






## ***One Day Governance (ODG) and Jan Sewa Kendra Models*** Vadodara and Ahmedabad

### **I n d e x**



<b>1. Introduction</b>	<b>6</b>
<b>2. About Gujarat</b>	<b>8</b>
2.1 Location	
2.2 Demography	
2.3 Districts	
<b>3. E-Governance and ICT Revolution in Gujarat</b>	<b>12</b>
3.1 E-Governance Initiatives	
<b>4. Introduction about ODG &amp; its success</b>	<b>14</b>
<b>5. A Brief about Baroda</b>	<b>16</b>
5.1 A Little about the District of Vadodara	
5.2 Baroda Quick Facts	
5.3 Education in Baroda	
5.4 An insight into the History of Vadodara	
<b>6. Baroda Jan Seva Kendra &amp; concerning data</b>	<b>22</b>
6.1 Concept and launching of Jan Seva Kendra at Baroda	
6.2 Vadodara ODG Experiment.	
<b>7. Services Offered in Jan Sewa Kendra &amp; concerning data</b>	<b>31</b>
<b>8. Brief about improvements done</b>	<b>37</b>



 THE BARODA MODEL		 THE AHMEDABAD MODEL	
	9.	<b>Impact of ODG in efficiency improvement</b>	45
	10.	<b>Citizen Opinion</b>	49
	11.	<b>Employee Opinion</b>	66
	12.	<b>Evaluation of Jan Sewa Kendra</b> (Actual time taken versus promised time standard)	76
	13.	<b>Ahmedabad Model</b> The Comprehensive Model adopted by the state for replication	80
	14.	<b>Interviews and its analysis of persons behind implementation of ODG concerned with</b>	99
		a. HR Strategy	
		b. Problems faced	
		c. Learning	
		d. Improvements	
		e. Message	
	15.	<b>Replicability and Sustainability</b> Brief and Data concerning other Jan Sewa Kendras in Gujarat and its analysis	106
	16.	<b>Future roadmap of Jan Sewa Kendra</b> (With some excerpts from Interviews)	121
	17.	<b>Annexure I</b> Citizen's Charter, Samples	126
	18.	<b>Annexure II</b> Improved Application Formats	128



*“The citizen is the most important visitor in our premises. He is not dependent on us. We are dependent on him. We are not doing him a favour by serving him. He is doing us a favour by giving us the opportunity to do so”.*

**Mahatma Gandhi**



## Message from the Desk

There is an 'E' flavour in our day-to-day life today, almost in every activity which makes living an informed and flourishing experience. E-culture is the way of life and E-language is the mode of communication of today. It is common to both the developed and developing nations without discrimination of geography or politics.

In this global impact are emerging several state-level endeavors in our country as role models for rest of the country. The E-Governance initiatives of the Gujarat Government are a case in point. A high impact initiative of this State is the 'One Day Governance' of Baroda which later bloomed into the Jan Sewa Kendra model of Ahmedabad District which was officially replicated across the state .

The report presented here is about E-Governance through ODG -One Day Governance and Jan Sewa Kendras in Gujarat It serves as a multipurpose document. Its applications could be:

1. A Ready Reckoner
2. Feasibility Report
3. In-depth Study
4. Standards and Certifying factors
5. Requirements, requisites - Input & Output
6. E-Governance Manual
7. Benefits, Productivity and Formulae of E-Governance
8. Lessons Learnt

This documentation by SPIPA intends to provide itself as a Core Training and Implementation Module in perspective. The documentation has been prepared

in a professional manner without skipping any parameters. Genuine onsite surveys, interviews and feedbacks have been covered in as is' form to evaluate and compare with the data and figures obtained from the respective offices. The report stands as a neutral observation revealing and discussing every vital aspect of such a large-scale concept.

SPIPA also aims to present this document as a E-Governance Manual in a 'Simple to Study and Learn' form so that every entrant, be it a layman, or any future implementing body, novice or amateur leaping towards E-Governance implementation can gain from the lessons learnt.

We hope to be a catalyst for many of you in bridging the Digital divide and the Process gaps.

Cheers!

**Anita Karwal**  
IAS, Director General,  
Sardar Patel Institute of  
Public Administration  
Ahmedabad (Gujarat)

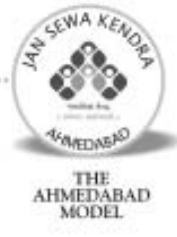


## Abbreviations used

BOT	-	Build - Operate - Transfer
CFC	-	Citizen Facility Centre
CMIE	-	Centre for Monitoring of Indian Economy
DIO	-	District Information Office
FIE	-	Floating Index of Evaluation
GOI	-	Government of India
GSWAN	-	Gujarat State Wide Area Network
HR	-	Human Resources
IAS	-	Indian Administrative Service
ICT	-	Information, Communication Technology
IT	-	Information Technology
ITES	-	Information Technology Enabled Services
JSK	-	Jan Sewa Kendra (Citizen Facility Centre)
LAN	-	Local Area Network
MDM	-	Mid Day Meal
MIS	-	Management Information System
NGO	-	Non Government Organisation
NIC	-	National Informatics Centre
ODG	-	One Day Governance
PWD	-	Public Works Department
WLL	-	Wireless in Local Loop



## chapter1



# Introduction

*T*his is mother earth. Life and growth, senses and feelings, power extensions and tools, tools and machines, cycles and recycles, inventions and discoveries, transformation and evolution...

There are humans, we the humans. Life was imagined and conceived. We imagined, we demanded, and, we supplied. We perceived earth and the space time gave us demography. There is land, there is productivity. There emerged civilizations, we devised formulae. They needed a constitution, we devised rules. There developed machinery, we needed governance. There are people, there is democracy.

India, one of the oldest civilizations of this globe is a thriving entity in itself. It is one of the largest democratic nations of the world with diversity in unity and unity in diversity, and yet a oneness in its people, places, language, culture, traditions and the paraphernalia. It is an amazing fabric of interwoven contrasts. It is to be closely viewed with a vision and approach that is indigenous, it is a system of systems which need to be overlooked with a pragmatic head and heart.





As we experience, India is a thickly populated nation comprising of different states, provinces and regions. Each territory has its distinct features and characteristics, presenting yet a indifferent national model reflecting the replicating India.

Gujarat is major thriving economic and industrial centre of the country and is an acknowledged major contributor to the nation's progress. In the fast changing global scenario, Gujarat has been quick on the uptake of new ideas and new technology.

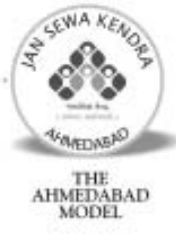
The E-Governance journey of Gujarat has been very systematic and very innovation-based. Before embarking on the journey of this initiative a little idea about Gujarat, some basic information are presented here to get a feel of the state. As a consequence of the I.T. revolution and the other technological support systems, the traditional manner of running of government has undergone a sea change.



[ As a consequence of the I.T. revolution and the other technological support systems, the traditional manner of running of government has undergone a sea change. ]



## chapter2



# About Gujarat

## Location

Gujarat state came into existence as a separate State on 1st May 1960.

The State is situated on the west coast of India between 20-6' N to 24-42' N north latitude and 68-10'E to 74-28'E east longitude. It is bound by the Arabian Sea in the West, by the States of Rajasthan in the North and North-East, by Madhya Pradesh in the East and by Maharashtra in the South and South East.



The State has an international boundary i.e. a common border with the Pakistan at the north-western fringe. The two deserts, one north of Kachchh and the other between Kachchh and the mainland Gujarat are saline wastes.

The State has a long coast-line of about 1600 kms. and is the longest among all States of country. For the purpose of administration, Gujarat State at present comprises of 25 districts, sub-divided into 226 talukas, having 18618 villages and 242 towns. Gujarat has a geographical area of 1.96 lakh sq.kms. and accounts for 6.19 percent of the total area of the country.

## Demography

According to the provisional results of Population Census 2001, the population of Gujarat as on 1st March 2001, stood at 5.06 crore, including the estimated population of earthquake affected areas. The decadal growth rate of the decade 1991-2001 has increased in comparison to 1981-1991 from 21.19 percent to 22.48 percent.





## **Districts of Gujarat**

### **Ahmedabad**

<http://collectorahmedabad.gujarat.gov.in/>

### **Amreli**

<http://collectoramreli.gujarat.gov.in/>

### **Anand**

<http://collectoranand.gujarat.gov.in/>

### **Nadiad (Kheda)**

<http://collectorkheda.gujarat.gov.in/>

### **Banaskatha (Palanpur)**

<http://collectorbk.gujarat.gov.in/>

### **Bharuch**

<http://collectorbharuch.gujarat.gov.in/>

### **Bhavnagar**

<http://collectorbhavnagar.gujarat.gov.in/>

### **Dahod**

<http://collectordahod.gujarat.gov.in/>

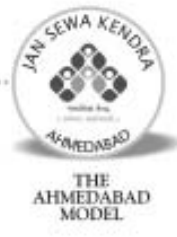
### **Dang (Ahava)**

<http://collectordangs.gujarat.gov.in/>

### **Gandhinagar**

<http://collectorgandhinagar.gujarat.gov.in/>

[ Gujarat state came into existence as a separate State on 1st May 1960. ]



### **Jamnagar**

<http://collectorjamnagar.gujarat.gov.in/>

### **Junagadh**

<http://collectorjunagadh.gujarat.gov.in/>

### **Kutchh**

<http://collectorkutch.gujarat.gov.in/>

### **Mehsana**

<http://collectormehsana.gujarat.gov.in/>

### **Navsari**

<http://collectornavsari.gujarat.gov.in/>

### **Panchmahal(Godhara)**

<http://collectorpanchmahal.gujarat.gov.in/>

### **Patan**

<http://collectorpatan.gujarat.gov.in/>

### **Porbandar**

<http://collectorporbandar.gujarat.gov.in/>

### **Rajkot**

<http://collectorrajkot.gujarat.gov.in/>

### **Narmada (Rajpipla)**

<http://collectornarmada.gujarat.gov.in/>

### **Sabarkantha (Himmat Nagar)**

<http://collectorsk.gujarat.gov.in/>

**Surat**

<http://collectorsurat.gujarat.gov.in/>

**Surendra Nagar**

<http://collectorsurendranagar.gujarat.gov.in/>

**Vadodara**

<http://collectorvadodara.gujarat.gov.in/>

**Valsad**

<http://collectorvalsad.gujarat.gov.in/>





### chapter3

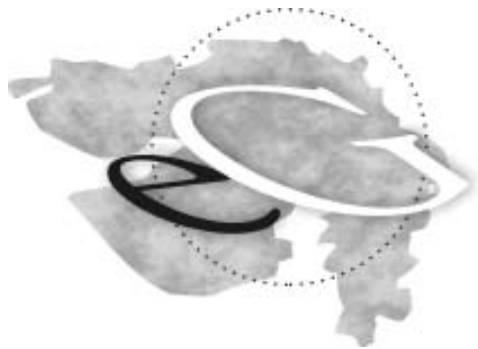


## E-Governance and ICT Revolution in Gujarat

- Vibrant Gujarat
- Water Revolution
- e-Governance
- Kanya Kelavni

Ever since its formation as state, Gujarat has been showing a new direction to the nation during the last 43 years. It is conquering new grounds and in the 21st Century, its goal is to be compared with the economic growth rate of developed nations.

With just 5 per cent of the India's total population and 6 per cent of geographical area, Gujarat contributes to 16 per cent of the country's total investment, 10 per cent of expenditure, 16 per cent of exports and 30 per cent of stock market capitalization. The state's annual growth rate has been 6 to 8 per cent for the last five years. As per the latest data of Centre for Monitoring Indian Economy (CMIE) of January 2003, Gujarat stands first in industrialization in India. Projects worth Rs 33,958 crore are under implementation.



Gujarat, today, already is among the leading states to invest money and resources among other things also for IT implementation in governance and citizen services. Though the pace of activities for e-Governance has been hectic and the results noteworthy



so far, increasingly, there is the realization that e-Governance is not just a one time change process, but an inevitable way of governance, that brings with it the promise of convenience and transparency with focus on the Citizen.

A more relevant & favorable look at the needs of the industry is being given, which includes the labour laws, single point facilitation, ensuring broad-band connectivity and special incentives for the ITES sector. The state is also aiming to build the capacity of individuals working with each department and raising the level of IT education in the state.

**The major initiatives undertaken in e-governance are as follows:**

- e-Governance Newsletter
- Tele Fariad - Public Grievance Redressal System
- SWAGAT
- Vadodara - One Day Governance
- Ahmedabad - Jan Sewa Kendra for implementing Citizen's Charter
- Gyanganga Project and WLL Technologies
- Computerization of DAT
- InfoDrive
- Computerization of Schools and MDM
- Talimrojgar - Training Employment
- Mahitishakti - Citizen Service Control
- Land Records Computerization - E-Dhara
- "City Civic Center" - Ahmedabad Municipal Corporation
- e-nagarpalika- Vejalpur Municipality
- GSWAN ( Gujarat State Wide Area Network )



Gujarat stands first in industrialization in India. Projects worth Rs 33,958 crore are under implementation.





## chapter4



# Introduction about ODG & its success

Productivity cannot be a spontaneous outcome in today's time. It involves the simultaneous functioning of the trio of Man, Machine and Standards. It requires a channel and a team, some exhaustive brainstorming coupled up with sincere efforts and genuine feedbacks. It's ultimately the People – to – people, and, People – for – people equation that matters. The key to increased productivity is how the Machines and Standards are utilized. In Vadodara, in an attempt to present a basic E-Governance model, some basic Citizen services were targeted, viz. issue of Ration Card, Affidavit, Certificate of Income, Renewal of various licenses and permits, Land Records status, Caste Certificate, Senior Citizen Certificate, Domicile Certificate, Affidavit for Loan Sanctioning, approval for Vidhva Sahay (Financial assistance to widow), etc.

The highlight and challenge was that all these services had to be rendered, to the citizen within 1 Working Day, This was a big challenge as this step was being implemented against the odds and devils of the age old and conventional systems which used to depend on manpower, more manual, involving hand to hand transfer of documents and files from one department to the other.

The idea of service rendering in one day in the name of 'One Day Governance', got approved and accepted. The challenge was accepted and the Collector with a quick update on available staff and assistance

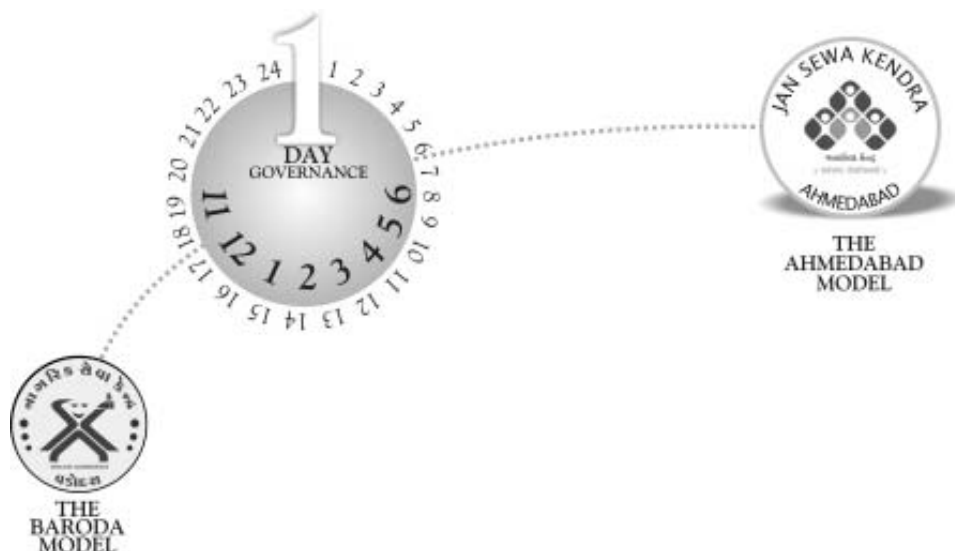


from his subordinates, from NIC, National Informatics Centre, Vadodara centre, conceptualised the initiative in its final physical form.

One can understand, the aim behind the initiative was to recognize the benefit of an IT-enabled working environment

- which can streamline administrative functions and increase transparency.
- which can help the government cut red-tapism, avoid corruption, and reach citizens directly.

India's One Day Cricket Match Victory at Baroda at this juncture gave the birth to the nomenclature of "One Day Governance". The project was to be completed in in just 29 days time.- everything to be executed right from scratch!



India's One Day Cricket Match Victory at Baroda gave the birth to idea of **One Day Governance** to be materialised in just 29 days time... everything to execute right from the scratch!



## chapter5



# A Brief about Baroda

## A Little about the District of Vadodara

Vadodara District is a district in the eastern part of the state of Gujarat in western India. The city of Vadodara (Baroda), in the western part of the district, and is its administrative headquarters. Vadodara District covers an area of 7,550 sq km. It has a population of 3,641,802 of which 45.20% were urban as of 2001 census.

The district is bounded by Panchmahal districts to the north and Kheda west, Bharuch districts to the south, and the state of Madhya Pradesh to the east. The highest point in the district is the hill of Mahi River through the



bounded by and Dahod north, Anand districts to the north and Narmada south, and the Madhya Pradesh to the east. The region is the Pavalagadh. The passes district.

The historical city of Baroda was the capital of Baroda Residency, and one of the princely states of India under Bombay Presidency. Vadodara is divided into 13 talukas: Vadodara City, Vadodara rural, Padra, Karjan, Savli, Dabhoi, Waghodia, Naswadi, Shinor, Chotaudaipur, Jetpur-Pavi, Sankheda, and Kwant.





## Baroda Quick facts:

**Dist Place** Vadodara

**Subdivisions** Vadodara  
Dabhoi  
Chota Udaipur

**Talukas** 13 Talukas comprising of:  
Vadodara City, Vadodara rural,  
Padra, Karjan, Savli,  
Dabhoi, Waghodia, Naswadi,  
Shinor, Chotaudaipur,  
Jetpur-Pavi, Sankheda, Kwant

**Total Area of the District.** 7550 sq. km.

**Forest Area** 72274.14 hectares

**Irrigated Area** 2,17,099 hectares

**Unirrigated Area** 535777 hectares



## Education in Baroda



Baroda is synonymous with education. The patronage of education started with Maharaja Sayajirao and the city has augmented further the academic infrastructure established by him.

The present educational foundation rests on over 20 public schools and over 100 private schools. The Maharaja Sayajirao University, is the only university in Gujarat with English as the medium of instruction. It has

13 faculties and 17 residential hostels, 4 of them for women students. The university caters to over 30,000 students.

### Schools

- Primary Schools - 2260

### Universities:

- Gujarat Uni. affiliated colleges - Chhotaudaipur/Bodeli / Sankheda / Dabhoi / Sadhli / Karjan / Limda-Waghodia / Savli

### Others:

- Medical College, M. S. University, Vadodara.
- Homeopathic College, Savli, Vadodara
- Dental College, Vadodara, Pipalia-Waghodia
- Ayurvedic College, Vadodara.
- Technology/Pharmacy - Vadodara, limda-Waghodia.
- P. T. C. College 1. Vadodara. 2. Dabka-Padra 3. Waghodia
- S. N. D. T, College, Vadodara



## An insight into the History of Vadodara

Modern Baroda is a great and fitting memorial to its late ruler, Sayaji Rao Gaekwad III (1875-1939 AD). It was the dream of this able administrator to make Baroda an educational, industrial and commercial centre and he ensured that his dream would come true.

Baroda is situated on the banks of the river Vishwamitri (whose name is derived from the great saint Rishi Vishwamitra). The city was once called Chandravati, after its ruler Raja Chandan, then Viravati, the abode of the



brave, and then Vadpatra because of the abundance of banyan trees on the banks of the Vishwamitri. From Vadpatra it derived its present name Baroda or Vadodara.

Baroda has a rich historical background. The ardent historian can trace Baroda's history over 2000 years and more. However, the recent threads can be picked up when the Moghul rule over the city came to an end in 1732, when Pilaji brought the Maratha activities in Southern Gujarat to a head and captured it. Except for a short break, Baroda continued to be in the hands of the Gaekwads from 1734 to 1949.



The greatest period in the Maratha rule of Baroda started with the accession of Maharaja Sayajirao III in 1875. It was an era of great progress and constructive achievements in all fields.

Maharaja Sayajirao was one of the foremost administrators and reformers of his times. He initiated a series of bold socio-economic reforms. He attached great importance to economic development and started a number of model industries to encourage initiative, and then handed back the working industries to private enterprise. He started model textile and tile factories. It is as a result of his policy of industrial development that Baroda is today one of the most important centres for textile, chemical and oil industries. He introduced a number of social reforms. In no department of the far-sighted administration has policy of this wise ruler been more conspicuous than in education, and results have been more real and tangible. He boldly introduced compulsory primary education and a library movement (the first of its kind in India) to augment his adult education scheme.



It was he who visualised a general scheme of development in all branches of knowledge at different stages, with the Maharaja Sayajirao University of Baroda at the apex. Modern Baroda owes its beauty, its educational institutions and its masterpieces of architecture to the insight and vision of this great ruler.

There is a saying that nothing grows under the banyan tree, but this is not true of Baroda. Having witnessed the rise and fall of the empires and kingdoms of the Hindus, Pathans, Moghuls and Marathas, it now occupies a unique position on the educational, cultural and industrial map of India. Yet, it has been fortunate enough to retain the beauty of its rich and varied past.



And it is one of the few cities in India which is still influenced by the lost might of its ruling dynasties.

Today, Baroda is one of India's most cosmopolitan cities. Thanks to the vision and broadmindedness of the Gaikwads, the subsequent industrialisation, the proliferation of academic activities and a strategically important geographical location, Baroda has welcomed a wide variety of people from all over India and also from all over the world.

More or less every Indian community has an active identity in this city. And this happy co-existence is reflected in the social and cultural life of the people. In all of this, the sprawling and cosmopolitan MS University campus and the large number of local, national and foreign industries act as a catalysing and unifying force.

The average Barodian is open to the world and overflowing with hospitality, as the history and growth of the city aptly testify.

The official language of Gujarat is Gujarati, but Hindi, Marathi and English are also widely used in Baroda. State and local government offices in the city use both Gujarati and English, Central government offices use English and Hindi and industrial and commercial organisations use English. The medium of instruction at the Maharaja Sayajirao University of Baroda (MSU) is English. The medium of instruction in the city's schools varies from Gujarati, Marathi, Hindi, English, etc.





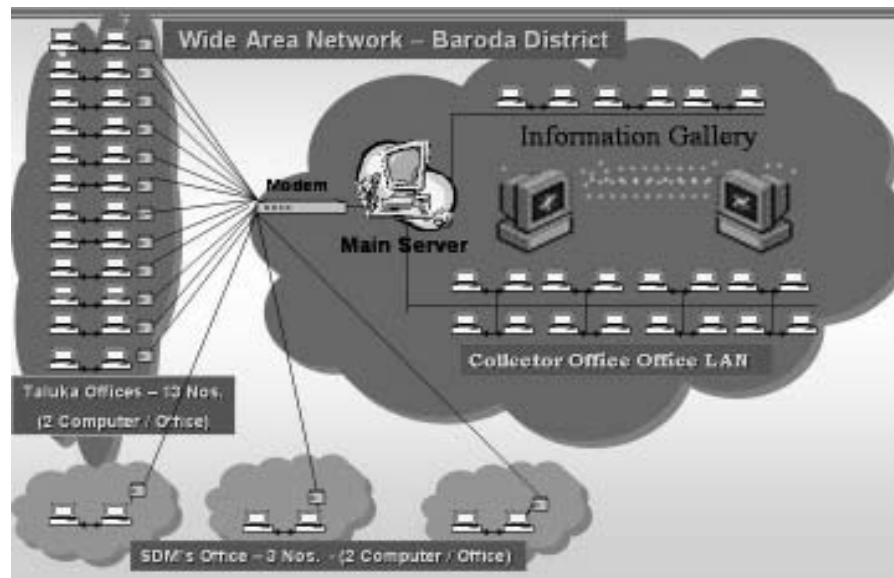
## chapter 6



# Concept and launching of Nagarik Sewa Kendra at Vadodara

The decision to render the E-Governance in the year 2003 came after two years after the announcement by the District Administration where they declared that Baroda will be developed as a Model District. To facilitate and extend this initiative further, initially the District Collector Office was thoroughly revamped with Computerization, LAN, GSWAN, Information Bureau and E-mail culture. Further, all the Taluka and Prant Offices were connected with the Collector Office. This was the pre-requisite to train and present an IT compliant staff before adopting any IT enabled Governance concept on a larger scale. This was how the first phase of the initiative was charted out.





The next phase of development requires an understanding of the Conventional Systems. The district officials began to imagine the process, formalities, cross-checking and validation involved for acquiring simply a ration card or a domicile certificate from a citizen's point of view. They began to think about those complex areas which require back-to-back validation and approvals, sanctions and signatures of officials, interlinking of departments and branches, all from a citizen's point of view.







## ODG An Inspiration and a Mission

The very attempt to devise a One Day Governance plan required all such drawbacks and loopholes to be overcome and system's backend manual transactions streamlined in a manner which the IT can take over at an optimum level. Indeed it calls for all the above tasks to be prepared coded and automated before hand, before going ahead with the implementation of the E-Governance concept.



As mentioned earlier a One Day Cricket Match won by India at Baroda inspired the Hon'ble Chief Minister and the authorities to extend the One Day idea to E-Governance!

The mission was to bring 'Seva' to the 'Nagarik' (Service to the Citizen) to an optimum level. It was in April, 2003 when the 'One Day' idea was taken up. It was decided to implement this idea from the 1st of May the same year, being Gujarat Foundation Day. There was indeed a very short notice, even less than a month. The entire task had to be carried out and completed within the next 29 days.

There were following commitments to make:

1. Finalizing and reconstructing/designing/furnishing the premises internally/externally.
2. Selection and allocation of manpower
3. Selection and installation of compatible, modern computer hardware
4. Acquisition of necessary funds
5. Developing, Testing, Debugging the Database and Software
6. Implementation of Inter Department Links for Taluka & Prant Offices through LAN & GSWAN (Wide Area Network)
7. Staff Training before the Systems go live.



The then Collector Bhagyesh Jha facilitated the channelisation of efforts of his sub-ordinates and others namely, Nainesh Dave-SDM, Dipesh Shah-Ex-RDC, Shri D. B. Shah - Res. DYC, S.B. Solanki-Mamlatdar, Mr. Sanjay Sharma-DIO NIC and their team members.



Let us take a short detour and try to know something about the Vadodara ODG Experiment from a brief by Shri Hasmukh Adhia, IAS, Gujarat Cadre, in his own words.



## Vadodara ODG Experiment.

“Vadodara had experimented with some amount of computerization and effective Single Window mechanism in the year 2001-02 when Mr. Anil Mukim, was the District Collector there. The district also had a very good tradition of having some very efficient Collectors each on of whom contributed towards modernization of office and training of staff etc. It was slowly emerging as a model district. With this background, the next Collector Mr. Bhagyesh Jha decided to implement this concept of One Day Governance in which the citizens are able to access such documents instantly within an hour. First task was to identify the list of the services which are most frequently asked for by citizens and wherein the citizen cannot wait indefinitely for getting a reply. The next thing was to study the profile of applicants coming to Collector’s office. The most surprising thing was that the Mamlatdar’s Office which had an average of 200 visitors every day was located on the 6<sup>th</sup> floor with only one elevator in the building. So, it was decided to make a most modern Citizen Facilitation Centre on the Ground Floor of this office. Simultaneously with this, the process involving each one of those eight Citizen’s Services was studied and re-engineered to minimize the number of tables on which that proposal moves. NIC Centre at Vadodara then started making software to take care of the front-end and back-office process requirements. Training programmes were also simultaneously undertaken to be given to a select team of government employees who were to man the Citizen Facilitation Centre. Agencies like Institute of Rural Management, Anand was roped in





to impart attitudinal change training. Constant interaction with the staff at the level of Collector helped build up a motivated team.”

Now the real phase of going about the project execution started. There were hurdles, some minor and some critical. At the outset, selection of the location and premises were the key and a challenge in itself. With very painstaking efforts, back-and-forth negotiations, the space and premises were ensured. It will be interesting to note, again, inspite of the proposed property already belonging to the Government's (though for another purpose), there were hurdles and each hurdle was overcome, finally. Now

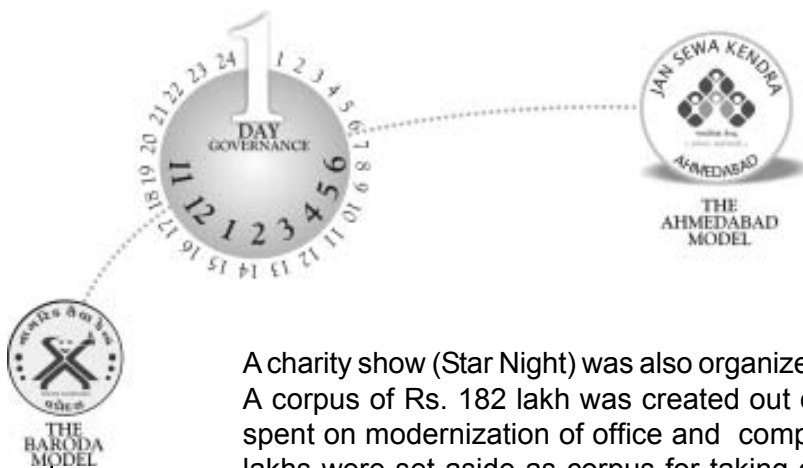
the appointment of an Architect was a crucial step to take as the Interiors, Design and Environment needed a drastic change in its very nature for setting up a modern CFC (Citizen Facilitation Centre).

Some other factors which kept on tugging at the roots were financial constraints, psycho-academic barriers from Employees' side (who were a part of those conventional systems of past for a long time), working out and approving various quotations for the building-material requirements, and above all a daunting deadline of 29 days !. But, a systematic approach and thorough supervision helped overcome all difficulties and issues emerging from time to time ..

#### **D-Day, the 1st May, 2003!**

So! Finally the D-Day, the B-Day, the G-Day, the E-Day came! The 29 Day Challenge was met ultimately. A modern, fully furnished and promising Citizen Facilitation Centre was established. Hon'be Chief Minister, Shri Narendra Modi inaugurated the Centre on the 1st of May, 2003. It will be utmost necessary to know here that this center was made without a single rupee Grant from the Government and without any extra staff. Shri Hasmukh Adhia, IAS adds, "The finance was arranged through donations from major public sector units located in Vadodara.





A charity show (Star Night) was also organized which yielded Rs. 50 lakhs. A corpus of Rs. 182 lakh was created out of which Rs. 120 lakhs were spent on modernization of office and computerization etc, while Rs. 60 lakhs were set aside as corpus for taking care of day to day operating expenditure of the center”.





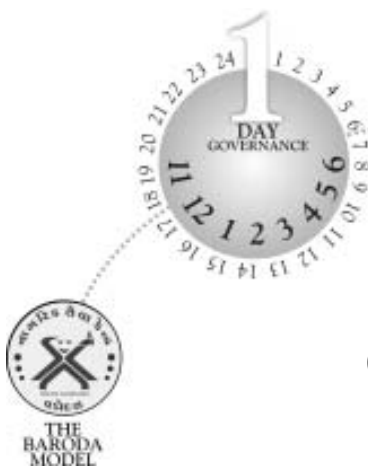
## chapter7

# Services Offered in Jan Sewa Kendra & concerning data

Let us take a look at the services being offered at Jan Sewa Kendra. After developing and creating a sound backend, some sensible decisions needed to be taken. This was the refinement phase. The number and kind of services to be picked up was a crucial question. The aim was clear, that the ODG experiment had to be a friendly, meaningful, trouble-free and a successful endeavor for both of the Citizens and the Government. A little more brainstorming and analyzing could help. Gradually, it was decided to pick those very specific services, for which there was greater demand from the people which was calculated in terms of both the number of visits to the Collector Office / Mamlatdar Office and the available statistics .. The decision and selection were found to be appropriate as seen by its resounding success..

As an addition an Information Kiosk was developed and erected as an online help within the CFC. The Information Kiosk has been developed in such a way that it gives all relevant and step-by-step information on how to avail each service. For each service to be availed, a Citizen can go through the Information Kiosk in the beginning, get the appropriate information and get a self-generated, automatic Token Number plus an Application Number which will show him when his/her proposal will be fulfilled and serve as a Unique ID for the reference for that particular proposal, for that particular day. Briefly, the following is a summary of the requirements for availing each service .





### 01. Issue of Income Certificate

Details required:

All relevant Personal Details viz. Name, Surname, Age, Sex, Address, Spouse/Parents Name, etc.  
Mention of Family's annual income

Documents/Proofs checklist:

Whether application made in prescribed format?  
Whether attested copy of Ration Card enclosed for Address/residential proof?  
Whether required Stamps attested?  
Whether Income Affidavit enclosed?

### 02. Issue of SC-ST Certificate

Details required:

All relevant Personal Details viz. Name, Surname, Age, Sex, Address, Spouse/Parents Name, etc.

Documents/Proofs checklist:

Whether application made in prescribed format?  
Whether attested copy of Ration Card (Front & Back sides of First Page) enclosed?  
Whether attested copy of applicant's School Leaving Certificate OR attested copy of relevant Caste Certificate enclosed?  
Whether attested copy of Relevant Caste Certificate of applicant's Father/Brother/Sister enclosed?

### 03. Issue of Baxi Panch Certificate

Details required:

All relevant Personal Details viz. Name, Surname, Age, Sex, Address, Spouse/Parents Name, etc.

Documents/Proofs required:

Is application made in prescribed format?





Whether attested copy of Ration Card (Front & Back sides of First Page) enclosed?

Whether attested copy of School Leaving Certificate enclosed?

Whether attested copy of Relevant Affidavit/Caste Certificate/Certificate from M.L.A. and attst. copy of Domicile Certificate enclosed?

**04. Domicile Certificate** (by birth and living in the State for more than three years)

Details required:

All relevant Personal Details viz. Name, Surname, Age, Sex, Address, Spouse/Parents Name, etc.

Documents/Proofs required:

Is application made in prescribed format?

Whether attested copy of Ration Card (Front & Back sides of First Page) enclosed?

Applicant's relation with the Ration Card Holder

Ration Card Holder's Name, Address, Spouse/Parents name, etc.

Name of respective area Corporator.

**05. Senior Citizen Certificate**

Details required:

All relevant Personal Details viz. Name, Surname, Date of Birth, Sex, Address, Spouse/Parents Name, etc.

Documents/Proofs required:

Attested copy of a valid document such as Voter's Card/Identity Card/School Leaving Certificate for Birth date proof.



## 06. Religious Minority Certificate

Details required:

All relevant Personal Details viz. Name, Surname, Age, Sex, Address, Spouse/Parents Name, etc.

Documents/Proofs checklist:

Whether application made in prescribed format?

Whether attested copy of Ration Card (Front & Back sides of First Page) enclosed?

Whether attested copy of applicant's School Leaving Certificate OR attested copy of relevant Caste Certificate enclosed?

Whether attested copy of Relevant Caste Certificate of applicant's Father/Brother/Sister enclosed?

## 07. All types of Affidavits

**Such as: Affidavit of Income, Ration Card, Caste, Widow Help, etc.**

Details required:

All relevant Personal Details viz. Name, Surname, Age, Sex, Address, Spouse/Parents Name, etc.

Documents/Proofs checklist:

Relevant supporting document/proof according to the type of Affidavit

## 08. Economically Backward Class Certificate

Details required:

All relevant Personal Details viz. Name, Surname, Age, Sex, Address, Spouse/Parents Name, etc.

Documents/Proofs checklist:

Whether application made in prescribed format?

Whether attested copy of Ration Card (Front & Back sides of First Page) enclosed?



Whether attested copy of applicant's School Leaving Certificate OR attested copy of relevant Caste Certificate enclosed?

Whether attested copy of Relevant Caste Certificate of applicant's Father/Brother/Sister enclosed?

#### **09. Good Character Certificate**

Details required:

All relevant Personal Details viz. Name, Surname, Age, Sex, Address, Spouse/Parents Name, etc.

Supporting Documents/Proofs checklist:

**Attested copy/Original of any one of the following:**

School Leaving Certificate

Birth Certificate from the Corporation

Ration Card

Telephone Bill

Electricity Bill

House Tax Bill

PAN Card

Election/Voter's Card

#### **10. Widow Certificate**

Details required:

All relevant Personal Details viz. Name, Surname, Age, Sex, Address, Spouse/Parents Name, etc.

Supporting Documents/Proofs checklist:

Whether application made in prescribed format?

Whether attested copy of Ration Card (Front & Back sides of First Page) enclosed?

Whether attested copy of applicant's School Leaving Certificate OR attested copy of relevant Caste Certificate enclosed?

Whether attested copy of Relevant Caste



Certificate of applicant's  
Father/Brother/Sister enclosed?

### **11. Non-Creamy Layer Certificate**

Details required:

All relevant Personal Details viz. Name, Surname,  
Age, Sex, Address, Spouse/Parents Name, etc.

Documents/Proofs required:

Is application made in prescribed format?

Whether attested copy of Ration Card (Front &  
Back sides of First Page) enclosed?

Whether attested copy of School Leaving  
Certificate enclosed?

Whether attested copy of Relevant Affidavit/Caste  
Certificate/Certificate from M.L.A. and attested  
copy of Domicile Certificate enclosed?

And there are various renewals with essential formalities/  
documents/proofs to be furnished.

These are as following:

### **12. M.P.K.B.Y. Scheme**

(Mahila Pradhan Kshetriya Bachat Yojana)

**Small Savings Scheme Agency Renewal**

### **13. Arms Licenses Renewal**

### **14. Petition Writer Renewal**

### **15. Hotel License Renewal**

### **16. Stamp Vendor Renewal**



## chapter 8

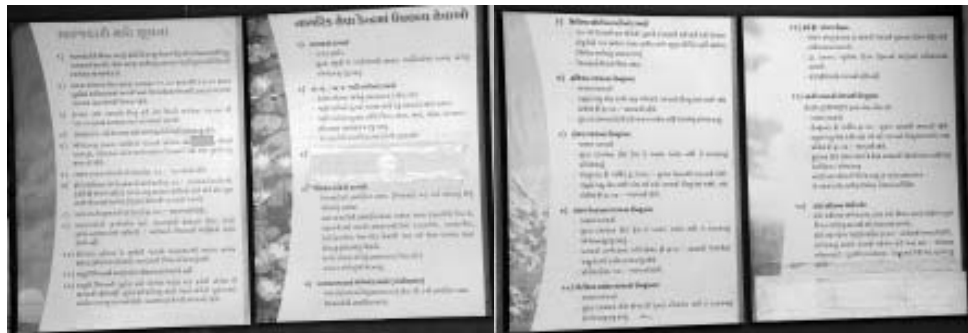
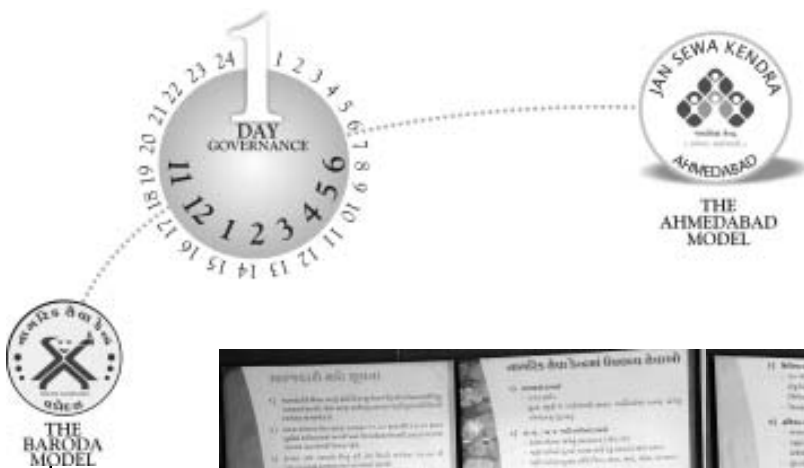
# Brief about improvements done



The purpose behind the E-Governance initiative was the following list!

01. A quality and timely service to Citizens
02. Blending the procedures and IT
03. Improve sluggish pace of work environment in the respective branches which relate directly to Citizen Services
04. Correct the functionality of proposals and process
05. Streamline, reassess, refresh and create the digitized databank from old manual records
06. Create a Healthy & Professional work environment
07. Reduce the burden of files upon the employees/department
08. Enable a transparent and accountable work-system
09. Overcome corruption
10. Add to well-being and prosperity of Nation.

Now, let us check each one of the above with neutral surveys and analysis, if they are really achieved and what the core improvement is. The evaluation is based on three different perspectives.



A Nice display of Citizen's Charter outside the ODG Office

- i. Feedback from Citizens
- ii. Employees' and Department's views
- iii. Neutral and standardized reviews and assessment from a third party.

## A quality and timely service to Citizens

We have studied and realized the drawbacks and loopholes of old and conventional systems and chronic problems related to them -be it corruption or ever extending delays. Here in every aspect, we aim to study and evaluate the changes that occurred, from the point of view of the above three perspectives. The following are some of the changes :

- a. A noteworthy improvement in overall environment
- b. A well thought out design and usage of premises / space
- c. Unlike in existing old government. infrastructure, there is ample room and space, comfort and facilities, cold/drinking water by water-purifier, toilets, wash-basins, nice and comfortable sitting arrangements which create an appealing environment in this CFC.



- d. Information Kiosk has been set up which takes care of a novice Citizen, which provides user-friendly guidelines/information on how to avail their specific services in the CFC.
- e. Special arrangement for Senior Citizens, Blind and Handicapped visitors.



- f. Token Number System which enables a traceable flow of the process
- g. Professional and faster rendering of proposals through a well-programmed, functional system
- h. Employees well conversant, trained and backed-up by an efficient LAN system and Email/IT culture.

It feels a sense of pride; the One Day Governance has wrought the Improvement! Self-evident and self-explanatory.



## Blending the Conventional processes with IT



Though, it will be fair to say that IT awareness, Email culture and office automation were already existing to some extent in some of the Govt. departments and that Baroda was already trying to achieve Model District status in the year 2001, yet it is also true that the Baroda team had to struggle to match up with IT driven dealings, tasks and explorations. For instance, there are certain features depending upon the type of work/ function that an employee is expected to perform at his desk such as:

1. **Plain Desk/Paper Work**  
Checking, assessing, approving, forwarding
2. **Desk Work / File-Proposal assessment job**  
with least public dealing
3. **Clerical / Follow-up / Desk work**





- with some public dealing
- 4. Inquiries / Data entry & validation**  
direct public dealing
- 5. The IT Officers and Operators assigned for standalone Software / Operational level work**  
No Public Dealing

What was required really was to move away from it all into the e-domain with drastic changes in the daily work routine. The need to deploy a committed workforce with excellence in skills and professionalism in approach can not be understated for ensuring that this initiative could be sustained.

The ODG was a classic case to execute. The efficient team of IT recommended by Vadodara, NIC was chosen and picked up. All were govt. employees. But the new exception was to bring them face to face with Direct Public Dealing in their career for the first time. The idea worked mostly. The reason was, the team was Pro-IT and they were used to exhaustive schedules on their previous posts. Their expertise and speed were the key factors for which they were selected upon and it's the same number and same persons of the team who are performing with a praiseworthy commitment. Conclusively, one will admit, there are multiple results of one step taken. It's a Win-Win situation for all.

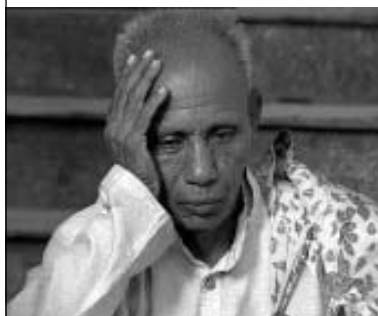


On the top, the present team is setting a rare example; it's a strong message of conviction and courage to the other govt. departments, locally and countrywide, as how it could matter when you have nothing to cherish



with your backlog! The best realization in turn is a feeling of recognition and contented when the same Citizen who was frustrated in the past due to corruption, delays and pathetic response, turns up spreading a word of

appreciation and gratitude, this is important and suffice to say the whole of the story. It's a back-to-back, and a day-to-day accomplishment, everyday, each is One Day of Governance.



### **Correct the functionality of proposals and process**

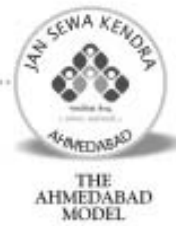
Perils of an ill functioning government system spread the decay further, to an extent that speaks only miseries and miseries. It sets itself on a yield point, from where it can collapse anytime, drastically and very badly. They become dead and faithless infrastructure. Good housekeeping, timely disposals of proposals, continuous and regular updates, assessment and up gradation, willingness and provisions for adapting to innovations and modern techniques and tools help the systems function at an optimum level.

The most significant change which takes care of the channel of functionality is a ready on hand exhaustive-descriptive database and a single window clearing system, backed up by an extensive computerization and network. Also reducing lengthy procedures and processes and making them user friendly



adds fillip to a well programmed IT application in realtime. In the instant case of Vadodara, some routine signatures and approvals were drastically reduced, and the authorized signatory, viz. Mamlatdar in many cases, would see the proposal at the end after the proposal/document/certificate is disposed after all verification and formatting. The other advantage it earned was delivery of error-free transactions. As the Employees and the System were synchronized with each other, the processes could move further by rectifying the mistakes before hand. The most common mistakes which Citizens make include some missing documents, improper, erratic furnishing of required information, etc.





## Streamline, reassess, refresh and create the digitized databank from old manual records



This was perhaps the ODG achievement on the stage against One Day Governance

preparation of Digitized Database from Old manual records is not any easy task at all. Imagine a scene of stacks and stacks, rows and rows, shelves and shelves of documents, proposals and files. Think of old, creased, torn out, print-faded – all valuable pieces of paper, containing very vital information in each square inch of it. Preservation and revival of this meets only one answer in today's times, **digitization**. Even being an improvement in itself, it is in fact a weapon that enforces the improvement; it's still a silent entity behind the success of One Day Governance.

necessary aspect of the Surfacing not so strongly other milestones which highlights,

The above mentioned issues are very important aspects which lead to the following features characterising the overall system and the improvements.

- ✓ **Creates a Healthy & Professional work environment**
- ✓ **Reduces the burden of files upon the employees/ department**
- ✓ **Enables a transparent and accountable work-system**
- ✓ **Mitigates corruption**
- ✓ **Adds to well-being and prosperity of Nation.**



## chapter9

# Impact of ODG in efficiency improvement

There are some factors which boost the morale and spirit of people. This is specially relevant for employees working in Government organizations, where scope of growth and recognition is very limited. Apart from a profound technical, aesthetical system



Single Window ODG at work

Stamp Franking, Online Printing of Documents



prepared for ODG, there were sessions of training other than those related to technical/ITs. Training was also imparted for affecting guidance on various aspects such as psychosomatic, spiritual, communication, productivity and work-

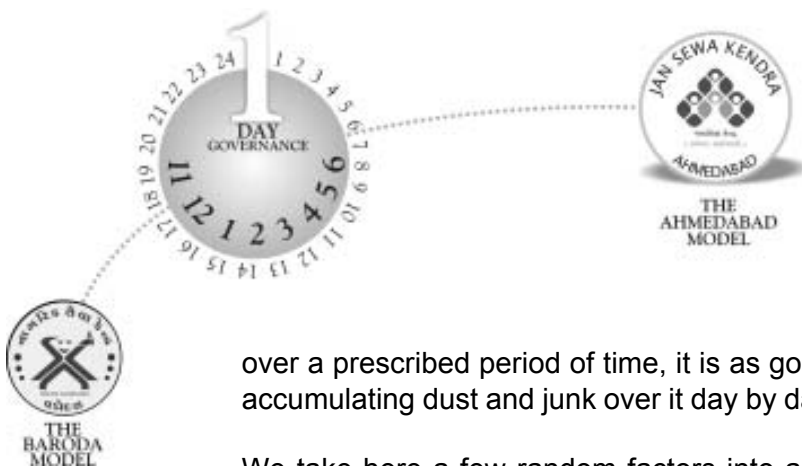
Prepared documents being signed in realtime management, etc. These were intended to develop a positive mindset

and help to get the best performance out of an individual, which in turn helps the individual become successful and positive in addressing issues and tackling internal – external forces better.

Hard work and Efficiency are two different entities, we know it. If the work doesn't yield a tangible output



Prepared documents being signed in realtime



over a prescribed period of time, it is as good as a shelved experiment, accumulating dust and junk over it day by day.

We take here a few random factors into account, as to how efficiency could be rated. We could notice that there were few parallel initiatives which would help us in determining and measuring the percentage of improvement in efficiency, some are pre-defined rules relating to operational excellence and others are those which the overall package of ODG triggered. We shall merge these two into one and try to study the said impact.

### ODG – As an Excellent Operational Package

The changes related to ODG addressed various vital aspects in the area of Cross-Functional Excellence, Lateral Thinking, Result Based Leadership, Effective Motivation, Improving Individual Performance by Coaching, Team Building and Teamwork, Knowledge and Idea Management. These are infact some refined and profound areas, which are mostly used in Corporate culture and larger organizations, and some private institutions and multi-national companies. Below is a study of the factors behind the impact

It aims at throwing light on the process, which might help in following and replicating any concept akin to ODG, elsewhere. When measuring performance, Benchmarking There are three offer a genuine direction. All us to develop s t r a t e g i c cascade it organizations. A m a n a g e d supports ,



some sort of may result vital tools which outlook and these can assist greater clarity on direction and through various p r o c e s s - enterprise empowers and



energizes employees, encourages their initiative, enables and allows its people to perform process work. Value chain leadership requires cultivation of a shared vision in all participants. The shared vision provides common direction and focus, motivates personal, team, and organizational learning, and thus enables all participants in the value chain to work toward common goals.



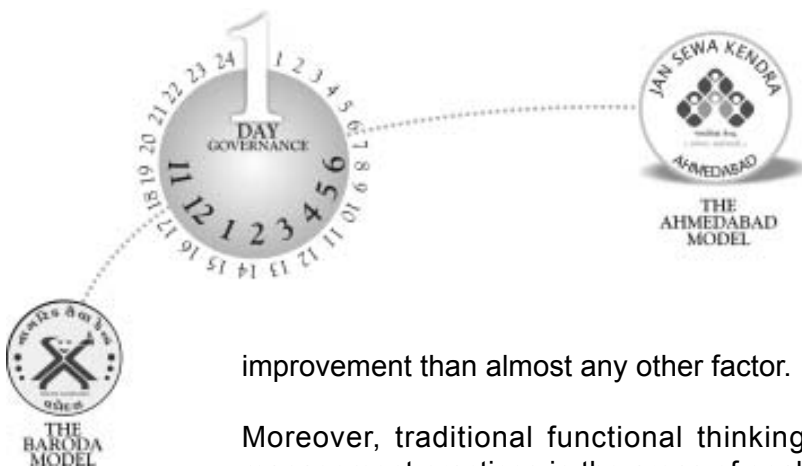
“Because multiple participants must value, they must all value chain collaborate to deliver participate in process analysis and design - and achieve team learning. Only with the visibility provided by process management can end-to-end processes be understood, anomalies spotted, redundancy eradicated and inefficiencies eliminated. Process management integrates everyone and everything once; thereafter, process design, transformation and experience take place freely and continuously, not as a series of infrequent, long-winded, piecemeal and distracting “integration projects” for each new process design. In this way, participants truly learn about the process and the side effects of change on the services”

### **Transforming the Traditional Functional Mindset**

But the first step, very difficult in devising and executing is Transforming the Traditional Functional Mindset. In far too many organizations, senior management's traditional functional mindset represents one of the most significant barriers to change. Indeed, there is reason to believe that the traditional functional paradigm has done more to impede customer/citizen focused, service performance



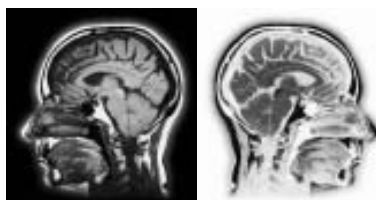
Taluka level Training sessions



improvement than almost any other factor.

Moreover, traditional functional thinking has also led to outdated management practices in the areas of goal setting and problem solving and it stifles innovation. So what to do? How can you transform the traditional functional mindset such that your organization is designed to make it easy for citizens to avail the services from the department and easier for employees to better serve the citizens?

There is increasing effective way of traditional functional embrace some sort process thinking equivalent process practices. What does this involve? It requires a lot of hard work, and concepts which make some of us very, very uncomfortable.



evidence that an transforming the mindset is to of standardized and install some management

Why do it? Because everything narrows down to a single part of the whole, meaning to the focus on an individual:

### The Individual

Formulae of Individual Performance

Performance = Potential + Attitude - Interference

### Conclusion

Obviously, curiosity, interest and a eager mindset evoked an improved and efficient work environment at ODG, initially. With respect to the sustainability aspect , appreciation and acknowledgement by the citizens, realization of how their systematic and professional service is yielding a good result, each employee learns and motivates him/her for an optimum efficiency. Instead of fixing a tangible percentage, we seriously consider this outcome as more important, considering the ODG experiment is in transition from it's Primary phase to the secondary at present juncture.





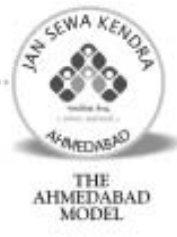
## chapter10

# Citizen Opinion



Now we are standing at a crucial juncture, the best and deciding factor of this survey. We may put all of the analysis on one side, and testify each expression with a varied and diversified opinion from each citizen we interviewed, on the other side. This is constructed through genuine Q&A done with a number of people, from different walks of life, who were present at ODG Jan Sewa Kendra, Vadodara.

Let us try to get into the original questionnaire itself, filled up by Citizens themselves in three different visits. We present a picture from 21 different questionnaires from which we can derive a tangible conclusion.



**Question 1.** Have you ever heard of something called **One Day Governance**?

Interestingly 18 of the 21 interviewed are aware and heard of One Day Governance.

**Question 2.** Do you know what is One Day Governance?

The answer is 'Yes' in 18 cases.

**Question 3.** Have you seen/read the citizen charter document of this department?

The answer is 'Yes' in 15 cases.

**Question 4.** What is the source of 'One Day Governance' information you read/receive?

There are four options:

1. Citizen Charter Document
2. Display board in the Department/Office
3. Newspaper
4. Magazine
5. Any other source (internet and others)

Interestingly, 13 cases depict the Display Board in the Department/Office as the source. 3-4 Cases showed no idea. The rest had multiple sources. And only a couple of cases had the Citizen Charter Document as the source.

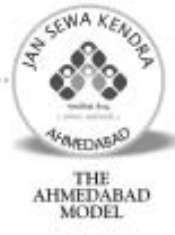


**Question 5.** What is the service you have taken from this department?

The list is as following:

01. Renewal of License
02. Caste Certificate
03. Creamy Layer Certificate
04. Domicile Certificate
05. Income Certificate
06. Caste Certificate
07. Renewal of Parwana
08. Addition of a new Name + Making of a modified Ration Card
09. Caste Certificate
10. New Ration Card
11. Affidavit for Birth Place
12. Change in Name + Affidavit for Birth Place
13. Caste Certificate
14. Caste Certificate
15. SB Agency Renewal Work
16. Income Certificate
17. Caste Certificate
18. Income Certificate
19. Income Certificate
20. Domicile Certificate
21. Creamy Layer Certificate





**Question 6.** What is the time taken for getting for getting the required service from the department?

We take the all the previous ones described in the Question 5 and figure on the right is time taken (in days) for each of the proposal.

Name of the service	Time taken
01. Renewal of License	1 Day
02. Caste Certificate	1 Day
03. Creamy Layer Certificate	2 Days
04. Domicile Certificate	1 Day
05. Income Certificate	2 Days
06. Caste Certificate	2 Days
07. Renewal of Parwana	2 Days
08. Making of a modified Ration Card	3 Days
09. Caste Certificate	2 Days
10. New Ration Card	2 Days
11. Affidavit for Birth Place	2 Days
12. Change in Name + Affidavit for Birth Place	1 Day
13. Caste Certificate	1 Day
14. Caste Certificate	2 Days
15. SB Agency Renewal Work	3 Days
16. Income Certificate	3 Days
17. Caste Certificate	2 Days
18. Income Certificate	4 Days
19. Income Certificate	1 Day
20. Domicile Certificate	4 Days
21. Creamy Layer Certificate	3 Days



**Question 7.** How many times have you visited this office/department for obtaining the service?

Service Obtained	Time	No. of visits
01. Renewal of Parwana	1 Day	2
02. Caste Certificate	1 Day	1
03. Creamy Layer Certificate	2 Days	4
04. Domicile Certificate	1 Day	2
05. Income Certificate	2 Days	4
06. Caste Certificate	2 Days	4
07. Renewal of Parwana	2 Days	2
08. New modified Ration Card	3 Days	6
09. Caste Certificate	2 Days	4
10. New Ration Card	2 Days	3
11. Affidavit for Birth Place	2 Days	2
12. Name change+Birth Place Affdv.	1 Session	1
13. Caste Certificate	1 Day	2
14. Caste Certificate	2 Days	2
15. SB Agency Renewal Work	3 Days	3
16. Income Certificate	3 Days	4
17. Caste Certificate	2 Days	2
18. Income Certificate	4 Days	4
19. Income Certificate	1 Day	1
20. Domicile Certificate	4 Days	4
21. Creamy Layer Certificate	3 Days	3





**Question 8.** What is the average time spent in this department for obtaining the service?

Service Obtained	Time taken	No. of visits	Time per each visit (in minutes)
01. Renewal of License	1 Day	2	30mins.
02. Caste Certificate	1 Day	1	30mins.
03. Creamy Layer Certificate	2 Days	4	50mins.
04. Domicile Certificate	1 Day	2	25mins.
05. Income Certificate	2 Days	4	60mins.
06. Caste Certificate	2 Days	4	40mins.
07. Renewal of Parwana	2 Days	2	40mins.
08. Making of a modified Ration Card	3 Days	6	60mins.
09. Caste Certificate	2 Days	4	50mins.
10. New Ration Card	2 Days	3	60mins.
11. Affidavit for Birth Place	2 Days	2	40mins.
12. Name change+ Birth Place affdv.	1 Session	1	120mins.
13. Caste Certificate	1 Day	2	25mins.
14. Caste Certificate	2 Days	2	20mins.
15. SB Agency Renewal Work	3 Days	3	15mins.
16. Income Certificate	3 Days	4	70+mins.
17. Caste Certificate	2 Days	2	70+mins.
18. Income Certificate	4 Days	4	70+mins.
19. Income Certificate	1 Day	1	70+mins.
20. Domicile Certificate	4 Days	4	70+mins.
21. Creamy Layer Certificate	3 Days	3	70+mins.



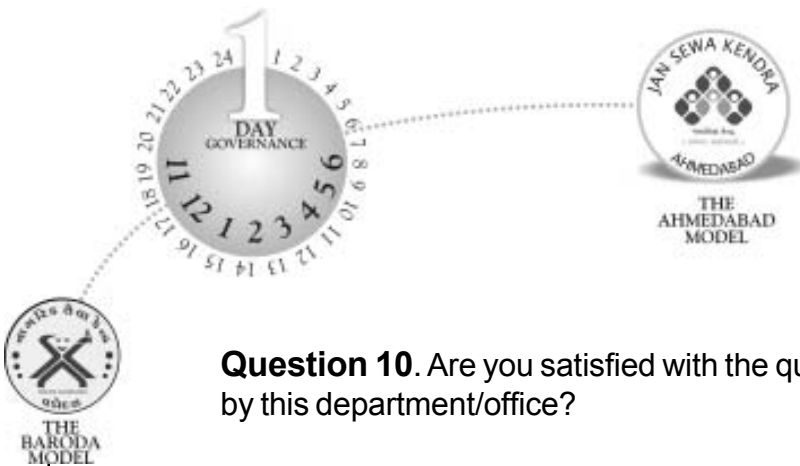
**Question 9.** Are you satisfied with the timeliness of the service rendered by this office by **One Day Governance**?

Satisfaction scale : From Not satisfied to 1-to-10 to Extremely satisfied

The case wise result:

01. Extremely satisfied
02. Extremely satisfied
03. Extremely satisfied
04. Extremely satisfied
05. 5
06. 8
07. Extremely satisfied
08. 8
09. 9
10. Extremely satisfied
11. 7
12. 10
13. Extremely satisfied
14. Extremely satisfied
15. Extremely satisfied
16. 4
17. 4
18. 4
19. Not satisfied
20. Not satisfied
21. 2

**Timeliness Average: 7.61**



**Question 10.** Are you satisfied with the quality of the service rendered by this department/office?

Satisfaction scale : From Not satisfied to 1-to-10 to Extremely satisfied

The case wise result:

01. Extremely satisfied
02. Extremely satisfied
03. 9
04. Extremely satisfied
05. 8
06. 9
07. Extremely satisfied
08. 6
09. 8
10. Extremely satisfied
11. 8
12. Extremely satisfied
13. Extremely satisfied
14. Not satisfied
15. Extremely satisfied
16. 5
17. 5
18. 3
19. Not satisfied
20. 4
21. 2

**Service Quality Average: 7.38**





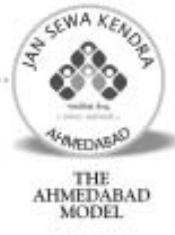
**Question 11.** How do you rate the responsiveness, helpfulness, courteousness and cooperation of this department/office?

Satisfaction scale : From Very non responsive to 1-to-10 to Extremely Responsive

The case wise result:

01. Extremely responsive
02. Extremely responsive
03. 10
04. Extremely responsive
05. 10
06. 10
07. Extremely responsive
08. 5
09. 8
10. Extremely responsive
11. 9
12. Extremely responsive
13. Extremely responsive
14. Extremely responsive
15. Extremely responsive
16. 7
17. 6
18. 7
19. Very Non Responsive
20. 3
21. 2

**Responsiveness / Co-operation Average: 8.38**



**Question 12.** Employees in the this department are knowledgeable in the service they render to the citizens?

Satisfaction scale : From Strongly disagree to 1-to-10 to Strongly agree

The case wise result:

01. Strongly agree
02. Strongly agree
03. Strongly agree
04. Strongly agree
05. 8
06. 10
07. Strongly agree
08. 6
09. 9
10. 8
11. Strongly agree
12. Strongly agree
13. Strongly agree
14. 1
15. Strongly agree
16. 6
17. 6
18. 6
19. 2
20. 8
21. 5

**Employees Knowledge Average: 8.28**



**Question 13.** How do you rate the e-governance at Baroda Collector's office?

Satisfaction scale : From Not efficient to 1-to-10 to Extremely efficient

The case wise result:

01. Extremely efficient
02. Extremely efficient
03. Extremely efficient
04. Extremely efficient
05. 6
06. Extremely efficient
07. Extremely efficient
08. 8
09. Extremely efficient
10. Extremely efficient
11. Extremely efficient
12. Extremely efficient
13. Extremely efficient
14. Extremely efficient
15. Extremely efficient
16. 6
17. 7
18. 6
19. 8
20. 6
21. 2

**ODG Efficiency Average: 9.14**



**Question 14.** What is your perception about this office :

There are four options, each to be ticked with yes/no:

- a. Well trained
- b. Concerned about public welfare
- c. Treats people fairly regardless of caste, status, sex, age
- d. Is well managed

6 case out of 21 presented “NO” to all the four options.  
Another 6 presented “Yes” to “a” and “b”, “NO” to option  
“c” with 3 cases of this 6 even giving “NO” to option “d”  
A total of 9 presented “Yes” to all the four options

**ODG Overall Perception Average: 5.71**

**Question 15.** Do you feel service of this department has improved after implementation of One Day Governance?

It has four options:

- a. Increased
- b. Remained about the same
- c. Decreased
- d. Don’t know/not stated

**Result:**

5 cases say “a. Increased”,  
3 Cases say “b. Remained about the same”,  
11 Cases say “c. Decreased” and,  
2 Cases say “d. Don’t know/not stated”



**Question 16.** Was there any change in the forms and documents required over the last 5 years for obtaining the service (after implementation of e-governance)?

Options:

- a. Documentation increased
- b. Remained about the same
- c. Documentation decreased
- d. Don't know/not stated

**Result:**

5 cases say "a. Documentation increased",  
4 Cases say "b. Remained about the same",  
12 Cases say "c. Documentation decreased".

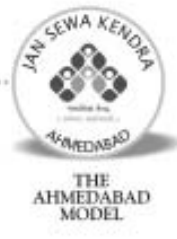
**Question 17.** What do you feel about the service charges for obtaining this service from the office?

Options:

- a. Higher
- b. Reasonable
- c. Lower
- d. Don't know/not stated

**Result:**

4 cases say "a. Higher",  
16 Cases say "b. Reasonable",  
1 Case says "c. Lower".



**Question 18.** Are you willing to pay more charges for better and faster service by the department?

Options:

- a. Very willing
- b. Somewhat willing
- c. Not willing
- d. Don't know/not stated

**Result:**

15 cases say “a. Very willing”, 3 Cases say “b. Somewhat willing”, 3 Cases say “c. Not willing”.

**Question 19.** Do you think e-governance of this office should be practiced in other Government offices?

Options:

- a. Yes
- b. No
- c. Don't know/not stated

**Result:**

19 cases say “a. Yes”, 1 Case says “b. No”, 1 Case says “c. Don't know/not stated”.





### Some additional remarks put up by Citizens:

**1. Case No. 6**

**Vikas Parmar**

Age: 17 years

Sex: Male

Education/Occupation: High School,

Excellent idea and excellent work! This should be implemented all over the country.

**2. Case No. 7**

**Virendrasingh Vaghela**

Age: 39 years

Sex: Male

Education/Occupation: Graduate, Government Servant

Renewal of Parwana Card should be made within one day so work/business of people will not suffer.

**3. Case No. 8**

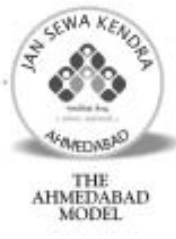
**Abdul Mohammed**

Age: 48 years

Sex: Male

Education/Occupation: Primary Schooling, Self employed

I felt that procedure for Ration Card is very lengthy & awkward. I request to make it easy.



#### 4. Case No. 9

##### **Manorama Shah**

Age: 18 years

Sex: Female

Education/Occupation: Intermediate, Student

Staff of this department is very hard working and also responsible/concerned for their related work. I appreciate their services.

#### 5. Case No. 16

##### **Rakesh Valand**

Age: 18 years

Sex: Male

Education/Occupation: High School, Student

The concept of E-Governance is good but there is a need of more improvement. Some kind of Complaint Box / Suggestion Box should be provided in the premises, assuring genuine feedback from the citizens will be considered seriously.







#### 6. Case No. 19

**Pareshkumar Brahmbhatt**

Age: 40 years

Sex: Male

Education/Occupation: Graduate, Self Employed

First of all my heartfelt for bringing in this excellent idea. However, I have a few remarks. As many of the services included in the ODG are concerned with Economically Backward classes, for example, the ones who want to obtain an Income Certificate already belong to the economically weaker sections of the society, charging fees for these services is not sensible. Similarly, many such services should be exempted from charges. They should be free.



#### 7. Case No. 21

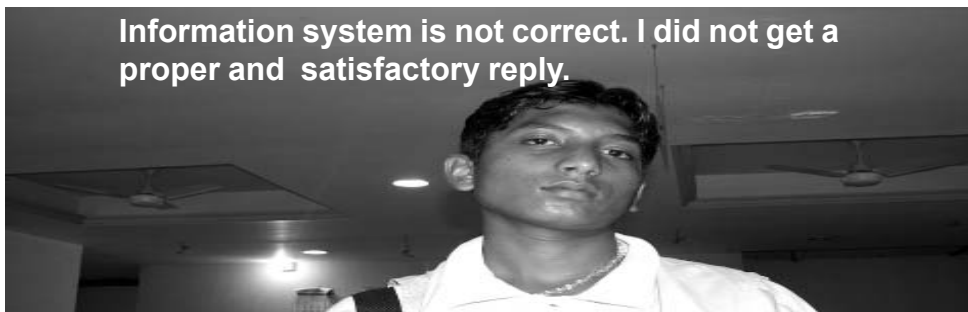
**Vipul**

Age: 17 years

Sex: Male

Education/Occupation: High School, Student

Information system is not correct. I did not get a proper and satisfactory reply.





## chapter11



# Employee Opinion



Another survey was done and opinion taken from total 7 employees at different times, in different situations. Following is the questionnaire with the result.

**Question 1.** Have you ever heard of something called **One Day Governance**?

**Options:** Yes/No

**Result:** All the seven employees presented “Yes” to this option

**Question 2.** Do you know what is **One Day Governance**?

**Options:** Yes/No

**Result:** All the seven employees presented “Yes” to this option



**Question 3.** Have you seen/read the citizen charter document of this office?

**Options:** Yes/No

**Result:** All the seven employees presented “Yes” to this option

**Question 4.** In general, how familiar are you with the citizen charter document?

- a. Completely familiar
- b. Somewhat familiar
- c. Not at all familiar

**Result:**

4 employees said they are “b. Somewhat familiar”,  
3 said “a. Completely familiar”

**Question 5.** Have you ever been trained/briefed about e-governance & citizen charter? If yes, for how many hours?

**Options:** Yes (with no. of hours) / No.

**Result:**

4 employees said “Yes with 45 hours training gained”,  
3 said “No”





**Question 6.** How frequently do you refer to the citizen's charter document for better understanding of procedures, standard times and citizen services?

**Options:**

- Refers frequently
- Refers sometimes
- Do not refer
- No access to document
- Comments

**Result:**

- 2 Cases: "Refers frequently"
- 2 Cases: "Refers sometimes"
- 1 Case: "Do not refer"
- 2 Cases: "No access to document"

**Question 7.** Do your seniors hold any meetings with employees to discuss implementation of citizen charter?

**Options:**

- Yearly
- Half-yearly
- Quarterly
- Monthly
- No

**Result:**

- 4 Cases: "Monthly"
- 3 Cases: "No"



**Question 8.** I understand how my work contributes towards extending better citizen services?

Options: From Strongly disagree to 1-to-10 to Strongly agree

**Result:** Average 9.0

**Question 9.** Overall, how satisfied are you with the quality of service provided by your office?

**Options:**

Very satisfied

Somewhat satisfied

Neither satisfied nor dissatisfied

Somewhat dissatisfied

Very dissatisfied

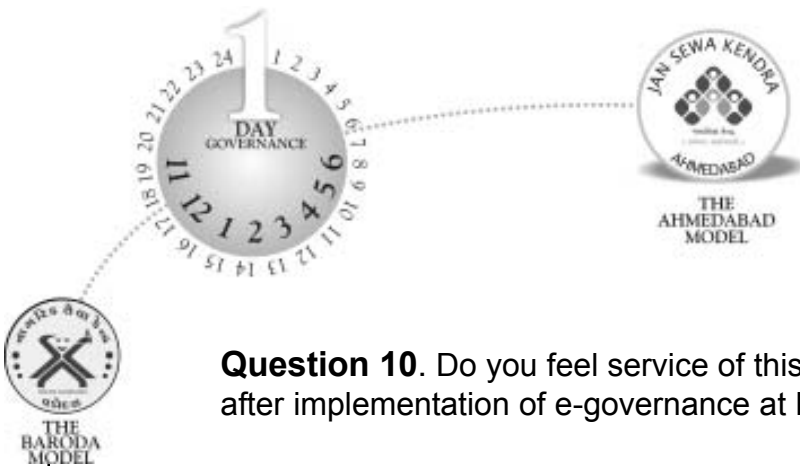
**Result:**

Somewhat satisfied 3

Very satisfied 3

Somewhat dissatisfied 1





**Question 10.** Do you feel service of this department has improved after implementation of e-governance at Baroda?

Options:

- Greatly improved
- Improved
- Remained about the same
- Declined
- Greatly declined

**Result:**

- 6 Greatly improved
- 1 Improved

**Question 11.** Was there any change in the forms and documents after implementation of e-governance?

Options:

- Documentation Increased
- Remained about the same
- Documentation decreased
- Don't know/not stated

**Result:**

- 4 Cases: Remained about the same
- 2 Cases: Documentation decreased
- 1 Case: Documentation increased



**Question 12.** Overall how satisfied are you with the improvement through One Day Governance at Baroda?

**From:** Very dissatisfied to 1-to-10 to Very satisfied

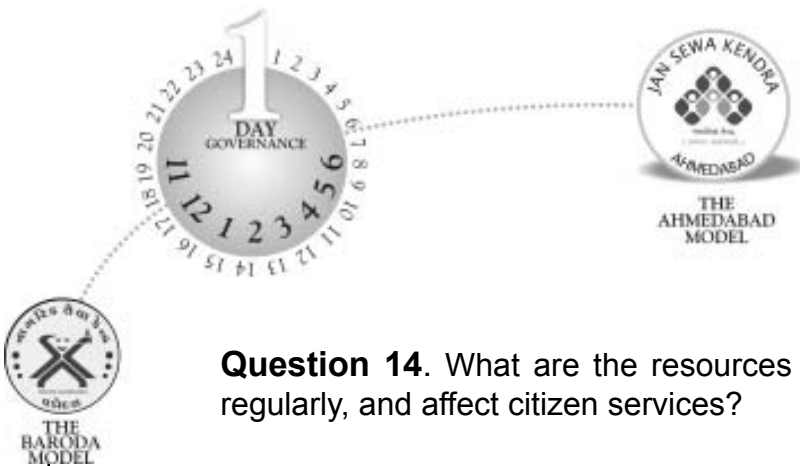
**Average result:** 6.77

**Question 13.** Do you feel that your own branch is adequately staffed?

**From:** Very dissatisfied to 1-to-10 to Very satisfied

**Average result:** 9.28





**Question 14.** What are the resources shortages, which you face regularly, and affect citizen services?

**Options:**

Employees (all categories)  
Computers  
Software  
Printers  
Xerox Machines  
Telephones  
Fax Machines  
Furniture  
Building Space  
Others

**Result:**

The common voice votes for the following. Of these, the first four demands are common in 80% of opinions:

1. Employees (all categories)
2. More Printers
3. Xerox Machines
4. Fax Machines
5. Telephones
6. Air conditionining facility
7. Proper and regular maintainance

**Question 15.** Overall, how satisfied are you with the quality and availability of resources in this office?

**From:** Very dissatisfied to 1-to-10 to Very satisfied

**Average result:** 7.28





**Question 16.** I have received enough training to perform my job well for One Day Governance.

**From:** Strongly disagree to 1-to-10 to Strongly agree

**Average result:** 8.28

**Question 17.** My department tries to make it easy for citizens to avail services.

**From:** Strongly disagree to 1-to-10 to Strongly agree

**Average result:** 8.71





**Question 18.** All our citizen service standards (delivery dates) in citizen charter are met

**From:** Strongly disagree to 1-to-10 to Strongly agree

**Average result:** 7.85

**Question 19.** We are continually looking for ways to improve the service quality.

**From:** Strongly disagree to 1-to-10 to Strongly agree

**Average result:** 9.71

**Question 20.** Do you feel that ODG implementation has reduced the number of visits or time taken for the service? Or for receiving application from the citizens? Providing information Or for providing information access to citizens?

**Options:** a. Yes b. No c. No comments

**Result:** 6 cases "a. Yes", 1 case "c. No comments"





## Employees' additional feedback in general:

1. Appointment/Presence of a Responsible Head is earnestly desired.
2. Machinaries, Hardware and Peripherals including Air-conditioners need to be maintained, repaired regularly.
3. Meetings of Senior Officials should be organised in order to assess and improve the services/standard regularly, and to take care of problems and hurdles faced by employees from time to time.
4. Withdrawals of some initial services at a later date have caused in rude behaviour in some cases by the Citizens.
5. No arrangement or amendment/provision as yet for granting leaves / leaves in unavoidable circumstances to the employees.
6. No arrangements exist for relievers and assistants/substitutes which is causing problems in crunch situations. This needs to be solved and worked out very seriously.





## chapter12



# Evaluation of Jan Sewa Kendra

(Actual time taken versus promised time standard)

Here we shall reassess some points and questions presented in the questionnaire for the citizens, study them and evaluate them on the basis of the results.

The points for the review are presented here:

Service Obtained	Time taken	No. of visits	Time per each visit (in minutes)
01. Issuance of Parwana (License)	1 Day	2	30mins.
02. Caste Certificate	1 Day	1	30mins.
03. Creamy Layer Certificate	2 Days	4	50mins.
04. Domicile Certificate	1 Day	2	25mins.
05. Income Certificate	2 Days	4	60mins.
06. Caste Certificate	2 Days	4	40mins.
07. Renewal of Parwana	2 Days	2	40mins.
08. Making of a modified Ration Card	3 Days	6	60mins.
09. Caste Certificate	2 Days	4	50mins.
10. New Ration Card	2 Days	3	60mins.
11. Affidavit for Birth Place	2 Days	2	40mins.
12. Name change+Birth Place affadavit	1 Session	1	120mins.
13. Caste Certificate	1 Day	2	25mins.
14. Caste Certificate	2 Days	2	20mins.
15. Small Savings Agency Renewal Work	3 Days	3	15mins.
16. Income Certificate	3 Days	4	70+mins.
17. Caste Certificate	2 Days	2	70+mins.
18. Income Certificate	4 Days	4	70+mins.
19. Income Certificate	1 Day	1	70+mins.
20. Domicile Certificate	4 Days	4	70+mins.
21. Creamy Layer Certificate	3 Days	3	70+mins.



The example on previous page shows the following:

Total number of Cases:	21 Cases
Total number of Days:	44 Days taken
Total number of Visits:	60 Visits
Total time spent:	3200 minutes (approx.)

**Now, let us calculate the actual time taken Per Case / Per Service:**

It takes nearly 2 days to accomplish a service/case  
with approx. 3 visits needed  
with around 160 minutes (less than 3 hours) spent per visit.

**The standard time proposed is:**

1 Day / 1-2 hours / Maximum 2 visits in normal a situation.

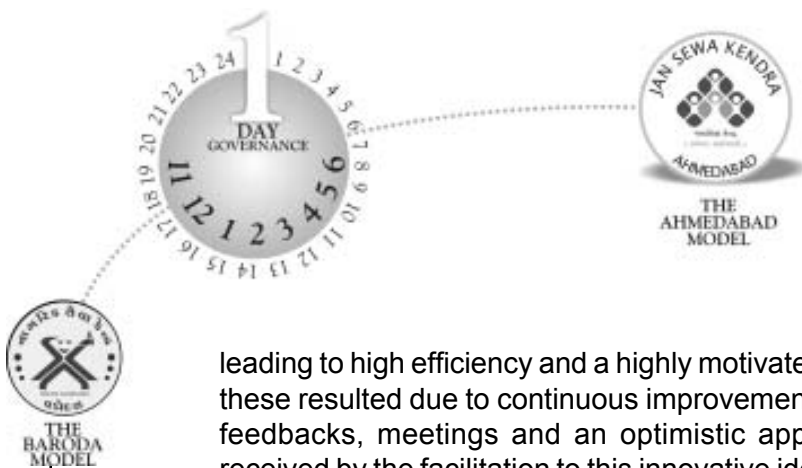
Now let us assess further. There are a number of services/cases which have been delivered in a single day / single session. There are a number of cases / services which have taken a lengthy periods due to some errors/missing documents/weekends and sorts. There are a number of cases / services with a ratio quitely matching the average.

We could notice, overall, it conveys a mixed result. And the result did not seem very encouraging. This surprised all, the ODG department itself and the higher authorities including us. We tried to study little more and 3 pictures depicted the relative scenario.

**Lessons learnt:**

Precisely, out of these 3 pictures, we received two situations in learning. We define these situations as Phase-I and Phase-II respectively.

Phase-I is the period which produces excellent results and performance,



leading to high efficiency and a highly motivated and spirited environment. All these resulted due to continuous improvement through regular assessment, feedbacks, meetings and an optimistic approach. Further, impetus was received by the facilitation to this innovative idea by both the Citizens and the employees. Tremendous zeal and privileged participation in this model project was, again, a key factor to enable the functioning of the ODG at an optimum level.

The launching of the project was done in May, 2003. The number of years elapsed till date comes to little more than 3 years in July, 2006 when this documentation is being prepared. The first two years have done exceptionally well and thus, a high response triggered by even higher expectations and curiosity kept everything and every body on their toes and it led to the strong foundation of the unique model of ODG - The One Day Governance.

A rate of nearly 90% satisfaction has been achieved in these two years. In almost all cases the delivery of service has been rendered in one Single Day. It speaks of consistency and reliability of the Project. Professionalism and dedication of the ODG Office.

But the Phase-II shows some areas of concern. First is the delayed implementation of subsequent additional services on time due to various reasons. This is quite a crucial aspect of the evaluation and we have tried, therefore, to present an honest opinion by presenting the facts and relevant data. This gives a fair study and insight for devising and implementing this kind of e-Governance plan.

As a hyped programme yielded heightened expectations and increased citizen turnover, there emerged a need for streamlining , monitoring and reassessing the activities more frequently, more carefully. Some additional formulae and amendments needed to be decided and implemented, and here sticking only to the old successful model without continuous process changes as per requirement gave a sense of complacency in the 3rd year of the launch of this initiative.

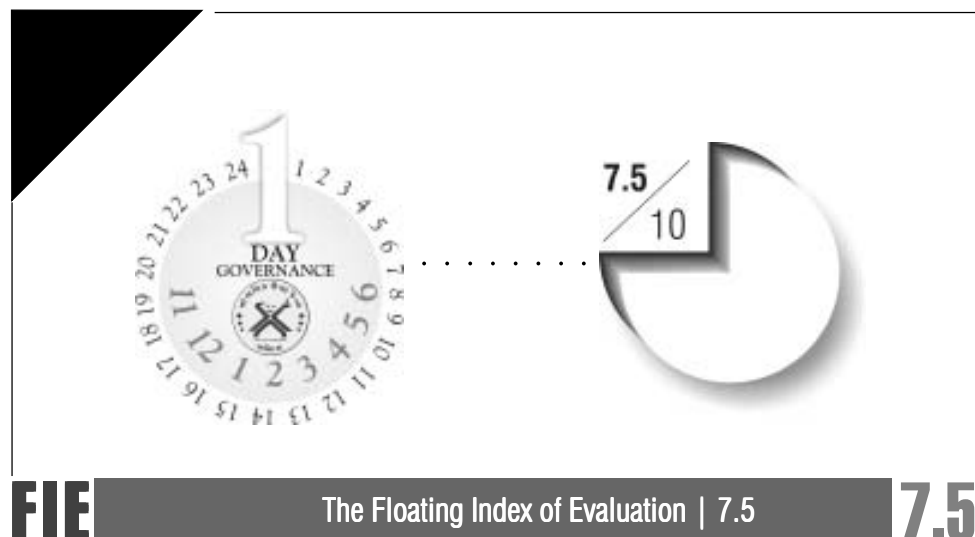
As the concept of Man, Machines and Standards is applicable here. We shall evaluate each of them, rather we shall focus the problem areas. Taking the Manpower first, we happen to reassess some of the Citizens' and Employee's



Views here. Six major opinions have been received and out of them, 3 are critical factors which can not be ignored. They constitute suggestions for entire system, for all three. We realised, there is a need for the following :

- An Active Department Head
- Schedule Management / Work in Shifts
- Regular Maintenance of Hardware and Machineries
- Regular Meetings with Stakeholders and Problem Solving approach
- Addition of few essential devices-peripherals / Suggestion-Feedback box

Finally, with the performance and survey of past three years in statistical method, an FIE (floating index of evaluation) suggests the success-rate could be measured as 7.5 whereas it should be between 9-to-10. However, 7.5 is already a big achievement, but refinement could deliver unbelievable results!





## chapter13



# Ahmedabad JSK

## The Model adopted for replication at the State Level

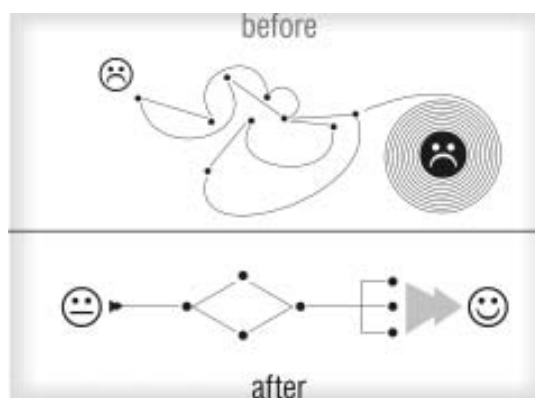
In some earlier chapters we gathered some knowledge and background about the earlier conventional systems, flow of processes and various issues related with them. Before discussing the 'Before ODG' scenario we want to reiterate some interesting features of ODG.

ODG Baroda Model was the first step that the state Government initiated . Based on the learnings from the Baroda Model, it was worked out and decided that a newly improved and optimized model could become the replicable source for the entire state.

After revisiting the Baroda Model of ODG the E-Governance model of Ahmedabad District emerged as the sustainable model. Here we aim to present and publish the experience of Ms. Anita Karwal, IAS, Ex.Collector and District Magistrate, Ahmedabad . She led the initiative and operationalised the Jan Sewa Kendra model which among other services also institutionalised the one day governance servoces. (which has been replicated as state Model in Gujarat) at the Collectorate during her tenure as Collector, Ahmedabad.

The following is a verbatim expression by Ms. Anita Karwal in one of her articles documenting the establishment of the JSK(Jan Sewa Kendra).in Ahmedabad.

“Traditionally public grievance redressal in the state of Gujarat and particularly in this district relied heavily upon monitoring by the office of applications received from time to time by the citizens. It was realized that the traditional redressal mechanisms suffer from inaccessibility to information, no sanctity of time limits, lack of smooth processes and systems, no acknowledgement of receipt of applications and a general culture of apathy on the part of the government functionaries responsible for the delivery of public services. With the above background, the Government of Gujarat vide its Resolution Dated 8.10.1998 adopted the formulation and implementation of the Citizen's Charters in Government functioning.The Ahmedabad District worked out a model of public-private participation and partnership for implementing the Citizen's Chater through e-governance.







**To institutionalize the partnerships, the state government came out with a government resolution, which gave the necessary legal framework for district administration to enter into partnerships, for the first time in Gujarat.**

**Main provisions in the Government Resolution.(dtd. 28-8-03)**

Approval of Rs.1.7 crores as per the project report. Permission to obtain contribution from industrial houses/ NGOs/other non-governmental agencies.

To utilize the funds to provide for Jan Sewa Kendra and also, a clean green office building with modern facilities.

To implement the project with the help of experts/consultants.

To get the work and payment done through a government recognized corporation i.e. GRIMCO (Gujarat Rural Industrial Marketing Corporation).

To maintain proper accounts of all contributions received by cheque / kind.

Formation of a committee for implementation under the Chairmanship of the Collector.

To get the accounts audited by CA and keep the government informed from time to time.

**Success of JSK resulted in a Government Resolution (Rev. dept.) passed in September 2004**

- Ahmedabad project to be replicated in all districts
- Replication of public private partnership model
- Replication of standardization of processes and procedures (with local adaptations)
- Replication of motto and the spirit
- All 25 districts have begun one day governance module
- For adapting the standardised practices of revenue and other process re-engineering to all the districts, a Committee was formed which submitted its report in April 2005

## Level Jumping

For faster disposal

To avoid time delay when a proposal is expected to move across tables faster, the Level Jumping system has been introduced. Level Jumping system is a unique concept and not really new to the government.

There is already a structure and hierarchy well laid down under which applications travel and without any approval/signature in the channel the proposal can not move. Due to various reasons, often applications had to suffer due to unavailability of a person or a signature. This has even created a huge backlog and negative impression of departments. The level jumping is very effective in such cases and when it comes into action various levels of the hierarchy are deliberately missed to quicken the pace of disposal or file. The proposal will not have to wait for that personnel or the signature and the stage of the proposal automatically gets advanced to its higher authority for the next action.



## E-Governance and Citizens' Charter

An agenda for an effective delivery mechanism

The Ahmedabad experience

By **Anita Karwal**, IAS, Director General,  
Sardar Patel Institute of Public Administration,  
Ahmedabad



### I. Background:

Generally, most governments utilize one or the other of a plethora of delivery mechanisms for services to the citizens such as Central Government schemes, contracting out to the private sector, small scale interventions of NGO's, decentralization to regional/ State and local urban/rural governments, direct transfers to households in the project mode through govt. agencies, community participation/partnerships, etc., etc. Despite this variety in delivery mechanisms, most governments are increasingly perceived as unresponsive. It is an accepted fact that traditional government structures and systems are no longer adequate to meet the demands of rising aspirations and



complex economies. The “sole provider “ is being questioned and rightly so. The availability of better and solutions coupled with better technological managerial innovations and options for improved systems and quality of governance. It is felt that **“transparency” and well established as the negotiable ingredients”** of



role of the government as questioned and rightly so. better technological managerial innovations and options for improved systems and quality of **“responsiveness”, “accountability” are now three main “non good governance.**

Today several examples of innovative best practices with the “non-negotiables” as the central theme utilizing modern management & technology tools are recorded the world over. Service-delivery mechanisms are getting closer to the people. But at the same time, it has become quite clear that mere innovations in service delivery arrangements will not be enough. Even if an innovation works at a particular place in a particular form at a particular point of time, any assumptions that its replications in similarly placed circumstances will necessarily be successful can be dangerous. The challenges are multifarious and hence putting an effective service delivery mechanism in place requires a realistic approach which allows for a patiently evolved, specific and “designer” arrangement on a case to case basis for delivering various services to the poor. This approach must be comprehensive and must include changes in the processes, institutional arrangements and a buffer system to “manage the resulting change”. The goal in this exercise must be “value addition”.

## II. E-governance:

Information Technology is now universally accepted as a quick, dependable, widely accessible, low-cost and effective tool for delivery of services by Government. “E-governance” is not just the mere application of I.T. to government functioning, but as per a typical definition involves “Electronic delivery of services by government to the citizens”. E-governance, in practice also involves a mammoth data bank creation, tracking and monitoring systems, interlinking of ministries and departments and other



branches of governments and related organizations etc. It is this plus more, and plus more as long it remains an item on the broader agenda of good governance practices and not an alternative term of usage for good governance as is the common folly.

The Government of India has been keenly encouraging the development of IT strategy in all the major domains. While initially, e-governance efforts concentrated upon data collection, data exhibition on websites, and facility for data downloading, there was an almost negligible, if any, element of organizational change.

Fortunately, it was quickly realised, that these efforts could come to nil, unless accompanied by transformation of culture and processes in the Government organizations. That e-governance developments/efforts require an in built mechanism to be economically viable and need to be customer centric and customer – interactive allowing for constant improvement is also an accepted fact by now.

Further, and once again fortunately, it was also quickly realized that, unlike many Central and State Government schemes which are announced and replicated as such across the board, a single development model of e-governance cannot be replicated in every place. It is now an accepted view of both Central and State governments that each model provides a learning ground for bringing about better and better electronic solutions for delivery of services.

### III. Citizen's Charter

The concept of Citizen's Charter was conceived and made popular by the British in the early ninety's and it involves the preparation of documents by the service providers in a clear and precise manner, about the quality and method of delivery of services to the users of the service. This is a typical G2C interface. This concept has been adopted in India to develop an agenda "for an effective and responsive administration" to make the public services more efficient, clean, accountable and citizen friendly. The Govt. of India's official document on duties and responsibilities of "nodal officers for



monitoring implementation of of Citizens Chapter” in the Government offices/ departments/ministries states as follows:

“Citizen’s/Clients Charter is a document which represents a systematic effort to focus on the commitment of the Organization towards its Citizens/Clients in respect of Standard of Services, Information, Choice and Consultation, Non-discrimination and Accessibility, Grievances Redress, Courtesy and Value for Money. This also includes expectations of the Organisation from the Citizen/Client for fulfilling the commitment of the Organisation.

Citizens’ Charter should be one where “users can see the level of service they can expect to receive and the providers are clear about the standards they are suppose to meet”. The Citizens Charter is thus an important tool to ensure accountability and transparency in the delivery of public services.

#### **IV. E-governance and Citizens’ Charter**

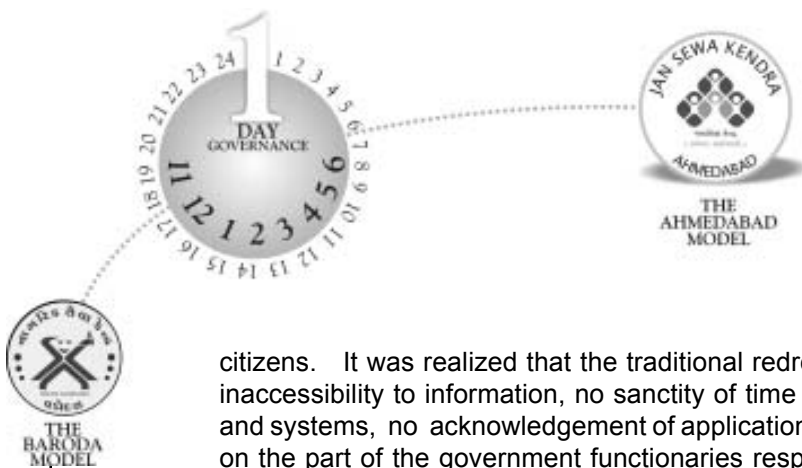
The Ahmedabad Experience.

Setting goals and formulating objectives :

The District of Ahmedabad is the largest district in the state of Gujarat, perhaps also one of the largest District in the country in terms of population. The draft census report of 2001 estimates the population of the district at approximately 5.8 million . This is an indication of the large public interface that the offices of the district administration have at the district, sub district, block and village levels. Some facts and figures which point out to the magnitude of administration are given below:

1. Total population – 5816519
2. Urban population – 4663533
3. Rural population – 1152986
4. Literacy rate – 78.89%
5. Area – 7932.4 Sq.kms.
6. No. of blocks /talukas – 11
7. No. of Municipal corporations – 1
8. No. of Municipalities – 15
9. No. of Legislative Assembly of segments – 19
10. No. of voters – 43.38 lakhs

Traditionally public grievance redressal in the state of Gujarat and particularly in this district relied heavily upon monitoring applications received from time to time by the



citizens. It was realized that the traditional redressal mechanisms suffered from inaccessibility to information, no sanctity of time limits, lack of smooth processes and systems, no acknowledgement of applications and a general culture of apathy on the part of the government functionaries responsible for the delivery of public services. With the above background, the Government of Gujarat vide its Resolution Dated 8.10.1998 adopted the formulation and implementation of the Citizen's Charters in Government functioning.

The District **Collectorate of Ahmedabad published its Citizens' Charter** in the same year i.e 1998, in the local language. This was given the stamp of approval by the State Government. **This Charter consisted of 75 items which cover almost the entire gamut of functioning of the Collectorate of Ahmedabad.**

In April 2000 Government of Gujarat also decided to adopt a single window approach with the Citizen's Facilitation Centers to be set up across the State. These centres were supposed to acknowledge receipt of applications/grievances, inform the citizen of the time limit for disposal, track on the computerised MIS and send the application to the concerned office for further action within time limit. These were the beginnings of the State Government's reforms for bringing in a transparent, accountable, responsive and speedy governance, making a dent in corrupt practices while improving accessibility to the poor.

Though, the Citizen's Charters of the Ahmedabad Collectorate was in place for such a long time it could not be effectively implemented due to various reasons summarized in the box below:

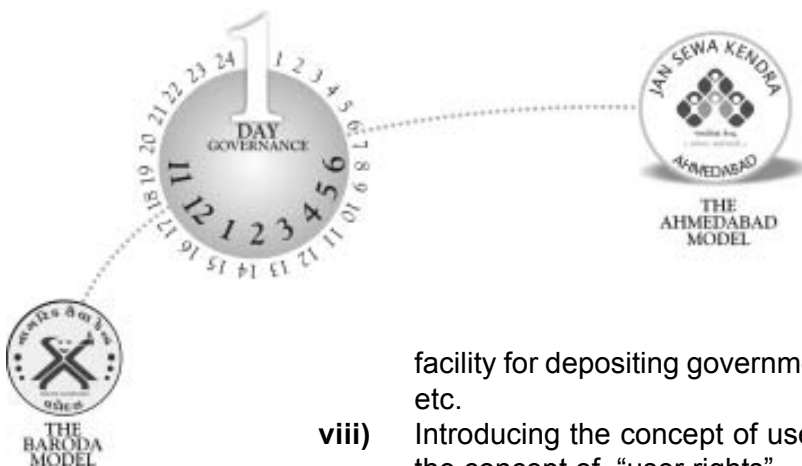
#### **The 3 P's .....the Before picture**

<b>People/Employees</b>	Demotivated, Apathetic, Perpetually in crisis Management Mode, Under Stress
<b>Physical Workplace</b>	Ancient, dilapidated, no air circulation or sunshine, smelly, broken furniture, competition for space between records and employees
<b>Processes</b>	Harrowing, neither citizen – friendly nor employee friendly



With this background, after several rounds of brain storming and consultations and a detailed need analysis, it was decided to have a two pronged approach to bring about a solution, i.e. to shift office to another premises and to combine the Citizen's Charter with an e-governance initiative with the following salient features:

- i) Ensuring maximum accessibility for information regarding each and every service in the Citizen's Charter and its procedures by publicizing through a web-site, brochures , booklets and setting up Jan Sewa Kendras ( Citizen Facilitation Centres ) at the district and taluka head quarters.
- ii) Making available standardised and user friendly formats for each item of the Citizen's Charter The standardised formats would give brief and user friendly information on the following:
  - 
  - Provisions of law related to the issue
  - Office/officer authorised to take final decision
  - Maximum time limit for disposal
  - Maximum time limit to be taken at each level of hierarchy
  - List of attachments and where they can be obtained from
  - Application format
  - Format of attachments applications/ certificates to be obtained from other offices
  - Affidavit format
  - Checklist
  - Acknowledgement format for the office.
- iii) Making it possible for the citizen's to track their application and interact with the authorities to prevent delay.
- v) Display boards at the Jan Sewa Kendras for time limit commitments
- vi) Easy accessibility and providing enough publicity regarding the location and working hours.
- vii) Special facilities such as drinking water , toilets , ramps for the physically challenged, stamp franking facility, banking



facility for depositing government dues, a clean environment etc.

- viii) Introducing the concept of user responsibilities, to balance the concept of “user rights”
- ix) Reengineering of internal processes to make processes smooth, speedy and user-friendly by keeping time limit commitments of the Citizen’s charter in mind and prescribing them by office order
- x) Capacity building and cultural change in the organisation
- xi) Having an in built mechanism for sustenance and replication.
- xii) Improvement of physical work place with the complete involvement of the employees ..

All the above tenets were adopted in the software prepared, the infrastructure created and the culture change initiated in the organisation for the purpose (please refer to web-site [www.ahmedabadcollector.com](http://www.ahmedabadcollector.com) and tabular format of Citizens’ Charter at Annexure-1). A Citizen’s Facilitation Centre, locally known as Jan Sewa Kendra(JSK) was established fulfilling all these requirements.



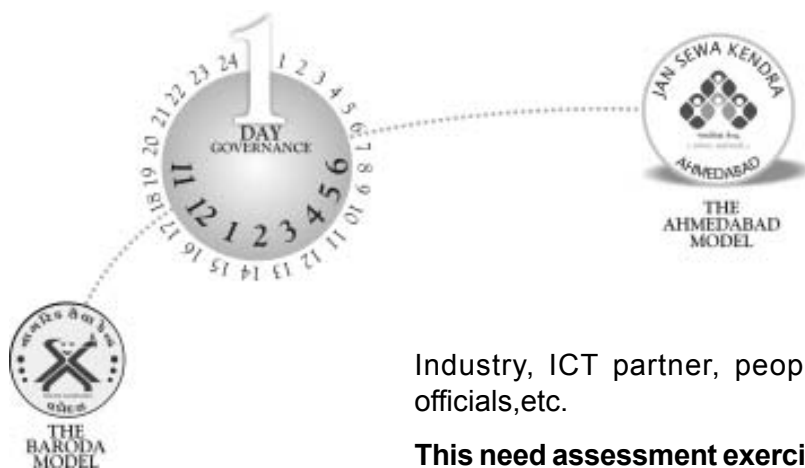




## V) The planning process

The process of planning involved several steps as summarized below:

1. **Analysis of problems** : The 3P exercise was revealing
2. **Analysis of potential** : We had the following :
  - A. Approx 400 employees, with vast experience and an in-depth understanding of the procedures, their bottlenecks and possible solutions. Many of these employees were computer trained or at least computer friendly.
  - B. Infrastructure consisting of GSWAN connectivity down to the Taluka level.
  - C. Trustworthiness of the Collectorate is very high amongst the citizens of the district.
  - D. Some systems and e-governance processes were already in place These prepared a backdrop for smooth transition rather than sudden change.
3. **Deciding where we want to go.**
  - A. People – Employees should be Motivated with skill and capacity upgraded, positive attitude, citizen friendly and process friendly.
  - B. Place – Office environment should be Clean, Green, airy, employee and citizens friendly with user friendly facilities and signage.
  - C. Processes – They should be reengineered to become user friendly, simple, speedy, accessible, transparent and responsibilities of users should also be fixed along with that of employees.
4. **Need assessment exercise**
  - A. This was done by the Software Consultants Microtech Systems and the employees and the Collector. The methodology followed for need assessment basically included consultations with employees, citizens (both urban and rural),



Industry, ICT partner, people's representatives, higher officials, etc.

**This need assessment exercise outlined our requirements and established the requirements as follows...**

Need for attitudinal change, for environmental change, for process mapping / reengineering, for fixing standards, for fixing user responsibilities, for MIS

5. **Prioritization** - Attitudinal change and process mapping and reengineering were given the highest priority.
6. **Defining goals and objectives.**  
Good governance was the major goal and the use of information technology was the back bone of the strategy to achieve this goal.
7. **Resource requirements –**
  - A. **Technical expertise** – this was to be provided by Microtech Systems.
  - B. **New workplace** – an abandoned semi-finished building of the PWD available at a central location was taken over.
  - C. **Finances** The project was conceived as one of public-private partnership that utilizes the idea of “corporate social responsibility

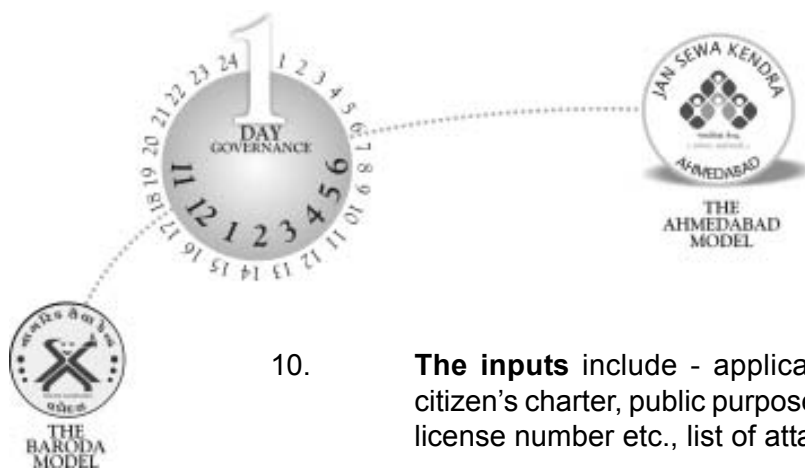
IN MOST CASES, THE INNOVATIVE GOVERNMENT RESOLUTION ITSELF WAS ENOUGH TO CONVINCE THEM. IN OTHERS, THE IDEA OF PARTNERSHIP WITH GOVERNMENT WAS APPEALING.

**Main provisions in the Government Resolution.(dtd. 28-8-03)**

- Approval of Rs.1.7 crores as per the project report. Permission to obtain contribution from industrial houses/NGOs/other non-governmental agencies.
- To utilize the funds to provide for Jan Sewa Kendra and a clean green office building with modern facilities.



- To implement the project with the help of experts/consultants.
  - To get the work and payment done through a government recognized corporation i.e. GRIMCO (Gujarat Rural Industrial Marketing Corporation).
  - To maintain proper accounts of all contributions received by cheque / kind.
  - Formation of a committee for implementation under the Chairmanship of the Collector.
  - To get the accounts audited by CA and keep the government informed from time to time.
8. **Risk factors identified.** – Some of the risk factors identified, and taken care of in a planned manner included : Skill requirements amongst employees, Working environment, Sustainability, Going to scale – both in architecture of the system and the pilot project itself , Variety of users – example - physically challenged persons, senior citizens, women etc., Touts and middle men , Change in leadership, Effective monitoring system , Back office automation , Attitude of the employees , Acceptability by the public , Percolation of information to the users , Sacrosanct time limits , Trust worthiness , Right Technology and equipment, etc
9. **Phasing of requirements** – On the basis of the need assessment exercise a time schedule was fixed for implementation
- Features of the Software System**
- It integrates front office with back office.
  - Inbuilt security system
  - Automatically generates reports, affidavits, certificates etc.
  - Has compilation features for compiling different reports.
  - Online / simultaneous up-dation of applications
  - Standardized formats with check lists.
  - Scalable architecture
  - Automatic generation of registration number, receipt of user charges and of application.



10. **The inputs** include - applicants name, address, issue of citizen's charter, public purpose of application, details of land, license number etc., list of attachments etc.
11. **The outputs** or the reports generated include
  - Number of application received daily, weekly, monthly and yearly
  - Number of application received categorized as per subjects under citizen's charter.
  - Taluka wise applications received.
  - Status and pendency details as against stipulated time limit of each application, subject-wise and taluka wise.
  - Monthly / Weekly / daily progress reports.
  - User charges received and amount debited to Jan Sewa Kendra account and to private partner on a daily / weekly / monthly basis.
12. **Hardware details.**
  - (1) Number and type of servers - Two servers connected with each other for replication ensuring data backup and in the event of server failure, second one will take it up.  
**Server Configuration :**
    - a) HP Prolaint P IV with three hot swappable SCSI hard disk
    - b) Standard P IV to save cost
  - (2) Number of clients at front office  
18 Pentium P-4, 2.4,GH2
  - (3) Number of clients at back office. : 2
  - (4) Database Platform SQL 7 (Microsoft)
  - (5) Printers HP laser 1010  
1 Epson 132 col.  
9 pin dot matrix
  - (6) UPS 1.5 KVA for Server



500 VA for the clients

(7) LAN

INTRANET with  
Windows 2000 Adv. Server

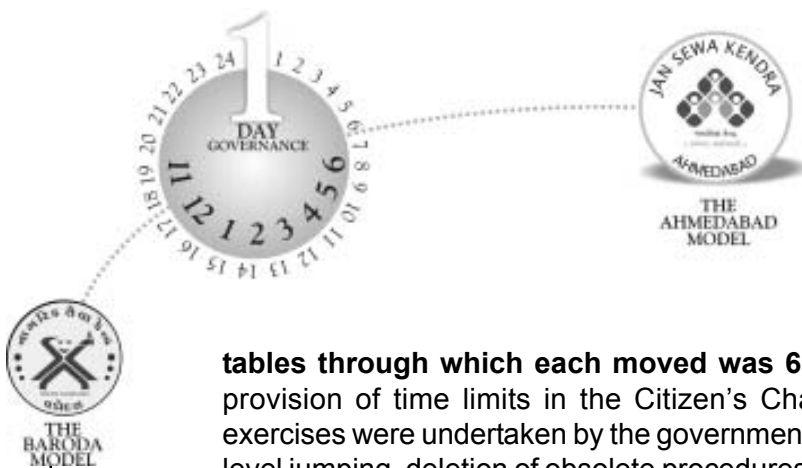
The server at Jan Sewa Kendra is connected with server of Collector office. This ensures INTRANET across the office. The Collector server is connected on GSWAN (government information technology backbone). We have taken this to connect remote Talukas. Ahmedabad Collector was the first office where all Talukas began using GSWAN on real time basis and running actual applications.

13. **Results achieved.**

- A) New office with clean, green and inviting environment which is user friendly.
- B) Jan Sewa Kendra established and Phase-I completed on time. In Phase-II all the Talukas are now covered with JSK at each Taluka Head Quarter, also most of the software for Phase-II is also ready and some are functioned.
- C) Since 09-02-2004 (i.e. date of inauguration of Jan Sewa Kendra) up to 30-9-2005, 90,927 forms have been sold in all the Jan Sewa Kendra with an income of Rs.18,12,355/-. Out of these more than 70% of the filled up formats received and disposed off are of the one-day governance categories.

**Innovative Process reengineering.**

As a part of the **process reengineering** procedure an interesting exercise was done to trace the movement of application related to each matter in the Citizen's Charter. It was found out that in most cases the number of tables through which an application moved was much larger, some times double the number of the days notified for disposal. To give an example, **an application for non-agricultural permission would move through not less than 100 tables, whereas the statutory number of days for its disposal is 45 days! For all other applications, the minimum number of**



**tables through which each moved was 65!** Therefore to actualize the provision of time limits in the Citizen's Charter, process re-engineering exercises were undertaken by the government functionaries themselves and level jumping, deletion of obsolete procedures and number of days that each of these applications could spend for processing in various levels of the hierarchy, was officially prescribed. Even the format for reporting by subordinate offices were prepared and made as exhaustive as experience would allow to curtail all scope for back querying. **Now the number of tables through which each application in the citizen's charter moves ranges from 5 to 30 !**

The new system tries to maintain a balance between the Government interests and citizen's convenience. The applicant is required to provide a completed application. Incomplete applications are not accepted, thus ensuring that papers do not pass to and fro between the citizen's and Govt. offices.

One of the main reasons which prompted this decision to combine the Citizen's Charter programme with an e-governance initiative was a study of the applications received under the Citizen's Charter since its formulation in 1998 as shown below:-

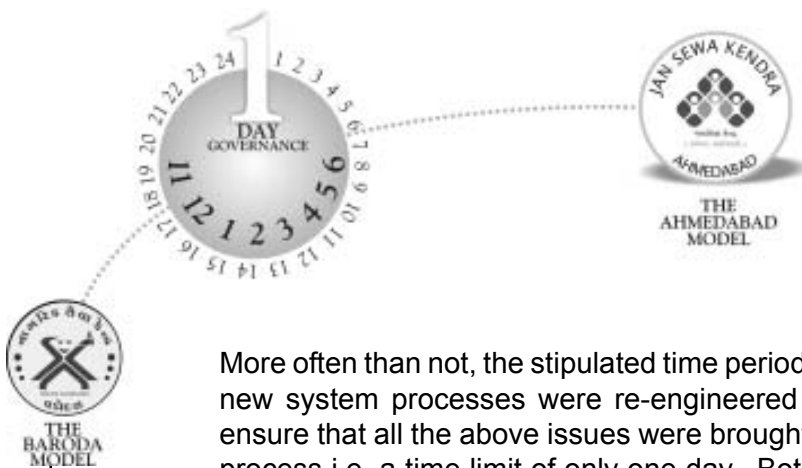
Sr.No.	Time period	No. of applications
1	December 98 to December 99	987
2	January 2000 to December 2000	48993
3	January 2001 to December 2001	45107
4.	January 2002 to December 2002	79616
5.	January 2003 to December 2003	132792
6	February 2004 to November 2004	90927

The employees were under tremendous pressure to dispose of these applications within the stipulated time period. A detailed analysis showed that more than 80% of the applications in any given year were related to the following issues of the Citizen's Charter:



Sr.No.	Citizen's Charters issues	Actual time taken for disposal (Pre-Jan Sewa Kendra)	Time limit fixed for disposal (days) (Pre-JSK)	Time limit fixed in Jan Sewa Kendra
1	Addition/deletion/modification of name in the Ration Card	5	2	1
2	Issue of Income certificate	25	10	1
3	Issue of language/religious minority certificate.	7	2	1
4	Certificate for socially and educationally backward class	10	5	1
5.	Certificate for caste	14	7	1
6.	Certificate for proof of residence	14	7	1
7.	Domicile certificate	30	7	1





More often than not, the stipulated time periods could not be followed. In the new system processes were re-engineered and systems smoothened to ensure that all the above issues were brought under the same day disposal process i.e. a time limit of only one day. Both the system and the Citizens stood to benefit. (See annexure 2)

The Citizen's Charter issues, now divided into **“one day governance”** issues and **“time-limit governance”** issues have been accepted fully by all. The one-day governance issues such as the aforementioned issues of income certificates, certificate for caste, domicile, proof of residence and affidavit etc. are issued within one hour of application along with photograph of the applicant printed on the certificate.

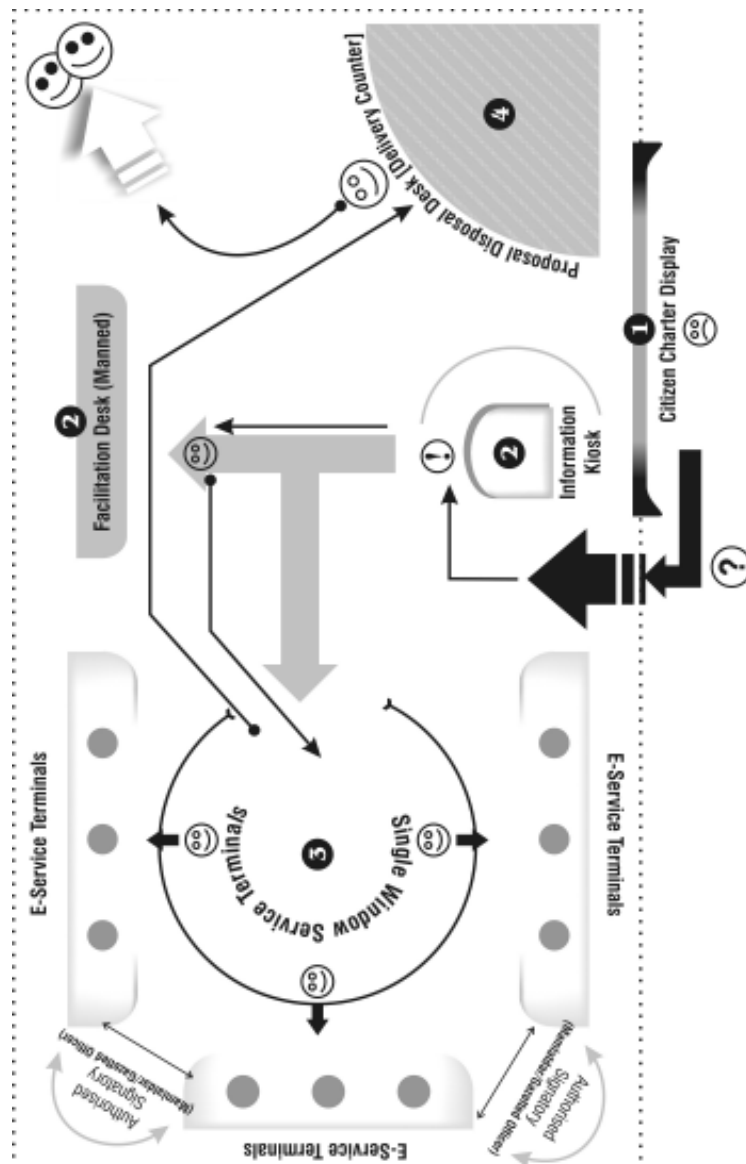
**More precisely, the following table depicts a clear view of ‘Before and After ODG’:**

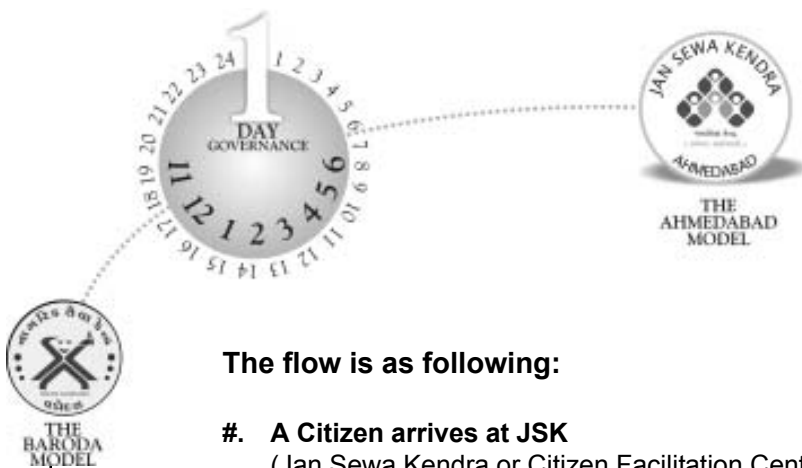
Proposal	Before ODG	Now (After ODG)
Processing Time	5~25 days	1 Hour
No. of visits	5 < visits	1 visit
No. of tables	Up to 20	Max. 3
Expenses	Rs. 150 < (touts)	Rs. 20 (Service Charge)
Certificate with Photograph	No	Yes
Availability of Information	Nil	Online
User-friendly environment	Basic	Comprehensive
Storage of Documents	Manual and Time consuming	Digital, Online
Official guide in uniform/ information desk	Nil	Available





Now, the physical flow of the process at ODG, Vadodara should be described briefly. Let us learn through following illustration.





**The flow is as following:**

- #. A Citizen arrives at JSK**  
(Jan Sewa Kendra or Citizen Facilitation Centre)
- 1. A Big Size Informative Citizen Charter Display**  
(Just beside the entrance, before entering)  
Gathers information and updates himself/herself properly.
- 2. Approaches Information Kiosk and/or Help Desk (Manned)**  
**On either sides in the main hall**  
Collects Further Information, Application form and fills up the form, and, moves towards Single Window Service Desks for getting his application processed with a Unique Token No. & Application No.
- 3. Submits his application / proposal to the Service Desk**  
Goes through spot verification and photography (if required), submits the application form.
- 4. Approaches Service Disposal Desk and obtain the work done**  
Upon being called by the Token No. / Name receives the certificate.  
There is enough seating arrangements with basic facilities if he/she has to wait for sometime until the disposal of application.
- 5. A Happy Citizen on his/her way with his/her work done within 1 Single Day!**





## chapter14

# Interviews and their analysis with persons behind implementation of ODG

And some crucial factors re-assessed.

We are just heading towards a conclusion. Here we seek to know little more about the HR Strategy, Problems faced, some learnings, improvements before replication and finally, their valuable messages. Narrated below is the interview of **Shri Bhagyesh Jha, IAS**, then Collector of Baroda who has been the key player for Baroda ODG. The excerpts are as following:



Shri Bhagyesh Jha, IAS, Collector, Vadodara (Year 2003)

## Changed Environment

‘So what we have done! ..... We prioritised and we decided that what is happening in our offices, No. 1 it is inaccessible, it is dirty. So first thing we decided that let’s change the physical environment so for that we called some volunteers from the field of architecture and we decided that let us redesign the entire office and how the front office can be more effective, more

accessible and also at the same time it has to be very customer-friendly. Our first priority was to change because this will give us a big boost up because when an applicant comes, a citizen comes he comes with some complain, something which has angered him so if the environment is friendly he will be comfortable and when he is comfortable we can address his grievances very calmly and effectively, that’s why we have changed the environment that is we call it “body” of the office. Then what we have decided that we are changing the ‘body’ of the office but the “soul” remains in the attitude of the employee and that’s why we have separately handled or addressed the attitude of every employee.’



## Change Management

'If I were to summarize this project, I can say it is a combination of so many things, it's management of time, it's management of communication, it's management of resources, it's management on transformation of attitude and finally I can say it is a management of change. This we have achieved with the co-operation of the society, active participation of the society and with the involvement of every employee with the commitment which has resulted in the formal way I can say, new incarnation of the Mamalatdar office in form of the front office which we know as "Nagrik Sewa Kendra" which has given us really a great satisfaction and we can say "yes, Vadodara wins!"



## Online Worksheet

'The 'MIS'(Management Information System) which we have developed in this project is that it is like an online worksheet as you must have heard in the corporate world that there is an online or a concurrent balance sheet here is we have a concurrent or online worksheet where I can see from my computer that which application or complaint is pending with which employee and since how long. This is a great enabler for all of us. Let me tell you the second part which is very beauty of the project that we have done this without



any government money. It was raised from the society. The financial resources were raised by the employees from the society and the second thing is that we have not asked a single additional staff, so human resources were rearranged, redeployed and that's why the entire thing has a sense of ownership. You see, in this project, all employees, all officers feel that they are the owners



of this project and that ownership has given a kind of involvement, a kind of commitment not only by me or anybody else but all employees feel that they belong to this project and that's the wonderful point of the entire project and that's why we say that in this one-day match Vadodara wins!

### Achieving Goals

'If this kind of efficiency and effectiveness is achieved, I think we are on the right direction in this project. If this is achieved in collectorate we don't want to stop here, we want to go to talukas. We should be training our people, our deputy mamalatdar, our circle officer, our village level workers sitting in the tribal belt 120 km from here, in the tribal talukas of Kawant and Chhotaudepur where they should be trained in such a way that a tribal comes to office he should feel very homely, he should feel very comfortable.'



### Human Face

'E-governance project is generally perceived as a project where technology is involved, let me clarify, this is not only a technology project where technology is introduced to manage a Mamalatdar office but here is a very very crucial thing we are addressing. We are trying to understand a very delicate moment



between a citizen and an employee and that has been taken care by the technology, modern management attitudes and then also some training which changes the complete edifice where an employee is interacting with a citizen is completely redone rather and after that we came to this level where a Nagarik Sewa Kendra can become a modern front office for revenue administration and then it is a combination of new technology where not only a computer but the web camera is utilized, where the franking



machine is used to avoid any scam in the stamp papers. I think our motto, our underlying philosophy is that it is possible e-governance gives us advantage, it will be a very efficient governance, it will be electronic governance but at the same time it will have a human face as you can see in our day-to-day working of Nagrik Sewa kendra, a blind man is assisted with full sympathy, a disabled person is attended with as if he is our guest, even a widow or an elderly person is addressed not only addressed but his problem is taken care of as if he is our own family member and ***this kind of examples have shown that we are really we are trying to reach a transformation level where we can claim very easily, with pride, yes Vadodara wins!***

**What Ms. Anita Karwal, IAS says concerning Ahmedabad centre. Ms. Karwal has been the key person for implementing improved ODG at Ahmedabad Collectorate.**



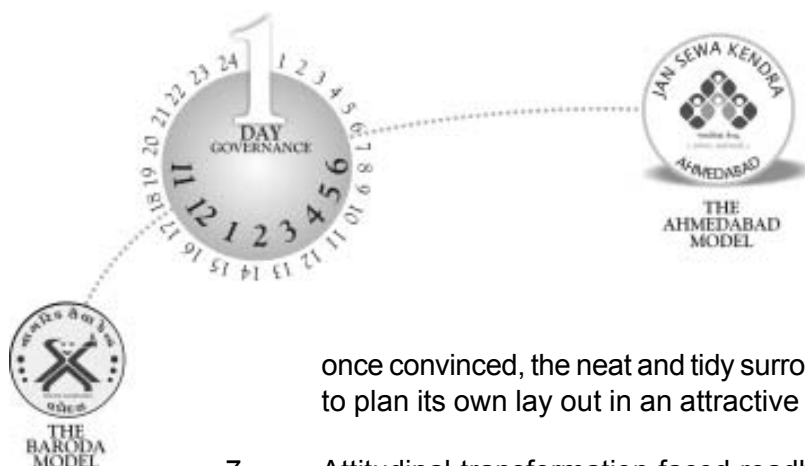
### Challenges faced

1. It took almost a month or more to convince prospective private partners about the viability of the project. Initial response not being good and there was very little support for it from within the Collectorate. But slowly and steadily as the funds started flowing in, support was overwhelming. Once the funds started coming and as we started



work on the Jan Sewa Kendra, credibility was established even further about the commitment to the project. Then there was no looking back.

2. Time overruns on the building (due to various reasons beyond the control of the PWD) were tremendous. After identifying the land in 1995 and beginning construction work in 1999, the building remained fairly incomplete even in June 2003. A lot of effort went into getting the government contractor to complete the basic structure.
3. The suggestions and demands of the officers and employees and the felt needs of the citizens had to be balanced and coordinated to the satisfaction of all. It was not an easy task. Sometimes minor office politics and rivalries would also creep in. But thanks to the imitative of some of the senior officers and leaders of the Employee Unions (who were taken into confidence), all matters were sorted out.
4. Deciding the date and process of shifting was also a difficult task as the staff was not comfortable with the change. They had made it known that the time period between 15<sup>th</sup> December, 2003 and 14<sup>th</sup> January, 2004 was inauspicious for shifting. The project had a deadline for completion i.e. 26<sup>th</sup> January, 2004. It was becoming increasingly difficult to monitor the progress sitting in a far away building. Therefore, the Collector unilaterally and abruptly took a decision and shifted along with her personal staff of three members on 8<sup>th</sup> December, 2003. The Collectorate staff was left with no option but to follow suit.
5. Though manpower shifted quickly, the shifting of records, files, cupboards, etc. continued for almost 3-4 weeks. It had an effect of confusion, delay in disposal and some inconvenience to all. Fortunately, this did not last long
6. Small storerooms are provided to each branch in the new building in addition to the record rooms. It took quite some convincing to use these storerooms for files/ material not required to be on hand. But



once convinced, the neat and tidy surroundings motivated each branch to plan its own lay out in an attractive manner.

7. Attitudinal transformation faced roadblocks at almost all levels. Its pace did not exactly match with that of the development of infrastructure and software, etc. Persistence seems to have paid in most cases. The process is still ongoing. Wherever attitudes have improved, the enthusiasm is written all over. There is a sense of achievement and pride when the same employees receive their counterparts from other districts and other visitors and show them all the innovative features of the new Collectorate.
8. Establishing the Jan Sewa Kendra was not an easy task. Design of the standardized format changed several times in consultation with the Revenue staff and citizen groups. Implementing the system of tracking by citizens and monitoring by officials required very detailed process reengineering. This was finalized after several drafts were committed to the dustbin.



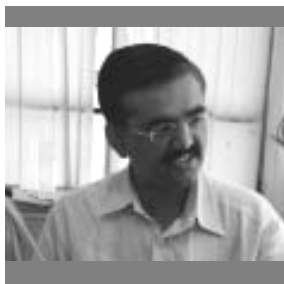
Later, when the Jan Sewa Kendra was inaugurated and started functioning on 9<sup>th</sup> February 2004, it was pandemonium for 3 – 4 days. Almost all the Class-I officers including Collector had to literally direct its functioning all through the day. This experience led our partners Microtech System Company to hire a retired and experienced Deputy Mamlatdar to co-ordinate the activities of the Jan Sewa Kendra. The initial problem of excessive demand for service at the Jan Sewa Kendra outstripping the supply had to be resolved by increasing the number of terminals from 8 to 16 within 15 days of starting the Jan Sewa Kendra.





## Some messages from the ODG, Vadodara team.

**Shri Nainesh Dave**  
SDM, Vadodara



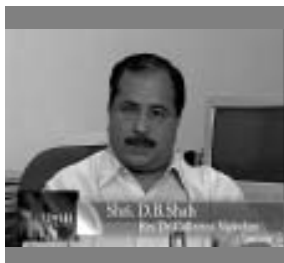
"I was associated with this programme right from the beginning. Since Gujarat was first to initiate this project, we had to face many problems. The first problem, the first constraint was financial constraint. We required finance for construction of the new building, hardware, software and training also. The IT training was a vital aspect. We hired voluntarily services from Architects, who redesigned our offices to satisfy the customer needs. The time span left with us was only 29 days... and we, all, delivered it!"

**Shri D.H. Shah**  
Ex. Res. Deputy Collector, Vadodara



"For finance, we approached different industrial organizations, banks within a short period of time. We received good response as expected. With the help of NIC, Vadodara (National Informatics Centre), we organized computer training classes for govt. employees. The necessary software has been designed by NIC, Vadodara. The collectorate team hence took up the project in a phased manner to accomplish it brilliantly."

**Shri D. B. Shah**  
Res. Deputy Collector, Vadodara



"By implementing One Day Governance Programme by Collectorate Baroda, the Nagarik Sewa Kendra of Baroda has earned 16 Lakh Rupees (Sixteen Lakhs) after satisfying 54,000 applicants in the bygone term. We issue various types Certificates to the citizens, and, we are also planning to issue few more crucial Certificates in near future."



## chapter15



# Replicability and Sustainability

## Data concerning other Jan Sewa Kendras in Gujarat

First of all, let us note that the ODG is already in its function and effect across the entire state of Gujarat at the time of this documentation. This has been already implemented and replicated successfully with excellence. Here, we shall gather some random statistical data and details of different time periods, how other Jan Sewa Kendra's (Citizen Facilitation Centres) are performing. We have taken some examples and data-sheets of Citizen Facilitation Centres at:

1. Ahmedabad
2. Baroda (Vadodara)
3. Jamnagar
4. Junagadh
5. Navsari
6. Panchmahal
7. Porbandar

Let us start with **Ahmedabad**.

**Table 1:**

Actual Usage...(feb2004 to Dec2004)
<ul style="list-style-type: none"><li>• Number of application received – 84,378</li><li>• Number of application serviced – 75,113</li><li>• Number of ODG applications received – 37, 655</li><li>• Number of ODG applications serviced – 37,655</li><li>• User charges received Rs. 30,30,555</li><li>• Number of applications serviced outside HQ – 21,653</li></ul>
<ul style="list-style-type: none"><li>• ODG = One Day Governance</li></ul>



**Table 2: Ahmedabad**

### One Day Governance (7 issues)

	Before JSK	Now
Processing Time	5~25 days	1 hour
Number of Visits	5 < Visits	1 Visit
Number of tables	Up to 20	Max. 3
Expenses	Rs. 150 < (touts)	Rs. 20 (Service Charge/User Fee)
Certificates with photograph	No	Yes
Availability of Information	Nil	Online
User-friendly environment	Basic	Comprehensive
Storage of documents	Manual and time consuming	Digital, online
Official Guide in uniform/ information desk	Nil	Available

**Table 3: Ahmedabad**

### Time limit disposals... (68 issues of Citizens' Charter)

	Before JSK	Now
Processing Time	Min. 7 days onwards.....	As per commitment
Procedures	Complex - cumbersome	Simplified
Standardization of processes	Nil	Standardized
Number of Visits	At least twice a month till...	3 to 5
Number of tables	45~100	Max. of 32
Expenses	Cannot be estimated	Rs. 20*
Availability of Information	Nil	Available
User responsibilities	Nil	Standardized
User Chargers/ Banking / Stamp Franking facilities	Nil	Available
Tracking	Nil	Available
Monitoring, Database	Manual	Online/digital

\* Does not include mandatory Government charges/fee.



### Baroda [Vadodara] as during May, 2003 - December, 2003

Month (2003)	Income Certi.	S.C./S.T. Certi.	Baxi Panch Certi.	Domicile Certificate		Senior Citizen Certi.	License Renewals	Affidavits	Compu. Affidavits	Total Appli's.
				3 yrs.	By Birth					
05/2003	197	124	222	9	95	77	0	296	631	1651
06/2003	337	776	1055	12	133	85	0	581	1440	4419
07/2003	1418	361	657	23	183	148	0	647	2177	5614
08/2003	668	191	288	3	129	82	0	414	835	2610
09/2003	767	91	131	11	77	76	111	474	909	2647
10/2003	225	39	116	31	746	77	5	547	303	1766
11/2003	163	51	89	16	573	104	124	529	311	1960
12/2003	193	70	127	31	249	122	306	836	345	2279
Total	3968	1703	2685	136	2185	771	546	4324	6951	22946

### Plus we have very recent data of July, 2006 as follows:

Total number of Cases: 21 Cases / Requests to be processed

Total number of Days: 44 Days taken

Total number of Visits: 60 Visits

Total time spent: 3200 minutes (approx.)

### Calculation of actual time taken Per Case / Per Service:

It takes nearly 2 days to accomplish a service/case

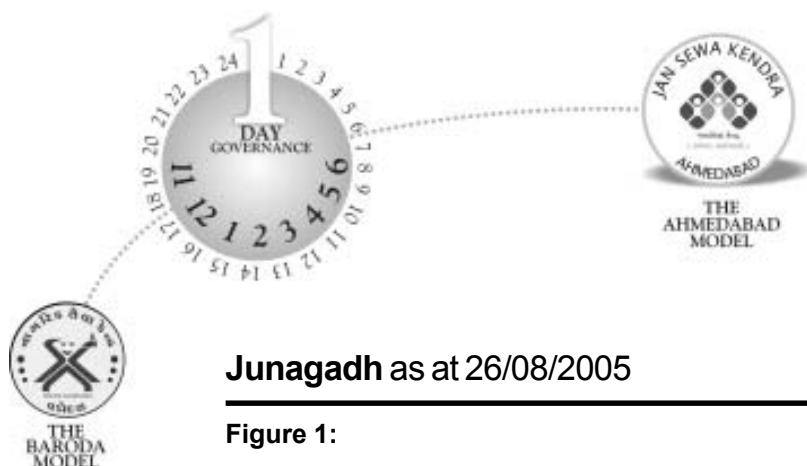
with approx. 3 visits needed

with around 160 minutes (less than 3 hours) spent per visit.

## Jamnagar as at 26/08/2005

### One-Day Governance and Jan Sewa Kendra Information JAMNAGAR DISTRICT

Pt. No.	Details	Jamnagar Rural	Dhrol	Jodiya	Kalavad	Lalpur	Jamnagar City	Khamthalia	Bhanvad	Jam Jodhpur	Kalyan pur	Okha Mandal	District TOTAL
1	Computers Provided for the Service	3	4	5	6	7	8	9	10	11	12	13	14
2	is it backend / Single / Lan support	2	2	2	2	2	1	2	2	2	2	2	21
3	Jansewa Kendra Run by	In all talukas : LAN support is provided and also Single client can be used											
4	No. of Employee / private persons working	In all talukas : Govn. Employee											
5	All 7 Services for one-day govt. is provided ? Which are the Services provided	In all taluka : 2 Dy. Mamlatdar for Civic services & adhar services each and 2 operators by outsourcing ( Private Persons)											21 Dy. Man 20 Operators
6	Software being followed	In all Taluka : All 7 Services of Oneday Govt. is provided are - All Types of Affidavits, Various Certificates - Income, Caste (scs/st/bc/obo), Creamy layer, Widows, Domicile, Solvency and ROR (6.8a, 7/12)											
7	All 75 issues of Ahmedabad Jansewa Kendra being utilised ?	In all taluka : NIC-Baroda developed software is used											
8	Other 68 items of Cit. Char. Appl. Are being received & acknowledgements are given ?	In all Taluka : all 75 issues of Ahmedabad Jansewa Kendra is NOT utilised - Only some utilised											
9	Date of setting up of Jansewa Kendra	01-06-04	01-06-04	01-06-04	01-06-04	01-06-04	01-06-04	01-06-04	01-06-04	01-06-04	01-06-04	01-06-04	
10	No. of Applications received & processed from June, 2004 to June, 2005: Oneday Govt. : Fee Chargeable	2176	971	292	1120	1146	6976	3984	1574	1433	1584	558	21814
11	Revenue generated by Jansewa Kendra : Oneday Govt.	43220	19420	5840	22040	22880	139520	79680	31100	28660	28735	11160	432265
	ROR : Chargeable	488745	326225	109425	304882	381570	29235	763455	432250	346325	462635	111105	3755852
	TOTAL	531965	345645	115265	326922	404460	168755	843135	463550	374985	491370	122265	4188117



## Junagadh as at 26/08/2005

Figure 1:

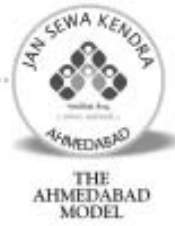
1	How many computer terminals are there at each Jansewa Kendra for providing services for your citizen?( this should include the computer terminal for e-dhara	1 Server 3 Clients
2	. Do the Jansewa Kendras have back-end support/single server/Lan support?	Lan support
3	Are the Jansewa Kendras manned by Govt. employees or running of the kendras been outsourced/contracted to outside agencies?	Outsourced
4	Number of employees/private person working in the Jansewa kendras	2 Operators
5	Whether all the Jansewa kendras are providing all 7 services for one-day gov- ernance? Which are the services being provided?	1. Income Certificate 2. Creamilayer Certificate. 3. Domicile Certificate 4. Affidavits 5. Mike Permission 6. Cast Certificate 7. Solvency Certificate 8. Character Certificate 9. Identification Certificate 10. Widow Certificate 11. Remarriage Certificate 12. Electoral Certificate
6	What is the software model being followed?	1-Day : NIC Baroda
7	Whether the format shows all the 75 issues of citizen's charter as devised by Ahmedabad Jansewa Kendra are being utilized?	Yes at District but not at Taluka
8	Whether for the other 68 items of the citizen's charter, application are being received and acknowledgements given at the Jansewa kendras?	Yes received
9	What is the date of setting up of the Jansewa kendra?	1 <sup>st</sup> May 2004
10	What is the total No. of applications received and processed since the Jansewa kendra was set up.	As per the Table-1
11	What is the revenue generated by the Jansewa kendra since its inception.?	As per the Table-1



## Junagadh as at 26/08/2005

Figure 2:

Sr. No.	Taluka	1-Day Copy Issued	1-Day Collection (In Rs.)
1	Junagadh	9063	181260
2	Visavadar	407	8140
3	Vanthali	1053	21060
4	Mendarda	1123	22460
5	Bhesan	2586	51720
6	Manavadar	2289	45780
7	Mangrol	5028	100560
8	Veraval	4684	93680
9	Una	1585	31700
10	Keshod	6065	121300
11	Maliya	5185	103700
12	Talala	755	15100
13	Kodinar	2340	46800
14	Sutrapada	1206	24120
DISTRICT TOTAL		43369	867380



## Navsari as at 26/08/2005

### Information Regarding One-Day Governance and Jan Sewa Kendras District - Navsari Date : 26/08/2005

Sr. No	Name of Taluka	No of Computer Terminals (including E-dhara)	Back End Support	Server (EDhara)	LAN (EDhara)	Manned by Govt. Employees / Outsourced	Whether Providing all 7 Services	Software Model Followed	If only 7 items of the one day governance are being provided in the JSK, whether for the other 68 items of the citizen's charter, applications are received and acknowledgements given at JSK **	Date of Setting up of Jansewa Kendra	Total No of applications received and processed till 21/08/2005	Revenue generated by Jansewakendra since its inception (In Rs.)
1	Navsari (City)	1	Yes	Yes	Yes	Outsourced (Edhara operators)	Yes	NIC- Vadodara	No	23-08-04	1923	38460
2	Navsari (Rural)	3	Yes	Yes	Yes	Outsourced (Edhara operators)	Yes	NIC- Vadodara	No	15-08-04	4502	90040
3	Jalalpore	1	Yes	Yes	Yes	Outsourced (Edhara operators)	Yes	NIC- Vadodara	No	15-08-04	5839	116780
4	Gandevi	1	Yes	Yes	Yes	Outsourced (Edhara operators)	Yes	NIC- Vadodara	No	02-08-04	10927	218540
5	Chikhali	2	Yes	Yes	Yes	Outsourced (Edhara operators)	Yes	NIC- Vadodara	No	15-08-04	15221	304420
6	Vansda	1	Yes	Yes	Yes	Outsourced (Edhara operators)	Yes	NIC- Vadodara	No	15-08-04	5364	107280

\*\* Frequency of other applications are very less

Note: (1) All the above Jan Sewa Kendras are running at Taluka Headquarters.

(2) In addition to the One-day Governance Online Ration Card s/w designed by NIC is also operational at Jansewa Kendra

(3) The s/w includes all the most frequently used citizen charter services like Certificates, Affidavites etc.

Collector & DM  
Navsari

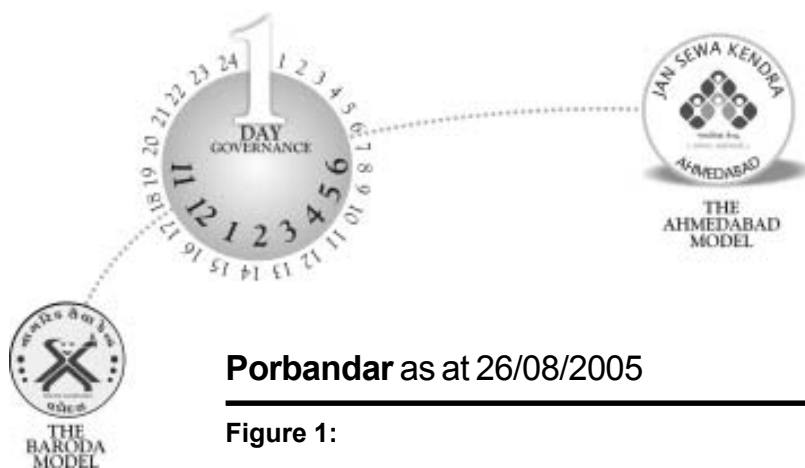




## Panchmahal as at 26/08/2005

Sr.No	Particulars	Answer
1.	How many computer terminals are there at each Jansewa Kendra for providing services for your citizen? (this should include the computer terminal for e-dhara)	In all 11 Taluka of Panchmahal District there are <ul style="list-style-type: none"> <li>one server for LRC (E-dhara –cum JSK)</li> <li>one client for LRC &amp; One day governance (NIC-Software)</li> <li>one client for Ration card project in 6-7 Taluka</li> </ul>
2.	Do the Jansewa Kendras have back-end support/single server/ Lan support?	Jansewa kendras (e-dhara) of all 11 talukas have Server with LAN Networking.
3.	Are the Jansewa Kendras manned by Govt. employees or running of the kendras been outsourced/ contracted to outside agencies?	Jansewaa Kendra manned by a E-dhara Dy.Mamlatdar who is govt. employee. While Operators (2Nos.) working in E-dhara Kendra are Outsourced.
4.	Number of employees/private person working in the Jansewa Kendras.	One E-dhara Dy.Mamlatdar (Govt. Employee) 2 – Private data entry Operator
5.	Whether all the Jansewa kendras are providing 7 services for one-day governance? Which are the services being provided?	Jansewa Kendra of our district are providing all service which are contained in NIC – SOFTWARE of One day governance.
6.	What is the software model being followed? Ahmedabad collector/ Baroda/NIC/other	Vadodara Model for One Day Governance
7.	Whether the format shows all the 75 issues of citizen's charter as devised by Ahmedabad Jansewa Kendra are being utilized?	NIC-Software is running, Ahmedabad model is yet to be started.
8.	If only 7 items of one day governance are being provided in the Jansewa kendra, whether for the other 68 items of the citizen's charter, application are being received and acknowledgements given at the Jansewa kendras?	All Applications are Received and acknowledged. Out services provided relate only to ODG.
9.	What is the date of setting up of the Jansewa Kendra?	All Taluka Jansewa Kendra started after 15th August-2004.
10.	What is the total No. of applications received and processed since the Jansewa Kendra was set up.	As per Statement below
11.	What is the revenue generated by the Jansewa Kendra since its inception?	As per Statement below

S.no.	Name of Taluka	One Day Governance	
		No. of application	Received Income since setting up of JSK to 26/08/2005 (In Rs.)
1.	Godhra	5963	94483
2.	Kalol	432	4320
3.	Halol	3300	22674
4.	Jambughoda	2940	6800
5.	Ghoghumba	1249	14380
6.	Morva(Hadaf)	6855	28070
7.	Shahera	1123	13230
8.	Lunawada	2625	37700
9.	Khanpur	7420	26620
10.	Santrampur	21080	83020
11.	Kadana	6830	23550
<b>Total</b>			



## Porbandar as at 26/08/2005

Figure 1:

1	How many computer terminals are there at each Jansewa Kendra for providing services for your citizen?( this should include the computer terminal for e-dhara	As Per Table 2
2	. Do the Jansewa Kendras have back-end support/single server/Lan support?	Lan support
3	Are the Jansewa Kendras manned by Govt. employees or running of the kendras been outsourced/contracted to outside agencies?	Jan seva Kendra is run by E-dhara operator, who is an outsourced agency.
4	Number of employees/private person working in the Jansewa kendras	E-dhara Operators( 2 ) manages the Kendra at each center
5	Whether all the Jansewa kendras are providing all 7 services for one-day gov- ernance? Which are the services being provided?	1. Income Certificate 2. Creamilayer Certificate. 3. Domicile Certificate 4. Affidavits 5. Cast Certificate 6. Solvency Certificate 7. Character Certificate 8. Ration Card
6	What is the software model being followed? Ahmedabad collector/Baroda / NIC/other	E-Dhara : NIC Gandhinagar 1-Day : NIC Baroda
7	Whether the format shows all the 75 issues of citizen's charter as devised by Ahmedabad Jansewa Kendra are being utilized?	Yes at Porbandar Taluka But not at Ranavav and Kutiyana Taluka
8	If only 7 items of one day governance are being provided in the Jansewakendra, whether for the other 68 items of the citizen's charter, application are being received and acknowledgements given at the Jansewa kendras?	Yes received
9	What is the date of setting up of the Jansewa kendra?	As Per Table –2
10	What is the total No. of applications received and processed since the Jansewa kendra was set up.	As per the Table-1
11	What is the revenue generated by the Jansewa kendra since its inception.?	As per the Table-1



## Porbandar as at 26/08/2005

Figure 2:

**TABLE-1**

Sr. No.	Taluka	1-Day Copy Issued	1-Day Collection (In Rs.)
1	Porbandar	2500	50000
2	Ranavav	361	7220
3	Kutiyana	412	8240
DISTRICT TOTAL		773	65460

Figure 3:

**Table - 2**

Sr. No.	Taluka	Server	Client	Date of Start
1	Porbandar	1	3	15/08/2004
2	Ranavav	1	3	30/09/2004
3	Kutiyana	1	2	15/08/2004



## Latest data and figures of Income generation by various JSKs

[ Period: July, 2006 to September, 2006 | 3 months ]

Sr.	District	Monthly income of July'06 (In Rs.)	Monthly income of August'06 (In Rs.)	Monthly income of Sept.'06 (In Rs.)	Total Quarterly Income (In Rs.)	Total Progressive Income (In Rs.)
1	Ahmedabad	1,71,670	1,56,875	1,80,680	5,09,225	78,90,445
2	Amreli	12,480	6,220	3,700	22,400	1,91,620
3	Banaskantha	2,32,838	1,30,175	1,13,137	4,76,150	40,84,689
4	Bharuch	10,860	2,600	2,280	15,740	52,030
5	Bhavnagar	77,600	46,960	47,840	1,72,400	5,72,080
6	Dahod	2,07,420	86,680	94,700	3,88,800	17,46,200
7	Dangs	2,475	1,660	1,390	5,525	21,810
8	Jamnagar	1,01,140	40,080	35,820	1,77,040	11,85,540
9	Junagadh	97,900	83,480	72,320	2,53,700	17,91,430
10	Kutch	43,955	34,295	60,290	1,38,540	5,33,005
11	Mehsana	1,02,280	45,300	37,860	1,85,440	7,27,420
12	Narmada	1,35,220	39,920	31,440	2,06,580	11,34,720
13	Navsari	1,24,000	1,04,780	84,680	3,13,460	19,89,480
14	Panchmahal	78,140	51,840	46,890	1,76,870	10,65,169
15	Patan	1,62,760	44,480	28,340	2,35,580	19,47,560
16	Rajkot	1,40,064	73,896	89,092	3,03,052	8,77,607
17	Sabarkantha	94,940	42,180	38,701	1,75,821	14,24,781
18	Surendranagar	1,15,082	58,310	66,965	2,40,357	7,74,494
19	Vadodara	12,120	3,340	4,140	3,61,920	45,79,584
20	Valsad	80,055	70,830	82,785	2,33,670	9,80,175



These were some interesting insights into ‘how the process of replication is being undertaken in the state. In fact, the process is still ongoing. There is an important lesson to learn from here. Though the ODG model and the JSK models are recognized “Successes”, and their replication was a policy decision, it is not always possible to “scale fast”. The state or for that matter the country is not a uniform misaic, where you flick your fingers and “voila” things happen as expected. Every District, every Block, every village is a unique entity.

There are very typical local socio-economical and political dynamics. It is impossible to overllok them. It is alright to impose a system from above, but it is immature to fix the pace. Unless the local situation is in a position to accept new processes, systems and changes and ready to own it, replication can be reduced to a meaningful project.

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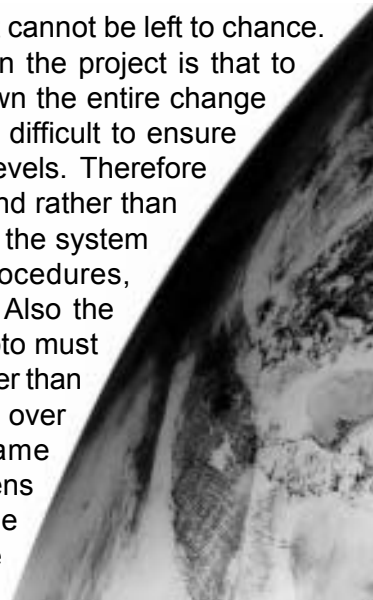
## Sustainability and Replicability

By Anita Karwal, IAS

### Sustainability

For financial sustenance, user charges for Rs. 20/- per application was introduced. The JSK Ahmedabad has been developed as a partnership model where the software and the actual running of the center is provided by the private partners i.e. Micro-tech System Co. While 70% of the user charges go towards the cost of the recovery of the software and the establishment cost of the data entry operators, stationery, ink and maintenance of the hardware by the private partners, rest of the 30% is utilised by the Collectorate to expand its e-governance net down to the block headquarters and also ensure continuous improvement in the system. The initiative is in place in all the taluka headquarters of Ahmedabad District and the viability and sustainability aspects are no longer suspect.

The **human factor** in the sustainability aspect cannot be left to chance. One of the most important lessons learned in the project is that to sustain change the service providers must own the entire change process. In our system of bureaucracy it is difficult to ensure continuity at the top management/leadership levels. Therefore it is essential that the leaders push from behind rather than lead from the front. It is imperative that once the system is devised there must be formal written procedures, understood and followed by all employees. Also the know how of the systems and processes in toto must be available with several of the employees rather than just a handful of them. We also need to get over the prosecution complex or the blame game syndrome and just as we must consider citizens our esteemed clients we must treat the employees as our partners in progress. The attitudinal change required to sustain such



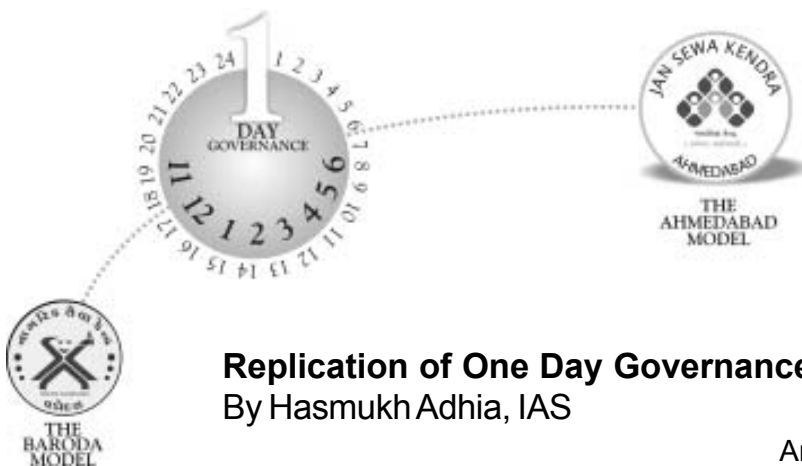


initiatives begins with this partnership. In the Ahmedabad initiative, along with the process re-engineering, software development and capacity building the work place environment for the employees underwent a sea change too. With the written support of the state government, through private partnership and active participation of the employees the new office was made clean, green, and airy, with employee friendly infrastructure. Today this office is visited by people from all over the country to see the successful running of the Jan Sewa Kendra as well as the model user - friendly office. These visits also tend to motivate the employees to do better. **A surprise fall out of the motivation levels of the employees is the voluntary adoption of a uniform.**

### Replicability



As far as the **replicability** aspect is concerned it is recognized and understood that the relationship between different public services and their users in different places is varied. An e-governance based service delivery system that suits one department/office may not necessarily suit another. However, all the 25 districts of the state have almost the same Citizen's Charter. It was decided in September 2004 to replicate the initiative in its entirety with minor or negligible modifications. The State Govt. has already issued directives to this extent. The State Government directive is highly innovative as it clearly accepts the possibility of public/private partnership for realizing such projects/initiatives. The directive has also adopted all the other aspects of the initiative as well, such as the motto of "Sarvajana Seva" (we are in the service of all), the people – friendly signage, stamp franking facility, drinking water nearby, special facility of access to the physically challenged, etc. The Father of Nation, Mahatma Gandhi's quote adopted at the Ahmedabad JSK is also adopted in all JSKs of the state as per this directive.



## Replication of One Day Governance Experiment

By Hasmukh Adhia, IAS

Article written in : October, 2004

In the annual retreat all senior officers and Ministers held at Kevadia Colony (in Narmada Dist.) in June 2003 presentations were made on the Vadodara experiment which was appreciated by all other Collectors. The Chief Minister gave a challenge to the Collectors to do even better in implementing such citizen centric innovations. Inspired by this, all other districts took it up as a challenge and tried to create funds which can be used for having a modern Jan Sewa Kendra in all District Headquarters as well as Talukas. The government also at the same time engaged National Institute of Design to come out with a common logo and signages as well as minimum standards of services to be provided in each Jan Sewa Kendras. These standards were circulated by way of a Government Resolution which also permitted Collectors to officially collect donations for Jan Sewa Kendras and to keep them in a separate bank account. Procedure was also prescribed for utilisation of this fund through a committee.

The Government Resolution prescribes that along side of the logo of the Jan Sewa Kendra which should be visible from a distance the name of Jan Sewa Kendra should be commonly adopted by all such One Day Governance Centres. It was also prescribed that Mahatma Gandhi's message "The Citizen is the most important visitor in our premises. He is not dependent on us. We are dependent on him. We are not doing him a favor by serving him. He is doing us a favour by giving us the opportunity to do so" should be placed in the entrance of all these Jan Sewa Kendras. Because of this, as on today, Gujarat has such Jan Sewa Kendra in each of the district headquarters which provide the same type of services within one hour. Also, now, such Jan Sewa Kendras are available in 200 out of 225 Talukas of the State.

All these Jan Sewa Kendras were made possible without any expenditure from Government and without addition of any extra staff. Even for computerization the help of National Informatics Centre (NIC) personnel was taken and at some other places the BOT model was adopted. Till July-2005, around 9 lakh One Day Governance transactions took place in various Jan Sewa Kendras all over the state, out of which Rs. 1.8 crore were realised as Service fees collected. This money was used, partly to take care of maintenance costs and partly to fund other local initiatives of good governance.





## chapter 16

# Future roadmap of Jan Sewa Kendra

(with some excerpts from Interview)

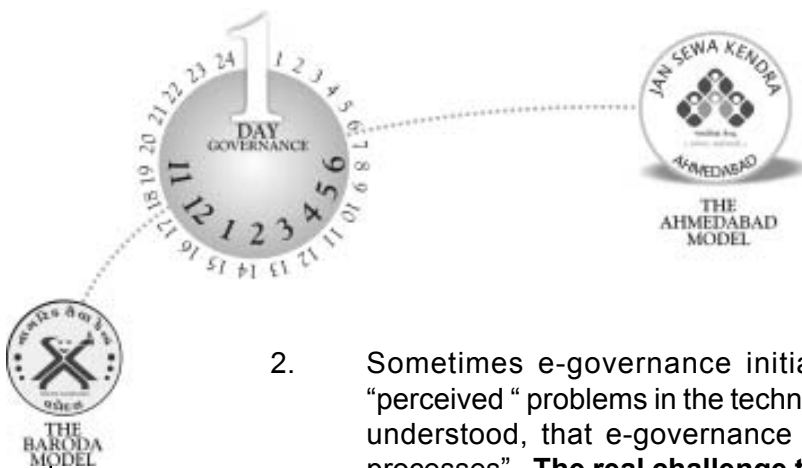
### Learning points

By Anita Karwal, IAS



There is enough already which has been said or written or actually done in the field of e-governance. Though it has become an accepted tool for delivery of services, the debate of 'how', 'where', 'when', 'for whom' continues each time governments undertake this daunting task for each of their ministries or departments or at the local level. The scale and complexities of Government functioning cannot be relegated to the background while planning such an initiative. However, experience of implementation of e-governance initiatives have thrown up some issues which in my view must be treated as 'lessons learnt'. They are :

1. The approach of "think big, start small and scale fast" has helped realize sustainable results in most initiatives. The "pilot project" concept not only allows for mid-way changes as per requirement at low cost, but also helps generate public opinion in favour of scaling.

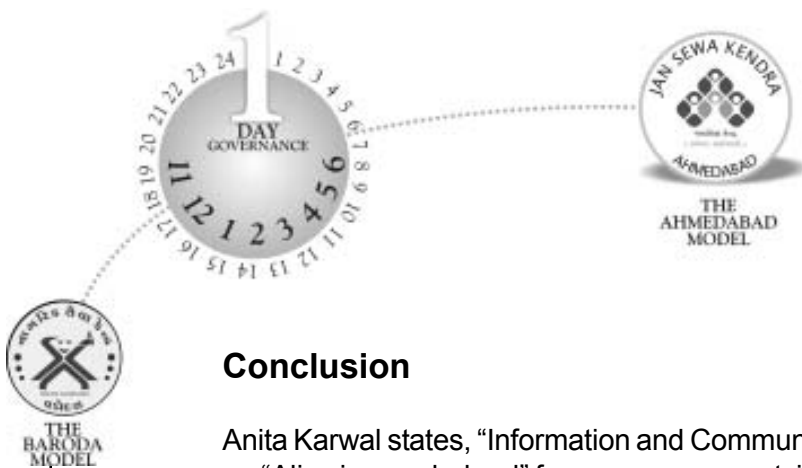


2. Sometimes e-governance initiatives fail to deliver due to “perceived “ problems in the technology itself. It has to be clearly understood, that e-governance can only automate “existing processes”. **The real challenge therefore is to reinvent or re-engineer processes and make them people friendly.**
3. An open and receptive mind, a problem-solving approach, sensitivity towards the needs of the poor, an understanding of the lacunae and the ills in the system – the list is very long but not unattainable – are the basic pre-requisites for the thought - process for e-governance initiatives to begin.
4. “It is not rationality, which dictates resistance to cultural change, but emotionality, which does so”. Preconceived notions, fear of loss of status or power, mistrust of the unknown, etc. lead to adoption of delay tactics and a general lack of motivation and enthusiasm. These must be tackled in advance. Capacity building and skill upgradation of employees goes a long way in diluting these emotions.
5. Our systems are such that many vested interests develop leading to corruption, harassment of the citizens, delay, mis-delivery, wrong delivery or no-delivery of services even in genuine cases. It thus, becomes necessary to have a fair idea of the resistance within and outside and perhaps even to anticipate them to be able to deal with them in the best possible manner, before and during the implementation of e-governance practices.
6. The emerging information society does not have the typical democratic scope for opposition from political, press and other pressure and opinion-groups. We either accept it or we don't. Therefore based on the fact that e-governance is non-partisan or non-discriminatory towards caste, creed, income, gender, etc., we need to educate such groups to enable them to become info-partners of the government.



7. The general expectation that an e-governance initiative necessarily means a 100% electronic delivery of solutions, at the click of a mouse is highly misplaced. Without human intervention such solutions are useless, and cannot be sustained. Even if such solutions require nil human intervention, without proper monitoring, they can be rendered ineffective. Therefore, it is imperative to build in the human factor in a planned manner, with specific roles assigned to man and machine, while putting electronic delivery of services in place.
8. An e-governance citizen-oriented solution which does not provide for back-office automation along with front office, is to say the least, half-hearted. Such solutions will only end up generating more work for the employees and mistrust for the system for the people for whom it is meant.
9. People will accept e-governance solutions more easily if the process is simple. They will follow correct procedures if they are laid down in a systematic, friendly manner. They will swear by these solutions and support replication and expansion if it enables them to save time, does not require them to operate through middlemen, is transparent and gives access to data and information.
10. The sustainability and replicability aspects must be in-built in any such initiative.

Any practice claiming to lead to achieving good governance must also recognize the fact that “simplistic” solutions are not the real answers. Further that e-Governance is not the end-all and be-all of good governance. Only if it is accompanied by a complete overhaul of internal procedure/process/systems/file movements, capacity building and attitudinal change can it achieve good-governance.



## Conclusion

Anita Karwal states, “Information and Communication Technology is no longer an “Alice in wonderland” for any government, in any part of the world. People are now looking at it for a useful and affordable set of systems for delivery of public services. Internet is no longer the unknown enemy. Today accountability and responsiveness in Governments are measured by their capacity to innovate and adopt modern technological and management tools for delivery of services. IT solutions and e-governance are now a necessity and not just a showpiece for attracting customary pats on the back. It is now imperative that every process/scheme/programme of the government which impacts on the lives of the citizens, adopt this technological option, if we have to keep pace and match the aspirations of the people. Electronic delivery of public services in this scenario is the backbone for an effective delivery mechanism”.

Hasmukh Adhia opines, “If we try to analyse how an experiment by one District was made possible to be replicated in all other Districts, Talukas and Cities one comes across several explanations. The first and the foremost reason for success was that this was taken up more as a project of **change Management** rather than a mere project of application of Information Technology in working environment. Aspects like training for change of mindset, which is the most essential component of any change management process in the government was addressed simultaneously by a massive training programme introduced by the State Government for all its 3,00,000 employees...”. This itself volumes about innovation in governance. It clearly





indicates and lays down that the Road Map has to be drawn in a thorough and effective manner.

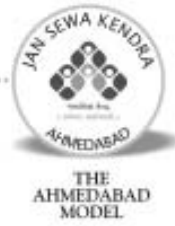
He adds, "The second reason for success of this initiative lies in the fact that the government allowed the liberty of collecting funds and using them by the local Collectors. Also, instead of straight-jacketing the programme it was left to the initiative of local Collectors to introduce more innovations. Management experts have been advocating decentralization as the key to better performance. This theory has been proved successfully by this experiment."

And finally, "The third reason for success of this programme lies in the fact that the top level administration of the State Government, including the Chief Minister himself, was fully committed in promoting good governance initiatives. It is hard to imagine top leadership spending number of hours in various sittings of presentation on this in any other State. But, in Gujarat it happened and that also motivated officers to contribute their best".

While encouraging the other States, a presentation was made on this experiment in a meeting of high level officials chaired by Cabinet Secretary, GOI wherein everyone appreciated the fact that One Day Governance has not merely remained an experiment but it has already been replicated in 125 towns, 200 Talukas and all 25 districts of the Gujarat State.



## 17-Annexure



# Citizen's Charter of Districts (Collectorates)

Table-I

### CITIZEN'S CHARTER

Sr.No.	Subject	Time Limit for disposal in days
1.	Assignment of Land for village site	75
2.	Application for Land from Govt. Departments Under Administrative Order -3	40
3.	Application for Govt. Land for Non-Agriculture Purpose /By Registered Organization/ Co-operative Society	120
4.	Application for Govt. Land for the Purpose of Agriculture by Co-Operative Societies.	90
5.	Application for Gaucher Land for Gram Van Project (Social Forestry)	65
6.	Application for Land for Fisheries/Prawn Farming	90
7.	Applications for Govt. Land for the purpose of Agriculture through Land Kacheri ( for individual )	120
8.	Application for Govt. Land for the purpose of Non-Agriculture (for individual)	120
9.	Application for Govt. Land for the purpose of Non- Agriculture (Govt. Servant)	120
10.	Application for Govt. Land for the purpose of Non- Agriculture (Govt. Servant)	120
11.	Application for Govt. Land for the Purpose of Non-Agriculture (for Ex.Serviceman)	120
12.	Application for Govt. Land ( of Road/ City Survey Area) by Sale/Lease (Only for Nagarpalika/Nagar Panchayat Area)	120
13.	Assigning Land for Crematorium/Cemetery Ground	90
14.	Application for Land for Salt Industries on lease	120
15.	Regularization of Gamtaal/Simtaal vada Land Regulation.	120
16.	Permission for Cutting Trees (Panchayat Area)	25
17.	Permission for Cutting Trees (Private Ownership Area)	15
18.	Non-Agriculture Permission use Under Land Revenue Code 65	90
19.	Removal of the Restriction of Prohibited Tenure for Agriculture use	60
20.	Removal of the Restriction of new Tenure for Agriculture use.	60
21.	Permission Under Tenancy Act. Sec. 63 for sale to a Non-Agriculturist for N.A. use.	90
22.	Permission under the Tenancy Act Sec. 63 AA	90
23.	Permission Under the Tenancy Act. Sec. 43 for the Transfer of Land for Agricultural Purpose.	90
24.	Permission Under the Tenancy Act. Sec. 43 for the Transfer of land for Non-Agricultural Purpose.	90
25.	Permission of Block Division Under Fragmentation & Consolidation Act.	45
26.	Certificate Under the L.R Code 65-B (New Industrial Policy	90
27.	Permission for consolidation of Land for Agricultural Purpose	15
28.	Certificate for Agriculturist	15
29.	Certificate of Small Farmer	15
30.	License of Stamp Vendor	60
31.	Renewal of Stamp Vendor's License	15
32.	Death Relief in Natural Calamity (Urban Areas)	7
33.	Grant of Agency of small Savings Schemes (For	15



## Citizen's Charter (contd.)

Table-II

	N.S.C./K.V.P./M.I.S Scheme)	
34.	Grant of Agency of Mahila Pradhan Kshetriya Bachat Scheme (Recurring Deposit)	15
35.	Issue of Solvency Certificate	25
36.	Issue of O.B.C. Certificate	7
37.	Certified Copies	15
38.	Old Age & Handicapped Pension Scheme	60
39.	Financial Assistance Under the National Family Benefit Scheme (Only for Nagarpalika Area )	45
40.	Relief for Solarium Fund (Hit and Run Cases)	60
41.	Certificate of Succession the case of death of pensioners	20
42.	Renewal of Arms License for Self protection	15
43.	License for booking premises	45
44.	Storage license under Explosives Act	90
45.	Fresh Arms License for Self protection	75
46.	Duplicate license under Explosive Act	90
47.	License for Manufacturing of Permissible Explosive	60
48.	Permanent license for sale of permissible explosive	3
49.	Temporary license for sale of permissible explosive	21
50.	Renewal of explosive license	15
51.	Storage license under the petroleum storage act	120
52.	Poison license	120
53.	Hotel Licence	45
54.	Renewal of Hotel license	15
55.	Issue of Video License	30
56.	Dish antenna License	14
57.	Issue of New Ration Card	30
58.	Issue of Separate Ration Card	30
59.	Issue of Duplicate Ration Card	7
60.	Addition/deletion/modification of name in Ration Card	2
61.	Issue of Agency Card	30
62.	License of retails/wholesaler & manufacturer	45
63.	Change of name/address/location in the license	30
64.	Change of partner in retailer/wholesaler/manufacturer & petroleum	30
65.	Sanction of new fair price shop	120
66.	Issue of permit for kerosene to organization	30
67.	License for solvent	45
68.	Issue of free sale kerosene registration certificate	30
69.	Issue of income certificate.	1
70.	Issue of certificate for persons from Language/Religious Minority Group.	1
71.	Certificate for Socially & Educationally backward class	1
72.	Certificate for S.C./S.T.	1
73.	Certificate of Residential Proof	1
74.	Certificate of Domicile	1
75.	Widow Certificate	1



## Annexure-II

### Sample user-friendly formats used in JSK Ahmedabad

#### CHARTER NO. 1: ASSIGNING LAND FOR VILLAGE SITE

- |                            |  |                  |
|----------------------------|--|------------------|
| 1. Provision               | : As per Government in Revenue Department Resolution No.LND/3980/5326/G, dt.15/2/60. |                  |
| 2. To whom application be  | : Prant Officer, as per appendix 1/1   |                  |
| 3. Disposal authority      | : Prant Officer, Rural area<br>Collector, Urban area                                 |                  |
| 4. Time limit for disposal | : Collector  | - 15 days        |
|                            | Prant Officer  | - 15 days        |
|                            | Mamlatdar/Taluka Development Officer   | - 30 days        |
|                            | at village level / circle officer  | - 15 days        |
|                            | <b>Total</b>   | <b>- 75 days</b> |
- All the details shall be legibly and specifically filled in the application. Along with the application certified copies of following evidence shall be attached as required. Further reply to points raised in checklist shall be invariably answered. In case of incomplete information or non production of evidence, application form will not be accepted.

The certified copies of following evidence shall be appended with application.

1. Copy of resolution of Gram Panchayat (as per appendix 2/1)
2. Statement showing details of applicants demanding plot for house site. (Appendix-3/1)
3. Income Certificate (As per appendix 4/1)
4. Applications for obtaining plot for house site by homeless persons.
5. Copies of V.F.No.7/12 : Copy of mutation entries.
6. Incase of backward classes : Certificate about caste of applicant (issued by District Social Welfare Officer, Amdavad, District Backward Class Officer)





Collection Office, Ahmedabad - **CHARTER NO. 1 - Continued**

**Appendix 1/1**

**Application for assigning land for village site**

Court fee stamp

Under charge Rs....  
Paid / Not paid

To,  
Deputy Collector,  
\_\_\_\_\_ Prant,  
Dist. Amdavad.

Subject: **Assigning land for village site.**

With reference to above noted subject respectfully stated that on \_\_\_\_\_ Gram Panchayat has passed a resolution No. \_\_\_\_\_ to assign \_\_\_\_\_ sq.mts. of land out of total \_\_\_\_\_ sq.mt. land of Govt. waste / pasture and grazing land of survey No. / Block No. \_\_\_\_\_ at village \_\_\_\_\_ Taluka \_\_\_\_\_ District Amdavad. (copy of resolution is attached). All applications of person demanding land are appended herewith with evidence. You are, therefore requested to assign land as requested for in village site.

Place:

Date

-----  
Signature/Name/Seal of Sarpanch  
\_\_\_\_\_ Gram Panchayat



Collection Office, Ahmedabad - **CHARTER NO. 1 - Continued**

**Appendix 2/1**

**Resolution for assigning land for village site**

Minutes of General Meeting of \_\_\_\_\_ Gram Panchayat, Tal: \_\_\_\_\_, District  
Amdavad held on \_\_\_\_\_

Resolution No. \_\_\_\_\_

Date: \_\_\_\_\_

It is hereby unanimously resolved that a proposal may be submitted to Collector  
to assign land in village site for allotting house site plots to homeless persons out of  
\_\_\_\_\_ sq.mts. of land of Government waste / pasture and grazing land of  
Survey No. / Block No. \_\_\_\_\_ of Village \_\_\_\_\_ Taluka \_\_\_\_\_  
District Amdavad.

Copy is certified from original resolution.

Place:

Date

-----  
Signature/Name/Seal of  
Talati-Cum-Mantri



Collection Office, Ahmedabad - **CHARTER NO. 1 - Continued**

**Appendix 3/1**  
**Assigning land for village site**

Statement showing details of persons demanding plot for house site

Sr. No.	Name of Person	Address	Age years	Occupation	Caste, SC/ST, Baxi panch & others	Total annual income	Agriculture/ house site land/ details of house		Has BPL Card?	Other details
							S.No.	Area		
1	2	3	4	5	6	7	8	9	10	11
1										
2										
3										
4										
5										
6										
7										

Place:  
Date:

\_\_\_\_\_  
Signature/Name/Seal of  
Sarpanch

\_\_\_\_\_  
Signature/Name/Seal of  
Talati-Cum-Mantri



Collection Office, Ahmedabad - **CHARTER NO. 1 - Continued**

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**Appendix 4/1  
Income Certificate**

It is hereby certified that total annual income of entire family of  
Shri \_\_\_\_\_ R/o \_\_\_\_\_,  
Occu. \_\_\_\_\_ for the year 2003-04 comes to  
Rs. \_\_\_\_\_ (Rupees \_\_\_\_\_ only)

This certificate is issued on the basis of statement recorded, panchnama drawn by  
Talati/Circle Officer Shri \_\_\_\_\_ in person.

Name of Address of office: \_\_\_\_\_

Date: \_\_\_\_\_

\_\_\_\_\_  
Signature of Officer

Name

Seal



## Collection Office, Ahmedabad - **CHARTER NO. 1 - Continued**

Court fee stamp

Under charge Rs....  
Paid / Not paid

### Appendix 5/1

#### Application form for obtaining plot for house site to homeless persons

To,  
Sarpanch,  
\_\_\_\_\_ Gram Panchayat,  
\_\_\_\_\_ Taluka.

Subject: Obtaining house site plot.

Respectfully stated that I the undersigned am native of \_\_\_\_\_  
Village \_\_\_\_\_ Taluka, District Amdavad and I reside there since last \_\_\_\_\_  
years. My following facts may be taken into consideration and it is requested to allot me  
a plot.

1. Name of applicant :
2. Address :
3. Age :
4. Occupation :
5. Details of family : 

<u>Sr. No.</u>	<u>Name</u>	<u>Age</u>	<u>Activity</u>
----------------	-------------	------------	-----------------
6. Whether agricultural land/  
house site land is possessed? :
7. If yes, give details : 

<u>Name of village</u>	<u>Sr. No.</u>	<u>Area</u>
------------------------	----------------	-------------

  
(V.F.No.7x12, 8/A may be  
appended)
8. Annual income :
9. Whether BPL Card is :  
possessed?



## Collection Office, Ahmedabad - **CHARTER NO. 2**

### **CHARTER NO. 2: DEMAND OF LAND FOR GOVERNMENT DEPARTMENT / OFFICES**

(Under administrative order No.3)

1. Provision	:	When land is required by any department / office of State Government, Collector can make Class modification of land to other department under administrative order No.3 of Land Revenue Rules.
2. To whom application be submitted	:	To District Collector, as per appendix-1/2.
3. Authority for disposal	:	District Collector.
4. Time limit for disposal	Collector	- 07 days
	Prant Officer	- 08 days
	Mamlatdar	- 10 days
	Talati / Circle Officer	- 1 days
	Total	- 40 days

- Applicant shall have to fill in the full details specifically and legibly in application form. Also certified copies of all evidence shall be appended as required. Further all the points of check list shall have to be answered with the application. In case of incomplete details or non production of evidence application form will be rejected.

Certified copies of following evidence are to be appended with the application:

1. Panchnama about position of site of demanded land. (As per Appendix-2/2) \*
2. V.F.No.7/12 of land demanded.
3. Plan of land demanded (certified by Talati/Circle Inspector)
4. Sanctioning order / letter of department.

\* Format available on <http://www.ahmedabadcollector.com>



## Collection Office, Ahmedabad - **CHARTER NO. 3**

### **Charter No. 3 : TO OBTAIN GOVERNMENT WASTE LAND BY REGISTERED INSTITUTE / COOPERATIVE SOCIETY / TRUST FOR NON-AGRICULTURAL PURPOSE.**

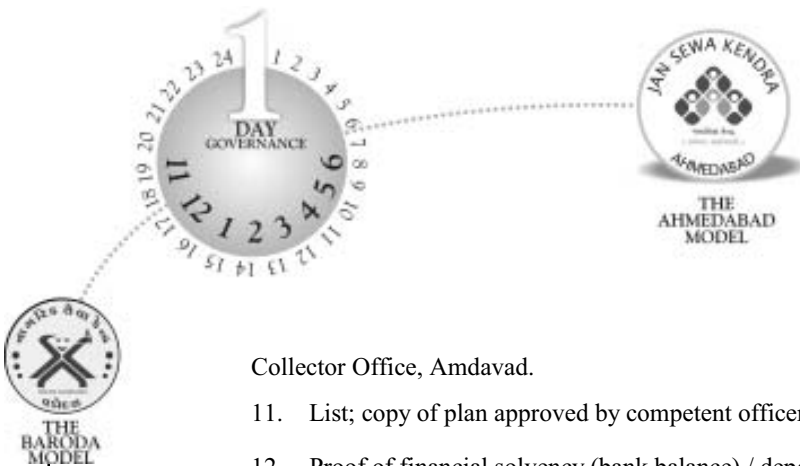
1. Provision	: Under Government in Revenue Department Resolution No.LND/392003/454/A, dt.6/6/2003	
2. To whom application be submitted	: District Collector as per Appendix-1/3	
3. Disposal authority	: Government	
4. Time limit for disposal	: Collector	- 20 days
	Prant Officer	- 15 days
	Mamlatdar	- 25 days
	Circle Officer / Village level	- 60 days
	Total	- 120 days

- Applicant shall have to fill in full detail, specifically and legibly and certified copies of evidence required shall have to be attached with application. Further reply of all points shown in check list shall have to be given invariably. In case incomplete information is given or evidence is not produced application will be rejected.

Certified copies of the following documents shall have to be attached with application.

1. Statement showing details of members of institute. (Appendix-2/3) \*
2. Consent resolution of institute / society to pay amount. (As per Appendix-3/3) \*
3. Mamlatdar's certificate about annual income of society, all members of the family if relevant. (As per Appendix-4/3) \*
4. Statement of applicant institute. (As per Appendix-5/3) \*
5. Panchnama of position of site. As per Appendix-6/3) \*
6. Copy of V.F.No.7x12 of land demanded.
7. Copy of V.C.No. 6 of land demanded.
8. True copy of registration certificate of institute / trust.
9. Copy of constitution of institute / trust.
10. Audit Report of last three years.

\* There are detailed formats for these for the convenience of the users.  
These are available on <http://www.ahmedabadcollector.com> in vernacular.



Collector Office, Amdavad.

11. List; copy of plan approved by competent officer of construction.
12. Proof of financial solvency (bank balance) / deposit etc. of institute / trust.
13. Out line of activities done by institute / trust.
14. Zoning certificate (Auda / Amadavad Municipal Corporation / Town Planner)
- 1 . If TP Scheme is there F Form or letter of townplanner.
16. Caste certificates of all members (issued by District Welfare Officer / District Back ward class officer)
17. Proof of educational recognition.
18. Rent receipt if building of educational institute is rented.

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\* There are detailed formats for these for the convenience of the users.  
These are available on <http://www.ahmedabadcollector.com> in vernacular.





## Collection Office, Ahmedabad - **CHARTER NO. 4**

### **Charter No.4 :**

#### **ABOUT DEMAND OF GOVERNMENT WASTE LAND BY COOPERATIVE SOCIETIES FOR AGRICULTURAL PURPOSE**

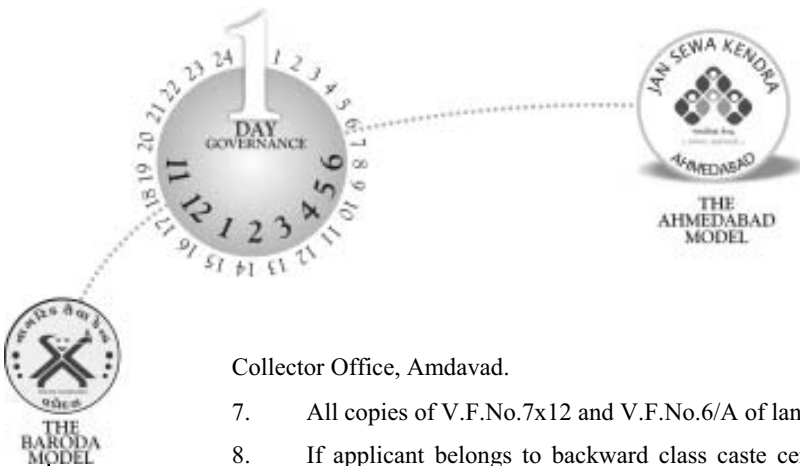
1. Provision : It has been provided to dispose of Government waste land placed under final list for agricultural purpose under Government Resolution No.LND/3988/3290/(1)/A, dt.15/2/89
2. To whom application be submitted : Application may be submitted to Deputy Collector on issue of notification of land office. As per appendix-1/4
3. Disposal authority : 1.Government in urban area  
2. Prant Officer in land office in rural area.
4. Time limit for disposal :
 

Collector	- 15 days
Prant Officer	- 15 days
Mamlatdar	- 20 days
Circle Officer / Village level	- 40 days
<b>Total</b>	<b>- 90 days</b>

- All the details shall be legibly and specifically filled in the application. Along with application certified copies of following evidence shall be attached as required. Further reply to points raised in check – list shall be invariably answered. In case of incomplete information or non production of evidence, application form will not be accepted.

Certified copies of following evidence shall be appended with application.

1. List of members of society. (Appendix-2/4)\*
2. Annual income certificate of a family of all members of society given by Mamlatdar (Appendix-3/4)\*
3. Statement showing details of agricultural land held by members of society. (Appendix-4/4)\*
4. Copy of resolution if society agrees to pay amount to Government. (Appendix-5/4)\*
5. Statement of applicant. (Appendix-6/4)\*
6. Panchnama of position of land site. (Appendix-7/4)\*



Collector Office, Amdavad.

7. All copies of V.F.No.7x12 and V.F.No.6/A of land demanded. (Appendix-8/4)\*
8. If applicant belongs to backward class caste certificate of every member from competent officer (District Social Welfare Officer / District Backward Class Officer)
9. Copy of registration certificate.
10. Copy of constitution / sub – rules of society.
11. Proof as to how all members of society hold the land (copy of V.F.No.7x12 and 6 and 8/A)
12. Accounts of last three years duly audited.
13. Tracing of plan of land demanded (Certified by Talati/Circle Officer)
14. Order if applicant was previously allotted land by Government. (Copy of V.F.No.7x12 and V.F.No.6)
15. Zoning certificate (Auda / Amdavad Municipal Corporation / Town Planner)

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\* These are user friendly standardized formats available online as well as at JSKs.



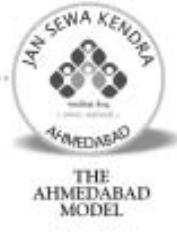
## Collection Office, Ahmedabad - **CHARTER NO. 18**

### **Charter No.18 :**

#### **PROVISION TO OBTAIN PERMISSION TO MAKE NON AGRICULTURAL USE OF LAND UNDER SECTION 65 OF LAND REVENUE ACT**

1. Provision : It has been provided u/s 65 of Land Revenue Code for making non agricultural use of privately owned lands; u/s 66/67 to regularise non agricultural use made without permission and rule 100, 101 of these rules. For non agricultural use of land, plans should be got approved through Municipal Corporation or AUDA and application should be made in prescribed form after obtaining development permission.
  2. To whom application be submitted :
    - 1) The Collector is empowered to give permission of non agricultural purpose in area of following Nagarpaliaks included in AUDA of City taluka in Amdavad district.  
(1) Vejalpur, (2) Jodhpur, (3) Memnagar, (4) Ranip, (5) Ghantlodia, (6) Chandlodia
    - 2) City Deputy Collector is empowered u/s 65 of Land Revenue Code to give permission for non agricultural use of land of Municipal Corporation area. Deputy Collector has powers u/s 66/67 to regularise non agricultural use done without permission. Therefore application should be made to competent authority concerned. Form of application is attached.
  3. Time limit for disposal : It has been legally provided to grant permission for non agricultural use of open land u/s 65 of Land Revenue Code
 

For jurisdiction of Collector		For jurisdiction of Prant Officer	
Collector	-30 days	Prant Officer	- 30 days
Prant Officer	-15 days	Mamlatdar	- 20 days
Mamlatdar	-15 days	Talati / Circle Officer	- 40 days
Talati / Circle Officer	-30 days		
Total	-90 days	Total	-90 days
- All the details may be specifically & legibly filled in application. Certified copies of all evidence shall be attached. Further all the points in check list be invariably by complied with. If any point is incomplete, application form will not be accepted.
- Certified copies of evidence shall be attached as follows.
1. Order made under urban land ceiling / or affidavit in prescribed form to the effect that land is not made surplus (as per appendix – 2/18)\*
  2. If constructed is started, consent letter to pay fine. (as per appendix – 3/18)\*
  3. Statement of applicant (as per appendix – 4/18)\*



Collector Office, Amdavad.

4. Panchnama (as per appendix – 5/18)\*
5. Copy of V.F.No.8/A (Holding No.) of land in question.
6. Copies of (last 20 years) of V.F.No.6.
7. Copies of (last 20 years) of V.F.No.7x12.
8. If land is liable to premium, proof of paying premium copy of order made.
9. Evidence of omission if there encumbrance.
10. Form – F for allotment of road area by T.P./Letter of T.P.O.
11. Development permission given by Auda / Muni. Corpn. / Certified copy of permission.
12. Copy of plan approved by Auda / Muni. Corpn. For use as requested.
13. Is any action taken for breach of condition, proof / order.
14. Proof / order if there are court litigation / appeal / revision.
15. Minimum 30 meter / 100 feet of land if railway passes near by, no objection certificate of railway authority.
16. License for petrol pump, floor mill, cinema / theater work.
17. Copy of no objection certificate given by District Magistrate for Constitution for magazine, fire works etc. under India Explosive Act.
18. If land in question falls prescribed radius from limit of aerodrome copy of no objection certificate of Civil Aviation Officer.
19. If permission is asked for industrial purpose no objection certificate of Industrial Officer.

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\* These are user friendly standardized formats available at JSKs and online.



## Other Forms / Sample Formats

For sample forms and formats/download please visit:

**<http://www.ahmedabadcollector.com>**



# One Day Governance Vadodara Model

## A SPIPA Document



### Sardar Patel Institute of Public Administration (SPIPA)

Opp: ISRO, Satellite Road, Ahmedabad-380 015, India

Phone: (Office)+91 -79 - 26747612, 26747636

Fax: -91 -79 - 26749048

E-mail: dydir-com-spipa@gujarat.gov.in

Compiled by:



### National Productivity Council, Gandhinagar

E-5, GIDC, Electronics Estate, Gandhinagar-382028 (Gujarat)

Tel. ++91-79-23230410 Telefax: ++91-79-23222285

E-mail: npcgnr@gmail.com

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