functions of Panchayats, including micro planning at village level, apart from providing updated information to all the stakeholders including civil society for promoting transparency and accountability. The Project has been implemented in 20 Panchayat Samitis of Burdwan District and 50 Gram Panchayats under these Panchayat Samitis.

ICT based accounting has strengthened the Decentralized 3-tier Panchayati Raj System and the PRIs benefit by consistent, transparent and planned deployment of financial resources. The role of ICT in the institutional strengthening of PRI system has been clearly demonstrated by DRISTI; apart from below replicability lessons:

*Effective applications can be developed and deployed only by in-house domain expert, rather than relying on external sources who do not possess domain knowledge

*IFMS and GPMS can be easily replicated in other states as part of the NeGP. E-Governance services at the PRI level is in any case one of the Mission Mode Project under NeGP.

*Effective BPR leveraging on domain knowledge, is necessary for deployment of a sound ICT architecture.

*The convergence of GIS, decentralized planning and citizen services delivery is not a utopian concept; and can be effectively implemented if there is political and administrative will.

*Political decentralization and autonomous, robust grass root institutions enmeshed with ICTs and ICT enabled planning and monitoring tools; can help poverty alleviation efforts. The implementation of this process can also help meet the MDG commitments.

1. Project Background

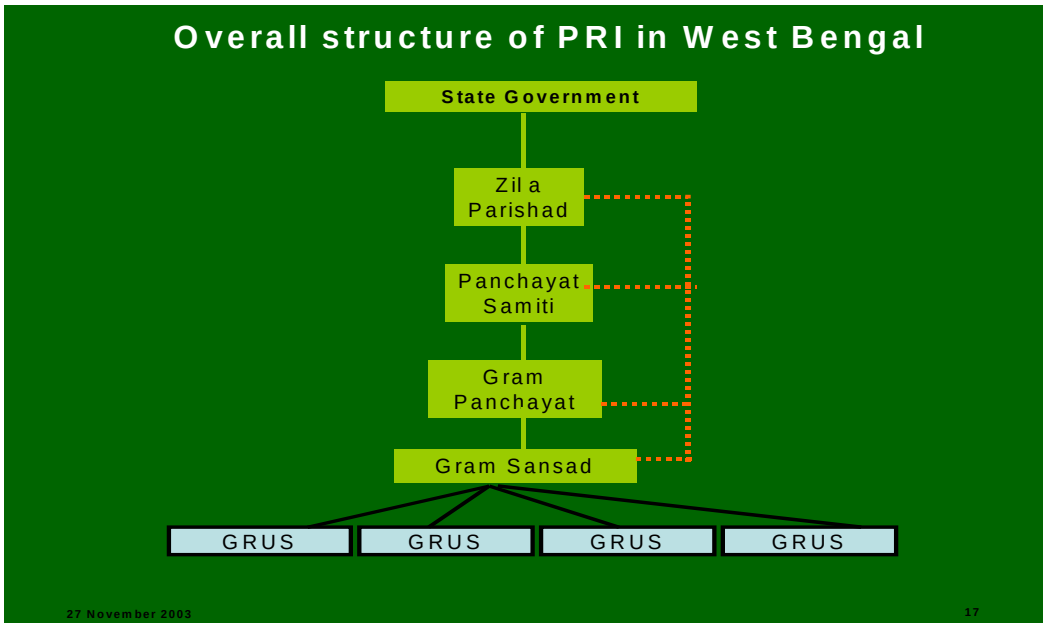
The Govt. of India has demonstrated during last 3 years, a commitment to accompany the political decentralization process (following the 73rd and 74th constitutional amendment) by providing increasingly untied funding and more discretion of the allocation of the resources. The establishment of the Ministry of Panchayat Raj at the Union and State level with a sole responsibility to develop further the policies for decentralization with the legal/regulatory framework to support it as well as to support and monitor governance at Gram, Block and District level. The 11th Plan is also District Plan based and is very explicit in the role of the PRIs. This necessitates the PRIs to deliver better services to its stakeholders. Effective participation of the people in their self-governance necessarily requires access to information regarding the functioning of the Panchayats. Panchayats need to play the role of "information provider".

Use of IT, was hoped by many Decentralization Experts will bring more transparency in the functioning of the government and help people to participate in decision-making process.

Implemented by the Department of Panchayati Raj, West Bengal, the DRISTI (Decentralised Rural Information Services & Technology Initiatives) project aimed to promote better efficiency in managing various programmes and delivery systems, design and use planning tools (including GIS based technology) for village level planning, creation of a better monitoring & compliance machinery, and promote social audit. The project aimed at providing an IT based solution for all the major functions of Panchayats, including micro planning at village level, apart from providing updated information to all the stakeholders including civil society for promoting transparency and accountability. The Project was envisioned to be implemented at 20 Panchayat Samitis of Burdwan District and 50 Gram Panchayats under these Panchayat Samitis, at a Project Funding of Rs. 14,489,000

2. Objectives and Goals of the Project:

DRISTI project was conceived of by the West Bengal State Rural Development Agency (WBSRDA) to be implemented in the Burdwan district of West Bengal. West Bengal has been at the forefront of the implementation of the 3-tier Panchayati Raj System and has directly transformed itself to `people's centered development'. Actual 3-tier planning process has been integrated very effectively into the application software developed in-house by the WBSRDA.



The Gram Sansad has by law, 2-3 elected members of the Gram Panchayat. The Gram Sansad prepares the annual plan and then submits the same to the Panchayat Samiti. The Panchayat Samiti forwards the same to the Zila Parishad wherein the line departments meet at the time of annual planning exercise for ensuring that there is a convergence of schemes and resources.

It is felt that the traditional system for management and flow of data are not adequate for the MIS activities of the Panchayat bodies. With this perspective the Department of Panchayat and Rural Development defined that IT has a major role to play in strengthening the Information Management system at PRIs for its efficient functioning. The DRISTI project was conceived with the following major objectives:

- Improve efficiency of PRIs in managing various programmes and delivery systems,
- Provide decentralized information using GIS at Block and Gram Panchayats.
- Create a better monitoring and compliance machinery
- Promote social audit.

The development and implementation of the application software demonstrates an awesome domain knowledge and very effective BPR implementation.

3. Implementation Agencies, Partners and Planning for the Project:

The Project has been implemented by the West Bengal State Rural Development Agency (WBSRDA), a Registered society (under the Societies Registration act) under the Panchayat and Rural Development to the Government of West Bengal and the Department itself. A separate cell headed by a Joint Secretary was formed within the Panchayat and Rural Development, Govt. of West Bengal for expansion of IT intervention. One Deputy Secretary of the Department exclusively supervises the Cell; besides getting regular service of one officer looking after the various functional aspects related to application of IT solution in Panchayats' works.

The IT Cell is manned by a System Analyst, Assistant Statistician and two Programme Support Officers

WBSRDA took the lead for development of the soft wares, establishing network with the help of experts and consultants. WBSRDA also took the responsibility for implementing the project by system study, installation of the software, imparting training to the facilitators at District, blocks and end users.

Riddhi Management Services Pvt. Ltd., Kolkata a partner organization of Panchayat and Rural Development Department has implemented the GIS based Decentralised Information Management in 4 blocks covering 32 Gram Panchayats.

Active supports of the District Administration, Zilla Parishad, Block administrations, Panchayat Samities Gram Panchayats concerned was ensured for the effective implementation of the project.

4. Services provided:

The entire project has been divided into four components and most of them have been implemented successfully:

(a) **Sub-Project IA: Gram Panchayat Management System (GPMS):**

This sub-project has been fully implemented and provides a IT solution for transacting the business of a Gram Panchayat. GPMS has total fund monitoring module, apart from providing general information relating to the Gram Panchayat, GPMS also provides a module for assessment and collection of tax and other non-tax revenues by the PRIs. In the studied Gram Panchayat, the informational parameters on Below Poverty Line (BPL) population, death and birth registration, trade registration and issue of certificates and vital statistics disaggregated up to village level have also been implemented.

(b) **Sub-Project IB: Decentralized Information Management using GIS:**

The objectives of this sub-project currently under various stages of implementation are:

- To create a GIS based information network for enhanced information flow between Gram Panchayat, Panchayat Samiti, Block administration, line departments at block level, Zilla Parishad, District administration, selective line departments at the district level and the state.
- To enable all the stakeholders to monitor the development indicators at the grassroots level on a regular basis, procuring information at a shorter interval and planning and executing focused interventions based on recent information.

(c**) Sub-Project-II: Integrated Fund Monitoring and Accounting System (IFMS):**

This is a complete IT solution for the financial management for the upper two tiers of the PRI system, i.e. for the Panchayat Samiti (at the Block level) and Zilla Parishads (at the district levels). Monitoring and accounting of the entire fund management of the upper two tiers of the PRI system is possible through this software. The solution attempts to provide a communication module through which the incremental data for each day gets transmitted to the upper tier of the PRIs at a predefined hour of the day, through a dial-up network. The data transfer process is currently under various stages of testing.

(d) Sub-Project-III: Government to Citizen Interface:

This sub-project focuses on establishing strong machinery to foster social audit, transparency and responsibility of the government to the civil society. It is envisaged that the entire business transaction by the three tier Panchayat System will be possible through the IT solution provided by the Sub-Project-IA, IB and II above. The incremental data of daily transaction is envisioned to be warehoused at the State Level. Here all the relevant information having bearing on public interest and involvement is proposed to be extracted, summarized and published through website for perusal of the entire civil society. This is an effort for promoting social audit. The process will also generate and monitor an interface for online registration of grievance of any stakeholder through the departmental website www.wbprd.nic.in . The stakeholders will also be apprised about the action taken on the basis of the grievances expressed by them.

Through another component of the project, all the notifications, circulars, guidelines issued by the department and case studies on best practices related to PRIs, SHG, Watershed Development, Sanitation, Public Health, Alternative Primary Education, etc will be categorized and will be made available through the department's website.

The pilot project has already been extended to cover 106 Gram Panchayats (as against the initial target of 50) and to 24 Panchayat Samitis (as against the initial target of 20) in Burdwan district.

Current Portfolio of Services

a) At the level of Gram Panchayat below services are offered:

i. Informational Service - BPL list, village information, rural household data.
ii. Transactional service - tax assessment & collection and accounts maintenance; **(Please refer Annexure –I)**

iii. e-Government Service - birth certificate, death certificate, trade certificate and certificates related to residence, caste, income etc. **(Please refer Annexure –II)**

b) At Panchayat Samiti Level below services are offered:

Transactional service - account maintenance and financial management, fund monitoring for various programmes.

5. Beneficiaries:

The beneficiaries of the project are predominantly rural people from Burdwan District. The people in the rural areas have to approach the Panchayats for various works and services such as getting benefit from the poverty alleviation programmes, getting social security schemes such NSAP, PROFLAL etc., clearing their tax dues, getting birth and death registered.

Ausgram-I: Ausgram-I block has a total population of 106850. The block comprises rural areas and has seven-gram panchayats, which are: Ausgram, Beranda, Billogram, Dignagar-I, Dignagar-II, Guskara-II and Ukta; apart from one CT (Bhanowara).

Ausgram-II: Ausgram-II block has a total population of 136263. The block is divided into seven gram panchayats, which are: Amarpur, Bhalki, Bhedia, Eral, Kota and Ramnagar; apart from one OG (Charanpur).

Galsi-I: Galsi I block is situated in the western part of Burdwan district has a total population of 174123. The rural area of the block is divided into nine gram panchayats which are: Budbud, Chaktentul, L. Krishnarampur, Lowa Ramgopalpur, Mankar, Paraj, Potnapursa, Serorai and Uchhagram; apart from one CT (Sankarpur) with a population of 5923.

Galsi-II: Galsi-II block has a total population of 133977 mostly from the rural areas. Galsi II is divided into nine gram panchayats which are: Adra, Bhuri, Galsi, Gohagram, Khano, Kurkuba, Mosjidpur, Sanko and Satinadi; apart from one CT (Bohula).

However major beneficiaries of the Project are also the office bearers from three tiers of the Panchayati Raj institutions of the District:

Gram Panchayats being the lowest tier of the PRI system-- average number of members of each Gram Panchayat is 15. So the total no 50X 15= 750. Officials at GP @5X50 GPs= 250. Grand total 1000 approx.

Total number of people covered in the catchments area are on an average 16000X50 GPs= 8,00,000.

Panchayat Samities and the members thereof. In West Bengal the Panchayat Samitis are coterminous with the CD Blocks. On an average each such Panchayat Samiti is in habited by 1,50,000 people. Average number of members of a Panchayat Samiti is 25 and the total number for 20 Panchayat Samities will be about 500. The employees of the 20 Panchayat Samities and Zilla Parishad are also the stakeholders of this project and their total number may be of the tune of about 500.

6. Project Management and Institutional arrangement:

In the implementation of Decentralised Information Management Initiative the active support and supervision of the following government offices has been involved:

- District Administration of Burdwan District.
- Zilla Parishad of Burdwan District.
- Block administrations of Ausgram-I, Ausgram-II, Galsi-I and Galsi-II
- Panchayat samiti of Ausgram-I, Ausgram-II, Galsi-I and Galsi-II.
- Gram Panchayats (32)

Initially plans were to start with a Pilot in the 50 Gram Panchayats proposed for the Gram Panchayat Management System (GPMS) for introduction of standardized packages relating to multifarious activities at the GP level: .

a) Accounting system.
b) Scheme monitoring system.
c) Public information system using Geographical Information System (GIS) platform.
d) Annual Action Plan, Implementation and monitoring.
e) Information on BPL families.
f) Public Utility Services (Birth & Death Registration, Trade certificates)
g) Collection of Revenues (tax and non tax),
h) Provident Fund For Landless Agricultural Labourers.
i) Village information bank.
j) Asset Management etc.

The GPMS has been conceptualized as total software solution at the Gram Panchayat Level running at the village/GP level since it covers all features proposed in the Gram Panchayat functioning viz. Annual Action Plan: This module covers the Annual Action Plan for the Gram Panchayat containing every detail of the Project/Scheme along with amount approved, scheduled time frame, location and other necessary information.

Scheme Monitoring: The Gram Panchayats have the responsibility of implementing various Centrally and State sponsored Poverty Alleviation, Social Security schemes. Management of such schemes is one of the major responsibilities of the Gram Panchayat and this feature has been introduced in the GPMS.

Gram Panchayat Accounting System: A well-managed accounting system is the foundation of all the MIS related activities. It is often observed that the functionaries of the Gram Panchayat face enormous difficulty in maintaining the accounts of the Gram Panchayat. To mitigate such difficulty this module provides all necessary account related requirement for the Gram Panchayat including generation of Cash Book, General Ledger, subsidiary cash books, Receipt and Payment accounts, Monthly and Annual Reports, Utilisation and completion certificates etc.

Village Information Bank: The State Government has emphasized on decentralization at the grass-root level and therefore, the requirement for creation of local information repository was an urgent felt need. Each GP has generated sizeable data related to the planning and monitoring process. House Hold Information pertaining to GP, agriculture, education, drinking water and sanitation, roads and bridges, Health facilities,

infrastructure, Communications and this feature has been incorporated in the GPMS as well.

Below Poverty Line Family Information: Identification and maintenance of BPL list for different Poverty Alleviation and Social security Programmes is one of the major responsibilities of the Gram Panchayat which has been incorporated in the GPMS.

Public Utilities Module: The Gram Panchayats have the responsibility of issuing Birth/Death Certificates, Collection of Gram Panchayat Taxes etc. This feature has been taken care by the maintenance of such registers and generation of necessary certificates.

Strengthening the resource mobilization: To enable the Panchayats as institution of Self-governance, it is imperative that the PRIs should have a strong resource base of their own; towards which the Panchayats can collect tax on holding of land and buildings. The GPs can also mobilize resources from non-tax levy of fees, rates, rents, registration and license fees, fines on the service provided by them. The GPMS has provided the Gram Panchayats with an IT based tool to have necessary information for systematic management of demand and collection of own resources.

Asset Management: An asset management register has been generated at the GP level.

The Integrated Fund Management and Accounting System, along with the monitoring of implementation of all Poverty alleviation programmes also has suitable modules so as to capture all data of implementation for various poverty alleviation and rural development schemes right from the formulation of the Annual Action Plan, formulation of projects, procure of materials, wage payment administration and to integrate the whole process with the accounting system.

Phase-II of the Project entail linking the GIS system with the Panchayat decision making; and this entailed Riddhi Management Services collecting the Mouza maps of all the 32 GPs from the GP functionaries and job assistants. These maps were than scanned and partially vectorised (Mouza boundary, Roads and water bodies) then the mouza maps were stitched to form GP maps. The GP functionaries and job assistants of the selected 32 GPs were than trained regarding further input in these GP maps.

The GP functionaries and job assistants returned to their respective areas with the Mouza maps and incorporating updated information on the delivery institutions, roads, railways, water bodies, natural boundaries, village boundaries, GP boundaries, para boundaries etc. These updated maps were than returned to Riddhi Management Services for incorporating in the WhizMaps prepared during Phase-I and Phase-II. The final Whiz Maps were more accurate compared to those prepared in Phase-I . The final maps were than given out to BDOs/PS members and GP functionaries and job assistants. During Phase-II, the final maps prepared during Phase-II are proposed to be given out in a bigger scale to the GP functionaries and job assistants for incorporation of the details of each and every household with a unique number on these maps.

7. Technologies Used:

Integrated **P**anchayat **P**lanning & **M**anagement **S**ystem (**IPPMS**) comprises of following three modules:
*Project Monitoring System.
*Financial and Budgetary System.
*Planning & Implementation System.

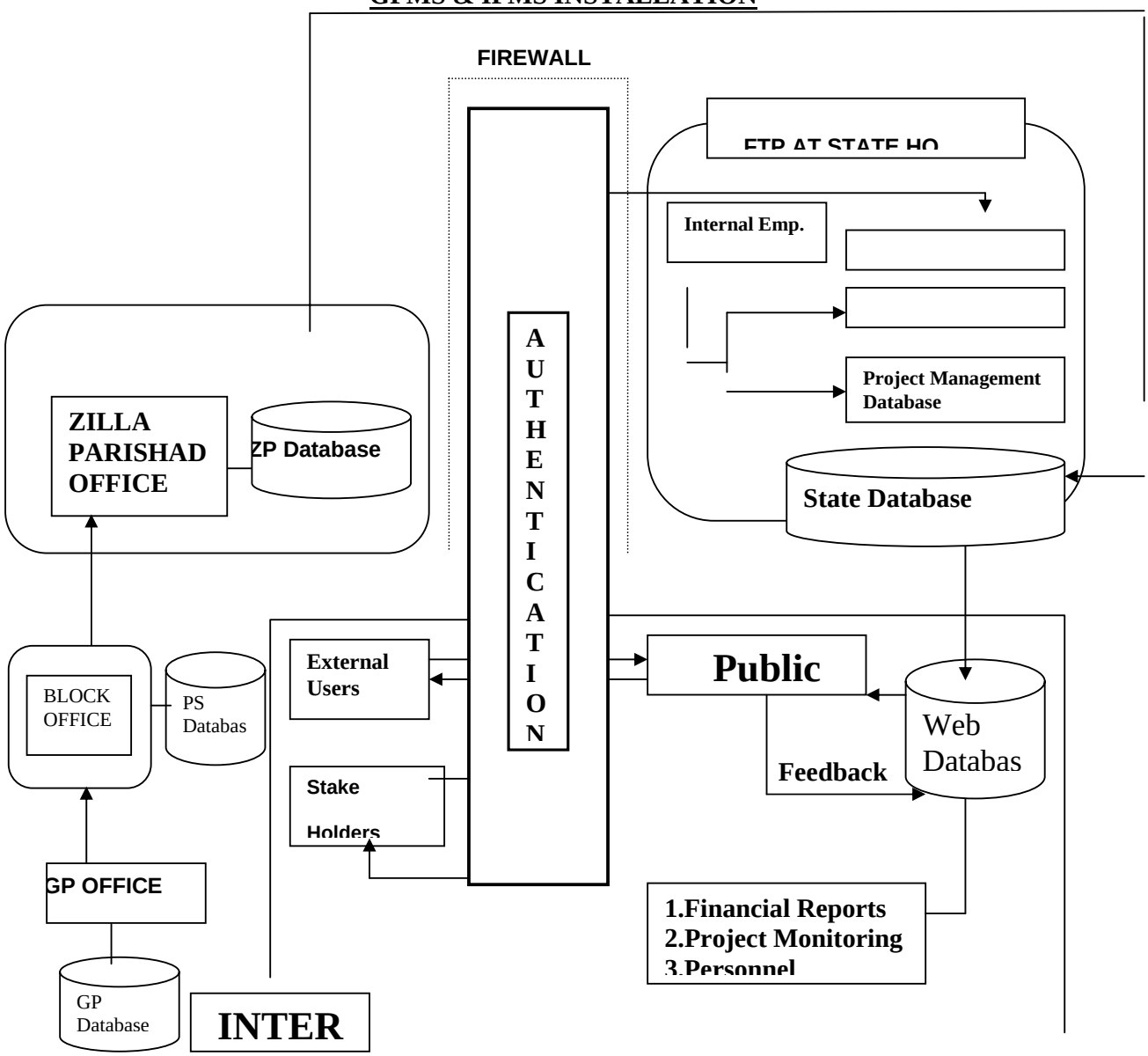
The software is GUI based user interface with bilingual option; and also security features have been incorporated by assigning user ID and password for granting privileges to use various functionality.

For the operation of the package; only specific characteristic that user must have is the ability to interact with the computer, using the keyboard and/or mouse from 5 different types of users of the system viz. :

-Gram Panchayat Level Users. **-Panchayat Samiti / Block Level Users.**
-Zilla Parishad / District Level Users. **-State Level Users :**

(Refer Annexure –I,II&III)

GPMS & IFMS INSTALLATION



At GP level data; the data is fed into the system, which is collected at block level/PS level, from which the data is sent to Zilla Parishad office with a dial-up connectivity. Finally the state level user receives the data from ZP level. After compilation, for remote users the compiled data is intended to be hosted on the web database at State server through specified network.

GPMS application has been designed to run on MS Windows based platform. The application uses MS Access as the backend and VB as front-end tool. However for the village information bank based on GIS platform a graphic, intuitive-to-use system has been used to work " behind the scenes" presenting the user with ways to find, use and analyze stored information. Users can make request by typing an address or by using a pointing devise i.e. a mouse to create a circle a location or click on an object in a map.

The system quickly locates the data stored on locally or across the organization and displays it on the user's computer screen. This part of the application is completely platform independent and makes itself available on web-based programme.

Application software features:
No run time environment is required since the installation programme provides the same. The system is not dependent on network condition Only the incremental data would be transmitted at a specific point of time.

Hardware: Intel Pentium-IV 2.4 GHz, 512 KB cache, 800 MHz FSB, preferably Intel 865 chipset, 256 MB DDR (400 MHZ), with 80 GB EIDE HDD with 2 MB cache and 7200 rpm, Integrated 10/100 Mbps Ethernet, Integrated VGA (Intel extreme graphics 2), Integrated audio Interface with 17" NI color monitor, Keyboard mechanical, Mouse optical, 300watt Sound box with desktop microphone, 48x-24x-48x CDRW IDE device have been installed **one for each Gram Panchayat along with Dot matrix printer per location..**

For Sub-IFMS, Intel Pentium-IV 2.4 GHz, 512 KB cache, 800 MHz FSB, preferably Intel 865 chipset, 256 MB DDR (400 MHZ), with 80 GB EIDE HDD with 2 MB cache and 7200 rpm, Integrated 10/100 Mbps Ethernet, Integrated VGA (Intel extreme graphics 2), Integrated audio Interface with 17" NI color monitor, Keyboard mechanical, Mouse optical, 300watt Sound box with desktop microphone, 48x-24x-48x CDRW IDE device **Qty- 20 @ one for each Panchayat Samiti along with dot matrix printer/ Laser jet printer @ one for each location.**

IFMS application in the front-end application requires Windows based platform but the back-end supports both Windows and LINUX environment.

Database: The application uses Oracle 9i as back-end database, which supports both Windows and LINUX environment

Networking: Since this department has set the vision of introducing Information Technology in the Panchayati Raj set up of the State up to the grass root level, the necessity of reliable network among the various offices of the whole set up from the state head quarters up to Gram Panchayat is needed. In Burdwan District a robust network is in the process of being deployed.

At the **Panchayat Samiti and Block level and at the Gram Panchayat level; s**tandard dial up connection is needed. .

The technical architecture revolves around general open standard of software engineering.

Integration with back end processes (Govt. Departments/ Non-Govt Agencies: The State has already introduced double entry accounting system for Zilla Parishads & Panchayat Samities and the Accounting Component of IFMS support the system. It also monitors fund flow of different central and state sponsored programme-each of those programme has a contingency fund which can take care of maintenance up keeping and capacity building activities after the completion of the project.

8. Capacity Building:

Extensive Capacity Building at all three tiers of the Panchayat System has been introduced. Basic ICT Literacy and features of the 3-tier Panchayat Raj system were covered in the training programs.

A) Trainings of Trainers/ Facilitators has been taken up at the State Institute of Panchayat and Rural Development, Kalyani in phases both for the IFMAS and GPMS components excepting GIS portion.

B) Trainings to the SDOs/ Executive Officer, Panchayat Samities and Joint Executive Officer, Panchayat Samities for implementation and monitoring of the project.

C) Trainings to the Sabhapati and selected members of Panchayat Samities, Gram Pradhans, and Job Assistants of Gram Panchayats for GIS related activities.

D) Trainings for the local level agencies having capabilities to facilitate the front line players at various locations.

E) Training of end users of IFMAS and GPMS has been organized at the District / Block levels by the District level facilitators with the support from the State level Implementation Team.

F) Handholding of the end users has been undertaken at the specific locations at Panchayat Samiti and Gram Panchayat. The District level team with the support of the State level team has been doing this. Emphasis has been given on development of Block level teams in operation and maintenance of the systems through Peer groups so that individual problems at the level of the end users can be tackled at real time basis and on the spot.

   Besides these there has been an inbuilt system for transmission of problems faced by the end users at various locations through the Internet and website of the Department for immediate feedback, corrective measures from the State level team

   The change management process that makes a commitment of personal ability and energy for achieving the organisational goal has been implemented in the project with the P&RD Department and the district administration, PRI involvement.

9. Implementation Challenges and limitations:

Due to the well-established 3-tier PRI system and the support of the West Bengal Govt; there were no major challenges experienced in the implementation. A noteworthy development is that a Government Order has been issued by the Government of West Bengal to introduce computerised accounting and fund monitoring in all Gram Panchayats of the state. The success of the GPMS pilot has been cited as the basis for this GO.

The CAG audit report of the financial year 2005-2006 demonstrated marked changes, compared to previous years. The audit objections pertaining to 3-tier accounting had reduced substantially. Provisioning of supplementary budget as a result of GPMS and IFMS implementation has reduced. Uniform disbursal of resources is possible now due to online access to income and expenditure data. Consequently the development schemes are getting far more efficiently.

10. Sustainability:

The project is sound institutionally and also technically due to major BPR, Change Management exercise undertaken by the parties concerned.

Apart from the support to be received from contingency components of Centrally Sponsored programmes & recommendation of National level Finance Commission, this project will also contribute to improved resource mobilization by the PRIs. There has been a visible improvement in resource mobilization by the PRIs, which has improved from Rs. 3700 Lakhs to Rs. 4800 Lakhs from 2002-03 to 2003-04. A computer based MIS available with PRIs will contribute to further enhancement of resource mobilization; and this shall drive the project sustainability.

.

The public delivery system such as trade certificates, birth and death certificates and other GIS based information are likely to yield revenues.

11. Replication:

The governance of the project will be within the goals and overall objectives of the Panchayat & Rural Development Department of the State of West Bengal. The Secretary of the Department has given the leadership and guided the project team in respect of policy decisions and priority of its activities within the broad framework of rural decentralization through the three tier Panchayati Raj Systems for implementation of the project; and therefore the Project has been taken up for replication all over the state.

12. Project Outcomes: Technology Outcomes:

*ICT based accounting has strengthened the Decentralized 3-tier Panchayati Raj System and the PRIs have benefitte by consistent, transparent and planned deployment of financial resources. The role of ICT in the institutional strengthening of PRI system has been clearly demonstrated by DRISTI.

*Effective applications can be developed and deployed only by in-house domain expert, rather than relying on external sources who do not possess domain knowledge

*IFMS and GPMS can be easily replicated in other states as part of the NeGP.

*Effective BPR leveraging on domain knowledge, is necessary for deployment of a sound ICT architecture.

Social and Empowerment Outcomes:

Effective participation of the people in their self-governance necessarily requires access to information regarding the functioning of the Panchayats. There is a wide gap between the information "have" & "have-nots". To facilitate access to quality information in the process of strengthening decentralization, Information Technology plays a vital role. Lack of quality information flow from the upper tiers to the people at Panchayats or vice versa is a major issue in the rural development. Panchayats need to play the role of "information provider". Local information database developed according to the need of the area, the World Wide Web and E-mail facility for information sharing with knowledge about using ICT (Information & Communication Technology) tools together may perhaps make a knowledge base for the rural community . Use of IT has brought more transparency in the functioning of the government and help people to participate in decision-making process. ICT has given to the poor a voice to demand Government support and reform. But it is also a fact that ICT interventions depend critically on how the rest of the economy functions. Thus comes the question of the Integrated Governance first before any e-governance can take place.

13. Key Lessons Learnt:

*The convergence of GIS, decentralized planning and citizen services delivery is not a utopian concept; and can be effectively implemented if there is political and administrative will.

*Political decentralization and autonomous, robust grass root institutions enmeshed with ICTs and ICT enabled planning and monitoring tools; can help poverty alleviation efforts and help meet the MDG commitments.

14. Appraisal and Recommendations:

*Deployment of ICT as a tool for enhancing the efficiency and transparency of local self-governance is effective.

*Deployment of ICT to develop within PRIs an enhanced understanding and appreciation of their rights and responsibilities and enable informed decision-making in local self-governance and development is feasible.

*Digital networking of the remote areas to facilitate liasioning and two-way communication between three tier of PRI enhances efficiency significantly.

*PRIs can make effective use of ICT for their development planning.

*Building the capacities of PRIs in self e-governance initiatives can be accomplished easily.

Compiled Collection And Expenditure Report

Gram Panchayat: SERORAI GRAM PANCHAYAT
Panchayat Samiti: GALSI - I
Zilla Parishad : BURDWAN
From Date : 01-Apr-2007
To Date : 30-Sep-2007

Collection Amount (Rs/-)		Ledger Head	Expenditure Amount (Rs/-)
	Nil	Advertisement	1900.00
	Nil	Health (Own Fund)	Nil
	Nil	Own Fund to NOAPS	Nil
	Nil	Donation	Nil
	Nil	Sports	Nil
	Nil	Ration Card Writing	Nil
	Nil	NREGS (Contigency)	27657.00
Bank Interest	Nil	Bank Charges	Nil
	33469.00		**72794.00**
		Closing Balance	116051.18
		Post Office	
Opening Balance	111.05		
Post Office	Nil	Post Office	Nil
Bank Interest	Nil	Bank Charges	Nil
	0.00		**Nil**
		Closing Balance	111.05
		Proflal	
Opening Balance	Nil		
Proflal	6600.00	Proflal	6600.00
	6600.00		**6600.00**
		Closing Balance	Nil
		Sanchal Bhata	
Opening Balance	15,190.00		
Sanchalak Bhata	Nil	Sanchlak Bhata	Nil
	0.00		**Nil**
		Closing Balance	15190.00
		SGRY (G.P)	
Opening Balance	357.04		
SGRY (G.P) Receive	Nil	SGRY (G.P)	45770.00
Selling of Sack(SGRY)	Nil		Nil
Adjustment	45928.00	Adjustment	Nil
Bank Interest	302.00	Bank Charges	Nil
	46230.00		**45770.00**
		Closing Balance	817.04
		SGRY (P.S)	
Opening Balance	12,887.00		
SGRY (P.S) Receive	Nil	SGRY ((P.S)	Nil

Signature Of Secretary **Signature Of Executive Assistant** **Signature Of Pradhan**

Compiled Collection And Expenditure Report

Gram Panchayat: SERORAI GRAM PANCHAYAT
Panchayat Samiti: GALSI - I
Zilla Parishad : BURDWAN
From Date : 01-Apr-2007
To Date : 30-Sep-2007

Collection Amount (Rs/-)		Ledger Head	Expenditure Amount (Rs/-)
Bank Interest	238.00	Bank Charges	Nil
	238.00		Nil
		Closing Balance	13125.00
		Untied Fund	
Opening Balance	12,769.00		
Untied Fund	Nil	Untied Fund	Nil
Adjustment	40461.00	Adjustment	Nil
	40461.00		Nil
		Closing Balance	53230.00

3259559.49	Total Receipt	Total Expenditure	1775091.00
681041.60	Opening Balance	Closing Balance	2165510.09
3940601.09	All Total		3940601.09
Actual Receipt:	2551100.49	Actual Payment:	1066632.00
Available Fund:	3232142.09	Utilisation % :	33.00

Signature Of Secretary Signature Of Executive Assistant Signature Of Pradhan

FORM 11
[*See* rule 58(2)]

Gram Panchayat: **SERORAI GRAM PANCHAYAT**
Panchayat Samiti: **GALSI - I**
Zilla Parishad : **BURDWAN**

Provisional Certificate.

Trade Certificate Issue No. 1 Issue Date. 3-Apr-2007
Trade Registration No. SGP/1 Registration Date 17-Aug-2007
Motfarakka No. 1920 Motfarakka Date 3-Apr-2007

Provisional Certificate of Trade for enlistment for the period of **2007-2008**
The Gram Panchayat is satisfied to issue Provisional Certificate of Trade for enlistment of

Name of Prop./ Partner / Director **Sk. Fatenur**

Vill:Serorai (West) , P.O.:Serorai, P.S.:GALSI, Dist:BURDWAN

Gram Sansad / Part No. 1

Description of Trade : **Hardware**

The Gram Panchayat acknowledge to receive a sum of Rs. 50.00
(Rupees Fifty Only.)
from M/s **Hindustan Hardware**
in consideration of enlistment fee for Provisional Certificate of Trade vide
Miscellaneous Receipt No 1920 dated 3-Apr-2007

....
Executive Assistant / Secretary Pradhan

N.B.- The Pradhan of the G.P. have every right to cancel revoke / or not issuing any fresh enlistment prayer at any time.

Compiled Collection And Expenditure Report

Gram Panchayat: SERORAI GRAM PANCHAYAT
Panchayat Samiti: GALSI - I
Zilla Parishad : BURDWAN
From Date : 01-Apr-2007
To Date : 30-Sep-2007

Collection Amount (Rs/-)		Ledger Head	Expenditure Amount (Rs/-)
		12 Finance Commission	
Opening Balance	11,330.50		
12 Th Finance Commission	50000.00	12 Th Finance Commission	51477.00
Adjustment	214570.00	Adjustment	Nil
	264570.00		**51477.00**
		Closing Balance	224423.50
		Collector Honorium	
Opening Balance	Nil		
Collector Honorium	Nil	Collector Honorium	Nil
	0.00		**Nil**
		Closing Balance	Nil
		Contructors Security	
Opening Balance	2,000.00		
Contructor Security	Nil	Contructor security withdrawn	Nil
	0.00		**Nil**
		Closing Balance	2000.00
		F.T.A to G.P Members	
Opening Balance	25,230.00		
F.T.A To G.P Members	Nil	F.T.A to G.P Members	2400.00
	0.00		**2400.00**
		Closing Balance	22830.00
		Fund Transfer	
Opening Balance	40,745.38		
Fund Transfer	992587.00	Transfer to SGRY (G.P)	Nil
	Nil	Transfer to NOAPS	Nil
	Nil	Transfer to IAY	Nil
	Nil	Transfer to Untied Fund	Nil
	Nil	Transfer to 12 th Finance Commission	Nil
	Nil	Transfer to NFBS	Nil
	Nil	Trans to Jani. Suraksha Yojana	Nil
Adjustment	Nil	Adjustment	708459.00
Bank Interest	560.49	Bank Charges	Nil
	993147.49		**708459.00**
		Closing Balance	325433.87

Signature Of Secretary **Signature Of Executive Assistant** **Signature Of Pradhan**

Compiled Collection And Expenditure Report

Gram Panchayat: SERORAI GRAM PANCHAYAT
Panchayat Samiti: GALSI - I
Zilla Parishad : BURDWAN
From Date : 01-Apr-2007
To Date : 30-Sep-2007

Collection Amount (Rs/-)		Ledger Head	Expenditure Amount (Rs/-)
		G.P Staff Salary	
Opening Balance	Nil		
G.P Staff Salary	199931.00	Secretary Pay & Allownce	Nil
	Nil	Executive Assistant Pay & Allowance	67497.00
	Nil	Sahayak Pay & Allowance	43762.00
	Nil	G.P Karmee Pay & Allowances	88672.00
	199931.00		**199931.00**
		Closing Balance	Nil
		Health	
Opening Balance	Nil		
Health	Nil	Health	Nil
	0.00		**Nil**
		Closing Balance	Nil
		Honorium & F.T.A of Prodhan & Upo-Prodhan	
Opening Balance	Nil		
Honorium & F.T.A of Prodhan & Upo-Prodha	Nil	Honorium & F.T.A of Prodhan	Nil
	Nil	Honorium of Upo-Prodhan	Nil
	0.00		**Nil**
		Closing Balance	Nil
		IAY	
Opening Balance	1,114.00		
I.A.Y Receive	375000.00	I.A.Y - Gen - New	Nil
	Nil	I.A.Y - Gen - Upgrd.	Nil
	Nil	I.A..Y. - Sc/St - New	Nil
	Nil	I.A.Y. - Sc - Upgrd	Nil
	Nil	I.A.Y. - Contingency	1000.00
	Nil	IAY- S.T Upgradation	Nil
Adjustment	62500.00	Adjustment	Nil
Bank Interest	543.00	Bank Charges	Nil
	438043.00		**1000.00**
		Closing Balance	438157.00
		Janani Surakhsa Yojana	
Opening Balance	Nil		
Jannani Suraksha Yojana	Nil	Janani Suraksha Yojana	27400.00
Adjustment	30000.00	Adjustment	Nil

Signature Of Secretary **Signature Of Executive Assistant** **Signature Of Pradhan**

Receipt Cheque Register

Gram Panchayat: SERORAI GRAM PANCHAYAT

Panchayat Samiti: GALSI - I **Zilla Parishad :** BURDWAN

From Date: 01-Apr-2007 **To Date:** 30-Sep-2007

Sl. No.	Received Date	Receipt No.	Received From	Cheque No.	Cheque Date	Cheque Amount (Rs/-)	Encashment	Encashment (Rs/-)
1	4-Apr-07	1,347	Executive Officer from Burdwan Zilla Parishad	123/14/pan/21	30-Mar-07	165000.00	4-Apr-2007	165000.00
2	20-Apr-07	1,349	Add E.O from Burdwan Zilla Parishad	125/36/pan/ZP	15-Apr-07	150000.00	20-Apr-2007	150000.00
3	27-Apr-07	1,933	Executive Officer Galsi-1 from Budbud	342(15)	28-Mar-07	50000.00	17-May-200'	50000.00
4	7-May-07	1,351	E.O Bdn Zilla Parishad from Burdwan	712/1(278)/DP/NREGS	25-Apr-07	150000.00	7-May-2007	150000.00
5	17-May-07	1,352	Add. E.O from Burdwan Zilla Parishad	350/214/SGRY/326	15-Apr-07	45928.00	17-May-200'	45928.00
6	25-May-07	1,354	Secretary from W.B.P.N .R.D	BZP/12 th F.C/265	24-Feb-07	214570.00	25-May-200'	214570.00
7	25-May-07	1,355	Add E.O from Burdwan Z.P	BZP/IAY/350/214/RD	18-Apr-07	125000.00	25-May-200'	125000.00
8	1-Jun-07	1,951	B.D.O Galsi-1 from Budbud	D-046480	2-May-07	40000.00	25-Jun-2007	39773.00
9	5-Jun-07	1,356	Add E.O from Burdwan Z.P	BZP/IAY/350/124	25-May-07	62500.00	5-Jun-2007	62500.00
10	14-Jun-07	1,955	BMOH from Pursha	965014	4-Jun-07	30000.00	14-Jun-2007	30000.00
11	17-Jul-07	1,357	Add E.O from Bdn Z.P	350/IAY/265/RD	2-Jul-07	250000.00	17-Jul-2007	250000.00
12	25-Jul-07	1,358	Add E.O from Bdn Z.P	BZP/UF/M/288/07/684	19-Jun-07	232589.00	25-Jul-2007	232589.00
13	31-Jul-07	1,359	District Program Officer from Burdwann	BZP/321/458/101	15-Jul-07	679270.00	31-Jul-2007	679270.00
14	27-Aug-07	1,360	Add E.O from Bdn Z.P	256/noaps/45	10-Aug-07	90000.00	27-Aug-2007	90000.00
15	30-Aug-07	1,995	Block Prog. Officer from Galsi-1 Block	968(13)/NREGS	9-Jul-07	8000.00	30-Aug-2007	8000.00
16	10-Sep-07	2,001	BMOH from Pursha	966923	10-Jul-07	2000.00	11-Sep-2007	2000.00
17	11-Sep-07	1,367	Block Program Officer from Galsi-1	258/NREGS/210	5-Sep-07	10000.00	11-Sep-2007	10000.00
					Total	**2304857.00**	**Total**	**2304630.00**

Form No 13[Rule 24(1)]

Verified General Ledger

GALSI-I PS

From Date 01/08/2007 **To Date** 31/08/2007 **Printed on** 15/09/2007 1:13:13PM

Group Code: 001 **Description:** PS Own Fund

Budget Allocation for receipt (in Rs.): 730,000.00 **Budget Allocation for expenditure (in Rs.):** 730,000.00

Dr.				Cr.			
Date	Particulars (Voucher ID / Voucher No)	Amount (Rs)	Cumulative Amount (Rs)	Date	Particulars (Voucher ID / Voucher No)	Amount (Rs)	Cumulative Amount (Rs)
1	2	3	4	6	7	8	9
				01/08/2007	By Balance	592,390.00	592,390.00
06/08/2007	To Cash (0708000469 / P244/08/	2,782.00	2,782.00	06/08/2007	By Cash (0708000461 / R114/08/	773.00	593,163.00
10/08/2007	To Treasury (0708000483 / P251	40,193.00	42,975.00	13/08/2007	By Cash (0708000495 / R122/08/	4,000.00	597,163.00
09/08/2007	To Cash (0708000494 / P250A/08	822.00	43,797.00	21/08/2007	By Cash (0708000525 / R123/08/	28,270.00	625,433.00
10/08/2007	To Treasury (0708000485 / P253	16,926.00	60,723.00	22/08/2007	By Cash (0708000530 / R124/08/	31,050.00	656,483.00
10/08/2007	To Treasury (0708000486 / P254	9,262.00	69,985.00				656,483.00
16/08/2007	To Treasury (0708000499 / P261	4,500.00	74,485.00				656,483.00
16/08/2007	To Treasury (0708000500 / P262	2,775.00	77,260.00				656,483.00
22/08/2007	To Cash (0708000529 / P281/08/	578.00	77,838.00				656,483.00
29/08/2007	To Cash (0708000562 / P291/08/	2,782.00	80,620.00				656,483.00

SERORAI GRAM PANCHAYAT

GALSI - I
BURDWAN

Miscellaneous Payment Voucher

(Payment Voucher)

Voucher No. 223 **Voucher Date.** 11-Sep-2007

Name: Puratangram Social Foresty

Address: Puratangramp

Rs/-. 37480.00

in words : Rupees Thirty Seven Thousand Four Hundred Eighty Only.

Cheque No: **Cheque Date:**

Rs/-.

in words

Expenditure Head: Puratangram Social Foresty

Particulars: labour payment

....

Secretary Pradhan

Cashier's Receipt

GALSI-I PS

Serial Number: 0708000759 Monday, August 13, 2007

Voucher Number: 0708000495 /R122/08/07-08

Received from Sukumar Samanta & 11 others **Dated:**

of NA

NA

NA

Rs. 4,000.00

Rupees : FOUR THOUSAND ONLY

by

on account of: Sukumar Samanta & 11 others for sales of tender paper

Countersignature of AEO/Secretary/Dy. Se

Signature of Cashier :

Name :

Form No.6

Issue No:

See Rule 9 of West Bengal Registration of Births and Deaths Rules,2000

Government of West Bengal **Department of Health and Family Welfare**

CERTIFICATE OF DEATH

(Issued under sec12/sec17of the regn.of Births and Deaths Act 1969)

This is to certify that the following information has been taken from original record of death which is in the register for SERORAI GRAM PANCHAYAT

of GALSI **P.S.**

BURDWAN **District of West Bengal.**

Name Ganoda Bagdi **Sex** Male

Registration No. SGP/4/2007 **Date of Registration** 29-Jan-2007

Date of Death 16-Jan-2007 **Age** 74

Place of Death Sundalpur Padma Pukur Par,Sundalpur

Name of Father / Husband Gagai Bagdi

Signature of Issuing Authorit

Seal

SERORAI GRAM PANCHAYAT

Panchayat Samiti: GALSI - I

Zilla Parishad : BURDWAN

Date: 10-August-2007

Note: In the case of death, no disclosure shall be made of particulars regarding the cause of death as entered in the register.

Form No.5 Issue No: 104

See Rule 9 of West Bengal Registration of Births and Deaths Rules,2000

Government of West Bengal **Department of Health and Family Welfare**

CERTIFICATE OF BIRTH

(Issued under sec12/sec17of the regn.of Births and Deaths Act 1969)

This is to certify that the following information has been taken from original record of birth which is in the register for SERORAI GRAM PANCHAYAT **of** GALSI **P.S.** BURDWAN **District of West Bengal.**

Name Rokiya Khatun **Sex** Female

Registration No. SGP/3/2007 **Date of Registration** 04-Jan-2007

Date of Birth 17/12/2006

Place of Birth Serorai (South) Maz Para,Serorai (South -Middle)

Name of Father Mane Alam Molla

Name of Mother Ajmira Begum

Signature of Issuing Authority

Seal

SERORAI GRAM PANCHAYAT

Panchayat Samiti: GALSI - I

Zilla Parishad : BURDWAN

Date: 03-Apr-2007

GALSI-I PS : Accounts Department

Cash Book

Printed on : 15/09/2007

VERIFIED

From Date : 30-Aug-2007 **To Date :**31-Aug-2007

Receipt								Payment							
Date	Particulars	Cred Vchr ID/No.	Amount Cash	Amount Treasury	Amount Bank	Account Code	Sd/	Date	Particulars	Deb Vchr ID/No.	Amount Cash	Amount Treasury	Amount Bank	Account Code	Sd
30/08/2007	To Op. Bal. b/d		21,696.00	8,575,016.99	1,191,183.42										
30/08/2007	To Receipt-Capital-Non-Plan-ZP-Minimum Prodhan,L.R.GP as recovary the loan amount which paid to SGSY group for procurement of rice	0708000565/R132/08/07-08	5,000.00			122025500		30/08/2007	By Payment-Revenue-Own-PS-OTHERS-Own Paresh Hati for the cost of News paper[Rs.162+Rs160+Rs160]	0708000563/P292/08/07-08	482.00			213035006	
								30/08/2007	By Payment-Revenue-Own-PS-OTHERS-Own Manik Sarkar,prop. of Bengal Xerox for the xost of photo copy [Rs.459+Rs.168]	0708000564/P293/08/07-08	627.00			213035006	
									By Balance c/d		25,587.00	8,575,016.99	1,191,183.42		
	Total :		26,696.00	8,575,016.99	1,191,183.42				**Total :**		26,696.00	8,575,016.99	1,191,183.42		
31/08/2007	To Op. Bal. b/d		25,587.00	8,575,016.99	1,191,183.42										
								31/08/2007	By Payment-Revenue-Own-PS-OTHERS-Own A.C.Officer,BSNL,BTD for telephone bill w.e.f 01.6.2007 to 31.7.2007 vide ph.no.2454790	0708000566/P294/08/07-08	739.00			213035006	
									By Balance c/d		24,848.00	8,575,016.99	1,191,183.42		
	Total :		25,587.00	8,575,016.99	1,191,183.42				**Total :**		25,587.00	8,575,016.99	1,191,183.42		

Signature : **Date :**

Subsidiary Cash Book

Form No. 12 **[Rule 22A(1)]**

Name of LSG: **GALSI-I PS** VERIFIED

Name of scheme: **RURAL SANITATION PROGRAMME**

Bank Account: **9695** **Head of Account:**

From: **20/08/2007** **To:** **26/08/2007** **Bank:** **United Commercial Bank** **Branch:** **Run Date:** **September 15, 2007 12:00 am**

Receipt				Payment				
Date	Particulars	Credit Voucher ID Credit Voucher No.	Amount	Date	Particulars	Debit Voucher ID Debit Voucher No.	Amount	Remarks
1	2	3	4	5	6	7	8	9
20/08/2007	To Opening Balance		216,567.00					
				20/08/2007	Payment-Capital-Plan-P & R D-RURAL SANITATION PROGRAMME-TSC/CRSP Ganesh Ch. Patra for supply of tubewell materials Vide Ch.No. 600292	0708000510 P269/08/07-08	8,592.00	
				20/08/2007	Payment-Revenue-Others-PS-OTHERS-Cash in Transit Self cheque issued for IT payment[CRSP] Vide Ch.No. 600293	0708000512 P271/08/07-08	1,401.00	
				20/08/2007	Payment-Capital-Plan-P & R D-RURAL SANITATION PROGRAMME-TSC/CRSP Ganesh Ch. Patra for supply of tube-well materials Vide Ch.No. 600292	0708000524 P270/08/07-08	68,641.00	
20/08/2007	Total Receipts			20/08/2007	Total Payments		78,634.00	

GALSI-I PS

VERIFIED

RECEIPTS & PAYMENTS ACCOUNT FOR THE PERIOD

FROM : 01/08/2007 **TO :** 31/08/2007

RECEIPTS					PAYMENTS					
Particulars	Budget Provision for the year (Rs)	Up to Last Month (Rs)	During This Period (Rs)	Cumualative Total (Rs)	Particulars	Budget Provision for the year (Rs)	Up to Last Month (Rs)	During This Period (Rs)	Cumulative Total (Rs)	Balance Under Receipt Group (Rs)
To Opening Balance b/d : Cash at Bank		1,294,251.92	1,217,379.42	1,294,251.92						
Cash in Hand		8,192.00	16,980.00	8,192.00						
Fund with Treasury L/F Account		8,657,037.36	7,681,921.99	8,657,037.36						
01 PS Own Fund	**730,000.00**	**188,217.00**	**64,093.00**	**252,310.00**	**01 PS Own Fund**	**730,000.00**	**73,694.00**	**82,468.00**	**156,162.00**	**574,015.00**
001 PS Own Fund	730,000.00	188,217.00	64,093.00	252,310.00	001 PS Own Fund	730,000.00	73,694.00	82,468.00	156,162.00	574,015.00
113035001 Receipt-Revenue-Own-PS-OTHERS-Sale of Tender Forms	120,000.00	30,500.00	4,000.00	34,500.00	213035006 Payment-Revenue-Own-PS-OTHERS-Own Fund-Misc.	730,000.00	73,694.00	82,468.00	156,162.00	
113035006 Receipt-Revenue-Own-PS-OTHERS-Own Fund-Misc.	610,000.00	157,717.00	60,093.00	217,810.00					0.00	
02 Non-plan Fund Received from P&RD Deptt.	**1,045,000.00**	**169,650.00**	**0.00**	**169,650.00**	**02 Non-plan Fund Received from P&RD Deptt.**	**1,045,000.00**	**216,971.00**	**46,371.00**	**263,342.00**	**926,582.60**
002 Pay & Allowances (Salary)	280,000.00	100,000.00	0.00	100,000.00	002 Pay & Allowances (Salary)	280,000.00	101,716.00	46,371.00	148,087.00	718,762.95
112010101 Receipt-Revenue-Non-Plan-P & R D-GIA-Pay and Allowance (Salary)	280,000.00	100,000.00	0.00	100,000.00	212010101 Payment-Revenue-Non-Plan-P & R D-GIA-Pay and Allowance (Salary)	280,000.00	101,716.00	46,371.00	148,087.00	
003 Hon/Rem & TA/DA of Savapati & Others	230,000.00	62,750.00	0.00	62,750.00	003 Hon/Rem & TA/DA of Savapati & Ot	230,000.00	90,400.00	0.00	90,400.00	134,785.65
112010102 Receipt-Revenue-Non-Plan-P & R D-GIA-Hon/Rem, TA/DA to Sabhapati and Others	230,000.00	62,750.00	0.00	62,750.00	212010102 Payment-Revenue-Non-Plan-P & R D-GIA-Hon/Rem, TA/DA to Sabhapati and Others	230,000.00	90,400.00	0.00	90,400.00	
004 Fixed TA/DA of PS Members	0.00	0.00	0.00	0.00	004 Fixed TA/DA of PS Members	0.00	0.00	0.00	0.00	806.00
112010103 Receipt-Revenue-Non-Plan-P & R D-GIA-Fixed TA/DA to PS Members	0.00	0.00	0.00	0.00	212010103 Payment-Revenue-Non-Plan-P & R D-GIA-Fixed TA/DA to PS Members	0.00	0.00	0.00	0.00	
017 PS Contingency	10,000.00	0.00	0.00	0.00	017 PS Contingency	10,000.00	0.00	0.00	0.00	0.00
112010104 Receipt-Revenue-Non-Plan-P & R D-GIA-PS contingency	10,000.00	0.00	0.00	0.00	212010104 Payment-Revenue-Non-Plan-P & R D-GIA-PS contingency	10,000.00	0.00	0.00	0.00	
005 SGSY Contingency	10,000.00	0.00	0.00	0.00	005 SGSY Contingency	10,000.00	5,107.00	0.00	5,107.00	48,632.00

RECEIPTS					PAYMENTS					
Particulars	Budget Provision for the year (Rs)	Up to Last Month (Rs)	During This Period (Rs)	Cumualative Total (Rs)	Particulars	Budget Provision for the year (Rs)	Up to Last Month (Rs)	During This Period (Rs)	Cumulative Total (Rs)	Balance Under Receipt Group (Rs)
112012801 Receipt-Revenue-Non-Plan-P & R D-SGSY-Contingency	10,000.00	0.00	0.00	0.00	212012801 Payment-Revenue-Non-Plan-P & R D-SGSY-Contingency	10,000.00	5,107.00	0.00	5,107.00	
009 **Hon. to Academic supervisor & TA/DA (SSK)**	305,000.00	6,900.00	0.00	6,900.00	009 **Hon. to Academic supervisor & TA/D**	305,000.00	6,900.00	0.00	6,900.00	200.00
112014001 Receipt-Revenue-Non-Plan-P & R D-SSK/MSK-Hon to supervisior TA DA of SSK	305,000.00	6,900.00	0.00	6,900.00	212014001 Payment-Revenue-Non-Plan-P & R D-SSK/MSK-Hon to supervisior TA DA of SSK	305,000.00	6,900.00	0.00	6,900.00	
020 **PROFLAL Contingency**	0.00	0.00	0.00	0.00	020 **PROFLAL Contingency**	0.00	0.00	0.00	0.00	900.00
112014301 Receipt-Revenue-Non-Plan-P & R D-PROFLAL-Contingency publicity	0.00	0.00	0.00	0.00	212014301 Payment-Revenue-Non-Plan-P & R D-PROFLAL-Contingency publicity	0.00	0.00	0.00	0.00	
021 **PROFLAL-Printing of Form & Ledger**	200,000.00	0.00	0.00	0.00	021 **PROFLAL-Printing of Form & Ledg**	200,000.00	12,848.00	0.00	12,848.00	21,076.00
112014302 Receipt-Revenue-Non-Plan-P & R D-PROFLAL-Printing of forms and ledger	200,000.00	0.00	0.00	0.00	212014302 Payment-Revenue-Non-Plan-P & R D-PROFLAL-Printing of forms and ledger	200,000.00	12,848.00	0.00	12,848.00	
022 **PROFLAL-CD Writer & Rew CD**	0.00	0.00	0.00	0.00	022 **PROFLAL-CD Writer & Rew CD**	0.00	0.00	0.00	0.00	1,420.00
112014303 Receipt-Revenue-Non-Plan-P & R D-PROFLAL-CD writer and r/w CD	0.00	0.00	0.00	0.00	212014303 Payment-Revenue-Non-Plan-P & R D-PROFLAL-CD writer and r/w CD	0.00	0.00	0.00	0.00	
098 **Awards For Best Gram Panchayat**	10,000.00	0.00	0.00	0.00	098 **Awards For Best Gram Panchayat**	10,000.00	0.00	0.00	0.00	0.00
112016800 Receipt-Revenue-Non-Plan-P & R D-Awards for Best Gram Panchayat	10,000.00	0.00	0.00	0.00	212016800 Payment-Revenue-Non-Plan-P & R D-Awards for Best Gram Panchayat	10,000.00	0.00	0.00	0.00	
03 Loan & Advances	0.00	690,103.00	65,784.00	755,887.00	**03 Loan & Advances**	0.00	236,348.00	354,204.00	590,552.00	-781,239.00
083 **Advance**	0.00	690,103.00	65,784.00	755,887.00	083 **Advance**	0.00	236,348.00	354,204.00	590,552.00	-781,239.00
144035001 Receipt-Advance-Others-PS-OTHERS-Advance	0.00	690,103.00	65,784.00	755,887.00	244035001 Payment-Advance-Others-PS-OTHERS-Advance	0.00	236,348.00	354,204.00	590,552.00	
05 Deduction & Recovery from Employees	0.00	5,622.00	3,619.00	9,241.00	**05 Deduction & Recovery from Employees**	0.00	2,170.00	22,830.00	25,000.00	6,611.00
071 **IT from Employee**	0.00	0.00	0.00	0.00	071 **IT from Employee**	0.00	0.00	0.00	0.00	0.00
112034901 Receipt-Revenue-Non-Plan-PS-DEDUCTION FROM EMPLOYEE-Income Tax	0.00	0.00	0.00	0.00	212034901 Payment-Revenue-Non-Plan-PS-DEDUCTION	0.00	0.00	0.00	0.00	
072 **P. Tax from Employee**	0.00	1,045.00	350.00	1,395.00	072 **P. Tax from Employee**	0.00	930.00	285.00	1,215.00	305.00
112034902 Receipt-Revenue-Non-Plan-PS-DEDUCTION FROM EMPLOYEE-P Tax	0.00	1,045.00	350.00	1,395.00	212034902 Payment-Revenue-Non-Plan-PS-DEDUCTION	0.00	930.00	285.00	1,215.00	
073 **GPF from Employee**	0.00	1,200.00	3,169.00	4,369.00	073 **GPF from Employee**	0.00	1,200.00	300.00	1,500.00	2,869.00
112034903 Receipt-Revenue-Non-Plan-PS-DEDUCTION FROM EMPLOYEE-GPF	0.00	1,200.00	3,169.00	4,369.00	212034903 Payment-Revenue-Non-Plan-PS-DEDUCTION	0.00	1,200.00	300.00	1,500.00	

RECEIPTS					PAYMENTS					
Particulars	Budget Provision for the year (Rs)	Up to Last Month (Rs)	During This Period (Rs)	Cumualative Total (Rs)	Particulars	Budget Provision for the year (Rs)	Up to Last Month (Rs)	During This Period (Rs)	Cumulative Total (Rs)	Balance Under Receipt Group (Rs)
074 GSLI from Employee	0.00	3,377.00	100.00	3,477.00	074 GSLI from Employee	0.00	40.00	22,245.00	22,285.00	3,437.00
112034904 Receipt-Revenue-Non-Plan-PS-DEDUCTION FROM EMPLOYEE-GSLI	0.00	3,377.00	100.00	3,477.00	212034904 Payment-Revenue-Non-Plan-PS-DEDUCTION	0.00	40.00	22,245.00	22,285.00	
06 Plan Fund Received from State Govt. (Other than P&RD Deptt.)	14,465,000.00	103,721.00	280,000.00	383,721.00	**06 Plan Fund Received from State Govt. (Other than P&RD Deptt.)**	14,465,000.00	1,897,303.00	238,357.00	2,135,660.00	3,240,101.00
014 Rig Bore Tubewell	0.00	0.00	0.00	0.00	014 Rig Bore Tubewell	0.00	0.00	0.00	0.00	1,499.00
121025001 Receipt-Capital-Plan-ZP-OTHERS-Rig bore tubewell	0.00	0.00	0.00	0.00	221025001 Payment-Capital-Plan-ZP-OTHERS-Rig bore tubewell	0.00	0.00	0.00	0.00	
087 SGSY Infrastructure	1,000,000.00	0.00	0.00	0.00	087 SGSY Infrastructure	1,000,000.00	0.00	0.00	0.00	0.00
121025700 Receipt-Capital-Plan-ZP-SGSY Infrastructure	1,000,000.00	0.00	0.00	0.00	221025700 Payment-Capital-Plan-ZP-SGSY Infrastructure	1,000,000.00	0.00	0.00	0.00	
012 Maintenance Charges of SC Students	130,000.00	10,560.00	0.00	10,560.00	012 Maintenance Charges of SC Students	130,000.00	285,800.00	1,440.00	287,240.00	26,280.00
121070101 Receipt-Capital-Plan-Backward Classes Welfare-GIA-Maintenance Charges of SC Students	130,000.00	10,560.00	0.00	10,560.00	221070101 Payment-Capital-Plan-Backward Classes Welfare-GIA-Maintenance Charges of SC Students	130,000.00	285,800.00	1,440.00	287,240.00	
013 Maintenance Charges of ST Students	135,000.00	0.00	0.00	0.00	013 Maintenance Charges of ST Students	135,000.00	145,440.00	0.00	145,440.00	4,780.00
121070102 Receipt-Capital-Plan-Backward Classes Welfare-GIA-Maintenance Charges of ST Students	135,000.00	0.00	0.00	0.00	221070102 Payment-Capital-Plan-Backward Classes Welfare-GIA-Maintenance Charges of ST Students	135,000.00	145,440.00	0.00	145,440.00	
052 MPLAD	6,000,000.00	8,161.00	280,000.00	288,161.00	052 MPLAD	6,000,000.00	28,427.00	200,920.00	229,347.00	615,526.00
121120900 Receipt-Capital-Plan-Development & Planning-MPLAD	6,000,000.00	8,161.00	280,000.00	288,161.00	221120900 Payment-Capital-Plan-Development & Planning-MPLAD	6,000,000.00	28,427.00	200,920.00	229,347.00	
006 BMS (Rural Electrification)	0.00	0.00	0.00	0.00	006 BMS (Rural Electrification)	0.00	0.00	0.00	0.00	0.00
121122401 Receipt-Capital-Plan-Development & Planning-BMS-Rural electrification	0.00	0.00	0.00	0.00	221122401 Payment-Capital-Plan-Development & Planning-BMS-Rural electrification	0.00	0.00	0.00	0.00	
008 BMS (CEC)	0.00	0.00	0.00	0.00	008 BMS (CEC)	0.00	0.00	0.00	0.00	1.00
121122402 Receipt-Capital-Plan-Development & Planning-BMS-CEC	0.00	0.00	0.00	0.00	221122402 Payment-Capital-Plan-Development & Planning-BMS-CEC	0.00	0.00	0.00	0.00	
007 BMS (Transport)	0.00	0.00	0.00	0.00	007 BMS (Transport)	0.00	0.00	0.00	0.00	1,000.00
121122403 Receipt-Capital-Plan-Development & Planning-BMS-Transport	0.00	0.00	0.00	0.00	221122403 Payment-Capital-Plan-Development & Planning-BMS-Transport	0.00	0.00	0.00	0.00	
018 BEUP	2,500,000.00	0.00	0.00	0.00	018 BEUP	2,500,000.00	921,707.00	0.00	921,707.00	1,283,036.00
121124700 Receipt-Capital-Plan-Development & Planning-BEUP	2,500,000.00	0.00	0.00	0.00	221124700 Payment-Capital-Plan-Development & Planning-BEUP	2,500,000.00	921,707.00	0.00	921,707.00	

RECEIPTS					PAYMENTS					
Particulars	Budget Provision for the year (Rs)	Up to Last Month (Rs)	During This Period (Rs)	Cumualative Total (Rs)	Particulars	Budget Provision for the year (Rs)	Up to Last Month (Rs)	During This Period (Rs)	Cumulative Total (Rs)	Balance Under Receipt Group (Rs)
104 ARWSP	0.00	0.00	0.00	0.00	104 ARWSP	0.00	337,466.00	0.00	337,466.00	695.00
121127400 Receipt-Capital-Plan-Development & Planning-ARWSP	0.00	0.00	0.00	0.00	221127400 Payment-Capital-Plan-Development & Planning-ARWSP	0.00	337,466.00	0.00	337,466.00	
106 11th Five Year Plan & Annual Plan	0.00	0.00	0.00	0.00	106 11th Five Year Plan & Annual Plan	0.00	10,000.00	0.00	10,000.00	45,000.00
121127700 Receipt-Capital-Plan-Development & Planning-11th Five Year Plan & Annual Plan	0.00	0.00	0.00	0.00	221127700 Payment-Capital-Plan-Development & Planning-11th Five Year Plan & Annual Plan	0.00	10,000.00	0.00	10,000.00	
011 RIDF MI(II)	100,000.00	0.00	0.00	0.00	011 RIDF MI(II)	100,000.00	0.00	0.00	0.00	61,049.00
121291801 Receipt-Capital-Plan-Irrigation & Waterways-RIDF-II-MI	100,000.00	0.00	0.00	0.00	212291801 Payment-Revenue-Non-Plan-Irrigation & Waterways-RIDF-II-MI	100,000.00	0.00	0.00	0.00	
010 PHE-Rural Water Supply	2,100,000.00	85,000.00	0.00	85,000.00	010 PHE-Rural Water Supply	2,100,000.00	83,980.00	0.00	83,980.00	1,816.00
121423801 Receipt-Capital-Plan-Public Health Engineering-RWS-Rural Water supply	2,100,000.00	85,000.00	0.00	85,000.00	221423801 Payment-Capital-Plan-Public Health Engineering-RWS-Rural Water supply	2,100,000.00	83,980.00	0.00	83,980.00	
027 Mid Day Meal	0.00	0.00	0.00	0.00	027 Mid Day Meal	0.00	0.00	0.00	0.00	0.00
121460700 Receipt-Capital-Plan-School Education-Mid Day Meal	0.00	0.00	0.00	0.00	221460700 Payment-Capital-Plan-School Education-Mid Day Meal	0.00	0.00	0.00	0.00	
015 SSA	1,500,000.00	0.00	0.00	0.00	015 SSA	1,500,000.00	84,483.00	35,997.00	120,480.00	785,469.00
121462600 Receipt-Capital-Plan-School Education-SSA	1,500,000.00	0.00	0.00	0.00	221462600 Payment-Capital-Plan-School Education-SSA	1,500,000.00	84,483.00	35,997.00	120,480.00	
019 School Bldg. & Addl. classroom of FP School (Siksha Fund)	1,000,000.00	0.00	0.00	0.00	019 School Bldg. & Addl. classroom of FP S	1,000,000.00	0.00	0.00	0.00	413,950.00
121463701 Receipt-Capital-Plan-School Education-CONSTRUCTION-School building addl class room at FP School	1,000,000.00	0.00	0.00	0.00	221463701 Payment-Capital-Plan-School Education-CONSTRUCTION-School building addl class room at FP School	1,000,000.00	0.00	0.00	0.00	
07 Plan Fund received from P&RD Deptt. of the State Govt.	9,740,208.00	3,509,447.00	1,198,979.00	4,708,426.00	**07 Plan Fund received from P&RD Deptt. of the State Govt.**	9,740,208.00	3,480,482.00	175,755.00	3,656,237.00	3,937,456.42
023 Untied Fund	2,234,560.00	50,000.00	655,275.00	705,275.00	023 Untied Fund	2,234,560.00	388,543.00	79,755.00	468,298.00	1,176,815.00
121011400 Receipt-Capital-Plan-P & R D-Untied Fund	2,234,560.00	50,000.00	655,275.00	705,275.00	221011400 Payment-Capital-Plan-P & R D-Untied Fund	2,234,560.00	388,543.00	79,755.00	468,298.00	
024 11th Finance Commission	0.00	0.00	0.00	0.00	024 11th Finance Commission	0.00	0.00	0.00	0.00	1,681.00
121011600 Receipt-Capital-Plan-P & R D-11th FC	0.00	0.00	0.00	0.00	221011600 Payment-Capital-Plan-P & R D-11th FC	0.00	0.00	0.00	0.00	
054 SSK	2,900,000.00	649,376.00	0.00	649,376.00	054 SSK	2,900,000.00	859,054.00	6,000.00	865,054.00	201,854.42
121014001 Receipt-Capital-Plan-P & R D-SSK/MSK-SSK	2,900,000.00	649,376.00	0.00	649,376.00	221014001 Payment-Capital-Plan-P & R D-SSK/MSK-SSK	2,900,000.00	859,054.00	6,000.00	865,054.00	
085 12th Finance Commission	1,155,648.00	580,071.00	543,704.00	1,123,775.00	085 12th Finance Commission	1,155,648.00	1,258,688.00	0.00	1,258,688.00	593,943.00
121015400 Receipt-Capital-Plan-P & R D-12th Finance Commission	1,155,648.00	580,071.00	543,704.00	1,123,775.00	221015400 Payment-Capital-Plan-P & R D-12th Finance Commission	1,155,648.00	1,258,688.00	0.00	1,258,688.00	

RECEIPTS					PAYMENTS					
Particulars	Budget Provision for the year (Rs)	Up to Last Month (Rs)	During This Period (Rs)	Cumualative Total (Rs)	Particulars	Budget Provision for the year (Rs)	Up to Last Month (Rs)	During This Period (Rs)	Cumulative Total (Rs)	Balance Under Receipt Group (Rs)
088 HSDI (DFID Fund)	2,550,000.00	1,290,000.00	0.00	1,290,000.00	088 HSDI (DFID Fund)	2,550,000.00	624,197.00	0.00	624,197.00	1,463,163.00
121015800 Receipt-Capital-Plan-P & R D-HSDI (DFID Fund)	2,550,000.00	1,290,000.00	0.00	1,290,000.00	221015800 Payment-Capital-Plan-P & R D-HSDI (DFID Fund)	2,550,000.00	624,197.00	0.00	624,197.00	
092 National Ruarl employment Gurantee Scheme	0.00	0.00	0.00	0.00	092 National Ruarl employment Gurantee S	0.00	0.00	0.00	0.00	0.00
121016200 Receipt-Capital-Plan-P & R D-National Rural Employment Gurantee Scheme	0.00	0.00	0.00	0.00	221016200 Payment-Capital-Plan-P & R D-National Rural Employment Gurantee Scheme	0.00	0.00	0.00	0.00	
095 Construction of SSK Building	300,000.00	0.00	0.00	0.00	095 Construction of SSK Building	300,000.00	0.00	0.00	0.00	0.00
121016500 Receipt-Capital-Plan-P & R D-Construction of SSK Building	300,000.00	0.00	0.00	0.00	221016500 Payment-Capital-Plan-P & R D-Construction of SSK Building	300,000.00	0.00	0.00	0.00	
099 Community Convergent Action	100,000.00	0.00	0.00	0.00	099 Community Convergent Action	100,000.00	0.00	0.00	0.00	0.00
121016900 Receipt-Capital-Plan-P & R D-Community Convergent Action	100,000.00	0.00	0.00	0.00	221016900 Payment-Capital-Plan-P & R D-Community Convergent Action	100,000.00	0.00	0.00	0.00	
100 Food For Work	500,000.00	0.00	0.00	0.00	100 Food For Work	500,000.00	0.00	0.00	0.00	0.00
121017000 Receipt-Capital-Plan-P & R D-Food For Work	500,000.00	0.00	0.00	0.00	221017000 Payment-Capital-Plan-P & R D-Food For Work	500,000.00	0.00	0.00	0.00	
107 National Family Benefits Scheme	0.00	440,000.00	0.00	440,000.00	107 National Family Benefits Scheme	0.00	350,000.00	90,000.00	440,000.00	0.00
121017800 Receipt-Capital-Plan-P & R D-National Family Benefits Scheme	0.00	440,000.00	0.00	440,000.00	221017800 Payment-Capital-Plan-P & R D-National Family Benefits Scheme	0.00	350,000.00	90,000.00	440,000.00	
108 Development Fund for Backward Villages	0.00	500,000.00	0.00	500,000.00	108 Development Fund for Backward Vill	0.00	0.00	0.00	0.00	500,000.00
121017900 Receipt-Capital-Plan-P & R D-Development Fund for Backward Villages	0.00	500,000.00	0.00	500,000.00	221017900 Payment-Capital-Plan-P & R D-Development Fund for Backward Villages	0.00	0.00	0.00	0.00	
08 Non Plan Fund received from State Govt.(Other than P&RD)	4,036,000.00	1,898,864.50	5,000.00	1,903,864.50	**08 Non Plan Fund received from State Govt.(Other than P&RD)**	4,036,000.00	1,833,062.00	0.00	1,833,062.00	73,502.50
084 Pranisampad Saptaha Ujiapan	23,000.00	0.00	0.00	0.00	084 Pranisampad Saptaha Ujiapan	23,000.00	0.00	0.00	0.00	2,300.00
112025100 Receipt-Revenue-Non-Plan-ZP-Pranisampad Saptaha Ujjapan	23,000.00	0.00	0.00	0.00	212025100 Payment-Revenue-Non-Plan-ZP-Pranisampad Saptaha Ujjapan	23,000.00	0.00	0.00	0.00	
094 Rajib Gandhi Akshya Urjya Diwas	3,000.00	0.00	0.00	0.00	094 Rajib Gandhi Akshya Urjya Diwas	3,000.00	0.00	0.00	0.00	0.00
112026400 Receipt-Revenue-Non-Plan-ZP-Rajib Gandhi Akshay Urjya Diwas	3,000.00	0.00	0.00	0.00	212026400 Payment-Revenue-Non-Plan-ZP-Rajib Gandhi Akshay Urjya Diwas	3,000.00	0.00	0.00	0.00	
016 SCP/TSP Contingecy	0.00	0.00	0.00	0.00	016 SCP/TSP Contingecy	0.00	0.00	0.00	0.00	0.00
112074501 Receipt-Revenue-Non-Plan-Backward Classes Welfare-SCP/TSP-Contingency	0.00	0.00	0.00	0.00	212074501 Payment-Revenue-Non-Plan-Backward Classes Welfare-SCP/TSP-Contingency	0.00	0.00	0.00	0.00	
026 Hool Utsab	10,000.00	0.00	0.00	0.00	026 Hool Utsab	10,000.00	0.00	0.00	0.00	400.00

RECEIPTS					PAYMENTS					
Particulars	Budget Provision for the year (Rs)	Up to Last Month (Rs)	During This Period (Rs)	Cumulative Total (Rs)	Particulars	Budget Provision for the year (Rs)	Up to Last Month (Rs)	During This Period (Rs)	Cumulative Total (Rs)	Balance Under Receipt Group (Rs)
112075001 Receipt-Revenue-Non-Plan-Backward Classes Welfare-OTHERS-Hool Utsab	10,000.00	0.00	0.00	0.00	212075001 Payment-Revenue-Non-Plan-Backward Classes Welfare-OTHERS-Hool Utsab	10,000.00	0.00	0.00	0.00	
086 **Minimum Support Price-CMR**	4,000,000.00	1,898,864.50	5,000.00	1,903,864.50	086 **Minimum Support Price-CMR**	4,000,000.00	1,833,062.00	0.00	1,833,062.00	70,802.50
122025500 Receipt-Capital-Non-Plan-ZP-Minimum Support Price-CMR	4,000,000.00	1,898,864.50	5,000.00	1,903,864.50	222025500 Payment-Capital-Non-Plan-ZP-Minimum Support Price-CMR	4,000,000.00	1,833,062.00	0.00	1,833,062.00	
10 Deduction & Recovery from Contractors	0.00	310,772.00	32,268.00	343,040.00	**10 Deduction & Recovery from Contractors**	0.00	237,079.00	24,345.00	261,424.00	495,315.00
063 **IT from Contractor**	0.00	62,830.00	6,382.00	69,212.00	063 **IT from Contractor**	0.00	65,597.00	6,382.00	71,979.00	0.00
112034801 Receipt-Revenue-Non-Plan-PS-DEDUCTION FROM CONTRACTOR-Income Tax	0.00	62,830.00	6,382.00	69,212.00	212034801 Payment-Revenue-Non-Plan-PS-DEDUCTION	0.00	65,597.00	6,382.00	71,979.00	
061 **ST from Contractor**	0.00	56,620.00	5,963.00	62,583.00	061 **ST from Contractor**	0.00	47,441.00	5,963.00	53,404.00	9,179.00
112034802 Receipt-Revenue-Non-Plan-PS-DEDUCTION FROM CONTRACTOR-Sale Tax	0.00	56,620.00	5,963.00	62,583.00	212034802 Payment-Revenue-Non-Plan-PS-DEDUCTION	0.00	47,441.00	5,963.00	53,404.00	
062 **SD from Contractor**	0.00	191,322.00	19,923.00	211,245.00	062 **SD from Contractor**	0.00	124,041.00	12,000.00	136,041.00	486,136.00
112034803 Receipt-Revenue-Non-Plan-PS-DEDUCTION FROM CONTRACTOR-Security Deposit	0.00	191,322.00	19,923.00	211,245.00	212034803 Payment-Revenue-Non-Plan-PS-DEDUCTION	0.00	124,041.00	12,000.00	136,041.00	
11 Grant-in-aid under GOI Sponsored Schemes	6,134,000.00	496,513.00	348,750.00	845,263.00	**11 Grant-in-aid under GOI Sponsored Schemes**	6,134,000.00	471,445.00	178,763.00	650,208.00	792,649.50
053 **CRSP**	1,800,000.00	84,981.00	348,750.00	433,731.00	053 **CRSP**	1,800,000.00	148,575.00	112,979.00	261,554.00	258,063.00
121010401 Receipt-Capital-Plan-P & R D-RURAL SANITATION PROGRAMME-TSC/CRSP	1,800,000.00	84,981.00	348,750.00	433,731.00	221010401 Payment-Capital-Plan-P & R D-RURAL SANITATION PROGRAMME-TSC/CRSP	1,800,000.00	148,575.00	112,979.00	261,554.00	
051 **SGRY**	4,334,000.00	411,532.00	0.00	411,532.00	051 **SGRY**	4,334,000.00	322,870.00	65,784.00	388,654.00	534,586.50
121011000 Receipt-Capital-Plan-P & R D-SGRY	4,334,000.00	411,532.00	0.00	411,532.00	221011000 Payment-Capital-Plan-P & R D-SGRY	4,334,000.00	322,870.00	65,784.00	388,654.00	
12 Other Adjustment	0.00	969,120.00	101,037.00	1,070,157.00	**12 Other Adjustment**	0.00	936,675.37	101,670.00	1,038,345.37	526,054.39
025 **Miscellaneous (Suspense)**	0.00	0.00	0.00	0.00	025 **Miscellaneous (Suspense)**	0.00	360.37	0.00	360.37	531,374.39
112035001 Receipt-Revenue-Non-Plan-PS-OTHERS-Misc receipt (suspense)	0.00	0.00	0.00	0.00	212035001 Payment-Revenue-Non-Plan-PS-OTHERS-Misc	0.00	360.37	0.00	360.37	
081 **Cash in Transit**	0.00	869,779.00	58,285.00	928,064.00	081 **Cash in Transit**	0.00	851,854.00	72,041.00	923,895.00	-48,072.00
114035001 Receipt-Revenue-Others-PS-OTHERS-Cash in Transit	0.00	869,779.00	58,285.00	928,064.00	214035001 Payment-Revenue-Others-PS-OTHERS-Cash in Transit	0.00	851,854.00	72,041.00	923,895.00	
101 **Fund Transfer**	0.00	0.00	0.00	0.00	101 **Fund Transfer**	0.00	0.00	0.00	0.00	0.00
121017100 Receipt-Capital-Plan-P & R D-Fund Transfer	0.00	0.00	0.00	0.00	221017100 Payment-Capital-Plan-P & R D-Fund Transfer	0.00	0.00	0.00	0.00	

RECEIPTS					PAYMENTS					
Particulars	Budget Provision for the year (Rs)	Up to Last Month (Rs)	During This Period (Rs)	Cumualative Total (Rs)	Particulars	Budget Provision for the year (Rs)	Up to Last Month (Rs)	During This Period (Rs)	Cumulative Total (Rs)	Balance Under Receipt Group (Rs)
082 Salary Payable	0.00	99,341.00	42,752.00	142,093.00	082 Salary Payable	0.00	84,461.00	29,629.00	114,090.00	42,752.00
184035001 Receipt-Payable-Others-PS-OTHERS-Salary Payable	0.00	99,341.00	42,752.00	142,093.00	284035001 Payment-Payable-Others-PS-OTHERS-Salary Payable	0.00	84,461.00	29,629.00	114,090.00	
					By Closing Balance c/d: Cash at Bank		1,217,379.42	1,191,183.42	1,191,183.42	
					Cash in Hand		16,980.00	24,848.00	24,848.00	
					Fund with Treasury L/F Account		7,681,921.99	8,575,016.99	8,575,016.99	
	36,150,208.00	18,301,510.78	11,015,811.41	20,401,040.78		36,150,208.00	18,301,510.78	11,015,811.41	20,401,040.78	

Total Available Fund Rs. 10522638.41 **Total Receipt :** Rs 1,606,357.0C **Total Payment :** Rs 731,590.00

Total In The Ledger Transfer (Total Adjustment Entries) : Rs. 493173 **Utilisation (%) :** 6.95

Form No. 6 [Rule 9(3)]

Galsi-I Panchayet Samity

Credit Voucher

Voucher ID : 0708000601 **Voucher No. :** R135/09/07-08

Cashier Receipt No 0708000774 **Dt :** 10/09/2007 **Voucher Date :** 10-Sep-2007

Account Code : 121010401

Account Desc Receipt-Capital-Plan-P & R D-RURAL SANITATION PROGRAMME-TSC/CRSP

Received from Secretary,Burdwan Zilla Parishad

For Secy,BZP vide no.BZP/TSC/order/69/31[350] dt.2.8.07 for intensive IEC activities on sanitation

Voucher Type : Bank **Total Amount** Rs. 55,000.00

(Rs/-FIFTY FIVE THOUSAND Only)

Received by **Cheque** **No.** 364151/427/07 **Dated** 25/08/2007 **Drawn on** ..... **Branch**

Indian Overseas Bank , Burdwan

Cashier **E.O**

Form No. 6 [Rule 9(3)]

Galsi-I Panchayet Samity

Debit Voucher

Voucher ID : 0708000636
Account Code : 214035001

Voucher No. : P332/09/07-08
Voucher Date : 14-Sep-2007

Account Desc : Payment-Revenue-Others-PS-OTHERS-Cash in Transit

Pay to Self

For Self cheque issued towardes payment of salary for the month of September,07[Pay & Allowances]

Voucher Type : Treasury

Total Amount : Rs. 31,416.00

(Rs/-THIRTY ONE THOUSAND FOUR HUNDRED SIXTEEN Only)

Paid by Cheque No. :– D049207 **Dated :-** 14/09/2007 **Drawn on**.....**Branch**

Cashier **Executive Officer**

Received Rs. (Rs/-THIRTY ONE THOUSAND FOUR HUNDRED SIXTEEN Only)

Voucher Type : Treasury **Paid by Cheque No.** D049207 **Dated :**14/09/2007 **Drawn on** ..... **Branch**

Signature of the Payee

Abhiyan

By

Chetan Sharma

October 2007

ICTD MID-TERM PROJECT EVALUATION: KUTCH NAV NIRMAN ABHIYAN PROJECT

EXECUTIVE SUMMARY:

Implemented by Kutch Nav Nirman Abhiyan (KNNA) under the UNDPs Governance theme, an NGO in Gujarat, the Project envisages the creation of Setu ICT kiosks through the existing Setu centres, and developing the kiosk as a platform which enables the Gram Panchayat bodies and Gram Sabhas to access various ICT technology applications. The ICTD initiative is embedded in a larger developmental agenda of Abhiyan and its partners through various initiatives; since ICTD is also providing better information linkages with various partners.

The objectives of Abhiyan that have been accomplished successfully are :

*Deployment of ICT as a tool for enhancing the efficiency and transparency of local self-governance

* Use of ICT for PRIs enhanced understanding and appreciation of their rights and responsibilities; apart from enabling them to make informed decision-making in local self-governance and development\

*Providing digital networking of the remote areas of a far flung District such as Kutch liasioning and two-way communication between PRIs, Gramsabha and Jilla Panchayat (JP)/ external agencies/ NGOs

*Development of PRI and local communities capabilities for effective use of ICT for their development planning including micro-level natural resource management

*Building capacities of local communities for becoming meaningful partners in self e-governance initiatives

1. Background:

Marginalized communities are generally excluded from development processes, more so in the case of ICT for Development. Paradoxically ICT can be of maximum benefit to such groups. Abhiyan's pioneering efforts to extend the benefits of ICT to marginalized communities is helping to bridge the divide. Abhiyan works with the fishermen and other marginalised communities like salt pan workers, 'maldharis' (cattle herders), dryland farmers, rural artisans, etc

Implemented by Kutch Nav Nirman Abhiyan (KNNA), an NGO in Gujarat, the ICTD Project envisages the creation of Setu ICT kiosks through the existing Setu centres, and developing the kiosk as a platform which enables the Gram Panchayat bodies and Gram Sabhas to access various ICT technology applications. The ICTD initiative is embedded in a larger developmental agenda of Abhiyan and its partners through various initiatives. The presence of the network as the key force behind this project has provided broader developmental vision, road map, utilizing the strength and experience of various developmental players and their ability to build partnerships with Government and non government agencies. The ICTD is also providing better information linkages with various partners.

Under the aegis of the ICTD initiative; Project Funding of Rs 89,24,100 was approved.

Post introduction of the 73rd Amendment governance, various mechanisms including funding and availability of information have been used to condition and educate the panchayats to believe that they are in the last rung of the governmental hierarchy. This crushed the PRIs' capacity and willingness to govern their basic developmental aspects such as education, health, water resources, etc.

Consistent with the spirit of the 73rd amendment, it is important that IT and e-governance are not just looked as another tool in the hands of State and Jilla Panchayat (JP) to control panchayats and centralized decision making. ICT can and should be used for better governance at the level of PRIs. PRIs need to be able to use this tool to manage their business better as well as to be able to audit the performance of various services that they receive from different government departments. This would enhance the quality of governance that they provide at the village level.

2. Objectives and Goals of the Project :

The Strategic Goals of the Project are as under:

-Provide the technological support to further the aims of the 73rd Amendment

-Develop institutional support and technological basis to use information as a tool for informed **self**-governance, empowerment and people-centered development based on a sound understanding of local conditions

-Empower PRIs to audit and monitor various government services and facilities

-Help PRIs to plan better by providing various tools like Geographical Information Systems and Village database and profiles.

One of the main objectives that Abhiyan and Setus work towards is to nurture, and enable gram panchayats, and village communities to prioritize, develop, plan and implement their own developmental needs - with the mandate and ownership of the gram sabha. And move towards reducing the village's 'dependency' attitude on the Government and NGOs while also building their capacity for better, transparent and effective governance.

The objectives of the Project agreed for implementation are as below :

*Deploy ICT as a tool for enhancing the efficiency and transparency of local self-governance
* Use ICT to develop within PRIs an enhanced understanding and appreciation of their rights and responsibilities and enable informed decision-making in local self-governance and development
*Provide digital networking of the remote areas to facilitate liasioning and two-way communication between PRI/Gramsabha and Jilla Panchayat (JP)/ external agencies/ NGOs
*Develop capabilities of PRI and local communities for making effective use of ICT for their development planning including micro-level natural resource management
*Build capacities of local communities to become meaningful partners in self e-governance initiatives

Three main functions of the Panchayats, which are being sought to be facilitated by the use of ICT, are:

a. **Governance:** Enhancing efficiency, transparency of panchayat services to gram panchayat citizens, as also developing the capacity to monitor services received from other agencies of the district administration, State Government. As a result monitoring and making the State and District administration accountable to the services of health, education, drinking water etc is a key function of the Gram Panchayat – normally not realized by the GP. To sensitize the GP to its roles and responsibilities has been an integral part of the Setu team's role. Through the

Mahiti Mitra Kiosk, ICT has been used to enable the GP to create its database, and regularly update it, for instance, regularity of school and quality of teaching/mid-day meals etc and communicate directly to the Education department/Jilla Panchayat with recommendations, and create a system of ongoing audit of services.

b. **Development:** Better informed decentralized planning through access to information, knowledge resources and planning tools has been accomplished.. Panchayats have technically access to financial resources – for instance the Central Government's watershed programme to be implemented in the next five years, only through Gram Panchayats who will be supported up to 25 lakhs for the same under the Hariyali scheme. However the same has been leveraged, and optimized by 5-6 gram panchayats in one cluster undertaking a detailed planning of their natural resources, arriving at common norms for the use of their grazing lands for example, use of ground-water etc, they could use in an ecologically, and economically much better way.

   In instances such as this, ICT support has been provided for planning, and creating NRM inventories, understanding the various schemes they can synergize for their villages, and monitor/communicate progress to the administration, and horizontally for other villages.

c. Encouraging the Panchayats and Gram Sabha to create an enabling environment in the village, by providing opportunities for computer learning and literacy through ICT applications, access to news, healthy entertainment for children and adults, etc.

KNNA has been working towards empowerment of the Panchayati Raj Institutions by developing their access to alternative development funds, better information, planning tools and knowledge resources and through these they has been working towards generating a need to govern, by nurturing the village's responsibility to monitor, plan and implement. This would in the long run reduce the centralization of power and information and facilitate holistic development of villages.

At another level; the Setus have created a knowledge collective within the cluster, and through ICT generate a better understanding of the problems, and solutions with their education, health, NRM, livelihood status; and have also highlighted the degree and nature of vulnerability within the cluster, be it landlessness, unequal wages, issues of the disabled, old, or impact of an external factor – for instance entry of chemical zones in the fishing area.

The use of ICT for capacity building of the PRIs has to be thus seen in the overall developmental environment and ongoing efforts in the district. ICT becomes one more critical aspect of capacity building which will increase the PRIs' ability to leverage all the other developmental efforts, as also initiate new ones.

The expected benefits to the stakeholders as a result of this model of implementation are:

a) By the end of the project period a ICT model for self-governance would have developed for replicability atleast all over Kutch district first, and gradually in other parts of the Gujarat State.
b) ICT applications would have been demystified and become more accessible to the Gram Panchayats and rural citizens in the project area. This shall open up the potential for other applications within these panchayats in the later years.

c) Increased transparency of information, gram panchayat systems, and the potential for mutual accountability between the citizens, administration and NGOs and their gram panchayats would have been developed.

d) Improved communication between the district administration and the gram panchayats, and the voluntary organizations.

Specific expected outcomes of the project most of which have already been accomplished are:

1. Setting up of 18 Setu kiosks across 380 village clusters

2. Setting up a single window coordination centre for all Gram panchayats with the Jilla Panchayat / District development Officer.

3. Developing the K-Link hub with capacities to train, monitor, technically and technologically augment, trouble-shoot, and set up information management systems at the kiosk

4. At least 25% of the district's Gram Panchayat members access the Setu kiosks for various services, and information.

5. At least 25% of the District's Panchayats communicate with the DDO and Jilla Panchayat directly, and regularly, at least on a monthly basis, through the kiosks. Video-conferencing between Gram Panchayats and Jilla Panchayat (JP) would become feasible, functional, and regular in all the centers by the end of three years.

6. The project is supporting all the 18 clusters and their PRIs in undertaking resource mapping of their villages, and their clusters. And at least 30% of the PRIs have translated their plans into developmental action in their villages through various schemes.

7. ICT application is used by the GP and Gram Sabhas specifically to improve the livelihood status of the fishing community, salt pan workers, dry-land farmers,

artisans (potters, weavers, block-printers), and ‘maldharis’-cattle herders in their villages.

8. All gram panchayats have been information enabled to people in vulnerable conditions, the disabled, landless, and the very old with specific schemes and developmental programmes. It is expected that at least 50% of such members would have actually benefited from the initiative of the Gram Panchayats.

9. The Project has led to at least 25 Group Gram Panchayats to set up their own village ICT initiative, computerize their administrative, and finance systems, computerize citizen services, and access information locally.

10. All Gram panchayats in the proposed clusters can access their records/forms applications through the kiosks in terms of hard copies, and will also be able to re-send where necessary.

3. Implementation Agencies, Partners and Planning for the Project:

As Kutch has been a disaster prone region, it has been an area of focus for a number of outside organizations. There was a felt need amongst the local voluntary organizations to have an access to single window information related to Kutch which would help outside organizations plan their geographical as well as sectoral areas of intervention based on the needs of the villages.

Kutch Nav Nirman Abhiyan's work has been path-breaking since as a network of 28 NGOs covering approximately 644 villages out of the 951 villages in the 10 blocks of Kutch, came together for disaster relief first during the Kutch cyclone in 1998, and served the communities in the 1999 cyclone and 2001 earthquake. The relief infrastructure with the support of donors was established. The objective of the network established by Abhiyan was to synergize human knowledge, physical and financial resources and to collaborate towards building a Kutch governed by community initiatives, encouraged self help development especially with the marginalized sections, integrated traditional wisdom with new technologies and balance issues of human rights with human responsibilities.

Abhiyan's programmes focused extensively on the capacity building of the member organizations and communities to reduce rural Kutch's vulnerability in the face of continuous droughts, low access to primary health and education. Capacity building of member organizations also focussed on better governance within organizations. The network draws its strength from the varied competencies and collective experiences of member organizations working in the areas of Natural Resource Management, Watershed Management, Micro-Credit, Livelihood Interventions with crafts artisans, Health, Education, Drought Management and women empowerment. Due to long record of Abhiyan's work in the District in Disaster Management and Developmental Programmes, a close coordination with the District Administration became possible.

Some major initiatives of Abhiyan are as below:

(a) KHAMIR- Craft Resource Centre (CRC)

A centre for Kutch Heritage, Arts, Music, Information & Resources, Khamir, is a joint initiative of Kutch Nav Nirman Abhiyan and Nehru Foundation for Development (NED), towards setting up an education, training, demonstration and interpretation facility in the areas of craft, environment, heritage conservation and education for Kutch. Individual centres for Craft Environment, Heritage and Education are being undertaken in the first phase.

Kutch has a rich tradition of Craft. Embroidery, weaving, block printing, leather, metal and pottery are traditional skills practiced by over 40 per cent of the communities living in the district. The total revenue generated from craft is estimated to be over US$ 40 million annually. However in more recent times, practice of traditional craft as a means

of income generation is fast becoming an unviable option for the artisans of the district. With the advent of cheaper factory made products flooding the markets, these artisans have had to look to outside markets. The KHAMIR — Craft Resource Centre (CRC) has started working with the main objective of revitalizing the crafts of the region, in an attempt to ensure that practice of traditional skills result in sustainable incomes for the artisans of the region. The Confederation of Indian Industry (CII) are partnering Abhiyan and NED in this initiative. The infrastructure of the Centre is being funded by the Government of Gujarat.

Some Programmes undertaken by CRC towards which ICT shall contribute are:

- Profiling the sectors — database of artisans, production processes, traditional & current markets, assessing raw materials etc.
- Technical up gradation
- Design inputs (surface and product)
- Trade facilitation, marketing
- Improving Production methodologies in an attempt to reduce drudgery & towards conservation of resources
- Entrepreneurial trainings (in various business, design and marketing skills~
- Bench marking standards
  Exploring sustainable markets & bulk buying
- Introducing range of raw materials for value addition & establishing reliable linkage for procurement
- Linking to mainstream sustainable markets
- Linkages with agencies
- Water conservation and treatment

(b) Reviving People's Initiative in Managing Droughts:

To establish self sufficiency in food fodder and water in the villages of Kutch and thereby increase the capacity of the villagers to withstand calamities, the Drought Proofing Programme was initiated. The programme aims to address the problems of drinking water, livelihood activities of dry land agriculture and animal husbandry in selected villages, the programme seeks to set the ground for reducing the dependency of people through a gradual improvement in the pattern of scarcity work and demonstrate a replicable approach of drought proofing and a different model of ensuring livelihood security even in a drought year.

(C)Training & Capacity Building Cell:

Aga Khan Rural Support Programme (AKRSP), has been supporting the Drought Proofing Programme through training and capacity building of the NGOs who have been implementing the Project. Training have been organised on the following topics:

- Micro planning using Participatory Rural Appraisal (PRA)
- Gender Sensitization
- Social Development Perspectives
- Drought Proofing Concepts and measures

- Basic Training Course for Engineers
- Identification of Vegetation Species

Exposure visits within Kutch and outside Kutch were organized, wherein 261 people including 28 NGO personnel participated. The Organization also provides direct, on the job support to the NGOs for rapport building at village level, conducting Gram Sabhas, forming committees and dialoguing at village level. Various events like Lok Dayra, slide shows on understanding traditional drinking water system of Rajasthan, training of village drought proofing committees were also carried out by the Organization.

(d) Village Resource Centre (VRC) initiative operates based on ISRO connectivity linking the Setus with the District Hospitals for Tele Medicine Applications and Universities for Agriculture Information Application. The ISRO connectivity represents a wonderful synergy between two programmes wherein the biggest beneficiary is the community. The VSAT connectivity allows two-way audio and one-way video. This enables the community to benefit from telemedicine and tele-conference service for agriculture. Experts from institutions like Wagad Welfare Hospital, Apollo Hospital, Ahmedabad, and Anand Agricultural University interact with the community members of these clusters everyday between 1-3 p.m. A weekly programme is drawn up based on the needs of the community and experts are lined up accordingly.

4. Services provided:

(i) Setu for convergent service delivery:

Each Setu works with a cluster of 15-20 villages acting as a bridge between the community and the government and channels all development work in the cluster in a coordinated manner. Setus also provide technical assistance to the panchayats. The ICTD initiative has successfully leveraged on this infrastructure. Consequently the impact of the ICTD initiative is all pervasive.

The Setus house agri-stations that render agri-information services, promote organic farming and showcase model organic agri-inputs and products. Some Setus also have Animal Husbandry stations.

The Setus in collaboration with K-Link (the IT arm of Abhiyan) used GIS mapping techniques to draw up the watershed development plan. The entire watershed was mapped in terms of geological formations, dyke formations, soil structure, surface and sub-surface water flows and a watershed development plan was drawn up. This ICT intervention helped the panchayats make the best use of the funds available.

The MM kiosk is the focal point for the community looking for information related to government schemes, agricultural inputs, guidance on legal issues, information on available loans, employment opportunities, etc.

(ii) Support to Marginalized Communities from Mahiti Mitra Centres and RTI:

As part of the ICTD (ICT for Development) Project, Abhiyan has endeavoured to bring the benefits of ICT to such marginalised communities. 18 Information kiosks named Mahiti Mitra (MM) one each in every Setu; have been set up at strategic locations. These kiosks are set up at public places like bus stands, markets, etc. and serve a cluster of villages. Typically one kiosk serves 15-20 villages.

The Bhadreshwar village kiosk has facilitated the fishermen to obtain necessary permits like Creek Pass, Sailing Licence, Vessel Licence, Fish Sale licence etc. resulting in substantial reduction in drudgery and costs. Service delivery at one point has ensured convenience for the fishermen. For example the creek pass is issued by the Customs Department; the Boat Licence is issued by the Gujarat Maritime Board while the Sailing Licence is issued by the Fisheries Department. The MM kiosk at Bhadreshwar helped them get all necessary permits/licences without having to go from place to place and without paying bribes.. In addition the fishermen get weather data and other necessary information through the MM kiosks. Estimated 26,420 users have used the MM kiosks. Of this, estimated 15% are women users. The MM kiosks towards financial sustainability have also made efforts and have earned in excess of Rs. 2,45,231/- as of July 2007.

A comprehensive databank for Kutch- covering demographic, socio-economic, political,

ecological and geographical information on villages of Kutch was created.

The ICT Infrastructure and the MM kiosks are being used for the RTI Infrastructure effectively.. The kiosks deploy the RTI application developed by K-Link effectively. Setu Mobilizers have been deployed to disseminate knowledge and information about the RTI Act amongst the marginalized communities of the served villages. RTI booklets have been developed.

Effective integration with other Govt. schemes has been done. The Talati-cum-Mantri (Block Revenue Officer) visits the MM kiosks and tries to facilitate the information delivery process. For e.g. in the Bhadeswar MM kiosk, 129 applications were received under the Sampurn Gram Swasthya Yojana.

(iii) Innovative Support for Rural Artisans and communities:

To leverage the widespread social base and acceptance of the setus, the Mahiti Mitra kiosks were planned to be located in the same villages where the setus are located. Mahiti Mitra kendras have ready community acceptability as a result of the work done by the Setus during the earthquake. The kiosks are popular not only with students for computer training and exam results, etc. but also among the artisans. Dudhai Mahiti Mitra kendra serves the Dhamadka cluster of 28 villages populated mainly by artisans specialising in block printing work. This kiosk hit upon an innovative idea to help the artisans. Earlier the artisans had to carry many samples of their designs to show the clients. This entailed a cost in terms of time and money. Now they scan the designs on the computer, transfer it to a CD and mail it across to a prospective client. The orders along with instructions for the colour scheme are received on phone or email. This saves the artisans a lot of time and money.

Four kiosks are located in panchayat premises while the rest are in commercial locations taken on rent. The connectivity is a hybrid mix of dial-up, wireless and VSAT connectivity.

(iv) Services and Software Deployed at the Mahiti Mitra (MM) Kendras:

The MM kiosk is the hub through which various different services are provided to the community. The services can be grouped in the following sectors:

Panchayat, Health, Education, Legal, Agriculture, Animal Husbandry, Fisheries, Craft and Natural Resource Management

An innovative system for reaching information to the unreached to facilitate an e-self governance system was launched with the help of KLINK (Kutch Local Information Kendra). The Focus Areas of the K-Link have been:

* SIMS (Setu Information Management System)

- Integrated GIS Module
- The village database is also linked with GIS.
- Report module that generates analytical and statistical report with a single click.

*Yojanakiya Darshan

- Details of all government schemes in regional language
- Structure & Detail of Govt. Dept.
- Govt. Scheme Forms
- Scheme Related Information. ;
- General Information of Kutch.

* Mahiti-Mitra visitor records

- To track profile of visitors and keep a record of visitors; services provided and revenue generated.

* E-Kanoon
- Information related to laws, rules and regulations
- Information about police and judiciary setup

*VYAPAR
- Info Portal for Buyer and Seller

*K-Link Portal
- Mail Service
- Employment News
- Help Desk
- Discussion Board
- Announcement
- World Fact Book
- Laws

* Multi-media Educational CDs

- 20 CDs covering various subjects in regional language
- GIS software
- The data of Census 2001 has been mapped onto the GIS. Abhiyan is also conducting a door-to-door survey in each cluster. This information is being mapped to the GIS. Once land records are made available in the public domain, even these can be mapped to the GIS. This then becomes a powerful tool in the hands of the village panchayat for micro-planning.

5. Beneficiaries:

As per project functionaries, below beneficiaries data was presented at the time of evaluation:

*334 Panchayat members have accessed Mahiti-Mitra.

*At Adesar village corruption related grievance redressed and got work done of Rs. 4,00,000/-

*62 Persons are facilitated ration card in a camp.

*48 Disabled entitled for Identity card.

*10 Panchayat's Land data computerized and made accessible from Mahiti-Mitra

*100 households facilitated for electricity connections.

*212 Panchayat certificates facilitated through Mahiti-Mitra.

*More than 1100 persons made application to revise BPL certificate.

*1 village got connectivity with "village telephone".

*1 village got Electricity connection.

*185 fishermen's log book is maintained at Mahiti-Mitra

*472 Custom Card and Panchayat certificates have been facilitated.

*185 Crick Pass and Maritime License have been facilitated

*285 fishermen have applied for various certificates.

*175 persons benefited through 2 Ayurvedic camp.

*280 persons benefited through malaria camp organized by Mahiti-mitra. Education and Employment.

*42 persons provided basic computer education

*18 rural youth employed by Private Companies coordinating with Mahiti-Mitra.

*57 Student getting Education through multi media educational CDs

*Agriculture: 100 farmers are benefited. Seeds provided and coordination facilitated with Agriculture University.;

6. Project Management and Institutional Arrangement:

The Setu is a network of nodal points (30 at initial relief time and now 18 for facilitation of relief and rehabilitation process in Kutch for a defined geographical cluster of 15-20 villages each. The Setus were envisaged to be a nodal point where grievances could be taken up for redressal (especially of vulnerable groups), and to provide space for interaction for the players in the rehab process by taking an independent /neutral role.

Role of the Setus in the Relief Phase:

- Carried out needs assessment of relief through surveys
- Facilitated relief supplies
- Conducted a survey of people who suffered injuries
- Facilitated setting up of gram samitis for reconstruction
- Advocacy through pertinent observations of grass root realities and its analysis to ensure positive influences on public policies for rehabilitation processes

Role of the Setus in the Rehabilitation Phase:

- Data collection of 90,000 households: assessment of seismic safety feature in the housing and infrastructural constructions and its monitoring
- Grievance Redressal: Supporting 1888 cases through the Lokpal (ombudsman)
- Facilitating construction of semi-permanent and permanent shelter
- Coordination with 66 NGOs for rehabilitation in various sectors
- Creating 'monetary support to vulnerable families fund' and ‘innovation / bridge fund'.
- Identification of 194 youth from Setu villages for non masonry skill up gradation training in urban construction practices
- Creating role models in education, health, drought proofing beginning of developmental initiatives

Role of the Setus in the Development Phase:

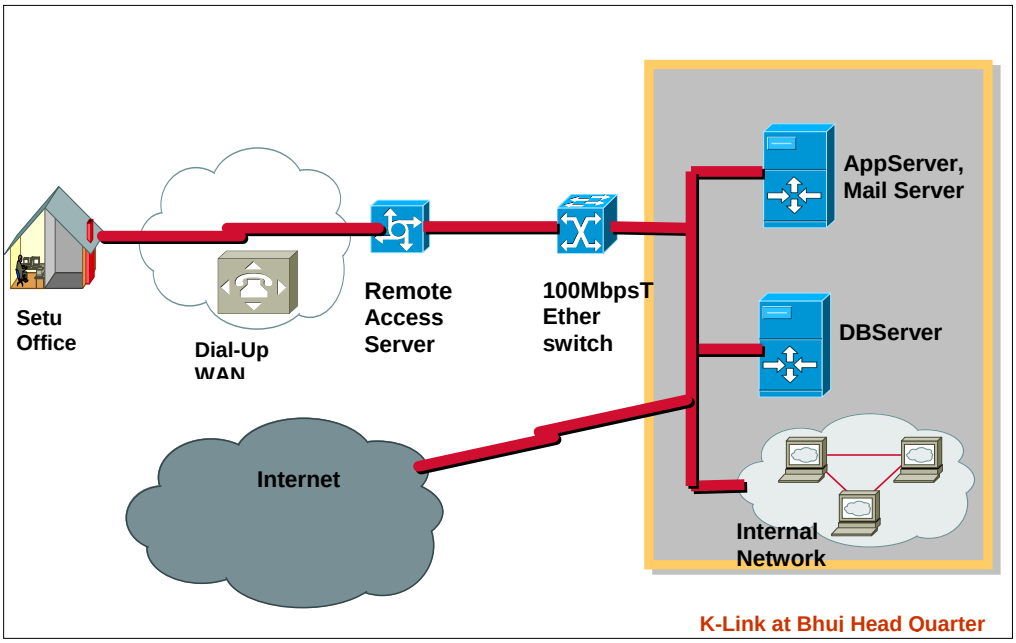
- Capacity building of panchayats for local self governance, and institutionalizing Village Development Fund with Gram Panchayats
- Interventions in education : creating cadre of community teachers and setting up of alternative school, activating village education committee
- Interventions in health : creating cadre of community health workers
- Activating connectivity in all Setu and with the district hub at k-link. setting up information kiosks at two centres
- Livelihood interventions with special focus group of farmers, salt pan workers, fish workers, and artisans
- Facilitating social processes for developmental programmes on Natural Resource Management undertaken by Voluntary Organizations

The Government had recognized Setu centres, through a government resolution, as an official network of rehabilitation support centres in Kutch. The Setu concept has been well accepted as a potential model and has been being replicated in other States like Maharashtra & Assam.

7. Technologies Used:

Technical Architecture of Project: - Current Connectivity Architecture of K Link and Setus

The computer at each Setu presently serves as a distributed node in a rural wide area network, based on the servers operated from K-Link. At present, this system has made digital networking a reality for the village clusters under each Setu. The networking facility is also being made use by the district administration for data transfers related to monitoring of health situation. It provides a unique case of such NGO-Government-Community partnership in which information is a key component. At present all 18 Setus are connected with K-Link Hub by Dial-Up network, out of these 18 Setus, 4 Setus use WLL connection.



Network & System Details

Software and Databases:

- Tata Consultancy Services (TCS) has developed SIMS (Setu Information Management System) at K Link. The MIS includes information on various sectors like Livelihood, Health, Education, Water & Sanitation
- Tools and Platform Used for Software Development:
  MS-Access, MS-SQL, Crystal Report, ASP, HTML, JAVA Script
- Tools and Platform Used for Data Transfer:
  - RAS, Dial Up Connectivity, File Transfer Protocol
- Extensive In-house software development work has been undertaken. Major software products developed by K-link include software to create and maintain Household level Information, to create a Health Directory for the district, for keeping record of Health Survey Data, for maintaining records for a water conservation project, which provides for civil Engineering calculations, Map Generation, Material and Labor

management and financial Budgeting modules, for Group Audio-Video Conferencing for many users.

Software and Operating Systems:
For Operating systems currently a licensed version of **Windows 2000 Professional** and server edition is available. In addition, Abhiyan proposes to deploy **Linux** as a server operating system. Various open source programming tools and languages like JAVA, JSP etc would be used. These would be in addition to Visual Basic and Microsoft Office XP. For software development purpose, a licensed version of Visual Studio .NET 2003 is being used.

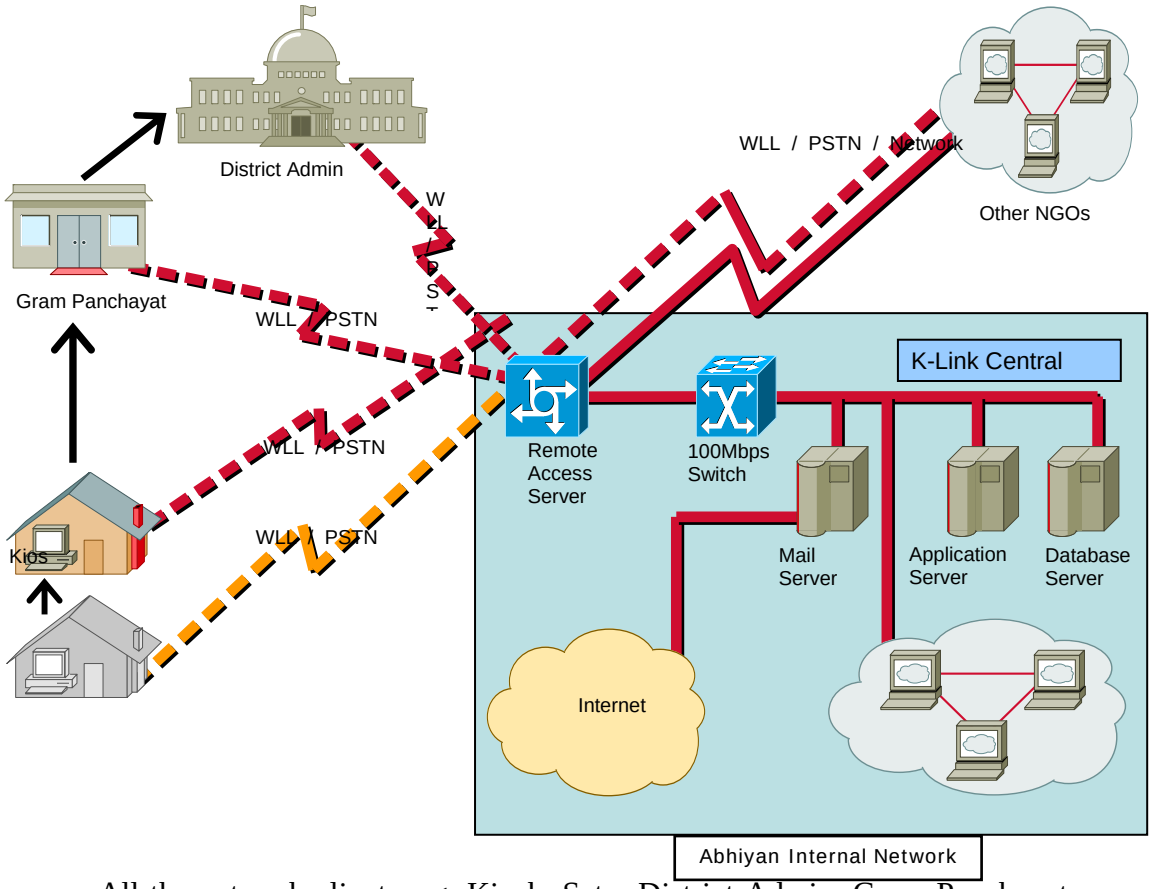
Currently Open Source Software are being used, for GIS various OSS like GRASS, DIVA, MapServer, AlovMAP etc; for Database, MySql, PostgreSQL etc; for programming JAVA, JSP etc; and for Web Services Jakarta Tomcat Server, Apache Server etc. Various Open Source Software like Linux, Grass, Sendmail, Squid, Apache, Jakarta Tomcat, MySql for building cost effective solutions.

Hardware :

Currently 2 Dell Power Edge 2500 Server s, One RAS and 32-port 100Mbps Switch (for networking) are available. Etc.

Connectivity:
The following is the ultimate proposed connectivity diagram, and out of this most has already been accomplished:

Network / Connectivity Diagram



- All the network clients e.g. Kiosk, Setu, District Admin, Gram Panchayat etc. connect through the Remote Access Server to the central network of k-link.
  - There are three servers providing various services to the clients.
  - Mail server and Proxy server: For E-mail and Internet Services.
  - Application server and Web server: For web-based services and applications.
  - Database Server: For centrally storing various kind of data.
  - Clients connect through WLL or PSTN lines to the Mail Network.
- Currently 15/18 Setu centers are connected.
- It is proposed to use BSNL WLL phones for better wireless connectivity in the district.
- Currently there is only one line for dial-in the k-link central hub, one more line is proposed.
- E-mail, Network News, Collaboration services can be provided to the JP, PRI, Kiosk and other stakeholders.

8. RBM and Project Capacity Building Support:

The RBM deployed by NISG in the project implementation has proven to be a reliable, effective self-planning, monitoring and evaluation tool based on a results framework. The RBM team has been visiting Abhiyan every quarter for collecting monitoring and evaluation data collection and consolidation.

Combined with RBM, NISGs role in capacity building of the ICTD project proponents, knowledge sharing and technical support is noteworthy. Site visits to different ICTD pilots, frequent knowledge sharing workshops have indeed built a vibrancy and a road ahead for the future.

Building Capacities of the PRIs in both Governance and Development functions :

Often the two functions of governance and development to be undertaken by the PRIs are confused as one, and the use of ICT has largely been in the area of improving governance through computerization of systems. Governance functions of panchayats are related to its management of various records, raising taxes, finances, land management, regulations, direct provision or monitoring citizen services etc, whereas development as a broader objective attempts to create opportunities for enhancing quality of life through better planning and implementation of education, health, NRM and livelihood options. Seen from this perspective implementing physical construction projects, though important, is not the only developmental interventions that the PRIs should undertake - finding solution to lack of markets for artisans or for farmers have far more developmental implications; and it is towards this end that the work of the organization is noteworthy.
Abhiyan has been fulfilling effectively the capacity building needs of the PRIs as outlined above/

9. Issues and Challenges & Recommendations:

Given the socio-economic background of Kutch grappling with very difficult issues such as low education status of the communities, lack of computer literacy, small size of villages leading to less number of users, insufficient computerization and inadequate e-Governance at the District level; the project has done very well by a very sincere and committed implementation.

However, more work has to be done to establish need for information amongst the community. Currently the footfall and usage of the ICT services is still very low and needs to enhance substantially in order to help the project attain a level of institutional and financial sustainability However the project is working towards demonstrating use of ICT application that leads community to believe in.

We believe that better participation of women has been ensured and a specific strategy for encouraging women users needs to be developed.

Network connectivity is still not at its satisfactory level; and we find still there are quite a few implementation challenges. .

Lack of computer literacy is a big issue not only at rural remote center but also at the District Admin. The real Problem is not having adequate and sufficient computerized data at district Admin. Yet the organization is addressing the challenge to increase the pro-activeness of the Panchayat.

Maintaining regular, consistent upgradation of knowledge, skills and perspective amongst Setu information coordinators and Mahiti-Mitra operator is a challenge. Many times unavailability of local leaders and Process of need assessment and shaping the services along with community took more time then defined, resulting in delay of the inauguration of new Mahiti-Mitra Centres. .

10. Sustainability:

The Pilot ICTD Project has served its purpose in more than way by successfully demonstrating:

*Strengthening of the decentralization as an essential pre-requisite to people's centred development. The PRIs have been strengthened by directly working with them on natural resource management, disaster management and working with all Govt. schemes.

*ICT infrastructure has been effectively deployed as a catalytic agent for change, with the deployment of a range of GIS, Decentralized Planning & Informational services.

*The Kiosk has become a multi-service delivery point for agri-information services, for RTI, for health services with the successful deployment of tele-medicine application, citizen services delivery viz. issuance of fishing permits and licences. Convergence of multiple services and a singular institutional delivery mechanism; has very crucial learning for the National e-Governance Plan (NeGP).

*The project has provided capacity support to the Govt. departments in developing content, accessing and disseminating information.

*Innovative applications have been deployed for bridging the digital divide. Progress towards supporting open source based development.

11. Replicability:

The Project has enormous replication possibilities due to identification of e-Panchayat as a Mission Mode under the NeGP. Already the model has been taken up for Replication in other Districts of HP. The replication possibilities emerge from below project accomplishments:

*Deploy ICT as a tool for enhancing the efficiency and transparency of local self-governance

* Use ICT to develop within PRIs an enhanced understanding and appreciation of their rights and responsibilities and enable informed decision-making in local self-governance and development

*Provide digital networking of the remote areas to facilitate liasioning and two-way communication between PRI/Gramsabha and Jilla Panchayat (JP)/ external agencies/ NGOs.

*Develop capabilities of PRI and local communities for making effective use of ICT for their development planning including micro-level natural resource management

*Build capacities of local communities to become meaningful partners in self e-governance initiatives

12. Project Outcomes:

Technology Outcomes:

Extensive In-house software development work has been undertaken very successfully by Abhiyan. Major software products developed by K-link include software to create and maintain Household level Information, to create a Health Directory for the district, for keeping record of Health Survey Data, for maintaining records for a water conservation project, which provides for civil Engineering calculations, Map Generation, Material and Labor management and financial Budgeting modules, for Group Audio-Video Conferencing for many users.

Connectivity between Setus, Gram Panchayat and Jilla Parishad has been implemented effectively. ISRO connectivity has been established between the VRCs and Setu Hubs. Abhiyan has also started using Open Source Software for GIS various OSS like GRASS, DIVA, MapServer, AlovMAP etc; for Database, MySql, PostgreSQL etc; for programming JAVA, JSP etc; and for Web Services Jakarta Tomcat Server, Apache Server etc. Various Open Source Software like Linux, Grass, Sendmail, Squid, Apache, Jakarta Tomcat, MySql for building cost effective solutions.

Social and empowerment outcomes:

*All village level decision making takes place in the Gram Sabhas even though beginning has been slow, but the progress has been good.

*Increased participation and decision-making role of the women, Dalits and whosoever is the minority in the village and in the gram sabha has been conclusively seen.

*Financial Management has become more transparent and better managed by the Panchayat body; far better compared to that of the Talati.

*Effective capacity building of the Panchayat members has taken place and they have assumed their roles with greater clarity and vision.

*Due to the Project implement; the Panchayat has become a trustworthy and a confident body due to greater role clarity and functional demarcation.

*Holistic planning and development of the villages has been undertaken effectively due to decentralization.

*The Members of the community have started identifying themselves as citizens of the villages and have become active participants in the Gram Sabhas.

13. Key Lessons Learnt:

One of the main lessons learnt is the nurturing and enablement of the gram panchayats, and village communities to prioritize, develop, plan and implement their own developmental needs - with the mandate and ownership of the gram sabha. The key to self governance is to enable Panchayats to play pre-eminent role in deciding the governance and development agenda of their villages and not leave that to government and NGOs has been accomplished effectively.

14. Appraisal and Recommendations:

Some other lessons learnt include:

*Deployment of ICT as a tool for enhancing the efficiency and transparency of local self-governance is effective.

* Deployment of ICT to develop within PRIs an enhanced understanding and appreciation of their rights and responsibilities and enable informed decision-making in local self-governance and development is feasible.

*Digital networking of the remote areas to facilitate liasioning and two-way communication between PRI/Gramsabha and Jilla Panchayat (JP)/ external agencies/ NGOs is feasible if there is a will.

*PRIs and local communities can make effective use of ICT for their development planning; including for micro-level natural resource management.

*Building the capacities of local communities to become meaningful partners in self e-governance initiatives can be accomplished easily.

THEME: RURAL LIVELIHOODS

In this thematic domain ICT interventions can be manifold. ICT, through distance learning can provide a very effective means for imparting training cutting across distances and overcoming the problems of non-availability of skilled trainers. ICT can facilitate access to markets through E commerce, it can provide access up-to-date price information to facilitate decisions pertaining to selling or holding on to the produce and if selling, which markets to sell. It enables several producers to come together and consolidate the market position it provides the means to get acquainted with the best practices to the production and it also provides, through global connectivity access to far of markets and to better prices. ICT itself can be an income generating activity also (CSCs and kiosks of a large variety)

A brief summary of how ICT has been used in the pilot projects to help in rural livelihoods is given below.

1) Ashwini: - In this Project, being implemented by Byrraju Foundation in thirty-three centers in three districts of AP, a dedicated communication network interlinking the thirty-three Ashwini centers with the nodal centers at Bhimavaram,Amalapuram, and Hyderabad has been setup. Videoconferencing facilities have been established to impart interactive training to students located at the village Ashwini centers. The areas of training covered embroidery, fabric painting, knitting, computer training English speaking, Mathematics and Science. Dissemination of information related to good agricultural practices is also covered. Linkages have been developed with large buyers to get access to markets for the goods produced by those who are trained. This generates regular incomes. Also the employability of the students is improved. The model could be self sustaining however the limitation is that the drive and motivational capability of the implementing agency contribute significantly to the projects success.

2) E-krishi:-This project is an additionality on the existing Akshaya platform in the Malappuram district of Kerala and is being implemented in 135 out of 340 Akshaya centers in the district. The project has created a web portal and offers space where the farmers can post details of what they want to sell and the buyer can post his requirements and the sellers of various agricultural inputs such as seeds, fertilizers, pesticides etc. can also post their details and transact business to mutual advantage using the portal and with assistance from the Akshaya entrepreneurs. The farmers also get information about best agricultural practices and latest price information at the kiosk. A toll free help line has also been setup under the project to provide any information or clarification that the farmer may need .The farmer can thus bargain for better prices and also sell his produce expeditiously

3) EDSS: The ICT based Enterprise Development & Support Services (EDSS) seeks to support aspiring and established entrepreneurs through every element of the business life cycle. The primary components of the service are (i) an Enterprise Package to provide both technical training in a specific type of business, imparting the fundamentals of how to manage the enterprise and also impart customised concepts on how to establish market

and financial linkages, (ii) an Entrepreneurship Development Programme customized for the background and life experience of rural citizens, to enhance their understanding of how to set-up a business, planning and management and (iii) an Ask the Expert & an online FAQ service to provide on-going business support, in the local language. So far 301 have been imparted entrepreneurship training and only 12% have started doing their business.

There appears to be acceptance of the products developed within the EDSS programme by both potential and existing entrepreneurs; due to vast unemployment and under-employment that exists in the backward Bundelkhand region. District mobilizers have been appointed in the Districts to promote entrepreneurship even amongst the underserved communities, Dalits, religious minorities and women. The Project team has been maintaining close relationship with the prospective entrepreneurs who have undergone the program. They have tried to help the promoters to best of their ability; however they have not been able to overcome inherent drawback in the project design and implementation itself. Promoting entrepreneurship or consolidating existing entrepreneurship has been an integral component of various Centrally sponsored schemes and also of the State Govt. schemes. The schemes such as Swarna Jayanti Grameen Swarojgar Yojana (SGSY) and various others promote entrepreneurship development and also credit disbursal to the Self-Help Groups (SHGs) and to the existing promoters through small collateral guarantee. The project unfortunately appears to have worked in isolation and has not integrated its efforts sufficiently with the District Rural Development Agency (DRDA) and also with the lead District Rural Development Banks. Difficulties in accessing credit for the prospective entrepreneurs and procedural difficulties were cited as reasons for the lack of integration.

ASHWINI

Implementing Agency

Byrraju Foundation

KSK.SAI

EXECUTIVE SUMMARY

Ashwini project is being implemented by Byrraju foundation, a not for profit, non governmental organization which was founded by the chairman of Satyam computers, Mr.B. Ramalinga Raju , in memory of his father, Mr.Byrraju Satyanarayana Raju. The organisation is committed to work towards creating a world class platform for holistic and sustainable rural transformation through the use of technology . The foundation primarily implements its programs and projects in the villages adopted by it. Currently, there are 172 villages adopted by it in five districts of AP. These are East Godavari, West Godavari, Krishna, Guntur, Visakhapatnam and Rangareddy. 160 of the 172 adopted villages are in the two Godavari districts. The essential pre -requisite for a village to be adopted by the foundation is that it must have a high school.

Project Ashwini, which is the flagship project of the Foundation that is monitored every month by the chairman,Mr Raju ,is being implemented in 32 villages in the two Godavari districts ,16 in each. The total projected outlay on the project was rupees 250 lakhs, out of which 135 lakhs is met through UNDP funding, 70 lakhs from a grant from Media Lab Asia,21 lakhs by community funding and the balance of nearly 30 lakhs by Byrraju Foundation.

The project is now fully operational and connects the 32 Ashwini centres in the Godavari districts and one centre in the Krishna district utilizing broad band wireless network operating in the 2.4 GHz delicensed spectrum based on IEEE802.11b/g protocol. Each of the Ashwini centers caters to the requirements of the nearby villages also .In this manner, broad band wireless based internet access is now available to 115 villages spanning a population of nearly 5 lakhs .The wireless network comprises both point to point and point to multipoint line of sight links. This network is connected to the Hyderabad Head office of the Foundation using a 2Mbps Virtual Private network line.A 2Mbps internet bandwidth is also taken from Railtel. A 2Mbps intranet bandwidth is provided to each Ashwini centre . This facilitates Internet browsing, video conferencing, email facility to the students in the village etc. Using a Sony handy cam and Polycom software, the project was able to provide acceptable quality video conferencing with a low initial investment. Video conferencing studios have been set up at the Foundation's offices at Amalapuram, Bhimavaram and Hyderabad and also at the ASHRAM hospital in Eluru, which is the resource centre for the telemedicine activities of the project. The programs run under the project utilizing the infrastructure set up, broadly cover the following;

a) **e-learning**: Livelihoods training such as embroidery, knitting, saree/fabric painting, tailoring etc

b) **e-education** : Training in spoken English, Maths&Science teaching to 8th,9th&10th class students by expert teachers, and computer training programs

c) **e-health**: Telemedicine sessions with medical specialists at ASHRAM hospital and other experts and specialists depending on availability

d) **e-governance:** Information about various government schemes and facilities

e) **V-Agri:** Agricultural extension services and expert advice from domain knowledge experts.

A schedule is drawn well in advance giving the timeslots for the different activities at the different centres and the schedule is well publicised to ensure maximum participation.

In addition to the above, ISRO has provided the necessary equipment including VSAT terminals for 13 health centres being run by the Foundation to start telemedicine activity. The usage of these facilities is yet to pick up. Further, to generate employment opportunities in the villages and generate wealth, the Foundation has launched Gram-IT, which is a rural BPO. Selected unemployed youth are provided free intensive training in written and spoken English, computer skills and general awareness and then offered employment in these Gram- IT centres. Each Gram-IT centre employs about 100 young people. They are handling currently only transaction processing and as they mature, later on voice based services also will be started.

Observations and conclusions

Looking at the posh Head Office of the Byrraju Foundation at Hyderabad, one would tend to feel rather sceptical about the project utilising expensive infrastructure by way of dedicated radio links and so on being implemented by it in the interior villages of the state where a sizeable percentage of the population may not have travelled by a train ever in their life. However, all this scepticism vanishes, the moment one walks into any of the Ashwini centres to see personally the transformation that the centres have brought about in the outlook of the people. The computers are being used without any inhibition by young girls, Video conferencing facility is being used so effectively for applications that one couldn't have even imagined i.e. to teach the skills of embroidery, knitting, Croatia, stitching and so on to girls sitting in different villages separated by huge distances. The same is being used in an e-classroom mode to enable good teachers to reach out to students in the remote corners of the district. The enrolment for the spoken English classes and computer classes is highly encouraging and these are enabling the rural youth to boost their self confidence to face the urbanites.

The sustainability model proposed by the project seems realisable if the e- learning programs continue to grow as they have so far done because these are the main revenue generating activities of the project. However, considering that rural populations do not grow as rapidly as urban populations and in future, after the present generation of nearby youngsters have already been trained, enrolments may taper and new activities using the same platform may have to be innovated to sustain the revenue model.

On the social side, the project as well as all the other activities of the Foundation have made a lot of positive contribution in the area. The good work being done by the Foundation has spurred the philanthropic spirit of local rich people and rich NRIs/NRVs and they are contributing significant amounts for public good. Some of them have donated land, some have donated for buildings for the project, some have given money

for building health centres, some for setting up water purification plants (an activity which the Foundation has been doing for the past several years that has earned them a lot of goodwill) and yet another has built a huge church to enable his Christian brethren to pray(though he is not a Christian).The project and the Foundation have helped in instilling a sense of belonging and a feeling of pride in the local population. The country needs more such challenging initiatives to harness technology for the benefit of the masses.

1. Background:

Ashwini project is being implemented by Byrraju foundation, a not for profit ,non governmental organization which was founded in July2001 by the chairman of Satyam computers, Mr.B. Ramalinga Raju , in memory of his father, Mr.Byrraju Satyanarayana Raju. The organisation is committed to work towards creating a world class platform for holistic and sustainable rural transformation through the use of technology . The foundation primarily implements its programs and projects in the villages adopted by it. Currently , there are 172 villages adopted by it in six districts of AP. These are East Godavari, West Godavari, Krishna, Guntur, Visakhapatnam and Rangareddy. 160 of the 172 adopted villages are in the two Godavari districts. The essential pre -requisite for a village to be adopted by the foundation is that it must have a high school.

The Foundation currently is engaged in activities covering Health, Education & Adult Literacy, Water, Environment & Sanitation, Livelihood and Virtual Delivery of Services in its adopted villages. The organization believes in participatory style of functioning involving the stakeholders and beneficiaries. Its core values are

- Involving People
- Applying Knowledge
- Making Things Happen

  And its strategy to harness technology for rural development is based on
- Bringing down cost of services needed in a village through management and technology
- Increasing incomes through livelihood interventions using technology as a tool to make services more affordable
- Sustaining Services through the surpluses of a Village Level Productive Enterprise (VLPE)

Project Ashwini, which is the flagship project of the Foundation,is being implemented in 32 villages in the Godavari districts ,16 in each. The total projected outlay on the project was rupees 250 lakhs, out of which 135 lakhs is met through UNDP funding,70 lakhs from a grant from Media lab Asia,21 lakhs by community funding and the balance of nearly 30 lakhs by Byrraju Foundation. At the time of initial formulation of the project, it was envisaged to implement the project in 32 villages, all of them from the West Godavari district. But subsequently ,it was decided that it should be implemented in16 villages in each of the East and West Godavari districts as the fn's other activities are also evenly distributed. The project was initiated in 2005 and is now fully operational in all the 32 villages in the Godavari districts and also in one village in the adjacent Krishna district.

2. Objectives and Goals of the Project:

Project ASHWINI's vision is to bring information, interaction, and eventually, transaction capability to villages, which will enable the village population to make informed decisions, and to translate such decisions into immediate action. This is the vision of empowerment. The goals and objectives of the project are

To provide high quality services in the areas of

- Agriculture
- Healthcare
- Education & Adult Literacy
- Livelihood related services
- Governance
- Computer literacy
- Banking

To the less privileged in 32 villages in the East and West Godavari districts of Andhra Pradesh.This will be done using Information and Communication Technology to create a virtual delivery platform for facilitating interaction between experts and service providers and the villagers

3. Implementation Agencies, Partners and Planning for the Project:

Byrraju Foundation

The Foundation is the main implementing agency, responsible for designing, planning, and implementing the project. In addition, it would manage contributions from all the other partners and be responsible for getting on board experts, service providers as well as the village community. It sets up the operations and trains the GVS(Grama Vikasa Samiti) members and the maintenance operators of the system on the technical as well as managerial issues related to project implementation. The following are the key responsibilities of the Foundation

- Interface between the community, NISG and Media Lab Asia
- Identify and engage a corps of volunteers to provide expert consultation to the villagers
- Identify and tie-up with service providers and experts
- Build community enthusiasm about the project and facilitate participation
- Identifying and training the personnel to run the project, as well as the GVS members
- Evaluate, document and disseminate the impact of the project on the community.
- Byrraju Foundation would also contribute its village level physical as well as social infrastructure.

Media Lab Asia

Media Lab Asia is the technical partner in this initiative. They are responsible for

- Advising the project team appropriately on technology related issues,
- Monitoring the implementation
- Providing inputs from other technical institutes
- Technical evaluation of the project
- Meeting about 25% of the project cost.

NISG

NISG is a strategic partner in addition to being the core-funding source for the project (about 55%). The role of NISG in this project would be

- Strategy level inputs on project management
- Capacity building of project management team as considered appropriate
- Documenting results of the project for replication and up scaling

Community

The local community in each village is an equal partner in the implementation of this project. It is represented by the Grama Vikasa Samiti, a democratically constituted 9-member body of men, women and youth of the village. The community would be responsible for

- Ensuring social sustainability of the project through adequate communication about the project
- Manage the collection and usage of user charges and other revenues for the upkeep of the system
- Financial investment of about 8% of the total outlay on the project

4. Services provided

The project is now fully operational and has established a broadband wireless network connecting 32 village centres in the East and West Godavari districts and one centre in the Krishna district . Ashwini has set up Video-conferencing studios at the Hyderabad, Bhimavaram and Amalapuram offices of Byrraju Foundation for the sustained delivery of various programs to the respective Ashwini centres. The programs in e-Learning, e-Education, e-Health, and e-governance are arranged at pre-designated times and the schedule is informed to all concerned well in advance. Resource persons are hired for this purpose and contents is identified/prepared. Short duration courses are offered for spoken English, Embroidery, Fabric (saree) painting, Mathematics and Sciences for the students of classes 8th to 10th, Computer education , Personality development etc.

Studios have been established at ASRAM medical college at Eluru, West Godavari district for conducting telemedicine programs to the village Ashwini centres. Besides, a number of virtual leaders from around the world and alliance partners are identified to roll out various programs aimed at improving the quality of life of the rural people.

Also the Non-resident Villagers (NRVs) who migrated to various places from the village are told about the facilities now available at the village Ashwini Centre and are provided an opportunity to connect to their roots using the virtual medium.i.e.they can contact their people through e-mail or speak to their relatives in the village using the video-conferencing(VC) facility by paying a nominal amount.,
A team of volunteers is working in the villages to conduct a sustained campaign among the villagers to impress upon them the need to utilize the facilities available at Ashwini and also for finding out if they have any specific requirements which the project can address.

The programs run under the project utilising the infrastructure set up, broadly cover the following;

- **e-Learning:** livelihoods training such as embroidery, knitting, saree/fabric painting, tailoring etc
- **e-Education:** training in spoken English, Maths&Science teaching to 8th,9th&10th class students by expert teachers, and computer classes
- **e-Health:** Telemedicine sessions with medical specialists at ASRAM hospital and other experts and specialists depending on availability
- **e-Governance:** information about various government schemes and facilities
- **e-Sagu:** agricultural extension services and expert advice from domain knowledge experts.

A schedule is drawn well in advance giving the timeslots for the different activities at the different centres and the schedule is well publicised to ensure maximum participation.

5 Beneficiaries

The wireless network set up under the project connects 32 villages in the east and West Godavari districts and one village in the adjacent Krishna district. Each centre also provides access to villages nearby and thus a total of about 115 villages covering a population of nearly 5 lakhs can now have access to broadband internet facility through the project. Spoken English, Embroidery , Fabric painting. Computer training classes are all quite popular and the enrolments are quite encouraging. In addition , the facilities available at the centres can be made use of by the villagers by nominal payment. These include, internet browsing, using video-conferencing to talk to their relatives abroad etc.

Farmers in the villages ,including those engaged in aqua farming and fisheries can register themselves as members by paying the prescribed monthly charges and avail the services of domain experts regarding farming practices, pest control, fertilizer and nutrient requirement of the soils etc.In fact, the concerned field coordinators visit the fields of the farmer ,capture the pictures on their digital cameras and collect the necessary data from the farmer and then send the same to the Bhimavaram hub Where the domain experts examine this data and provide the requisite advice and guidance which is passed on to the farmer by the field coordinator. Usually, the farmer gets the appropriate advice within 24to48 hours after the problem is brought by him to the field coordinator.

6. Project Management and Institutional arrangement

The managerial level team is primarily drawn from the Foundation team at Hyderabad and Bhimavaram, supported operationally by the GVS in each village. The profiles would vary from project management to specific domain expertise.A Project Manger based in the Foundation's Head office at Hyderabad is the key person and is responsible for the implementation of the project.He is assisted by two program coordinators in two districts to schedule the programs for the Ashwini centres in the two districts. Also he is assisted by the purchase, finance and accounts personnel at the same level in Hyderabad, Bhimavaram and Amalapuram for carrying out various non-technical functions like purchases, transport, finance and accounting of the project equipments and costs incurred and also for maintaining the accounts and records of the project as per the requirements of the funding partners.

A group of resources persons and domain experts for teaching Spoken English, Computer education, Mathematics , livelihood training, Agri-adivse are located at Bhimavaram and Amalapurm to carry out the sessions for villagers, students, youth,and women. A team of technical support personnel located at Hyderabad /Bhimavaram and Amalapuram are responsible for network management, up-gradation and maintenance of the Ashwini network. One operator at each of the 32 Ashwini centres reports to the program coordinator with constant feedback on the programs and new requirements if any.

The project also has a strategy level governance team, which would address issues of project implementation from a replication, scalability, and long-term perspective. From the Foundation's side, the participants would be the Foundation Lead Partners, who provide direction to the Foundation's work. NISG and Media Lab would also be part of this vision and leadership group. The project leader of Project Ashwini would also be part of this group, forming the link between the governance and the operational structures They would meet once in a quarter to review project progress.

Also module advisory boards have been formed at Hyderabad office of Byrraju Foundation to regularly review the project implementation, dealing with the technology issues, change management and course correction.
Extensive use of the Foundation's existing network is made use of. Currently they have a full time health worker in each village. A nodal coordinator takes care of implementation of various initiatives in about 10 villages each. The offices of the Foundation at Bhimavaram, Amalapuram and Khazipalem are connected to the Hyderabad Head Office and act as local hubs.

Gram Vikasa Samiti in every village where Ashwini centres are set up are helping to implement the project successfully and make it more visible to all sections of the rural communities for their participation. Ashwini centre operators are picked up from the same village with the pre-defined criteria recommended by the GVS. This helps publicise and sensitise the use of these centres and awareness about the programs being offered through these centres.

GVS members in the village community organise monthly meetings to take stock of the progress of the Ashwini program in the villages and review their requirements, new programs needed and provide the feed back to the filed staff of the foundation to make necessary changes in the timing of the programs to suit various sections of the communities

7. Technologies used

The main hub for the project is at Bhimavaram and is connected to the 32 village Ashwini centres using line of sight microwave links operating in the de-licensed 2.4 GHz microwave frequency band. The configuration is a point to multipoint mesh configuration. The wireless network uses the IEEE 802.11b/g protocol offering bandwidths ranging from1MB to 6Mb at each of the centres. Even though the stipulated maximum antenna tower height in the de-licensed band is only 5 meters on top of an existing building ,because of the wet paddy fields and coconut trees all around ,the project is constrained to raise the tower heights ,in some cases , upto 40 meters of self supporting towers.

The Head office of the fn at Hyderabad is connected to Bhimavaram using a 2MBps virtual private network leased from Railtel. A 2MBps intranet bandwidth is provided to each Ashwini centre . This facilitates internet browsing ,video conferencing, e-mail facility to the students in the village etc. Using a Sony handycam and Polycom software, the project was able to provide acceptable quality video conferencing with a low initial investment. Video conferencing studios have been set up at the Foundation's offices at Amalapuram, Bhimavaram and Hyderabad and also at the ASRAM hospital in Eluru, which is the resource centre for the telemedicine activities of the project .For all the e-Learning programs ,the trainers give their classes from the studios at Hyderabad,Bhimavaram or Amalapuram.

Each Ashwini centre is equipped with a 29'' TV which is used as a monitor for Video conferencing, one Sony handycam with a wide angle lens,3PCs, a printer and a UPS. The centre is equipped with PC based Polycom Video conferencing software.This facilitates interactive sessions between the students at the centre and the instructor at the studio in Bhimavaram and so on.The video conferencing facility is also used to facilitate personal video conferencing between the villagers and their relatives abroad on payment of rupees 50 per hour.

8. Capacity Building

Two capacity building workshops were held in August/September and November 2006 for the operators of Ashwini centres on making the pre-requisites ready for rolling out various services virtually through the Ashwini centres and also on the operation and maintenance of the Ashwini centres.

A two minute video clip on the virtual services being offered by the Ashwini centres is being planned to increase awareness on the programs being offered and importance of using and participating in these programs and availing the services.

Also program schedules for the ensuing month is being circulated among the village communities to make them aligned to the schedule.

The Promotion and Communications team of Byrraju Founation, Hyderabad is currently making plans to come out with creative propaganda material aimed at increasing the awareness in the hamlets and footfalls into the Ashwini centres in the villages.

9. Implementation Challenges & limitations

The wet paddy fields and tall coconut trees all around posed radio wave propagation problems and it was not possible to manage with the stipulated maximum tower height of 5 meters on the roof of an existing building. At several places, they had to resort to tower heights of 30 meters and at some places even 45 meters.It was a challenge to the project team to initially convince the community about the concept of virtuality,i.e. an instructor not being physically present in front of the student and still the class goes on. The level of technology that was brought in by the project was never before seen in those villages. AP is a perennially power starved state and the power situation in rural AP is still worse. The power back up was initially planned only for the ICT equipment to operate, but later it was realised that it is equally important to plan for adequate internal lighting for satisfactory video- conferencing and therefore power backup had to be increased . With limited number of resource persons available, adherence to the stated schedules ,which are circulated well in advance was a challenge. Any non -adherence to the schedule would negatively impact on the quality of the program. Use of multi media and ICT based tools as TLM(Teaching and Learning Materials) in rural areas is very new not only for the students but also for the teachers.

The Foundation had to resort to a mid - course correction of shifting 16 Ashwini centre locations to East Godavari district to avoid the possible knowledge gap between the two districts , which largely comprise the adopted villages of Byrraju Foundation.The list of actual centres is therefore different from what has been indicated in the DPR.

10. Sustainability

Ashwini centres are established with initial investment coming from different project partners like UNDP/NISG, Media lab Asia, Byrraju Foundation and the village community. The operational expenses to run the facilities are estimated at about **Rs.8,000**/-pm per centre that include the operator cost, electricity, maintenance, apportioned cost of the expert advise/service etc besides Internet bandwidth and network maintenance cost.

It has been the practice to provide the services free of charge during the first year of operation of Ashwini centres and that cost is built into the over all project cost. Thereafter they start charging .In general it has been seen that within two years after they start charging, the centres become self sufficient,i.e.their revenue will be in the range of rupees 8000/ per month.

The user charges collected by the centres for different activities are as below

1. Spoken English: Rs.100 / per month for two months program
2. Computer literacy: Rs.200/ - per month for two months for MS office skills
3. Internet and e-mail: Rs.10/- per hour
4. Agri advisory services to farmers: Rs.50/- per month
5. Personal video-conferencing to villagers: Rs.50/- one hour.
6. Print out: Rs.5/- per page and colour Rs.10/- per page
7. DTP: Rs.10/- per page

As on September 2007 , 25 Ashwini centres are charging for their services and by March 2008 all the 32 centres would be charging. It is expected that all the 32 Ashwini centres will be sustainable by around Dec2008.

It is also planned to offer advertisement slots to various commercial outfits to meet the operating cost of Ashwini centres .Also co-location of radio-equipment of other service providers will generate additional revenue thus making the Ashwini centres sustainable
Aqua feed manufacturers are evincing interest to offer advertisement charges to make their products more visible to the aqua farmers. Local Garment manufacturers and shop owners are offering job works to the trained women in embroidery skills which is positively impacting the enrolments for this program.

Aggressive campaigning is being done to promote the use of various services offered by Ashwini in the adopted villages and the neighbouring non-adopted villages of Byrraju Foundation. Also advertisement charges from the commercial organisations and personalized services like Internet and video-conferencing are offered on chargeable basis that make the centres financially sustainable. Fee based Skill upgradation and personality development programs are making the rural youth better employable

11. Replication

The project is a very good example of how ICT can be successfully used for real rural development. But ,in the case of Ashwini ,several factors have contributed to the success. The same mix may not be possible everywhere. The most important factor is the strength of the implementing agency. By the time the Ashwini project has started ,Byrraju Foundation has already built up a very sound reputation as a technology driven organisation and has acquired a strong credibility for delivery. Further, the organisation has good financial and manpower resources at its command and enjoys the trust and goodwill at the grassroots level in both the districts. The participatory style of management adopted by it has inculcated a sense of ownership in the community and that is why it was able to mobilise a sizeable contribution from the community towards the project's outlay(by way of land and buildings).The topics chosen for the training programs, spoken English, computer classes, embroidery, fabric painting, etc. all have good local relevance. This choice, obviously, is based on a needs analysis and is the outcome of the participatory style.

There is definitely a need for replication of such projects, but the problems are ,

a) finding a committed implementing agency which will have no difficulty in continuing the project activity even after the funding stops and

b) the initial investments are high especially for the telecom facilities. However , if broadband networks become available ,the funds requirement for the project may substantially come down.

12. Project Outcomes

Outputs Achieved:

In line with the objective of providing high quality healthcare, education, livelihood training, agricultural advisory and related services to people in the rural areas using Project Ashwini, this project could achieve delivering the above services in 33 Ashwini villages so far with an average attendance of 40 people(farmers, students, women, children put together) per day per center. The enrolment for the embroidery and fabric painting classes averages around10-15, for the spoken English,15-20,for computer classes ,10-15 and so on. Around 1500-2000 farmers register for availing the agricultural services during a season and so on. In this manner several thousands villagers have already availed the services from the Ashwini project.

The project was acclaimed by His Excellency President of India, Shri A.P.J.Abdul Kalam who inaugurated 6 Ashwini centres on 9th Jan 2006 in the presence of CEO NISG and interacted with farmers, students and women participating in Agri, education and telemedicine programs. His official website mentioned Project Ashwini dominantly as an ICT vehicle for rural development.

Outcomes:

The project has shown a way how good quality services that the rural people require, to bridge the digital divide, can be brought within their reach, both financially as well as physically. A look at the spectrum of people who enrol for the programs offered by the project has shown that it cuts across age groups and gender. For example ,a retired school head master had enrolled for the computer training program, the spoken English courses are very popular with the women in the villages and so on. At one of the centres, we have seen that the coordinator is a woman and being proud of her village she has a blog site in which she has written very nicely about their village. The project has contributed significantly to women's empowerment, awakening a spirit of entrepreneurship among them and a desire to improve their quality of life.

The outcome from the project on the social front has also been impressive. It has promoted social equity, giving equal opportunity to all. It has inculcated a spirit of participatory development in which the villagers were willing to contribute .It has also kindled the feeling s of philanthropy among the relatively affluent in the villages , who have come forward to donate liberally for the projects being implemented in their area.

13. Key Lessons Learnt

Needs assessment varied from village to village and even among the hamlets of the same village. It provided a great lesson for the need to constantly keep the users interest in mind and the need to identify the appropriate programs to meet their needs.

Some village communities showed smaller areas promising larger space later. But once the program is rolled out, no review of the space is done. This happened in the case of two villages. This provided a vital lesson that site specifics should not be compromised at any cost.

Provision of Independent power meters for Ashwini centres and resolutions by the local panchayats for rolling out Ashwini program took time to implement the project in some cases..

Confidence building among various hamlet dwellers on the ownership of the program is a major lesson . The project had to ensure that the Ashwini centres are located in such a place which is accessible to all sections and hamlets of the village.

14. Appraisal and Recommendations

During the first few years after its inception, the Byrraju Foundation, with its lofty mission "*to create a world class platform for holistic and sustainable rural transformation ,through the use of technology"*, has taken up issues that are of direct and immediate relevance to the rural population . The most notable among them are the clean drinking water supply and health care. The main district where they started their operations viz West Godavari district has ,in fact, plenty of water ,but clean and safe drinking water was scarce during most part of the year. Unfortunately the people were not much aware that the water that they have been drinking is unsafe. By persistent hard work and awareness campaigns, and offering safe drinking water at a nominal price of 12 paise per litre, the Byrraju Foundation was gradually able to draw people into its fold. Further,the clean bottled drinking water supplied by the Byrraju Foundation does not come from anywhere outside but it is purified at the water purification plants set up by the Foundation in the villages only and any one can go round the plant and see for himself the process in progress. This built up good credibility to the Byrraju Foundation and soon donors from other villages were coming to the Foundation requesting them to set up a plant in their village for which they offered space and requisite finances. Now the model has become quite popular. Similarly, on the health care front , the villages in the district had connectivity problems resulting in inadequate access to good hospitals. The Byrraju Foundation has set up good health centres in a few villages in independent well designed buildings as per a standard design and offered the services of a medical doctor and free medicines. It didn't take much time for these rural health centres also to become popular and soon donors started volunteering to finance setting up of health centres as per this design in their villages. And the process is continuing ,both for the water purification plants as well as for the health centres. Today, the organisation is deeply involved in a number of developmental programs in 175 adopted villages in 6 districts of Andhra Pradesh. These programs include ,in addition to the ones already mentioned, education and adult literacy; Livelihoods generation; Agricultural extension programs; Women's empowerment ; Environment&sanitation etc. Thus, by the time the Ashwini project was started, the Byrraju Foundation has already acquired a reputation as a technology based organisation whose credibility on the delivery front is high. Through Ashwini the Foundation has brought a level of technology , that was never before seen in any of the 32 villages where the project is being implemented. Not just computers and broadband internet connectivity but services like video conferencing, e- learning, e-Health(telemedicine) and e-sagu. All for *them* to use regularly and not just as show pieces .Naturally, the call of technology was irresistible not only for its novelty but also due to the villagers' own need to take recourse to it as a problem solver. This is the reason why the Ashwini centres have already become popular and the enrolments for most of their programs are high.

The next striking feature is that the project does not appear to have chosen any of the technologies on a *per se* basis for any of its applications. A detailed examination shows that the chosen technology is perhaps the right one for addressing that specific need .For example, choosing video conferencing for imparting training in embroidery and knitting

work. One would have thought that it would be unviable and unworkable. But, by selecting to work with a Sony Handycam and Polycom PC based software instead of any high end products, they were able to keep the investments low. And by entrusting the responsibility of exploiting the technology to the trainers themselves who were able to adapt it to meet their needs, they were able to accomplish the goal of imparting good quality training to the villagers situated in remote villages. Similarly, routinely sending their field staff with digital still cameras to agricultural fields of the farmers registered with them and making them take close up snaps of the problem crops, and sending these pictures on the net to the domain experts at the Ashwini nodal centres, and delivering the appropriate written recommendations and advice to the farmers within 24-48 hours ,Ashwini was able to deliver personalised agricultural extension services to the farmers at a great speed. This is a privilege that is available to few farmers in the country.

The reputation ,credibility and goodwill earned by the Foundation has enabled it to network well with several wiling partners not only within India but also from abroad. This has been very helpful in strengthening their efforts in the area of Telemedicine . In some of the sessions, they were able to get NRI doctors advising the rural patients.

Despite good successes accomplished by the Ashwini project , there are some limitations in their model. First and foremost is the initial high investment that modern technology demands. If a way to avoid the investment on dedicated communication links emerges, the investments would reduce drastically. If BSNL or the other telecom operators start offering dependable broadband services ,in the rural areas too, it would be possible. Second, programs of this nature can be sustained only with the help of committed and resourceful NGOs who have good grass root level linkages. Byrraju Foundation has adequate financial and manpower resources and the tenacity to deploy these resources liberally and strive to achieve their goals. Third, some high tech experiments of this type which are slightly ahead of their times have a possibility of remaining as isolated pockets of excellence which become showpieces to take VIP visitors around. One classic example of this is the Warana wired village experiment implemented by the NIC in Maharashtra. This was implemented nearly ten years ago and there has been little replication of that model and today few speak about it. To safe guard against such a fate ,the Ashwini project must continue to innovate new applications, and spread its activities without being complacent. Also , they must be willing to share all their experiences with others without having the fear of being bettered upon. Fourth, sustainability calculations are based on assumptions of continued growth and good enrolments for the e-learning /e-teaching programs that are revenue generating activities. But, considering that rural populations do not grow as rapidly as urban populations, the levels of enrolment may have a tendency to taper off after a few a years.

The project has made impressive achievements in bridging the digital divide. It is a good example of a well executed PURA(Provision of urban amenities in Rural Areas) project. By very closely working with the local rural populations in a participatory manner, the project was able to generate a feeling of pride and ownership among the villagers so that many of them have shown readiness to contribute towards the growth of the organisation’s activities. Project Ashwini has successfully kindled a spirit of philanthropy and sharing with others what we have amongst the villagers . This is a very positive outcome from the project and a major contribution towards social development.

ICTD MID-TERM PROJECT EVALUATION

Village Information System (VIS): Integrated Citizen Services/Governance Project

Gujarat

By

Chetan Sharma

February 2008

1. EXECUTIVE SUMMARY

The Village Information System (VIS) as a ICTD pilot intervention implemented by the Gujarat Informatics Ltd. (GIL), GoG with support from the Panchayat Department has sought to extend e-Governance services by focusing significantly on the infrastructure development. VIS has been implemented in 100 villages of predominantly rural Taluks of Patan and Mehsana Districts of North Gujarat. The project aimed at bringing better, efficient, transparent and effective governance and citizen services that are easy and simple to access with minimum costs. The Project focused on establish Rural kiosks as well as on integrate the village-level initiatives of the Govt. of Gujarat viz. e-Gram, e-Dhara, Mahiti Shakti with a help of a hybrid connectivity viz. GSWAN, BSNL and n-Logue.

VIS is in many ways is a trend setter since the Common Service Centre (CSC) scheme of the National e-Governance Plan (NeGP) aims at establishing a communication hub/kiosk for offering citizen

Services in every village of the country ultimately; starting with the initial 100,000 villages. The Govt. of Gujarat has already taken VIS for replication in all 18,000 villages of the state.

Another trend setter of the VIS project has been the selection of Village Computer Entrepreneur (VCE) for managing the village kiosk in an entrepreneurial mode. The CSC scheme also emphasizes on the crucial role of the Village Level Entrepreneur (VLE) in managing the kiosk. In many of the implemented villages, the VCEs have attained financial sustainability.

The Project has successfully leveraged on the existing infrastructure (network and hardware) of the Govt. of Gujarat applicable and has successfully implemented in the targeted villages applications such as Citizen Centric Services, Commercial Citizen Services, Information Services and Internet Services; by ensuring delivery through a single state level portal; and also by leveraging successfully on the existing applications already in place. This approach has ensured that maximum number of citizen services have been offered in the targeted villages and on the other hand, existing applications are also utilized and duplication is avoided.

The project proposes has managed to upgrade the existing systems to provide services which can be broadly classified in the following categories:

- **Citizen Centric Services** – These would cater to the citizen centric services like:
  - Online Submission of Application forms for issuance of Farmer Certificate, Income Certificate, Domicile Certificate, Birth Certificate, Death Certificate etc.

In this domain; the Project proponents plan to implement Public Information Services viz. Health Information, Agriculture information, Education information, Animal Husbandry Information and also the Public Grievance Redressal System.

The Project also proposes to implement Commercial Citizen Services covering facilitation for the citizens to sell and buy services such as transport facility, cold storage facility, etc. from the kiosk.

The Project has also implemented in some of the Kiosks Information Services covering Agriculture Mandi Rates, Stocks information for farmers, Fairs, Festivals and events, Government Schemes and also in the Government/NGO sponsored camps and programs.

The Project has also implemented Messaging and Internet Services including e-mail facility across Departments / Kiosks and Broadcasting of Bulletin containing information from some departments. The Project has served its purpose by implementing networking, delivery of the programs and also training of the VCE.

1. Project Background:

India, over the past decade, has become a test bed for innovations in information and communication technologies (ICT) serving the rural user. Various reasons explain this emergence. The most obvious may be that the rural areas even in a well to-do state such as Gujarat; have remained poor while the rest of the country has moved ahead.

For supplementing country's Rural Development efforts, the Govt. of India has been focusing extensively on e-Governance services. There is a wide-consensus on the Objectives and Benefits of the e-Governance services:

- Minimizing distance to access.
- Extending access to un-served group
- Introducing transparency.
- Simplifying transaction procedures.
- Minimizing costs to citizens.
- Minimizing cost to Govt. (internal efficiency)
- Increasing the Govt. revenue.
- Improving the time to transact for citizens& Govt.
- Offering new services.
- Modernization/adoption of best practices.

Towards this end, the National e-Governance Plan (NeGP) as is part of the National Common Minimum Programme (NCMP) of the current Govt. pledges itself for bringing information and government services to the doorstep of the citizens. The scheme has since then been operationalized and the Citizen Service Centres (CSCs) are meant to provide high quality and cost effective video, voice and data content, in the areas of e-Government, education, health, tele-medicine, entertainment as well as other Govt. and Private services.

Most existing ICT for Development and e-Governance Models are intended to deliver Govt. to Citizen (G2C) and Business to Consumer (B2C) services from Information Kiosks. NeGP is formulated on 3-pillar delivery model for these services viz.

(a) State Wide Area Network (SWAN/NICNET) that will provide connectivity@ 2mbps up to the block level.
(b) Data Bank/State Data Centres (SDC)
(c) Common Service Centres (CSC)

The Village Information System (VIS) project is implemented by the Gujarat Informatics Ltd. (GIL), GoG with support from the Panchayat Department in 100 villages of Patan and Mehsana Districts as part of the Govt. of India and UNDP ICTD initiative; seeks to work towards these goals.

The project aimed at infusing in governance ease, economy, efficiency, effectiveness and ethics; bridging the digital divide between the urban and the rural sectors; converting right to information into a reality through access to digital information; empower people through access to global communication and information; enabling prompt servicing of citizen requests and reduce time, effort and cost for availing the services; providing communication hubs at villages; providing information on health care systems; providing

Information on educational facilities in the nearby towns and in the State Capital; providing information on various job opportunities which are suitable for the local people; providing information about various government and NGO supported programmes which will enhance their livelihood options.

The VIS project has been implemented at a Project Funding of over Rs. 1.20 crore. .

2. Objectives and Goals of the Project:

This project as per Project proponents is based on the theme "ICTs for Transforming Rural Governance". The functional scope of the project covers services described below that have already been activated:

- Online submission of application forms for issuance of following certificates:
  1. Birth Certificate
  2. Death Certificate
  3. Caste Certificate
  4. Agriculture Certificate
  5. Farmer Certificate
  6. Income Certificate
  7. Domicile Certificate
  8. 7/12,8/A Certificates

Below services were claimed to be offered by the Project in the DPR; however these could not be implemented at that stage:

- Agriculture Information Services
  1. Agriculture Mandi Rates
  2. Daily / Weekly / Monthly Mandi Rates
  3. Stocks information for farmers
  4. Cold Storage Facilities (Reservations/Bookings, Access, etc.)
  5. Pesticides (Products, Costs, Shops selling them)
- Transportation Services
- Healthcare and Allied Services
  1. Diseases (Fatal and Non-fatal, prevention mechanisms)
  2. Primary Health Issues
- Animal and Livestock Related Services
  1. Veterinary / Animal related problems
- Meteorological Information Services
  1. Forecasts on rainfall
  2. Forecasts on climatic conditions
  3. Forecasts on warnings for cyclones, floods, etc.
- Educational Services
  1. Information on various schools, colleges and universities in Villages / Talukas / Districts / State
  2. Streams and Courses Available
  3. Availability of Seats
  4. Fees Structures
  5. Sponsorship Schemes for Education

- Employment and Job Services
    1. Information on jobs vacant in various departments, organizations, etc. (Job details, qualifications, experience, exception criteria)
- Provide information related to:
    1. List of families below poverty line
    2. Electricity priority connection list
    3. Drinking water resources
    4. Village schemes
    5. Citizen charters
    6. Immovable property rates
- Public Grievance Redressal System
- Information on various events in the area like:
    1. Festivals
    2. Fairs
    3. Govt. / NGO sponsored camps and programs
- Communication and Messaging Services: e-mail, internet, photo mail, voice mail, messenger services, internet telephony, etc.
- Online Payment of House Tax & other Fees / Charges

The project also seeks to interface with existing applications / databases viz. Land Records Collection System, Ration Card System, etc.

3. Implementation Agencies, Partners and Planning for the Project:

Gujarat Informatics Ltd. is the project implementing agency for the project supported by **UNDP** is the project sponsor. NISG has been helping in building capacity of the VIS Project implementation team by having workshops for the same. NISG is also assisting by providing various guidelines to be followed for the execution of project and providing guidance on various issues as and when requested.

The Department of Panchayat, Rural Housing & Rural Development Department, GoG along with Development Commissionerate have partnered in this project by involving their officials in the Committees formed for implementation of the VIS Project. GIL has been communicating with the District officials (DDOs) through these offices. Panchayat Department has also provided inputs in finalizing the Family Survey Form for carrying out the Family Survey, which has become the base for database creation. NIC has provided the support by developing various software applications viz. e-Gram, e-Prima, Intra Panchayat, e-Dhara, etc.

The Panchayat Department has also set up "e-Gram Mission Society" to oversee the IT initiatives at village level. The ownership of the VIS Project would be transferred to this e-Gram Mission Society within next few months.

4. **Services Provided: Detailed breakdown of services during past few months is as per Annexure "A"**

Online submission of issuance of following certificates:	Details of services
1. Birth Certificate	Certificate of birth will be generated by system based on details provided by applicant
2. Death Certificate	Certificate of death will be generated by system based on details provided by applicant
3. Caste Certificate	Cast Certificate will be generated by system based on details provided by applicant. Supporting documents would be uploaded.
4. Agriculture Certificate	Agriculture Certificate will be generated based on details provided by the applicant.
5. Farmer Certificate	Certificate of farmer will be generated based on details provided by the applicant. Supporting documents would be uploaded.
6. Income Certificate	Income Certificate will be generated by system based on details provided by applicant. Supporting documents would be uploaded.
7. Domicile Certificate	Domicile Certificate will be generated by system based on details provided by applicant. Supporting documents would be uploaded.
8. 7/12,8/A Certificates	These certificates will be generated by system based on details provided by applicant.
Agriculture Information Services	PROPOSED IN THE FUTURE
1. Agriculture Mandi Rates	Provides latest mandi rates on different products.
2. Daily / Weekly / Monthly Mandi Rates	Provides mandi rates on different products on daily/weekly/monthly basis - previous rates are also available.
3. Stocks information for farmers	Food stock information for farmers.
4. Cold Storage Facilities (Reservations/Bookings, Access, etc.)	Availability of nearest cold storage facilities, space, prices, bookings, etc. Online application and status tracking.
5. Pesticides (Products, Costs, Shops selling them)	Information on Pesticides, their applicability to different types of crops, dangers, costs, shops selling them, etc.
Transportation Services PROPOSED IN THE FUTURE	Details of available transportation services for movement of crop yields from village to mandi, etc. Online application and status tracking.
Healthcare and Allied	

Services PROPOSED IN THE FUTURE	
1. Diseases (Fatal and Non-fatal, prevention mechanisms)	Information on different diseases, symptoms, prevention mechanisms, nearest health care centers, doctors and medical staff, etc.
2. Primary Health Issues	Primary Health Care Centres, Doctors, etc.
Animal and Livestock Related Services PROPOSED IN THE FUTURE	
1. Veterinary / Animal related problems	Animal and Livestock information covering details on disease prevention in animals, nearest veterinary centers, etc.
Meteorological Information Services PROPOSED IN THE FUTURE	
1. Forecasts on rainfall	Meteorological forecasts for rainfall, information on climatic conditions in that region, warnings for floods, high tides, cyclones, etc.
2. Forecasts on climatic conditions	
3. Forecasts on warnings for cyclones, floods, etc.	
Educational Services	PROPOSED IN THE FUTURE
1. Information on various schools, colleges and universities in Villages / Talukas / Districts / State	Information on schools, colleges and universities on classes, streams, courses offered, eligibility criteria and fees structures. Availability of Scholarships. Online applications and status tracking.
2. Streams and Courses Available	
3. Availability of Seats	
4. Fees Structures	
5. Sponsorship Schemes for Education	Availability of sponsorships for various courses.
Employment and Job Services	PROPOSED IN THE FUTURE
1. Information on jobs vacant in various departments, organizations, etc. (Job details, qualifications, experience, exception criteria)	Details on vacancies in various government organizations, departments, examinations conducted by Service Commissions, results of examinations, etc. Download forms, check results, etc.
Information Related	PARTIALLY IMPLEMENTED
1. List of families	Informative Report

below poverty line	
2. Electricity priority connection list	Informative Report
3. Drinking water resources	Details of water resources in villages, talukas, etc.
4. Village schemes	Schemes floated by Govt - past, current
5. Citizen charters	Charter of Citizens – Informative
6. Immovable property rates	Rates of Property – Informative
Public Grievance Redressal System	Lodge grievances online and track the same
Information on various events in the area like:	
1. Festivals	Fairs, Festivals, Camps, Programmes being held in villages, talukas, etc. Schedules, details of participation, etc.
2. Fairs	
3. Govt. / NGO sponsored camps and programs	
Communication and Messaging Services: e-mail, internet, photo mail, voice mail, messenger services, internet telephony, etc.	Communication hub - all facilities at one place
Online Payment of House Tax & other Fees / Charges	Payments for various transactions at one place - taxes, service charges, fees, etc.

Current penetration of village-wise services is attached herewith as Annex “A:

ANNEXURE-A

Village Information which are under VIS Project

District Panchayat Mehsana

Sr.No.	Name of Taluka	Name of VIS Village	VIS/ E-gram Centre Started	Service Charges	VCE appointed Y/N	VCE Appointment Date
1	Chanasma	Dharmoda	**Sept.06**	**Rs.10 for every Certi., Rs.10 for RoR Issues, Rs.20 per Dept. Forms, DTP work 10 per page, Rs.20 for email, Rs.20 for 1 hour Internet**	**Yes**	**Sept.06**
2		Finchal	**Sept.06**		**Yes**	**Sept.06**
3		Islampura	**Sept.06**		**Yes**	**Sept.06**
4		Jakhana	**Oct.06**		**Yes**	**Oct.06**
5		Jasalpur	**Dec.-06**		**Yes**	**Dec.-06**
6		Jhiliya	**Dec.-06**		**Yes**	**Dec.-06**
7		Jitoda	**Nov.-06**		**Yes**	**Nov.-06**
8		Kesni	**Oct.06**		**Yes**	**Oct.06**
9		Khari Dhariyal	**Dec.-06**		**Yes**	**Dec.-06**
10		Pindharpura	**Sept.06**		**Yes**	**Sept.06**
11		Ruppura Karanpura	**Jan.-07**		**Yes**	**Jan.-07**
12		Sarsav	**Sept.06**		**Yes**	**Sept.06**
13		Sendha	**Nov.-06**		**Yes**	**Nov.-06**
14		Sendhal	**Dec.-06**		**Yes**	**Dec.-06**
15		Sojitra	**Jan.-07**		**Yes**	**Jan.-07**
16		Vasaipura	**Dec.-06**		**Yes**	**Dec.-06**
17		Vsai	**Jan.-07**		**Yes**	**Jan.-07**

Village Information which are under VIS Project

District Panchayat Mehsana

Sr.No.	Name of Taluka	Name of VIS Village	VIS/ E-gram Centre Started	Service Charges	VCE appointed Y/N	VCE Appointment Date
18	**Patan**	Ambapura	**2/20/2007**	**Rs.10 for every Certi., Rs.10 for RoR Issues, Rs.20 per Dept. Forms, DTP work 10 per page, Rs.20 for email, Rs.20 for 1 hour Internet**	**Yes**	**2/20/2007**
19		Badipur	**11/15/2006**		**Yes**	**11/15/2006**
20		Balva	**1/16/2007**		**Yes**	**1/16/2007**
21		Bepadar	**1/19/2007**		**Yes**	**1/19/2007**
22		Bhalgam	**11/15/2006**		**Yes**	**11/15/2006**
23		Chadasana	**2/26/2007**		**Yes**	**2/26/2007**
24		Dabhdi	**2/28/2007**		**Yes**	**2/28/2007**
25		Dhanasara	**11/12/2006**		**Yes**	**11/12/2006**
26		Dharusan	**11/30/2006**		**Yes**	**11/30/2006**
27		Volavi			**No**	
28		Ghacheli	**3/5/2007**		**Yes**	**3/5/2007**
29		Hajipur	**1/22/2007**		**Yes**	**1/22/2007**
30		Hamidpur	**2/22/2007**		**Yes**	**2/22/2007**
31		Hansapur	**12/26/2006**		**Yes**	**12/26/2006**
32		Khanpurda	**11/15/2006**		**Yes**	**11/15/2006**
33		Kharivavdi	**11/23/2006**		**Yes**	**11/23/2006**
34		Khimiyana	**1/9/2007**		**Yes**	**1/9/2007**
35		Kuder	**1/1/2007**		**Yes**	**1/1/2007**
36		Mahemadpur	**1/22/2007**		**Yes**	**1/22/2007**
37		Mandotri	**12/18/2006**		**Yes**	**12/18/2006**
38		Manpur	**1/9/2007**		**Yes**	**1/9/2007**

39		Matpur	**12/20/2006**		**Yes**	**12/20/2006**
40		Mithivavdi	**1/22/2007**		**Yes**	**1/22/2007**
41		Mota Ramanda	**3/9/2007**		**Yes**	**3/9/2007**
42		Rajpur	**12/22/2006**		**Yes**	**12/22/2006**
43		Rughnathpura			**No**	
44		Runi	**3/14/2007**		**Yes**	**3/14/2007**
45		Sagodiya	**1/3/2007**		**Yes**	**1/3/2007**
46		Samoda	**1/9/2007**		**Yes**	**1/9/2007**
47		Sanodarda	**12/3/2006**		**Yes**	**12/3/2006**
48		Sarva	**3/14/2007**		**Yes**	**3/14/2007**
49		Sotawad	**1/1/2008**		**Yes**	**1/1/2008**
50		Sujnipur	**1/8/2008**		**Yes**	**1/8/2008**
51		Vadli	**12/20/2006**		**Yes**	**12/20/2006**
52		Vareda			**No**	
53		Veloda (Nana-Mota)	**2/22/2007**		**Yes**	**2/22/2007**
54		Abalouva	**11/13/2006**		**Yes**	**11/13/2006**
55		Bhatsan	**12/21/2006**		**Yes**	**12/21/2006**
56		Bhutiya Vasna	**5/7/2007**		**Yes**	**5/7/2007**
57		Endla	**5/24/2007**		**Yes**	**5/24/2007**
58		Haidarpura	**1/18/2007**		**Yes**	**1/18/2007**
59		Jakha	**2/17/2007**		**Yes**	**2/17/2007**
60		Jangral	**1/3/2007**		**Yes**	**1/3/2007**
61		Lakshmipura	**3/6/2006**		**Yes**	**3/6/2006**
62		Morpa	**12/27/2006**		**Yes**	**12/27/2006**
63		Raviyana	**1/23/2007**		**Yes**	**1/23/2007**
64		Vahana	**1/20/2007**		**Yes**	**1/20/2007**

1. Capacity Building:

The success and sustainability of ICT for Development projects lies in adopting a participatory approach right from the project initiation stage. While technology can only act as an enabler in providing services, the role of people and communities as active participants in the process of their development cannot be discounted. In this context, provide the key steps taken and lessons learnt on involving communities through the project implementation.

Workshops have been arranged at District/Taluka headquarters in Patan and Mehsana Districts for Awareness creation regarding VIS Project and for Drive for selection and appointment of Village Computer Entrepreneurs (VCEs) in the VIS villages. The Village level officials (Talatis), Taluka level officials (TDOs), District level officials and the selected VCEs were invited during these workshops. They all were updated with the current status for implementation of VIS Project and regarding the steps to be taken for driving the project further including selection and appointment of VCE's. Their feedback was also sought regarding the computer hardware & peripherals procured and deployed and regarding the family survey and database creation work carried out.

The representatives from GIL, Panchayat Department & DDO themselves have also attended the NISG ICTD Workshops for Project Implementing Agencies.

Training has also been provided to the Village level officials (Talatis) for basic computer operation and for e-Gram Software through short listed Training Institutes. The Details of the Trainings organized are as per Annexure "B"

ANNEXURE –B

Training Session Details for Mehsana VIS & E-gram G2C,B2C Services

Sr.	Name of Taluka	Training Date	Training imparted to/ No. of Persons	Training arranged by DLE/TLE	Contact No.	Training Agenda	Place
Month :							
1	Kheralu	**8/3/2007**	14	TLE		Computer Fundamental, Software,Printer ,ROR (7/12 & 8A)	Taluka Panchayat Kheralu
2	Kadi	**8/29/2007**	18	TLE		Computer Fundamental, Software,Printer ,ROR (7/12 & 8A)	Taluka Panchayat Kadi
3	Visnagar	**9/11/2007**	36	TLE		Computer Fundamental, Software,Printer ,ROR (7/12 & 8A)	Taluka Panchayat Visnagar
4	Mehsana	**9/14/2007**	20	TLE		Computer Fundamental, Software,Printer ,ROR (7/12 & 8A)	Taluka Panchayat Mehsana
5	Vijapur	**9/22/2007**	27	TLE		Computer Fundamental, Software,Printer ,ROR (7/12 & 8A)	Taluka Panchayat Vijapur
6	Satlasana	**10/12/2007**	16	TLE		Computer Fundamental, Software,Printer ,ROR (7/12 & 8A)	Taluka Panchayat Satlasana
7	Vadnagar	**10/12/2007**	17	TLE		Computer Fundamental, Software,Printer ,ROR (7/12 & 8A)	Taluka Panchayat Vadnagar
8	Kadi	**10/23/2007**	22	TLE		ROR (7/12 & 8A)	Taluka Panchayat Kadi
9	Mehsana	**11/16/2007**	28	DDO,DSO,DLE,TLE		Computer Fundamental	Taluka Panchayat Mehsana
10	Kadi	**11/19/2007**	43	DDO,DSO,DLE,TLE		Computer Fundamental	Taluka Panchayat Kadi
11	Visnagar	**11/20/2007**	40	DDO,DSO,DLE,TLE		Computer Fundamental	Taluka Panchayat Visnagar

Training Session Details for Mehsana VIS & E-gram G2C,B2C Services

Sr.	Name of Taluka	Training Date	Training imparted to/ No. of Persons	Training arranged by DLE/TLE	Contact No.	Training Agenda	Place
Month :							
12	Unjha	**11/21/2007**	19	DDO,DSO,DLE,TLE		Computer Fundamental	Taluka Panchayat Unjha
13	Becharaji	**11/23/2007**	23	DDO,DSO,DLE,TLE		Computer Fundamental	Taluka Panchayat Becharaji
14	Kheralu	**11/27/2007**	50	DDO,DSO,DLE,TLE		Computer Fundamental	Taluka Panchayat Kheralu
15	Satlasana					Computer Fundamental	Taluka Panchayat Satlasana
16	Vadnagar					Computer Fundamental	Taluka Panchayat Vadnagar
17	**Kadi**	**26/12/2007-29/12/2007**	**75**	DDO,DSO,DLE,TLE		Computer Fundamental , About Operating System,Computer Hardware Information, Trouble Shooting, Program Installation, Back up, CD Writing, Computer Coaching,Internet , Email, Surfing , Downloading,Mobile Downloading ,Ring tone,Photo Capturing ,Downloading , Digital Photo Mixing Photoshop,Visiting Card, Invitation Card and Marriage sticker Graphics Designing in Page maker, Instant Artist,Electricity Bill collection Software ,Various scheme Forms , Stamp paper , Certificates ,Biodata etc,Identity Card ,Lamination, GSWAN , Government web sites , Exam result searching , GSWAN Email, Dial up connectivity and ROR process,ROR website and process of 7/12 and 8a. Insurance Advisor - Company's Itroduction ,Minimum qualification and process how to make advisor , Earning Income of Advisor	Taluka Panchayat Kadi

Training Session Details for Mehsana VIS & E-gram G2C,B2C Services

Sr.	Name of Taluka	Training Date	Training imparted to/ No. of Persons	Training arranged by DLE/TLE	Contact No.	Training Agenda	Place
Month :							
18	Mehsana,Bechraji	**01/01/2008-04/01/2008**	100	DDO,DSO,DLE,TLE		Computer Fundamental , About Operating System,Computer Hardware Information, Trouble Shooting, Program Installation, Back up, CD Writing, Computer Coaching,Internet , Email, Surfing , Downloading,Mobile Downloading ,Ring tone,Photo Capturing ,Downloading , Digital Photo Mixing Photoshop,Visiting Card, Invitation Card and Marriage sticker Graphics Designing in Page maker, Instant Artist,Electricity Bill collection Software ,Various scheme Forms , Stamp paper , Certificates ,Biodata etc,Identity Card ,Lamination, GSWAN , Government web sites , Exam result searching , GSWAN Email, Dial up connectivity and ROR process,ROR website and process of 7/12 and 8a. Insurance Advisor - Company's Itroduction ,Minimum qualification and process how to make advisor , Earning Income of Advisor	Taluka Panchayat Mehsana
19	Visngar,Vijapur, Unjha	**01/01/2008-04/01/2008 07/01/2008-08/01/2008**	130	DDO,DSO,DLE,TLE		Computer Fundamental , About Operating System,Computer Hardware Information, Trouble Shooting, Program Installation, Back up, CD Writing, Computer Coaching,Internet , Email, Surfing , Downloading,Mobile Downloading ,Ring tone,Photo Capturing ,Downloading , Digital Photo Mixing Photoshop,Visiting Card, Invitation Card and Marriage sticker Graphics Designing in Page maker, Instant Artist,Electricity Bill collection Software ,Various scheme Forms , Stamp paper , Certificates ,Biodata etc,Identity Card ,Lamination, GSWAN , Government web sites , Exam result searching , GSWAN Email, Dial up connectivity and ROR process,ROR website and process of 7/12 and 8a. Insurance Advisor - Company's Itroduction ,Minimum qualification and process how to make advisor , Earning Income of Advisor	Panchshil Vidhya Sankul, Visnagar

Training Session Details for Mehsana VIS & E-gram G2C,B2C Services

Sr.	Name of Taluka	Training Date	Training imparted to/ No. of Persons	Training arranged by DLE/TLE	Contact No.	Training Agenda	Place
Month :							
20	Kheralu, Vadnagar ,Satlasana	**07/01/2008-10/01/2008**	89	DDO,DSO,DLE,TLE		Computer Fundamental , About Operating System,Computer Hardware Information, Trouble Shooting, Program Installation, Back up, CD Writing, Computer Coaching,Internet , Email, Surfing , Downloading,Mobile Downloading ,Ring tone,Photo Capturing ,Downloading , Digital Photo Mixing Photoshop,Visiting Card, Invitation Card and Marriage sticker Graphics Designing in Page maker, Instant Artist,Electricity Bill collection Software ,Various scheme Forms , Stamp paper , Certificates ,Biodata etc,Identity Card ,Lamination, GSWAN , Government web sites , Exam result searching , GSWAN Email, Dial up connectivity and ROR process,ROR website and process of 7/12 and 8a. Insurance Advisor - Company's Itroduction ,Minimum qualification and process how to make advisor , Earning Income of Advisor	Taluka Panchayat Kheralu

Training Session Details for PATAN VIS & E-gram G2C,B2C Services

Sr.	Training Date	Training imparted to/ No. of Persons	Training arranged by DLE/TLE	Contact No.	Training Agenda	Place
Month : September'07						
1	9/10/2007	VCE- 27 PATAN	DLE- Kuldip Zala & 5 TLEs	9909920515	# PC care & Operating Instructions # E-gram monthly Backup # RoR FAQs Solution # Modem & IE-6 Operate # Various Problems at E-gp	T.P. PATAN
6	9/10/2007	VCE - 11	TLE- Chanasma	9909920473		T.P. Chanasma
	TOTAL :	**VCE - 88 / TCM-30**				
Month : October'07						
1	10/10/2007	VCE- 20 PATAN	DLE- Kuldip Zala & 5 TLEs	9909920515	# PC care & Operating Instructions # E-gram monthly Backup # RoR Problem Identification # Modem & IE-6 Operate # Various Problems at E-gp	T.P. PATAN
5	10/10/2007	VCE - 8	TLE- Chanasma	9909920473		T.P. Chanasma
	TOTAL :	**VCE - 71**				

2	11/20/2007	VCE- 8 PATAN,Chanasma	DLE- Kuldip Zala	9909920515	# UGVCL & Village agrement completion details # Fidality Insurance & Documentation details # Making a Cluster in 3-4 villages for GEB bills # steps to complete the GEB Billing station work # Target date for agreement	D.P. Patan

Month : December'07						
			NIL……..			

Month : January '08

VCE Meeting Report **District:-Patan**

Sr.No.	Date	Name of Taluka	Meeting with	Total no. of VCE attended	Location of Meeting/Training	Subjects & Solutions
3	1/5/2008	Chanasma	VCE	12	Conference Hall, TDO Office, Chanasma	E-gram for New VCE, V-SAT & CSC intro, How to roll out G2C & B2C, Other FAQs & problems
6	1/8/2008	Patan	VCE	40	Conference Hall, TDO Office, Patan	

Village Information which are under VIS Project

District Panchayat PATAN

Sr. No.	Name of Taluka	Name of VIS Village	GSWAN Connectivity	V-SAT Airtel Connectivity	Video Conference Facility through V-SAT	KU Band For View Telecast from BISAG Studio	G2C Services	Land Record service	B2c Services
1	Chanasma	Dharmoda	**Dialup Connectivity**	**Satellite Connectivity**			**Birth Certificates, Death certificates, Domicile Certificates , Character Certificates , Caste Certificates, Income Certificates , Photograph Capturing, Xerox work, Scanning, E-mail work, FTP file transfering**	**YES**	
2		Finchal		**Satellite Connectivity**		**"C" Band Set Available**			
3		Islampura		**Satellite Connectivity**		**"C" Band Set Available**			
4		Jakhana	**Dialup Connectivity**	**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking
5		Jasalpur	**Dialup Connectivity**	**Satellite Connectivity**				**YES**	
6		Jhiliya		**Satellite Connectivity**		**"C" Band Set Available**			
7		Jitoda		**Satellite Connectivity**					
8		Kesni	**Dialup Connectivity**	**Satellite Connectivity**		**KU Band Set Available**		**YES**	
9		Khari Dhariyal	**Dialup Connectivity**	**Satellite Connectivity**				**YES**	
10		Pindharpura	**Dialup Connectivity**	**Satellite Connectivity**				**YES**	
11		Ruppura Karanpura	**Wireless Connectivity**	**Satellite Connectivity**	**Yes**	**KU Band Set Available**		**YES**	Rail Tickets, Passport Status, Internet Banking
12		Sarsav	**Dialup Connectivity**	**Satellite Connectivity**		**"C" Band Set Available**		**YES**	
13		Sendha		**Satellite Connectivity**		**KU Band Set Available**			
14		Sendhal	**Dialup Connectivity**	**Satellite Connectivity**				**YES**	
15		Sojitra	**Dialup Connectivity**	**Satellite Connectivity**				**YES**	
16		Vasaipura		**Satellite Connectivity**		**KU Band Set Available**			
17		Vsai		**Satellite Connectivity**					

Village Information which are under VIS Project

District Panchayat PATAN

Sr. No.	Name of Taluka	Name of VIS Village	GSWAN Connectivity	V-SAT Airtel Connectivity	Video Conference Facility through V-SAT	KU Band For View Telecast from BISAG Studio	G2C Services	Land Record service	B2c Services
18	Patan	Ambapura		**Satellite Connectivity**	**Yes**		**Birth Certificates, Death certificates, Domicile Certificates , Character Certificates , Caste Certificates, Income Certificates , Photograph Capturing, Xerox work, Scanning, E-mail work, FTP file transfering**	**YES**	Rail Tickets, Passport Status, Internet Banking
19		Badipur		**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking
20		Balva		**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking
21		Bepadar						**YES**	
22		Bhalgam		**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking
23		Chadasana	**Dialup Connectivity**	**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking
24		Dabhdi		**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking
25		Dhanasara		**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking
26		Dharusan		**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking
27		Volavi		**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking

Village Information which are under VIS Project

District Panchayat PATAN

Sr. No.	Name of Taluka	Name of VIS Village	GSWAN Connectivity	V-SAT Airtel Connectivity	Video Conference Facility through V-SAT	KU Band For View Telecast from BISAG Studio	G2C Services	Land Record service	B2c Services
28	Patan	Ghacheli		**Satellite Connectivity**	**Yes**		**Birth Certificates, Death certificates, Domicile Certificates , Character Certificates , Caste Certificates, Income Certificates , Photograph Capturing, Xerox work, Scanning, E-mail work, FTP file transfering**	**YES**	Rail Tickets, Passport Status, Internet Banking
29		Hajipur		**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking
30		Hamidpur		**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking
31		Hansapur		**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking
32		Khanpurda	**Dialup Connectivity**	**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking
33		Kharivavdi	**Dialup Connectivity**	**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking
34		Khimiyana	**Dialup Connectivity**	**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking
35		Kuder		**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking
36		Mahemadpur						**YES**	
37		Mandotri	**Dialup Connectivity**	**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking

Village Information which are under VIS Project

District Panchayat PATAN

Sr. No.	Name of Taluka	Name of VIS Village	GSWAN Connectivity	V-SAT Airtel Connectivity	Video Conference Facility through V-SAT	KU Band For View Telecast from BISAG Studio	G2C Services	Land Record service	B2c Services
38	Patan	Manpur		**Satellite Connectivity**	**Yes**		**Birth Certificates, Death certificates, Domicile Certificates , Character Certificates , Caste Certificates, Income Certificates , Photograph Capturing, Xerox work, Scanning, E-mail work, FTP file transfering**	**YES**	Rail Tickets, Passport Status, Internet Banking
39		Matpur		**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking
40		Mithivavdi	**Dialup Connectivity**	**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking
41		Mota Ramanda	**Dialup Connectivity**	**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking
42		Rajpur	**Wireless Connectivity**	**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking
43		Rughnathpura		**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking
44		Runi		**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking
45		Sagodiya	**Dialup Connectivity**	**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking
46		Samoda	**Dialup Connectivity**	**Satellite Connectivity**	**Yes**	**KU Band Set Available**		**YES**	Rail Tickets, Passport Status, Internet Banking
47		Sanodarda		**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking

Village Information which are under VIS Project

District Panchayat PATAN

Sr. No.	Name of Taluka	Name of VIS Village	GSWAN Connectivity	V-SAT Airtel Connectivity	Video Conference Facility through V-SAT	KU Band For View Telecast from BISAG Studio	G2C Services	Land Record service	B2c Services
48	Patan	Sarva		**Satellite Connectivity**	**Yes**		**Birth Certificates, Death certificates, Domicile Certificates , Character Certificates , Caste Certificates, Income Certificates , Photograph Capturing, Xerox work, Scanning, E-mail work, FTP file transfering**	**YES**	Rail Tickets, Passport Status, Internet Banking
49		Sotawad		**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking
50		Sujnipur		**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking
51		Vadli	**Dialup Connectivity**					**YES**	
52		Vareda		**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking
53		Veloda (Nana-Mota)		**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking
54		Abalouva		**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking
55		Bhatsan		**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking
56		Bhutiya Vasna		**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking
57		Endla	**Dialup Connectivity**	**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking

Village Information which are under VIS Project

District Panchayat PATAN

Sr. No.	Name of Taluka	Name of VIS Village	GSWAN Connectivity	V-SAT Airtel Connectivity	Video Conference Facility through V-SAT	KU Band For View Telecast from BISAG Studio	G2C Services	Land Record service	B2c Services
58	Patan	Haidarpura		**Satellite Connectivity**	**Yes**		**Birth Certificates, Death certificates, Domicile Certificates , Character Certificates , Caste Certificates, Income Certificates , Photograph Capturing, Xerox work, Scanning, E-mail work, FTP file transfering**	**YES**	Rail Tickets, Passport Status, Internet Banking
59		Jakha		**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking
60		Jangral	**Dialup Connectivity**	**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking
61		Lakshmipura	**Dialup Connectivity**	**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking
62		Morpa		**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking
63		Raviyana	**Dialup Connectivity**	**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking
64		Vahana	**Dialup Connectivity**	**Satellite Connectivity**	**Yes**			**YES**	Rail Tickets, Passport Status, Internet Banking

Village Information which are under VIS Project

District Panchayat Mehsana

Sr.No.	Name of Taluka	Name of VIS Village	VIS/ E-gram Centre Started	Service Charges	VCE appointed Y/N	VCE Appointment Date
18	Patan	Ambapura	2/20/2007	Rs.10 for every Certi., Rs.10 for RoR Issues, Rs.20 per Dept. Forms, DTP work 10 per page, Rs.20 for email, Rs.20 for 1 hour Internet	Yes	2/20/2007
19		Badipur	11/15/2006		Yes	11/15/2006
20		Balva	1/16/2007		Yes	1/16/2007
21		Bepadar	1/19/2007		Yes	1/19/2007
22		Bhalgam	11/15/2006		Yes	11/15/2006
23		Chadasana	2/26/2007		Yes	2/26/2007
24		Dabhdi	2/28/2007		Yes	2/28/2007
25		Dhanasara	11/12/2006		Yes	11/12/2006
26		Dharusan	11/30/2006		Yes	11/30/2006
27		Volavi			No	
28		Ghacheli	3/5/2007		Yes	3/5/2007
29		Hajipur	1/22/2007		Yes	1/22/2007
30		Hamidpur	2/22/2007		Yes	2/22/2007
31		Hansapur	12/26/2006		Yes	12/26/2006
32		Khanpurda	11/15/2006		Yes	11/15/2006
33		Kharivavdi	11/23/2006		Yes	11/23/2006
34		Khimiyana	1/9/2007		Yes	1/9/2007
35		Kuder	1/1/2007		Yes	1/1/2007
36		Mahemadpur	1/22/2007		Yes	1/22/2007
37		Mandotri	12/18/2006		Yes	12/18/2006
38		Manpur	1/9/2007		Yes	1/9/2007
39		Matpur	12/20/2006		Yes	12/20/2006
40		Mithivavdi	1/22/2007		Yes	1/22/2007

Village Information which are under VIS Project

District Panchayat Mehsana

Sr.No.	Name of Taluka	Name of VIS Village	VIS/ E-gram Centre Started	Service Charges	VCE appointed Y/N	VCE Appointment Date
41	Patan	Mota Ramanda	3/9/2007	Rs.10 for every Certi., Rs.10 for RoR Issues, Rs.20 per Dept. Forms, DTP work 10 per page, Rs.20 for email, Rs.20 for 1 hour Internet	Yes	3/9/2007
42		Rajpur	12/22/2006		Yes	12/22/2006
43		Rughnathpura			No	
44		Runi	3/14/2007		Yes	3/14/2007
45		Sagodiya	1/3/2007		Yes	1/3/2007
46		Samoda	1/9/2007		Yes	1/9/2007
47		Sanodarda	12/3/2006		Yes	12/3/2006
48		Sarva	3/14/2007		Yes	3/14/2007
49		Sotawad	1/1/2008		Yes	1/1/2008
50		Sujnipur	1/8/2008		Yes	1/8/2008
51		Vadli	12/20/2006		Yes	12/20/2006
52		Vareda			No	
53		Veloda (Nana-Mota)	2/22/2007		Yes	2/22/2007
54		Abalouva	11/13/2006		Yes	11/13/2006
55		Bhatsan	12/21/2006		Yes	12/21/2006
56		Bhutiya Vasna	5/7/2007		Yes	5/7/2007
57		Endla	5/24/2007		Yes	5/24/2007
58		Haidarpura	1/18/2007		Yes	1/18/2007
59		Jakha	2/17/2007		Yes	2/17/2007
60		Jangral	1/3/2007		Yes	1/3/2007
61		Lakshmipura	3/6/2006		Yes	3/6/2006
62		Morpa	12/27/2006		Yes	12/27/2006
63		Raviyana	1/23/2007		Yes	1/23/2007

Sr. No.	Name of Taluka	Name of Village	April						May					
			7/12	8-A	Total ROR Forms Issues	Total Other Forms Issues	Total ROR/ Other Forms Issues	Total ROR/ Other Income	7/12	8-A	Total ROR Forms Issues	Total Other Forms Issues	Total ROR/Other Forms Issues	Total ROR/ Other Income
1	Mehsana	**Bamosana**	0	0	0	0	0	**0**	8	11	19	0	19	**190**
2		**Piludra**	15	7	22	0	22	**220**	138	102	240	0	240	**2400**
3		**Chhathiyarda**	1	0	1	0	1	**10**	0	0	0	0	0	**0**
4		**Panchot**	0	0	0	0	0	**0**	257	56	313	0	313	**3130**
5		**Dediyasan**	0	0	0	0	0	**0**	0	0	0	0	0	**0**
6		**Lakhavad**	0	0	0	0	0	**0**	5	0	5	0	5	**50**
7		**Kherva**	2	0	2	0	2	**20**	0	0	0	0	0	**0**
8		**Jagudan**	0	0	0	0	0	**0**	0	0	0	0	0	**0**
9		**Linch**	0	0	0	0	0	**0**	0	0	0	0	0	**0**
10		**Jamnapur**	0	0	0	0	0	**0**	3	0	3	0	3	**30**
11		**Langhnaj**	0	0	0	0	0	**0**	0	0	0	0	0	**0**
12		**Vadasma**	2	0	2	0	2	**20**	0	0	0	0	0	**0**
13		**Ambaliyasan**	0	0	0	0	0	**0**	0	0	0	0	0	**0**
14		**Balol**	0	0	0	0	0	**0**	0	0	0	0	0	**0**
15		**Meu**	0	0	0	0	0	**0**	0	0	0	0	0	**0**
16		**Mulsan**	0	0	0	0	0	**0**	0	0	0	0	0	**0**
17	Visnagar	**Dadhiyal**	0	0	0	0	0	**0**	0	0	0	0	0	**0**
18		**Umta**	0	0	0	0	0	**0**	0	0	0	0	0	**0**

Sr. No.	Name of Taluka	Name of Village	June						July					
			7/12	8-A	Total ROR Forms Issues	Total Other Forms Issues	Total ROR/Other Forms Issues	Total ROR/ Other Income	7/12	8-A	Total ROR Forms Issues	Total Other Forms Issues	Total ROR/Other Forms Issues	Total ROR/ Other Income
1	Mehsana	**Bamosana**	98	44	142	6	148	**1480**	49	16	65	0	65	**650**
2		**Piludra**	192	94	286	6	292	**2920**	81	49	130	0	130	**1300**
3		**Chhathiyarda**	17	5	22	0	22	**220**	37	7	44	0	44	**440**
4		**Panchot**	219	34	253	5	258	**2580**	308	113	421	0	421	**4210**
5		**Dediyasan**	55	17	72	2	74	**740**	76	10	86	0	86	**860**
6		**Lakhavad**	105	29	134	0	134	**1340**	44	20	64	45	109	**1090**
7		**Kherva**	193	72	265	13	278	**2780**	260	111	371	0	371	**3710**
8		**Jagudan**	0	0	0	0	0	**0**	0	0	0	13	13	**130**
9		**Linch**	0	0	0	6	6	**60**	0	0	0	102	102	**1020**
10		**Jamnapur**	0	0	0	0	0	**0**	0	0	0	0	0	**0**
11		**Langhnaj**	96	62	158	17	175	**1750**	158	90	248	0	248	**2480**
12		**Vadasma**	97	47	144	4	148	**1480**	158	70	228	0	228	**2280**
13		**Ambaliyasan**	0	0	0	42	42	**420**	0	0	0	45	45	**450**
14		**Balol**	0	0	0	27	27	**270**	0	0	0	526	526	**5260**
15		**Meu**	0	0	0	0	0	**0**	0	0	0	0	0	**0**
16		**Mulsan**	0	0	0	0	0	**0**	0	0	0	0	0	**0**
17	Visnagar	**Dadhiyal**	0	0	0	15	15	**150**	0	0	0	0	0	**0**
18		**Umta**	0	0	0	8	8	**80**	0	0	0	24	24	**240**

Sr. No.	Name of Taluka	Name of Village	August						September					
			7/12	8-A	Total ROR Forms Issues	Total Other Forms Issues	Total ROR/ Other Forms Issues	Total ROR/ Other Income	7/12	8-A	Total ROR Forms Issues	Total Other Forms Issues	Total ROR/ Other Forms Issues	Total ROR/Other Income
1	Mehsana	**Bamosana**	44	25	69	0	69	**690**	438	228	666	0	666	**6660**
2		**Piludra**	37	13	50	0	50	**500**	819	474	1293	5	1298	**12980**
3		**Chhathiyarda**	52	14	66	0	66	**660**	72	48	120	0	120	**1200**
4		**Panchot**	198	49	247	0	247	**2470**	162	39	201	4	205	**2050**
5		**Dediyasan**	185	41	226	0	226	**2260**	109	22	131	3	134	**1340**
6		**Lakhavad**	42	17	59	2	61	**610**	9	5	14	0	14	**140**
7		**Kherva**	194	112	306	5	311	**3110**	183	80	263	3	266	**2660**
8		**Jagudan**	0	0	0	9	9	**90**	0	0	0	5	5	**50**
9		**Linch**	0	0	0	107	107	**1070**	0	0	0	17	17	**170**
10		**Jamnapur**	0	0	0	0	0	**0**	0	0	0	0	0	**0**
11		**Langhnaj**	208	95	303	8	311	**3110**	189	120	309	5	314	**3140**
12		**Vadasma**	213	94	307	2	309	**3090**	191	81	272	0	272	**2720**
13		**Ambaliyasan**	36	7	43	0	43	**430**	18	16	34	0	34	**340**
14		**Balol**	110	27	137	563	700	**7000**	140	35	175	16	191	**1910**
15		**Meu**	0	0	0	1	1	**10**	0	0	0	0	0	**0**
16		**Mulsan**	0	0	0	0	0	**0**	0	0	0	0	0	**0**
17	Visnagar	**Dadhiyal**	0	0	0	18	18	**180**	0	0	0	16	16	**160**
18		**Umta**	11	8	19	108	127	**1270**	10	13	23	65	88	**880**

Sr. No.	Name of Taluka	Name of Village	October						November					
			7/12	8-A	Total ROR Forms Issues	Total Other Forms Issues	Total ROR/ Other Forms Issues	Total ROR/ Other Income	7/12	8-A	Total ROR Forms Issues	Total Other Forms Issues	Total ROR/Other Forms Issues	Total ROR/Other Income
1	Mehsana	**Bamosana**	18	4	22	0	22	**220**	0	0	0	0	0	**0**
2		**Piludra**	526	384	910	0	910	**9100**	44	17	61	45	106	**1060**
3		**Chhathiyarda**	25	23	48	0	48	**480**	44	22	66	0	66	**660**
4		**Panchot**	311	82	393	0	393	**3930**	112	34	146	40	186	**1860**
5		**Dediyasan**	228	69	297	0	297	**2970**	97	22	119	1	120	**1200**
6		**Lakhavad**	154	96	250	0	250	**2500**	74	53	127	0	127	**1270**
7		**Kherva**	305	85	390	0	390	**3900**	200	88	288	0	288	**2880**
8		**Jagudan**	0	0	0	12	12	**120**	0	0	0	12	12	**120**
9		**Linch**	0	0	0	3	3	**30**	0	0	0	11	11	**110**
10		**Jamnapur**	64	14	78	0	78	**780**	19	9	28	0	28	**280**
11		**Langhnaj**	229	137	366	0	366	**3660**	162	108	270	0	270	**2700**
12		**Vadasma**	192	89	281	0	281	**2810**	75	47	122	0	122	**1220**
13		**Ambaliyasan**	62	42	104	0	104	**1040**	13	10	23	0	23	**230**
14		**Balol**	407	236	643	0	643	**6430**	313	184	497	34	531	**5310**
15		**Meu**	0	0	0	0	0	**0**	0	0	0	0	0	**0**
16		**Mulsan**	0	0	0	0	0	**0**	0	0	0	0	0	**0**
17	Visnagar	**Dadhiyal**	0	0	0	8	8	**80**	0	0	0	45	45	**450**
18		**Umta**	5	5	10	37	47	**470**	7	9	16	248	264	**2640**

Sr. No.	Name of Taluka	Name of Village	December						January					
			7/12	8-A	Total ROR Forms Issues	Total Other Forms Issues	Total ROR/ Other Forms Issues	Total ROR/ Other Income	7/12	8-A	Total ROR Forms Issues	Total Other Forms Issues	Total ROR/ Other Forms Issues	Total ROR/ Other Income
1	Mehsana	**Bamosana**	0	0	0	0	0	**0**	0	0	0	0	0	**0**
2		**Piludra**	73	45	118	0	118	**1180**	23	19	42	0	42	**420**
3		**Chhathiyarda**	6	1	7	0	7	**70**	0	0	0	0	0	**0**
4		**Panchot**	151	48	199	0	199	**1990**	213	37	250	11	261	**2610**
5		**Dediyasan**	158	46	204	0	204	**2040**	188	48	236	0	236	**2360**
6		**Lakhavad**	46	29	75	0	75	**750**	33	15	48	6	54	**540**
7		**Kherva**	204	89	293	5	298	**2980**	224	94	318	0	318	**3180**
8		**Jagudan**	22	7	29	0	29	**290**	54	34	88	2	90	**900**
9		**Linch**	78	34	112	0	112	**1120**	107	38	145	0	145	**1450**
10		**Jamnapur**	7	11	18	0	18	**180**	26	14	40	0	40	**400**
11		**Langhnaj**	146	77	223	7	230	**2300**	205	107	312	0	312	**3120**
12		**Vadasma**	212	114	326	0	326	**3260**	210	110	320	0	320	**3200**
13		**Ambaliyasan**	35	12	47	0	47	**470**	28	12	40	0	40	**400**
14		**Balol**	192	78	270	0	270	**2700**	111	38	149	0	149	**1490**
15		**Meu**	0	0	0	0	0	**0**	0	0	0	0	0	**0**
16		**Mulsan**	0	0	0	0	0	**0**	0	0	0	0	0	**0**
17	Visnagar	**Dadhiyal**	1	0	1	69	70	**700**	3	2	5	63	68	**680**
18		**Umta**	6	1	7	128	135	**1350**	0	1	1	343	344	**3440**

Sr. No.	Name of Taluka	Name of Village	February					
			Total ROR Forms Issues	Total Other Forms Issues	Total ROR/Other Forms Issues	Total ROR/ Other Income	Total ROR Forms Issues	Total Other Forms Issues
1	Mehsana	Bamosana	**6**		6	60	**6**	
2		Piludra	**40**		40	400	**40**	
3		Chhathiyarda	**0**		0	0	**0**	
4		Panchot	**273**		273	2730	**273**	
5		Dediyasan	**236**		236	2360	**236**	
6		Lakhavad	**107**		107	1070	**107**	
7		Kherva	**366**		366	3660	**366**	
8		Jagudan	**181**		181	1810	**181**	
9		Linch	**468**		468	4680	**468**	
10		Jamnapur	**23**		23	230	**23**	
11		Langhnaj	**291**		291	2910	**291**	
12		Vadasma	**245**		245	2450	**245**	
13		Ambaliyasan	**29**		29	290	**29**	
14		Balol	**160**		160	1600	**160**	
15		Meu	**0**		0	0	**0**	
16		Mulsan	**2**		2	20	**2**	
17	Visnagar	Dadhiyal	**0**		0	0	**0**	
18		Umta	**0**		0	0	**0**	

Sr.No.	Name of Village	VF 7/12	VF 8A	Total	Total RoR Income of E-gram Panchayat
1	Bamosana	659	330	989	9890
2	Piludra	1970	1222	3192	31920
3	Chhathiyarda	254	120	374	3740
4	Panchot	2147	549	2696	26960
5	Dediyasan	1289	318	1607	16070
6	Lakhavad	578	305	883	8830
7	Kherva	2040	822	2862	28620
8	Jagudan	192	106	298	2980
9	Linch	525	200	725	7250
10	Jamnapur	138	52	190	1900
11	Langhnaj	1576	904	2480	24800
12	Vadasma	1513	734	2247	22470
13	Ambaliyasan	211	109	320	3200
14	Balol	1393	638	2031	20310
15	Meu	4	1	5	50
16	Mulsan	3	1	4	40
17	Dadhiyal	4	2	6	60
18	Umta	39	37	76	760
Total		14535	6450	20985	209850

9. Implementation Challenges & limitations:

Delay in Selection of the Village Computer Entrepreneurs (VCEs): There has been a delay in selection and appointment of the Village Computer Entrepreneur (VCE) in the 100 VIS villages.

The connectivity issues have though finally addressed; have also substantially delayed the project. .

The key lesson learnt during from the VIS Project probably is that while GIL has made various attempts to align itself with the Panchayat Department/ Development Commissionerate through direct involvement of District Development Officers of the respective districts; this has caused lot of delays and overlapping in the roles. Any project that needs to be implemented at the grass root level in the rural areas must have the direct involvement of District Development Officers of the respective districts, through District set up such as the e-Gram Mission Society.

1. Sustainability:

The Project appears to have established a sound Sustainability model:
The Village Computer Entrepreneurs (VCEs) have been selected for the 100 VIS villages on PPP Model. Government Resolution has been issued by Panchayat Department on 27th July 2006 providing Guidelines for selection of Village Computer Entrepreneur (VCE). The initial agreement between VCE and Village Panchayat is for a period of 3 years.

The key features of the revenue sharing mechanism between the Village Computer Entrepreneur (VCE) and Village Panchayat (VP) is as follows:

Details	**Revenue Sharing**	
	VCE	**VP**
Administrative Work related to VP such as Demand Notice, Agenda Notice, etc.	Rs. 2 per page	-
If VCE brings Stationery and other consumables	90%	10%
If VP provides pre-printed stationery (for certificates etc.)	80%	20%
Income received from all other services provided by VCE except e-Gram	100%	-
Income received from Bill Collection of Utilities i.e. Electricity, Telephone, etc.	80%	20%

The indicative Price for various services to be charged is as follows:

Services	**Use**	**Max. Price (Rs.)**
Internet Browsing	(15-30-60) Minutes	(10-15-25)
English/ Gujarati E-mail	1 E-mail	10
Internet Chatting	1 Hour	25
Video Conferencing	1 Hour	25
Solve Farmer related queries	1	10
Passport size photo	5 copies	15
Photo Identity Card	1 copy	15
English Typing (with Print)	1 A4 size page	20
Gujarati Typing (with Print)	1 A4 size page	20

The Village Computer Entrepreneur (VCE) are in place in all the villages. This has ensured timely availability of varied services to the rural people and has also helped in the sustainability of the project by providing various Internet services and commercial services in addition to the government services. The VCE earn on revenue sharing mechanism from offering varied services. As the VCE have enormous motivation to earn extra income through more revenues, they are constantly exploring provision of new services in addition to the existing services.

Other initiatives to make the project sustainable and are in various stages of implementation include various Life Insurance and General Insurance related services, Postal related Services, etc. and acceptance of various Utility Bills with the help of VCE from the VIS villages. The payment of the Phone bills has already been started in some of the villages.

Involvement of Local Entrepreneurs/ Franchisees: Details of the steps taken to involve local entrepreneurs / franchisees and investment sought from them, if the project includes such a finance model.

The Village Computer Entrepreneurs (VCEs) are being selected for the 100 VIS villages on PPP Model. Government Resolution has been issued by Government on 27th July 2006 providing Guidelines for selection of Village Computer Entrepreneur (VCE). The initial agreement between VCE and Village Panchayat would be for a period of 3 years.

The procedure adopted for selection of VCEs is as follows:

- Advertise in local Newspaper and Notice Boards
- Marking system for VCE including practical exam, course of MS Office, Gujarati and English typing, internet/e-mail, Windows OS, Data backup
- Qualifications of VCE: 10th Pass, Age 18 to 35 years
- Village level IT Committee to select and shortlist 3 persons as per the government guidelines
- VCE to submit interest free deposit of Rs. 5,000 to VP
- Guarantee on stamp paper of 2 economically well-off persons must for Rs. 15,000
- Power to dismiss with Village level IT Commission (Sarpanch, School Principal, TDO, Representative of TSTSP, Talati)

The functions of VCE would be as follows:

- Provide e-Gram related services – 8 hours a day during office hours on working days and as required by the Talati
- To provide copies, certificates, forms promptly as required by Applicant
- To provide details, list, reports as required by State Government
- Will work under supervision of Talati and co-operate with Sarpanch, TDO, IT Committee Members

The responsibilities of VCE would be as follows:

- To work and act in a responsible manner with applicants
- Daily activity report to Talati and Technical support service provider

- Care and daily maintenance of equipment and consumables
- Immediately report technical snag in operation of computer facility
- To provide account of usage of consumables to Talati Carry out all activities related to preparation of forms, data, etc.

13. Replication:

Gujarat Govt. has formulated a strategy to actively integrate the pilot project into the emerging CSC scheme and also in the roll-out of the NeGP. The Govt. claims that the Project has been replicated in all villages of the state; resulting in the delivery of more planned citizen services, making the Centres automatically replicable in other parts of the State.

14. Project Outcomes:

Technological Outcomes:
As part of the UNDP Mid-Term Evaluation, some villages located in both Patan and Mehsana Districts were visited. It was evident that the implementation of the application roll-out has happened very recently, making the review process pre-mature. Nevertheless issuance of certificates as indicated above has been implemented in these two locations and is claimed to be implemented from all locations. Roll-out of the below Services has ensured improved Citizen services and reduction in drudgery:

Social and empowerment outcomes:

The Institutional framework for the conceptualisation, implementation and delivery of the VIS project is sound with GIL taking complete ownership of the Project; as well as having a collaborative

Partnership with Panchayat Department and Commissionrates; and also the e-Gram Society. . This Institutional framework ensures self-sustenance apart from providing sustainability mechanism for the project. The District e-Gram Society is strengthening decentralization as an essential pre-requisite to people's centered development, in conformance to the 73rd and 74th Constitutional amendments on democratic decentralization.

The Project has set up mechanism from the first stage itself, ensuring participation of the weakest of the weak, and poorest of the poor.

The project claims to be following a very well designed and documented Monitoring & Evaluation System, that ensures concurrent audit of the procedures and systems. This results in efficient record keeping since it is subject to audit and inspection. Therefore transparency and openness is ensured automatically in the process. However these could not be evaluated due to absence of documentation.

The project is ensuring very fair and consistent pricing by the VCE.

15. Key Lessons Learnt:

GIL and other stakeholders have formulated a strategy to actively integrate the pilot project into the emerging CSC scheme and also in the roll-out of the NeGP. This shall also result in the delivery of more planned citizen services, making the Centres

(a) Careful balancing of the Supply-Demand: Service demand assessment appears to have been done carefully: Increase in the number of transactions is indicative of the demand. Yet from sustainability of point of view of service delivery, it is very important to carefully balance between Supply and Demand of services.

(b)Necessity of Integration of the Project with the Local Self-Government (LSG) and Panchayat Raj Institutions (PRIs) : The project has successfully completed this integration; and brought multiplicity of departments all under one roof.

(c) Housing of the Centres within the Panchayat Premises under a sound institutional arrangement: It has been noticed that the decision to house the Centres within the LSG buildings, has significantly enhanced the sustainability of the project.

(d) Discard Subsidization : Consumers from all walks of life are prepared to pay for reliable and enhanced services.

(e) Connectivity and Infrastructure contribute to the success of the e-Governance initiatives.

(f) Necessity for encouraging home-grown ICT application and field deployments: The Project's sustenance and replication in the field has emerged from the innovative in-house application and BPR.

(g) Efforts needed for roll-out of larger number of Govt. and e-Government services: The project has already implemented many services and is in the process of implementing few more.

(h) Integration of the CSC roll-out with the existing Kiosks and Project:

Since most of the existing Projects have successfully demonstrated the proof of concept; efforts has been made by the State Govt. to integrate them with the CSC roll-out, apart from ensuring competing structures are not created as this would send wrong signals to the rural consumers.

If this integration is carried out effectively not only would the coverage of the service delivery points increase, but roll-out of the services would get strengthened.

(i) Strong, Uniform and consistent Branding for e-Governance service Delivery Points and Kiosks:

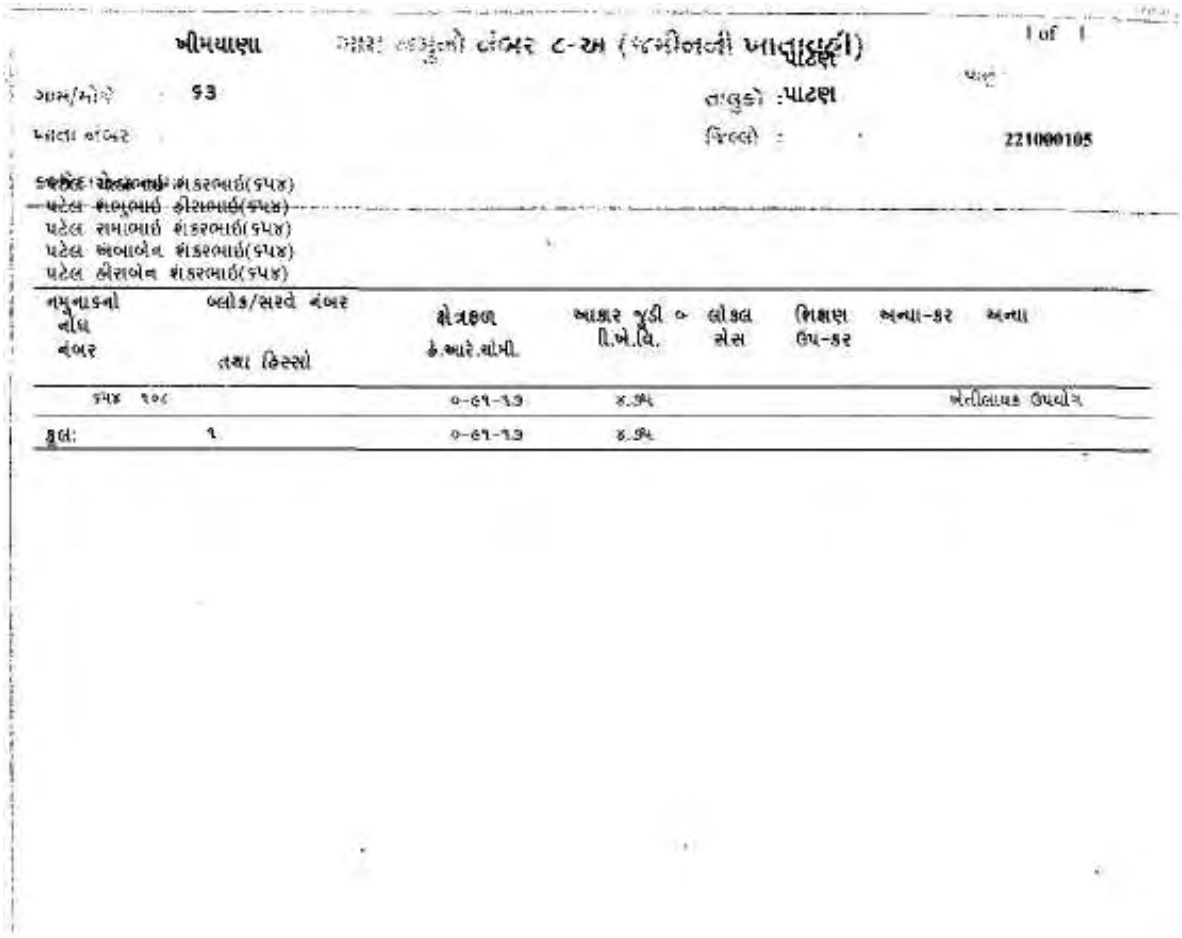
The project has successfully demonstrated clear branding in the market place..

(j) Integration of the Project with other initiatives and programs of the Central Govt. and State Govt.:

To best of our assessment considering the Demand-Supply situation and the ground realities; there is no scope for such competing structures in the rural India. Competing structures would threaten service delivery quality, create confusion in the minds of the consumers where to go and for what; apart from working at cross-purpose; and it is here the Project scores very high.

(k) Felt Need for Informational services on Govt, schemes:

The Project is starting to get huge traffic for Informational Services on Govt. schemes from the Kiosks, apart from getting downloadable forms. The setting up of a seamless portal in local language covering many schemes and programs of the Govt. is a welcome step. A unified, information platform enables the rural citizens to get information at a click of a mouse



ખીમયાણા ગામ નમુનો નંબર ૮-અ (જમીનની ખાતાવહી) પાટણ 1 of 1

ગામ/મોજે : ૬૩ તાલુકો : પાટણ

ખાતા નંબર : જિલ્લો : 221000105

પટેલ શંકરભાઈ(૬૫૪)
~~પટેલ મંગળભાઈ હીરાભાઈ(૬૫૪)~~
પટેલ રામાભાઈ શંકરભાઈ(૬૫૪)
પટેલ અંબાબેન શંકરભાઈ(૬૫૪)
પટેલ હીરાબેન શંકરભાઈ(૬૫૪)

નમુનાકનો નોંધ નંબર	બ્લોક/સરવે નંબર	તથા હિસ્સો	ક્ષેત્રફળ હે.આરે.ચોમી.	આકાર જુડી ૦ પી.એ.વિ.	લોકલ સેસ	મિશન ઉપ-કર	અન્યા-કર	અન્યા
૬૫૪	૧૦૮		૦-૬૧-૧૩	૪.૯૫				જેતીલાયક ઉપલોક
કુલ:		૧	૦-૬૧-૧૩	૪.૯૫				

ગામ નમુનો નંબર ૭ સને ૧૨

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1 of 1

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કબ્જો/સરવે નંબર **મેવી અને અવિભાજ્ય**

ખીમયાણા તા.:

સરનામુ

મહાદેવવાળુ

મોજે **પાટણ**

ખેતરનું નામ

સર્વે નંબર-

તાલુકો **પાટણ**

અન્ય વિગતો :

જિલ્લો :

જરૂરત	૮	૮ જમીન	ક્ષેત્રફળ હે.આરે.ચો.મી.	ખાતા નંબર	ક્ષેત્રફળ	હે.આરે.ચો.મી.	મોજે નંબરો અને ધારકોના નામ
			૦-૬૧-૧૬				૫૯૫, ૫૮૫, ૫૪૪,
કુલ જરૂરત			૦-૬૧-૧૬	૬૬	૦-૬૧-૧૬	૪.૯૫	પટેલ નાડાભાઇ લક્ષ્મણભાઇ<૫૪૪>
આકાર		રૂ.	૪.૯૫				પટેલ ધોળુભાઇ ઈશ્વરભાઇ<૫૪૪>
જુડી તથા વિશેષપટ્ટા		રૂ.	૦.૦૦				પટેલ રામાભાઇ લક્ષ્મણભાઇ<૫૪૪>
પાણી આકાર		રૂ	૦.૦૦				પટેલ મંગળાબેન લક્ષ્મણભાઇ<૫૪૪>
							પટેલ ઈશ્વરબેન લક્ષ્મણભાઇ<૫૪૪>

ચઢાતિયાની વિગતો	બીજા હક્કો અને બોજાની વિગતો
	૫૯૫, ૫૮૫, ૫૪૪,

ગામ નમુનો નંબર ૧૨

વર્ષ	ફેરફારનું કારણ	પોટસમ	પાક	ક્ષેત્રફળ હે.આરે.ચોમી.	ખેડની રીત	સિંચાઈનું સ્રોત/સાધન	વૃક્ષો અને તેની સંખ્યા	શેરો
૨૦૦૪-૨૦૦૫ પટેલ મણુભાઇ ઈશ્વરભાઇ વિગે		બરીક	બાજરી	૦-૬૧-૧૬	જાત	સામાન્ય વર્ષે/અન્ય		
૨૦૦૫-૨૦૦૬ વિગત નથી								
૨૦૦૬-૨૦૦૭ વિગત નથી								

અનું નં.	ફોમ નંબર	રેન્ક	પુરુ નામ	સરદાર મોડેલ આવક એ - ૧: ૨૫૮ બી- ૨:૨૫૦ થી ૪૦૦૦ સી-૩:૪૦૦૧ થી ૧૨૦૦૦ ડી-૪:૧૨૦૦૦ થી ૨૫૦૦૦	સામાજીક સ્થ એ-૧ અનુ.જાતિ બી-૨ અનુ.જાતિ સી - ૩ બક્ષીપંચ ડી-૪ અન્ય	શ્રમી આધારીત કુટુંબ હા , ના
૧	૨૫૨૮૬૩૯	૧૩	સોમીબેન મદારજી ઠાકોર	બી ૨	સી ૩	હા
૨	૨૫૨૮૫૦૯	૧૩	કાસીબેન કેશવલાલ ચુહાર	બી ૨	સી ૩	હા
૩	૨૬૮૮૪૬૨	૧૩	ઈશ્વરભાઈ સરતાનભાઈ રબારી	સી ૩	સી ૩	ના
૪	૨૫૨૮૫૩૨	૧૮	મણીબેન હરગોવનભાઈ પટેલ	એ ૧	ડી ૪	હા
૫	૨૫૨૮૬૨૪	૧૮	અનવીબેન કરશનજી ઠાકોર	બી ૨	સી ૩	હા
૬	૨૬૮૮૪૬૭	૧૮	માલીબેન જેઠાભાઈ રબારી	બી ૨	સી ૩	હા
૭	૨૫૨૮૬૦૩	૧૮	તારાબેન ગોડાભાઈ ઠાકોર	બી ૨	સી ૩	હા
૮	૨૬૮૮૪૬૬	૧૮	રવાભાઈ મેવાભાઈ રાવળ	બી ૨	સી ૩	ના
૯	૨૫૨૮૬૪૪	૧૮	ચુરસંગજી ભવાનજી ઠાકોર	સી ૩	સી ૩	ના
૧૦	૨૫૨૮૬૦૧	૧૮	ખેગારજી હરીજી ઠાકોર	સી ૩	સી ૩	ના
૧૧	૨૫૨૮૭૦૮	૧૮	પોપટજી ઓખાજી ઠાકોર	સી ૩	સી ૩	ના
૧૨	૨૫૨૮૬૦૦	૧૯	રેવાબેન શંભુભાઈ ઠાકોર	બી ૨	સી ૩	હા
૧૩	૨૫૨૮૫૪૯	૧૯	રેવાબેન નાથાભાઈ વાઘરી	બી ૨	સી ૩	હા
૧૪	૨૬૮૮૪૭૭	૧૯	ભીખાજી મોતીજી ઠાકોર	બી ૨	સી ૩	ના
૧૫	૨૫૨૮૬૧૭	૧૯	રમેશજી ચતુરજી ઠાકોર	બી ૩	સી ૩	ના
૧૬	૨૬૮૮૩૪૮	૧૯	ઈશ્વરભાઈ બબાભાઈ ચમાર	સી ૩	બી ૨	ના
૧૭	૨૬૮૮૩૫૦	૧૯	બાબુભાઈ રામાભાઈ સોલંકી	સી ૩	બી ૨	ના
૧૮	૨૫૨૮૬૦૬	૧૯	સુજલબેન બાબુજી ઠાકોર	સી ૩	સી ૩	હા
૧૯	૨૫૨૮૬૪૫	૧૯	વાઘુજી સોનાજી ઠાકોર	સી ૩	સી ૩	ના
૨૦	૨૫૨૮૬૨૧	૧૯	મકાજી હજુરજી ઠાકોર	સી ૩	સી ૩	ના
૨૧	૨૫૨૮૬૫૩	૧૯	બાબુજી સોનાજી ઠાકોર	સી ૩	સી ૩	ના
૨૨	૨૫૨૮૬૧૫	૧૯	ઝેનાજી ખોડાજી ઠાકોર	સી ૩	સી ૩	ના
૨૩	૨૬૮૮૪૮૮	૨૦	ચંપાબેન રામાભાઈ ચમાર	બી ૨	બી ૨	હા
૨૪	૨૫૨૮૬૩૧	૨૦	સોમાજી જીવાજી ઠાકોર	બી ૨	સી ૩	ના
૨૫	૨૫૨૮૫૪૪	૨૦	મગનભાઈ ઢુલાભાઈ ભંગી	સી ૩	બી ૨	ના
૨૬	૨૫૨૮૬૩૫	૨૦	ઠેવાજી ચેનાજી ઠાકોર	સી ૩	સી ૩	ના
૨૭	૨૫૨૮૬૨૯	૨૦	ઘીરાજી જસંગજી ઠાકોર	સી ૩	સી ૩	ના
[illegible]	૨૬૮૮૪૩૮	૨૦	પોપટજી બાબુજી ઠાકોર	સી ૩	સી ૩	ના
૨૯	૨૫૨૮૬૪૮	૨૦	ઝેઠાજી ચેનાજી ઠાકોર	સી ૩	સી ૩	ના
૩૦	[illegible]	૨૦	કાનાજી ઉજરજી ઠાકોર	સી ૩	સી ૩	ના
૩૧	૨૫૨૮૫૮૮	૨૦	શાન્તિજી મગાજી ઠાકોર	સી ૩	સી ૩	ના
૩૨	૨૫૨૮૫૯૭	૨૦	સરદારજી બબાજી ઠાકોર	સી ૩	સી ૩	ના
૩૩	૨૫૨૮૬૦૯	૨૧	બાબુજી મોહનજી ઠાકોર	બી ૨	સી ૩	ના
૩૪	૨૫૨૮૬૮૫	૨૧	કનાભાઈ ધનાભાઈ ઠાકોર	બી ૨	બી ૩	ના
૩૫	૨૫૨૮૫૩૭	૨૧	હીરાબેન ધનાભાઈ ઠાકોર	સી ૩	સી ૨	હા
૩૬	૨૫૨૮૫૪૧	૨૧	ચંપાબેન છોટાભાઈ ભંગી	સી ૩	સી ૨	હા
૩૭	૨૫૨૮૫૪૨	૨૧	બબીબેન ઢુલાભાઈ ભંગી	સી ૩	સી ૨	હા
૩૮	૨૫૮૮૪૯૫	૨૧	વીરાભાઈ રામાભાઈ ચમાર	સી ૩	સી ૨	ના
૩૯	૨૫૨૮૫૫૬	૨૧	જગદીશભાઈ નાથાભાઈ ચમાર	સી ૩	સી ૨	ના
૪૦	૨૬૮૮૩૪૯	૨૧	પ્રવિણભાઈ રણછોડભાઈ ચમાર	સી ૩	સી ૨	ના
૪૧	૨૫૨૮૬૯૯	૨૧	પ્રકાશભાઈ હરજીભાઈ પ્રજાપતિ	સી ૩	સી ૩	ના
૪૨	૨૫૨૮૬૦૨	૨૧	મકજી રામસંગજી ઠાકોર	સી ૩	સી ૩	ના

16. Appraisal and Recommendations:

It is advised that the services offered by the Centres may be prominently displayed and advertised in easy to understand Gujarati with appropriate signs and symbols at the Rural Centres in particular. The waiting area for the Citizens in the Rural Centres may be improved and basic amenities may be made available, since the processing of some services becomes a time consuming process

Formulation of a Village Level/Panchayat Level Governance Structure triggered by Community-Driven Development (CDD) for the e-Governance Kiosks:

The transformational nature of ICT in human development , particularly for the rural populace can no longer be disputed. Several researches and field studies have also conclusively established the over-arching and all encompassing role of the Communities in the upkeep and functioning of an Asset created. These are the lessons to be learnt even from the failures emanating from Health, Education and Water Supply Infrastructure created in Independent India. With little ownership of the communities and a top-down approach, most of these assets from these sectors have been wasted in the Rural as well as in Urban India; forcing the Govt. to implement a Community-Driven Development (CDD) approach (www.worldbank.org) during last five years for the assets and public goods creation. It is advised that VIS may want to move towards the stage of communities owning and operating these assets; ensuring their longevity and value for them.

Discard Subsidization : The MTR has conclusively established failure of subsidies in ensuring sustainability of projects and hence the citizens may be charged the market rates for the services. Technical, Institutional and Financial sustainability of the Project can be ensured only by a solid framework, in which all players viz. the District, Taluka/Panchayat level officials and State Govt's departments recognize the value of high quality, committed citizen services; integrity and hard work over anything else, for ensuring the sustenance of the Project.

EDSS PROJECT

By

Chetan Sharma

October 2007

ICTD MID-TERM PROJECT EVALUATION SUMMARY:
ENTERPRISE DEVELOPMENT & SUPPORT SERVICES (EDSS PROJECT)

EXECUTIVE SUMMARY:

Tarahaat is implementing as part of the UNDP-Govt. of India's ICT initiative the pilot project "Enterprise Development & Support Services (EDSS)" in two districts Jhansi, Lalitpur of Bundelkhand region of Uttar Pradesh/ Madhya Pradesh. The project seeks to strengthen existing gaps in the mind sets of the rural youth by motivating them towards self-enterprise development.
Both the Government of India and NGOs over the years, have been focusing on rural entrepreneurship as a means for generating employment for India's teeming unemployed rural youth. There have been a large number of Govt. schemes, particularly Swarna Jayanti Grameen Swarogyar Yojana (SGSY) implemented by the Ministry of Rural Development (MORD), Govt. of India for rural entrepreneurship development in an integrated manner viz. skills enhancement, promoting group savings along side micro-enterprise development. Yet the limitations of existing programmes have been lack of meaningful and viable enterprise options and inadequacy of market, technical and financial linkages. In a rapidly changing economy there is great need for well-designed, integrated enterprise development schemes; and EDSS can effectively fill the capacity gap.

It is widely believed that the Information and Communication Technology (ICT) has the possibility to remove some of the constraints as it substantially enhances the delivery of services at much lower cost ,compared to resource intensive solutions. EDSS intended to design and test, in a systematic fashion, an entrepreneurship development mechanism using ICT that can be rolled out on a large scale.

There appears to be acceptance of the products developed within the EDSS programme by both potential and existing entrepreneurs; due to vast unemployment and under-employment that exists in the backward Bundelkhand region. The Project team has been maintaining close relationship with the prospective entrepreneurs who have undergone the program. They have tried to help the promoters to best of their ability; however they have not been able to overcome inherent drawback in the project design and implementation itself. The project unfortunately appears to have worked in isolation and has not integrated its efforts sufficiently with the District Rural Development Agency (DRDA) and also with the lead District Rural Development Banks.

Given the severity of this concern amongst established and potential entrepreneurs, DA/TARAhaat of late appears to work on actively developing relationships with local financing institutions.

1. Project Background:

TARAhaat is Development Alternatives' B2C initiative with a rapidly expanding network of centres in Punjab, Haryana and Bundelkhand. It was initiated in 2000 with a mandate to empower rural and marginalized communities through ICT with the purpose of enabling them to integrate with the mainstream economy. Tarahaat is implementing as part of the ICTD-UNDP initiative the pilot project "Enterprise Development & Support Services (EDSS)" in two districts Jhansi, Lalitpur of Bundelkhand region of Uttar Pradesh/ Madhya Pradesh. The project focuses on providing entrepreneurship opportunities to youth, women, self-help groups, landless and small land holders, in entrepreneurial skills and in areas of non-traditional agriculture and locally relevant manufacturing businesses, through TARAkendras, TARAhaat's ICT enabled rural community-cum- business centers. A key element of the project promoted was to provide ongoing support services to assist entrepreneurs through their business life cycle. The non-traditional businesses identified by the Project Implementers has been setting up of Micro Concrete Roofing (MCR) and Broiler based Poultry farming; a laudable objective given the necessity for the non-farm activities to consolidate.

In the TARAhaat context, Enterprise Development and Support is part of the overall mission of the organisation and to that extent awareness of it as a service already existed. In addition, new services mean additional financial benefit to the franchisee and the related TARAhaat profit centre and are usually very well received by them; and this appeared to be a strategic goal of the Project.

Both the Government of India and NGOs over the years, have been focusing on rural entrepreneurship as a means for generating employment for India's teeming unemployed rural youth. There have been a large number of Govt. schemes, particularly Swarna Jayanti Grameen Swarojgar Yojana (SGSY) implemented by the Ministry of Rural Development (MORD), Govt. of India who have been implementing the rural entrepreneurship scheme in an integrated manner viz. promoting group savings along side micro-enterprise development; yet the limitations of existing programmes have been the lack of meaningful and viable enterprise options and the inadequacy of market, technical and financial linkages. In a rapidly changing economy where there is great need for

Most important, the need for capacity building in the rural entrepreneurship and rural enterprise, development context always prevails due to increasing risk of product and capacity obsolescence; is a long felt need. It is widely believed that the Information and Communication Technology (ICT) has the possibility to remove some of the constraints as it substantially enhances the delivery of services at much lower cost than current resource intensive solutions. EDSS intended to design and test, in a systematic fashion, an entrepreneurship development mechanism using ICT that can be rolled out on a large scale.

The Vision of this project was to enhance the capacity and skills of rural youth and women through complete solutions and holistic enterprise packages in the non-farm sectors thereby creating large numbers of sustainable livelihoods.

2. Objectives and Goals of the Project:

The stated goals of the EDSS Project are as below:

*Provide opportunities for rural entrepreneurship through complete enterprise solutions, leading to the creation of large numbers of local jobs.
• Develop a localized delivery mechanism that links to government and bank entitlement schemes for the potential entrepreneur and supports the TARAkendra
owner to ensure sustainability of the model.
• Develop powerful delivery engines and support framework to create multiple enterprise packages that can be customized easily for a new geography or client group.

The ICT based Enterprise Development & Support Services (EDSS) seeks to support aspiring and established entrepreneurs through every element of the business life cycle. The primary components of the service are (i) an Enterprise Package to provide both technical training in a specific type of business, imparting the fundamentals of how to manage the enterprise and also impart customised concepts on how to establish market and financial linkages, (ii) an Entrepreneurship Development Programme customized for the background and life experience of rural citizens, to enhance their understanding of how to set-up a business, planning and management and (iii) an Ask the Expert & an online FAQ service to provide on-going business support, in the local language.

3. Implementation Agencies, Partners and Planning for the Project:

The programme is delivered through the well-established TARAhaat network of TARAkendras.

EDP - The objective of the Entrepreneurship Development Programme is to train motivated individuals towards entrepreneurship, develop their business understanding & skills and empower them to independently establish and manage successful enterprises. It covers the basics of identification, setting up and management of businesses to meet the needs of budding as well as existing entrepreneurs. The EDP programme has been developed using Macromedia Flash.

EP - Two enterprise packages have been developed namely for Micro Concrete Roofing (MCR) and Broiler based Poultry farming using Adobe Premier and Media Player. Each EP teaches the aspiring entrepreneur the fundamentals of business, and covers the technical elements of the business. It also covers the areas of starting their business, finance, marketing, sales customer service and other essential areas needed to ensure their success. Each EP is delivered in local language and is designed to the educational and cultural level of the potential audience.

Web-based business support system -The web-based business support system provides entrepreneurs with ongoing support, even after the training period is complete. The system integrates two applications; the first, a database of questions categorized by enterprise, domain and region, called the FAQ Database. It is designed on a search engine model allowing for free text, keyword based and category-based searches.

The second application, Ask the Expert service, allows entrepreneurs to submit queries to which they have not found answers in the FAQ database. The queries are submitted through a user-friendly web site, which has been designed to support multilingual voice or text format along with pictures. The queries are stored in the computer until it connects to the Internet and is transmitted to experts identified by TARAhaat.

Training is imparted in a classroom environment. The EDP and EP courses are delivered through LCD projectors and laptops and an intensively trained trainer/ instructor facilitates the training programme. Experts, including successful entrepreneurs and bank officials, are invited to the TARAkendra during training to share their experiences with the aspiring entrepreneurs. The follow up and post training support is also channelled through the TARAkendras.

To meet the objective of the EDSS programme, identifying and negotiating partnerships and alliances with government, corporate and civil society organizations is necessary; and the Project Implementers claimed to have developed alliances with below listed institutions:

- Regional Rural Bank, (Jhansi & Lalitpur)
- Nehru Yuva Kendra Sangthan (NYK's-Agra Region)
- Regional Employment Exchange Bureau

- Uttar Pradesh Udyog Mandal
- Central Bank, Lalitpur
- District Industries Centre
- Khadi & Village Industries Commission
- Central Bank
- NABARD, Lalitpur
- Local NGO's

TaraHaat has completed below activities so far:

Phase I : September 2005
This phase as per Project implementation Plan covered Market Survey and identification of Product & Services.

Phase II : July 2006
This phase included Design Development & Field testing of the EDP & EP modules.

Phase III : July 2007
This phase included Deployment & Testing of delivery framework

Phase IV : This phase as per Organization entails setting up of 8500 enterprises upto June 2010 well beyond the project completion when the Project is expected to be rolled out nationally.

4. Services provided:

EDSS attempts to fill the void in the services that exists for the **rural** youth, women, SHGs, landless; due to high cost of delivery of training, lack of market linkages and lack of on-going business support mechanisms available to first time entrepreneurs.

The goals of the Project are very laudable since it attempts to support an entrepreneur through every stage of the business life cycle.

The components of the Entrepreneurship Development Service that get delivered for the rural entrepreneur are:

1. An Enterprise Package for technical training plus market and financial linkages. This gets done through class-room training sessions and inviting some Guest Faculty to impart knowledge about the enterprise. The Class room sessions are organized within the existing operational Tara Kendra Franchisee locations of Tara Haat. LCD Panel and EDSS tools are deployed during the training sessions.
2. An Entrepreneurship Development Programme in order to understand the process of business set-up.
3. An FAQ Database on best practices and solutions.
4. An Ask the Expert service for on-going business support

The Project proponents claim that they forged collaborations with the Entrepreneurship Development Institute of India, Gandhinagar.

Two specific enterprise packages were to be finalized within the first three months of the project after a participatory dialogue with potential entrepreneurs.

Based on this secondary research the enterprises finalized included the Natural recyclable waste-based Micro Concrete Roofing (MCR) Tiles and the Broiler based small scale poultry farming.

The framework for the EP package development and design was finalized by the Domain Experts; keeping in mind that the :

-- Enterprise needs to be Sustainable at the local delivery level
--Enterprise needs to be Scalable at a national level.
--The project needs to be replicable for multiple enterprise packages and audiences

So far 301 have been imparted entrepreneurship training and 12% have started doing their business.

5. Beneficiaries:

There appears to be acceptance of the products developed within the EDSS programme by both potential and existing entrepreneurs; due to vast unemployment and under-employment that exists in the backward Bundelkhand region. District mobilizers appointed in the Districts to promote entrepreneurship even amongst the underserved communities, Dalits, religious minorities and women. The Project team has been maintaining close relationship with the prospective entrepreneurs who have undergone the program. They have tried to help the promoters to best of their ability; however they have not been able to overcome inherent drawback in the project design and implementation itself.

In the recent months; it appears that the Project has embarked an ambitious and noteworthy drive to enlist women from Dalit and Minority sections of the Society. For e.g. Chironja and Ram Sakhi both Dalit women from the Padoriya Village in Block Biruha, Jhansi District have undergone Entrepreneurship Development training since they want to augment their incomes. They have established independent linkage with the Ministry of Rural Development; Govt. of India's Swarna Jayanti Grameen Swarojgar Yojana (SGSY) meant for establishing rural entrepreneurship development and also credit disbursal to the Self-Help Groups (SHGs) and to the existing promoters through small collateral guarantee. However if the EDSS Programme would have established direct linkage with the SGSY and the District Lead Bank; the credit disbursal for the beneficiaries and the entrepreneurship development could have been an easier task.

Likewise, Jamila Begum an illiterate Muslim woman of 35 years of age, Shahana Begum an illiterate Muslim woman of 28 years of age from Jhansi City have been approached by the EDSS team for undergoing EDP training. The women underwent the training programme; however their aspirations of setting up a small hand embroidery unit that could undertake production of hand embroidery items on demand; cannot take off due to the absence of a credit mechanism.

The project, unfortunately appears to have worked in isolation and has not integrated its efforts sufficiently with the District Rural Development Agency (DRDA) and also with the lead District Rural Development Banks. Difficulties in accessing credit for the prospective entrepreneurs and procedural difficulties were cited as reasons for the lack of integration. However as per Mr. R.K. Gautam-Manager of the Lalitpur District articulated that the RRB data does not show evidence of such difficulties viz. in the Lalitpur District out of 2895 SHG account opened; to 905 accounts credit cash limit was given and 540 accounts were financed.

Community interactions highlighted that a major impediment to entrepreneur development in rural communities was the lack of transparency, faced by the average rural entrepreneur, in financing a start up or in acquiring funds to finance expansion. Many potential candidates of EDSS training expressed futility in even attending EDS seminars since they had heard numerous anecdotes on the credit crunch.

These are also the bottlenecks faced by the current Entrepreneurs Raghunath Verma from Mariti Kalan, Dist. Lalitpur who runs a bicycle repair shop; started with Rs. 1100/- as loan; however now wants to upgrade himself to a compressor repair shop without having a real idea about the potential of the venture.

Pradeep Tiwari, a prospective entrepreneur undergone training in the EDP wants to set up a broiler chicken enterprise in Jakhlan, Lalitpur District for selling upto 300 chicks per day. However he is unsure about the current market demand for the broiler chicken in the hinterland.

6. Project Management and Institutional arrangement:

Since TaraHaat/DA have a well-established network of Tara Kendras and its infrastructure in Bundelkhand is very strong; the EDSS has attempted to leverage on the strength of the institution. Tara Gurus from Tara Kendra have been drawn in the project implementation; and we have been told that domain specific training has been provided to the TARA Gurus and product and mobilization training to the centre personnel. In addition the changes to the systems and processes will be incorporated into the TARAkendra and Territory Office manuals in this regard were seen at the Tara Kendras visited at the time of MTR.

The Project has engaged District Level Coordinators and during the MTR two Coordinators from Jhansi and Lalipur District were met. The Project also engages Mobilizers in every District where the Project is proposed to be implemented. The Mobiilizers are assigned the task of District level community mobilization Apart from identifying new prospects for the EDP training. The Mobilizers have been given targets for this task and they have actively tried to fulfil their targets by enrolling both prospective entrepreneurs and also entrepreneurs who run existing business.

While the pitch for the prospective entrepreneur is a window for the set up of a business; for the existing entrepreneurs already running their businesses; the pitch appears to be revenue enhancement and additional incomes for the current entrepreneurs.

There is no full-time Project Manager based in Bundelkhand Region. The Project appears to be monitored from Delhi; with the Project Manager visiting the Project on and off on need basis.

However, the presence of a very strong Content Development team and Content Review Team within EDSS project appears to have played a very important role in the delivery of the Project.

Project Management **E**xisting review mechanisms of weekly department and project reports, a monthly management meeting and a quarterly reviews have been undertaken. In addition, quarterly innovation meetings using the Product Development Life Cycle (PDLC) Methodology implemented for the EDSS; it was claimed focus on a strategic review of each component of the Enterprise Development Service.

Tools deployed: A well structured enrolment form has been designed. The form apart from capturing basic information about the trainee/prospective entrepreneur also attempts to capture enterprise development needs. An Entrepreneur Card has been issued to the entrepreneur after completion of the training program.

NISG and RBM: The RBM deployed by NISG in the project implementation has proven to be a reliable, effective self-planning, monitoring and evaluation tool based on a results

framework. The RBM team has been visiting EDSS (frequency could not be established) for collecting monitoring and evaluation data collection and consolidation.

Combined with RBM, NISGs leadership role in capacity building of the ICTD project proponents, knowledge sharing and technical support is noteworthy. Site visits to different ICTD pilots, frequent knowledge sharing workshops have indeed built a vibrancy and a road ahead for the future.

7. Technologies Used:

Tara Kendras have evolved over a period of time with content, curriculum provided as part of the Microsoft Unlimited Potential curriculum. The content has been deployed within the Tara Kendras which house basic configuration PCs with a web camera, scanner and printer. Dial-up connectivity in most Tara Kendra either run directly by Tara Haat or franchisee is available. Some Tara Kendra also have VSAT connectivity that links them with the Tara Gram centralized location in the outskirts of Jhansi. However effective deployment of the EDSS program with strong content linkage; is the core of the program delivery and this has been effectively ensured by the development of an effective content. A brief EDSS content analysis was undertaken as part of the EDSS. (Refer Annexure-IV)

While the current system has been developed as proprietary software; Open Source progression needs to be made.

ISRO provided connectivity under VRC program has been attempted to be deployed under EDSS for query resolution with the Experts. The combination of the multi-media tools and ISRO connectivity for online help serves as a good model for building the capacity of the prospective entrepreneur.

EDSS Content:

EDSS module has been well-designed topics covering five modular topics on Entrepreneurship Development:

(a) Self-business and Identity
--Simple people how can get converted to entrepreneurship
--Benefits of running own enterprise
--Recognizing self-potential for entrepreneurship
(b) Introduction with the Business
(c) Business Opportunities
--Which Business is beneficial ?
--Possibilities of various Businesses?
(d) Setting up of Business
--Market Survey including identifying customers, retaining customers,
--Initial Capital for setting up of Business
--Sources of Capital
--Formalities/Procedures associated with setting up of Business
(e) Effective Management of Business
--Working Capital for Business
--Suggestions/tips for the running of Business including effective Invoicing, Book Keeping
--How can one become a good salesman
--How to motivate employees
--How to encourage delivery of quality standards

The Training Modules have been written in simple Hindi with excellent graphics, animations that further build the context of Entrepreneurship. EDSS has deployed excellent pedagogical standards and has produced a document on Entrepreneurship that can empower a rural youth to start their own business and also get engaged in entrepreneurship.

The FAQ module for query resolution has been well-designed and structured as well.

Figurer 1 : Ask the Expert FAQ Screen Shot