Administrative Reforms Commission's 11th Report titled "Promoting e-Governance - The Smart Way Forward"- list of accepted recommendations

Sl. No	Recommendations made by Administrative Reforms Commission	Government's Decision	Status of Action Furnished by Administrative Ministry
1.	**1. (Para 6.2.2) Building a Congenial Environment** a. Building a congenial environment is a sine qua non for successful implementation of e-Governance initiatives. This should be achieved by: i. Creating and displaying a will to change within the government ii. Providing political support at the highest level iii. Incentivising e-Governance and overcoming the resistance to change within government iv. Creating awareness in the public with a view to generating a demand for change.**(1)**	(a) Recommendation has been accepted. Plan funds earmarked for computerization should be utilized for e-governance initiatives and physical progress should be monitored in a more effective manner.	Many e-Governance initiatives are taking place both at the level of State and at the Centre. There is National e-Governance Plan (NeGP) which aims to make all Government services accessible to the common man in his locality through common service delivery outlets and ensure efficiency, transparency and reliability of such services at affordable costs to realize the basic needs of the common man. 27 Mission Mode Projects under NeGP are being implemented (now 31 MMPs). It was noted that many Ministries / Departments have taken action on this issue. Plan funds are earmarked for e-governance initiatives and physical progress is monitored. Providing political support at the highest level is available for e-Governance initiatives. There is will to change. However, the representative from Department of Electronics and Information Technology (DeitY) was requested to provide an

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			update on MMP also.
			The following Ministries/ Departments have reported to have initiated action:
			(i) Department of Agriculture & Cooperation (DAC)
			(ii) Department of Agricultural Research and Education
			(iii) Department of Commerce (DoC)
			(iv) Ministry of Earth Sciences (MoES):-
			(v) Ministry of Communications & IT (Deptt. Of Posts):-
			(vi) Department of Industrial Policy and Promotion (DIPP)
			(vii) Ministry of Housing and Urban Poverty Alleviation
			(viii) Inter-State Council Secretariat
			(ix) Ministry of Environment & Forests
			(x) Ministry of Water Resources
			(xi) Planning Commission
			(xii) Ministry of Development of North Eastern Region (DoNER)
			(xiii) Ministry of Information and Broadcasting
			(xiv) Ministry of Power
			(xv) Department of Scientific and Industrial Research (DSIR)
			(xvi) Department of Drinking Water Supply
			(xvii) Department of Ayurveda, Yoga & Naturopathy, Unani, Siddha and Homoeopathy (AYUSH)
			(xviii) Ministry of Corporate Affairs

SI. No	Recommendations made by Administrative Reforms Commission	Government's Decision	Status of Action Furnished by Administrative Ministry
			(xix) Department of Higher Education (xx) Department of Economic Affairs (xxi) Department of Ex-Servicemen Welfare (xxii) Ministry of Overseas Affairs (xxiii) Ministry of Railways (xxiii) Department of Personnel and Training (xxiv) Department of Atomic Energy (xxv) Department of Science and Technology (xxvi) Department of Rural Development (xxvii) Department of Consumer Affairs (xxviii) Ministry of Home Affairs (xxix) Ministry of Mines (xxx) Ministry of Panchayati Raj (xxxi) Ministry of Petroleum and Natural Gas (xxxii) Department of Revenue Following State/UT Government have reported to have initiated action: (i) Government of NCT of Delhi (GNCTD) (ii) Andaman and Nicobar Administration (iii) Govt of Puducherry (iv) Govt of Meghalya (v) Government of Manipur (vi) Govt of Maharashtra
2.	**2. (Para 6.3.9) Identification of e-Governance Projects and Prioritization** a. Government organizations/ departments at Union and State Government levels need to identify e-Governance	(a) to (c) Recommendations have been accepted.	The work of the Core Group is over. The Core Group was constituted as per the direction of the GoM.

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3.	initiatives which could be undertaken within their functional domain, keeping the needs of the citizens in mind. Such initiatives may be categorized as follows: i. Initiatives which would provide timely and useful information to the citizens. ii. Initiatives which would not require the creation of a database for providing useful services to the citizens. This may include initiatives where database may be created prospectively without waiting for the updation of historical data. iii. Initiatives which allow for making elementary online transactions including payment for services. iv. Initiatives which require verification of information/data submitted online. v. Initiatives which require creation and integration of complex databases.**(2)** b. Instead of implementing all such initiatives at one go, these should be implemented after prioritizing them on the basis of ease of implementation, which would generally follow the categories mentioned above in that order. However, suitable modifications in their prioritization may be made by organizations/ departments on the basis of the needs of and likely impact on citizens.**(3)**	All Ministries/ Departments to prioritize 3 to 4 high volume citizen-centric e-governance initiatives. An independent budget head of account should be created to utilize 2% to 3% of Plan funds for e-Governance projects. A Core Group consisting of officers from DIT and DAR&PG should guide Ministries/Departments in prioritizing the projects for e-Governance.	In the last meeting of the Core Group, the draft guideline as prepared by DeitY on prioritization of projects in e-Governance was accepted with some modifications. The guidelines have been circulated to all Ministries/ Departments. As regards the creation of independent budget head of account for e – Governance projects, it was also decided in the Core Group that since there has been policy for earmarking of funds for e-Governance projects by Planning Commission, action on this point may be treated as complete. The Chair, however, desired that a letter may be sent to Planning Commission seeking detailed action taken by different Ministries / Departments on e-Governance projects as a follow-up action on this issue. Letter has been issued. The following Ministries/ Departments have reported to have initiated action: (i) Department of Electronic and Information Technology (ii) Department of Economic Affairs (iii) Department of Agriculture and Cooperation (iv) Department of Agricultural Research and Education (v) Department of
4.	c. Respective Departments of Information Technology at the Union and State Government levels should coordinate between organizations and provide technical support if		

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	needed, in the task of identification and prioritization.**(4)**		Commerce (DoC) (vi) Ministry of Earth Sciences (MoES): (vii) Ministry of Micro, Small and Medium Enterprises (MSME):- (viii) Ministry of Communications & IT (Deptt. Of Posts):- (ix) Department of Industrial Policy and Promotion (DIPP) (x) Ministry of Housing and Urban Poverty Alleviation (xi) Department of Chemical & Fertilizers (xii) Inter-State Council Secretariat (xiii) Ministry of Water Resources (xiv) Ministry of Environment and Forests (xv) Department of Chemicals and Petrochemicals (xvi) Ministry of Information and Broadcasting (xvii) Ministry of Power (xviii) Department of Scientific and Industrial Research (DSIR) (xix) Department of Drinking Water Supply (xx) Department of AYUSH (xxi) Ministry of Corporate Affairs (xxii) Ministry of Tourism (xxiii) Department of Higher Education (xxiv) Ministry of Parliamentary Affairs (xxv) Department of Ex-Servicemen Welfare (xxvi) Defence Research and Development Organization (xxvii) Ministry of Overseas Affairs

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			(xxviii) Department of Disinvestment
			(xxix) Ministry of Railways
			(xxx) Department of Official Languages
			(xxxi) Department of Personnel and Training
			(xxxii) Department of Atomic Energy
			(xxxiii) Department of Science and Technology
			(xxxiv) Department of Rural Development
			(xxxv) Department of Space
			(xxxvi) Department of Consumer Affairs
			(xxxvii) Ministry of Home Affairs
			(xxxviii) Ministry of Mines
			(xxxix) Ministry of New and Renewable Energy
			(xxxx) Department of Telecomm
			(xxxxi) Ministry of Panchayati Raj
			(xxxxii) M/o Women and Child Development
			(xxxxiii) Ministry of Petroleum and Natural Gas
			(xxxxiv) Department of Revenue
			(xxxxv) Ministry of Health and Family Welfare
			Following State/UT Government have reported to have initiated action:
			(i) Government of NCT of Delhi (GNCTD)
			(ii) Government of Mizoram
			(iii) Government of Puducherry
			(iv) Government of Karnataka

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			(v) Government of Manipur (vi) Govt of Maharashtra (vii) Govt of Himachal Pradesh
	3. (Para 6.4.16) Business Process Re-engineering		
5.	a. For every function a government organization performs and every service or information it is required to provide, there should be a step-by-step analysis of each process to ensure its rationality and simplicity. **(5)**	(a) to (d) Recommendations have been accepted. Government process re-engineering strategy has been developed by the Government which should be shared with all Ministries/ Departments.	A Core Group on this issue was constituted as per the directions of the GoM to work on creating standards and process certification modalities for government Process Re-engineering (GPR) & developing required skill sets for e-Governance projects. The Core Group was chaired by this Department and represented by DeitY, CSIR and NIC. Five meetings of the Core Group took place and the last one was held on 01.10.2012. The work of the Core is not yet over.
6.	b. Such analysis should incorporate the viewpoints of all stakeholders, while maintaining the citizen-centricity of the exercise. **(6)**	D/AR&PG along with DIT & CSIR would work on creating standards and process certification modalities for government Process Re-engineering (GPR) & required skill sets for e-Governance projects.	
7.	c. After identifying steps which are redundant or which require simplification, and which are adaptable to e-Governance, the provisions of the law, rules, regulations, instructions, codes, manuals etc. which form their basis should also be identified. **(7)**		It was felt in the last meeting of the Core Group that the document prepared by DARPG on Government Process Architecting Framework (GPAF) involving three parts – i) Generic Methodology, ii) Building Competencies and iii) Process Capability Maturity- is complex from the view point of a layman.
8.	d. Following this exercise, governmental forms, processes and structures should be re-designed to make them adaptable to e-Governance, backed by procedural, institutional and legal changes. **(8)**		The document should be made more user friendly. Accordingly, it has been decided that DeitY should carry out necessary changes in consultation with their available expertise.

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			The following Ministries/ Departments have reported to have initiated action: (i) Department of Electronic and Information Technology (ii) Ministry of Communications & IT (Deptt. Of Posts):- (iii) Department of Industrial Policy and Promotion (DIPP) (iv) Ministry of Micro, Small and Medium Enterprises (MSME):- (v) Inter-State Council Secretariat (vi) Ministry of Environment and Forests (vii) Department of Agricultural Research and Education (viii) Ministry of Information and Broadcasting (ix) Department of Scientific and Industrial Research (DSIR) (x) Department of Drinking Water Supply (DDWS) (xi) Ministry of Corporate Affairs (xii) Department of Higher Education (xiii) Defence Research & Development Organization (xiv) Ministry of Overseas Affairs (xv) Department of Justice (xvi) Department of Atomic Energy (xvii) Department of Rural Development (xviii) Department of Consumer Affairs

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			(xix) Ministry of Home Affairs (xx) Department of Justice (xxi) Ministry of Panchayati Raj (xxii) Department of Revenue Following State/UT Government have reported to have initiated action: (i) Government of NCT of Delhi (GNCTD) (ii) Andaman and Nicobar Administration (iii) Government of Puducherry (iv) Govt of Meghalaya (v) Government of Kerala (vi) Government of Manipur (vii) Govt of Punjab (viii) Govt of Maharashtra (ix) Govt of Himachal Pradesh
9. 10.	**4. (Para 6.5.22) Capacity Building and Creating Awareness** a. Capacity building efforts must attend to both the organizational capacity building as also the professional and skills upgradation of individuals associated with the implementation of e-Governance projects.**(9)** b. Each government organization must conduct a capacity assessment which should form the basis for training their personnel. Such capacity assessment may be carried out by the State Department of Electronic and	(a) to (f) Recommendations have been accepted. There is a need for a substantial increase in the efforts for capacity building both at the individual as well as institutional level. The requirement of resources for capacity building should be an integral part of every project outlay. To achieve desired outcomes, there is a	(a) The representative from DeitY informed that specialized training programme in e-governance has also been rolled out for capacity building. However, the training programme is aimed at the State level. For the training at Central level, DARPG is charting out the Master e-Governance Training Plan in consultation with DeitY. The NeGP involves the objective of creating awareness. As regards the policy on engagement of Chief Innovation Officer (CIO), it was informed that the issue was a part of the

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11.	Information Technology in case of State Governments, and the Union Department of Electronic and Information Technology in the Centre. Organisations should prepare a roadmap for enhancing the capabilities of both their employees and the organization. **(10)** c. A network of training institutions needs to be created in the States with the Administrative Training Institutes at the apex. The Administrative Training Institutes in various States should take up capacity building programmes in e-Governance, by establishing strong e-Governance wings. ATIs need to be strengthened under the NeGP. **(11)**	need to have focused teams including Chief Innovation Officers who can be selected through a competitive process either from inside the Govt. or open market.	agenda for the Core Group on Identification of e Governance Projects and Prioritization. The Core Group in its last meeting held on 01.10.2012 had observed that the qualities of CIO as reflected in the minutes of the meeting of the Core Group held on 24.09.2012 may be circulated to all Ministries and Departments. An O.M. has been issued in this regard. DARPG is providing financial support for strengthening of ATIs. DoPT is also providing funds for the purpose.
12.	d. State Governments should operationalise the Capacity Building Roadmap (CBRMs), under the overall guidance and support of the DIT, Government of India. **(12)**		(b) to (f) A centralized capacity building needs assessment is planned by DeitY soon which will cover all States/UTs. The following Ministries/ Departments have reported to have initiated action:
13.	e. Lessons learnt from previous successful e-Governance initiatives should be incorporated in training programmes.**(13)**		(i) Department of Electronic and Information Technology
14.	f. The recommendations made by the Commission in its Second Report entitled 'Unlocking Human Capital' in paragraph (5.2.1.6) should be adopted for creating awareness among people with regard to e-Governance initiatives.**(14)**		(ii) Department of Agriculture and Cooperation (iii) Department of Agricultural Research and Education (iv) Department of Commerce (v) Ministry of Communications & IT (Deptt. Of Posts):- (vi) Department of Industrial Policy and Promotion (DIPP) (vii) Ministry of Micro,

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			Small and Medium Enterprises (MSME):- (viii) Inter-State Council Secretariat (ix) Ministry of Water Resources (x) Department of Scientific and Industrial Research (DSIR) (xi) Department of Drinking Water Supply (xii) Ministry of Corporate Affairs (xiii) Ministry of Steel (xiv) Ministry of Overseas Affairs (xv) Ministry of Railways (xvi) Department of Atomic Energy (xvii) Ministry of Housing and Urban Poverty Alleviation (xviii) Ministry of Environment and Forests (xix) Ministry of Information and Broadcasting (xx) Department of Higher Education (xxi) Department of Personnel and Training (xxiii) Department of Science and Technology (xxiv) Department of Rural Development (xxv) Department of Consumer Affairs (xxvi) Ministry of Mines (xxvii) Ministry of New and Renewable Energy (xxvii) Ministry of Panchyati Raj (xxviii) Department of Revenue Following State/UT Government have reported to have initiated action: (i) Government of NCT of

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			Delhi (GNCTD) (ii) Andaman and Nicobar Administration (iii) Government of Puducherry (iv) Government of Meghalaya (v) Government of Kerala (vi) Government of Manipur (vii) Govt of Maharashtra (viii) Govt of Himachal Pradesh
15.	**5. (Para 6.6.2.10) Developing Technological Solutions** a. There is a need to: i. Develop a national e-Governance 'enterprise architecture' framework as has been done in some countries. ii. Promote the use of 'enterprise architecture' in the successful implementation of e-Governance initiatives; this would require building capacity of top level managers in all government organizations.**(15)**	(a) Recommendation has been accepted. DIT would develop an enterprise architecture framework which can be used for large and complex projects wherever found appropriate	DeitY informed that STQC had been entrusted with the task of formulating the Enterprise Architecture Framework. The representative from DeitY was requested to provide an update on the issue. The following Ministries/ Departments have reported to have initiated action: (i) Department of Electronic and Information Technology (ii) Ministry of Communications & IT (Deptt. Of Posts):- (iii) Department of Industrial Policy and Promotion (DIPP) (iv) Ministry of Environment and Forests (v) Department of Agricultural Research and Education (vi) Ministry of Corporate Affairs (vii) Department of Higher Education (viii) Defence Research & Development

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			Organization (ix) Ministry of Overseas Affairs (x) Department of Rural Development (xi) Ministry of Mines (xii) Ministry of Panchayati Raj (xiii) Ministry of Petroleum and Natural Gas (xiv) Department of Revenue Following State/UT Government have reported to have initiated action: (i) Government of NCT of Delhi (GNCTD) (ii) Government of Meghalaya (iii) Government of Manipur (iv) Govt of Punjab (v) Govt of Maharashtra (vi) Govt of Himachal Pradesh
16. 17.	**(Para 6.7.2.7) Implementation** a. All organizations should carry out a periodic independent evaluation of the information available on their websites from the citizens perspective and then re-design their websites on the basis of the feedback obtained. **(16)** b. Each government organization should prepare a time-bound plan for providing of transactional information through their websites. To begin with, this could be done by updating the websites at regular intervals, while at the same time, re-engineering the back-end processes and	(a) to (e) Recommendations have been accepted. Need for well designed government websites which provide information to citizens in a user-friendly manner is very much felt. DIT would empanel web designing firms to help the government Ministries/Departments in designing their websites as per	National Informatics Centre (NIC) has prepared 'Guidelines for Indian Government Websites (GIGW)' which have been adopted by DAR&PG. These guidelines have been circulated by DAR&PG to all Government Ministries / Departments for adoption. Secretary, DAR&PG has also written to Chief Secretary/Principal Secretary(IT)/ Secretary (IT) of all States / UTs to make their websites GIGW compliant and to

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18.	putting them on computer networks. Ultimately, all the back-end processes should be computerized. **(17)** (c) Complex e-Governance projects should be planned and implemented like any major project having several parts / components for which Project Management capability should be developed in-house. **(18)**	Government guidelines. Within a period of six months all the websites would be redesigned. This process would be monitored by DAR&PG. Change management strategy designed by DAR&PG would be shared and exposed to the officers through training institutions.	convey an Action Taken Report on this issue. It was informed that action taken reports on this issue has been received from certain States. National Informatics Centre Services Inc. (NICSI) has empanelled 4 agencies for the development of website / web application and list of the agencies have been circulated to all line Ministries / Departments. The change management strategy, prepared by DARPG, has been circulated to Central Government Ministries/Departments. With respect to monitoring and evaluation of the websites of Ministries / Department DeitY informed that they awarded a project on ranking of websites of Central Government Ministries / Departments to IIT, Delhi. Further, NIC has a system of ranking of websites. DeitY was requested to share their impact assessment study on web sites with DARPG.
19.	d. Implementation of e-Governance projects would involve a detailed 'project management' exercise which would consist of the following activities: i. Breaking up entire e-Governance projects into components/activities ii. Planning each activity in detail iii. Allocating resources, both human and financial iv. Commencement of activities as per the plan and continuous tracking v. Need-based mid-course correction **(19)**		
20.	e. While implementing transformational programmes like the NeGP, it is essential to 14recognize of the importance of a structured approach to Change Management – the people side of transformation. It is necessary for Government agencies, especially the nodal Ministries and the Administrative Reforms and IT Departments, to design appropriate Change Management Strategies and Plans to accompany the e-Governance implementation.**(20)**		The following Ministries/ Departments have reported to have initiated action: (i) Department of Electronics and Information Technology (ii) Department of Agriculture and Cooperation (iii) Department of Agricultural Research and Education (iv) Ministry of

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			Communications & IT (Deptt. Of Posts):-
			(v) Department of Industrial Policy and Promotion (DIPP)
			(vi) Ministry of Micro, Small and Medium Enterprises (MSME):-
			(vii) Department of Heavy Industry
			(viii) Ministry of Housing and Urban Poverty Alleviation
			(ix) Inter-State Council Secretariat
			(x) Ministry of Water Resources
			(xi) Ministry of Environment and Forests
			(xii) Department of Scientific and Industrial Research (DSIR)
			(xiii) Department of Drinking Water Supply
			(xiv) Ministry of Corporate Affairs
			(xv) Department of Higher Education
			(xvi) Department of Ex-servicemen welfare
			(xvii) Defence Research & Development Organization
			(xviii) Ministry of Railways
			(xix) Department of Official Languages
			(xx) Department of Justice
			(xxi) Department of Atomic Energy
			(xxii) Ministry of Panchayati Raj
			(xxiii) Ministry of Information and Broadcasting
			(xxiv) Ministry of Steel
			(xxv) Department of Rural Development
			(xxvi) Department of Consumer Affairs

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			(xxvii) Ministry of Home Affairs (xxviii) Ministry of Mines (xxix) Ministry of New and Renewable Energy (xxx) Ministry of Petroleum and Natural Gas (xxxi) Department of Revenue (xxxii) Department of Personnel and Training Following State/UT Government have reported to have initiated action: (i) Andaman and Nicobar Administration (ii) Government of NCT of Delhi (GNCTD) (iii) Government of Puducherry (iv) Govt of Mehalaya (v) Government of Manipur (vi) Govt of Punjab (vii) Govt of Maharashtra (viii) Govt of Himachal Pradesh
21. 22.	**7. (Para 6.8.3) Monitoring and Evaluation** a. Monitoring of e-Governance projects should be done by the implementing organization during implementation in the manner in which project monitoring is done for large infrastructure projects. Even after the project has been implemented, constant monitoring would be required to ensure that each component is functioning as per the design. **(21)**	(a) & (b) Recommendations have been accepted. Evaluation of projects would be undertaken by statutory auditors and independent agencies.	(a) Monitoring of e-Governance projects should be done by the implementing organization during implementation in the manner in which project monitoring is done for large infrastructure projects. DeitY informed that they have developed Project Information Management System (PMIS) for monitoring of

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	b. Evaluation of success or failure of e-Governance projects may be done by independent agencies on the basis of parameters fixed beforehand.**(22)**		the e-Governance projects by various ministries / departments. The system has been hosted on egovpmis.nic.in. Further, there is an Apex Committee and Expert Group on NeGP which are the monitoring and evaluating the NeGP MMPs progress.

(b) The action on this recommendation needs to be assessed in a comprehensive way.

The following Ministries/ Departments have reported to have initiated action:

(i) Department of Electronic and Information Technology
(ii) Department of Agriculture and Cooperation
(iii) Department of Agricultural Research and Education
(iv) Department of Industrial Policy and Promotion (DIPP)
(v) Ministry of Housing and Urban Poverty Alleviation
(vi) Ministry of Micro, Small and Medium Enterprises (MSME)
(vii) Inter-State Council Secretariat
(viii) Ministry of Environment and Forests
(ix)Ministry of Information and Broadcasting
(x) Ministry of Water Resources
(xi) Department of Drinking Water Supply |

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			(xii) Department of AYUSH (xiii) Ministry of Corporate Affairs (xiv) Department of Higher Education (xv) Ministry of Overseas Affairs (xvi) Ministry of Railways (xvii) Department of Personnel and Training (xviii) Department of Justice (xix) Department of Atomic Energy (xx) Department of Science and Technology (xxi) Department of Rural Development (xxii) Department of Consumer Affairs (xxiii) Ministry of Home Affairs (xxiv) Ministry of Mines (xxv) Ministry of Panchayati Raj (xxvi) Department of Revenue Following State/UT Government have reported to have initiated action: **(i)** Government of NCT of Delhi (GNCTD) (ii) Government of Puducherry (iii) Govt of Mehalaya (iv) Government of Manipur (v) Govt of Punjab (vi) Govt of Maharashtra (vii) Govt of Himachal Pradesh
	8. (Para 6.9.5) Institutional Framework for Coordination and Sharing of Resources/ Information		

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23.	a. The Departments of Information Technology at the Union and State Government levels should provide institutional support to other departments and organizations in implementation of e-Governance projects identified and conceptualized by them. The DIT should focus on the following: 1. Conducting an e-preparedness audit for each organization 2. Enforcing standardization 3. Assisting in co-ordination when e-Governance projects transcend an organisation's functional domain 4. Carrying out evaluation of e-Governance projects 5. Acting as a repository of best practices and encouraging horizontal replication of successful projects 6. Helping in selection of technological solutions.**(23)**	(a) & (b) Recommendations have been accepted. The specific elements suggested by ARC may be emphasized in DIT's allocation. However, overarching role of DAR&PG in e-governance would continue. DAR&PG would need to be strengthened to perform its assigned role in this area	Departments of Information Technology at the Union and State Government levels are to provide institutional support to other departments and organizations in implementation of e-Governance projects identified and conceptualized by them. The overarching role of DAR&PG in e-governance is to continue and take appropriate action for the required amendment in Allocation of Business Rules 1961. The representative from DeitY informed that they are setting up 'Cloud Infrastructure' for this purpose. DeitY was requested to provide an update on this issue. The following Ministries/ Departments have reported to have initiated action: **(i)** Ministry of Environment and Forests (ii) Department of Agricultural Research and Education (iii) Ministry of Housing and Urban Poverty Alleviation (iv) Ministry of Corporate Affairs (v) Ministry of Railways (vi) Department of Rural Development (vii) Ministry of Mines (viii) Department of Higher Education Following State/UT Government have
24.	b. The Second Schedule to the Government of India Allocation of Business Rules, 1961 may be suitably amended to incorporate these elements with regard to the subject matter of 'e-Governance'.**(24)**		

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			reported to have initiated action: (i) Government of NCT of Delhi (GNCTD) (ii) Government of Puducherry (iii) Govt of Mehalaya (iv) Government of Manipur (v) Govt of Punjab (vi) Govt of Maharashtra (vii) Govt of Himachal Pradesh
25. 26.	**9. (Para 6.10.6) Public-Private Partnership (PPP)** a. Several components of e-Governance projects lend themselves to the Public-Private Partnership (PPP) mode. In all such cases (PPP) should be the preferred mode.**(25)** b. The private partner should be selected through a transparent process. The roles and responsibilities of government as well as the private partner should be clearly laid down in the initial stage itself, leaving no room for any ambiguity.**(26)**	(a) & (b) Recommendations have been accepted. DIT would identify institutions which could provide assistance to Ministries/ Departments in implementing PPP projects	These recommendations were part of the agenda of the Core Group on Identification of e-Governance Projects and Prioritization. In its last meeting held on 01.10.2012, it was informed to the Core Group that DeitY has developed policy guidelines for PPP mode in e-Governance projects which is available at URL: http://deity.gov.in/content/model-rfps-e-governance-project . The following Ministries/ Departments have reported to have initiated action: **(i)** Department of Electronic and Information Technology (ii) Department of Agriculture and Cooperation (iii) Department of

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			Commerce (DoC):-
			(iv) Department of Industrial Policy and Promotion (DIPP)
			(v) Ministry of Housing and Urban Poverty Alleviation
			(vi) Ministry of Micro, Small and Medium Enterprises (MSME):-
			(vii) Inter-State Council Secretariat
			(viii) Ministry of Information and Broadcasting
			(ix) Department of Drinking Water Supply
			(x) Ministry of Corporate Affairs
			(xi) Department of Ex-servicemen Welfare
			(xii) Ministry of Railways
			(xiii) Department of Rural Development
			(xiv) Ministry of New and Renewable Energy
			(xv) Department of Higher Education
			(xvi) Ministry of Environment and Forests
			(xvii) Department of Atomic Energy
			(xviii) Ministry of Home Affairs
			(xix) Ministry of Panchyati Raj
			(xx) Department of Revenue
			Following State/UT Government have reported to have taken appropriate action:
			(i) Government of NCT of Delhi (GNCTD)
			(ii) Government of Puducherry
			(iii) Govt of Meghalaya
			(iv) Govt of Manipur

Sl. No	Recommendations made by Administrative Reforms Commission	Government's Decision	Status of Action Furnished by Administrative Ministry
			(v) Govt of Punjab (vi) Govt of Maharashtra (vii) Govt of Himachal Pradesh
27.	**10. (Para 6.11.2) Protecting Critical Information Infrastructure Assets** a. There is need to develop a critical information infrastructure assets protection strategy. This should be supplemented with improved analysis and warning capabilities as well as improved information sharing on threats and vulnerabilities.**(27)**	(a) Recommendation has been accepted. Critical information infrastructure protection strategy as designed for MMPs would be applied to all e-Governance projects.	DeitY informed that CERT-IN has come out guidelines for preparation of Crisis Management Plans (CMPs). The representative from DeitY has been requested to provide an update on this issue. The following Ministries/ Departments have reported to have initiated action: (i) Department of Electronic and Information Technology (ii) Department of Agriculture and Cooperation (iii) Department of Agricultural Research and Education (iv) Department of Industrial Policy and Promotion (DIPP) (v) Inter-State Council Secretariat (vi) Ministry of Environment and Forests (vii) Ministry of Information and Broadcasting (viii) Ministry of Corporate Affairs (ix) Department of Higher Education (x) Ministry of Overseas Affairs (xi) Department of

SI. No	Recommendations made by Administrative Reforms Commission	Government's Decision	Status of Action Furnished by Administrative Ministry
			Personnel and Training (xii) Department of Atomic Energy (xiii) Department of Science and Technology (xiv) Department of Rural Development (xv) Ministry of Home Affairs (xvi) Ministry of Panchyati Raj (xvii) Department of Revenue

Following State /UT Government have reported to have initiated action:

(i) Government of NCT of Delhi (GNCTD) (ii) Government of Puducherry (iii) Govt. of Meghalaya (iv) Govt of Manipur (v) Govt of Punjab (vi) Govt of Himachal Pradesh |
| 28.

29. | **11. (Para 7.3.2.3.16) The Common Support Infrastructure**

a. As recommended by the Standing Committee on Information Technology in its 58th Report, the State Data Centres (SDCs) should be maintained by Government agencies such as NIC as it involves handling of sovereign data. Further, all data centres at the State level should be subsumed in the SDCs.**(28)**

b. The implementation of SDCs, SWANs and CSCs should be coordinated to prevent significant time-lag between their | (a) to (e) Recommendations have been accepted. | DeitY informed that in the guidelines issued by them on Strategic Control and Management of Integrated Infrastructure, NIC was identified as the Agency to head a Composite Team. The detailed organization structure in respect of mutual responsibilities of NIC Hqrs, NIC State Unit and the respective state agency have been worked out. In the States where Data Centres are existing at various tiers like Districts and Sub-Districts, all the data residing on |

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30.	operationalisation. Last mile connectivity issues involved in operationalisation of CSCs should also be addressed in a time-bound manner.**(29)** c. Gram Panchayats should be involved in monitoring the operation of the Common Services Centres in the first four years of their operation when they are receiving revenue support from government for providing 'Government to Citizen' services. They should proactively engage in making citizens aware of the services provided through the CSCs and encourage them to make use of them.**(30)**		other Data Centres would be mirrored at the State Data Centre for the purpose of unified data storage and retrieval. Implementation of SWANs, SDCs, CSCs is being overseen by the Empowered Committee and at the State level by the State IT Department. As regards MMP on Gram Panchyats, it was informed that DPR has been completed and necessary software has been developed. The MMP is to roll out in the near future. DeitY has been requested to provide an update on this issue.
31.	d. State Governments should make available a large bouquet of G2C services through the CSCs. In doing so, they should adopt the approach outlined in this Report while discussing identification and prioritization of e-Governance projects.**(31)**		The following Ministries/ Departments have reported to have initiated action:
32.	e. The Mission Mode Project on Gram Panchayats should be finalized and implemented in a time-bound manner. The MMP should incorporate the recommendations made by the Commission in its Sixth Report entitled 'Local Governance', in paragraphs 3.10.2.8 and 4.5.5.6.**(32)**		**(i)** Department of Electronic and Information Technology **(ii)** Department of Agriculture and Cooperation **(iii)** Department of Agricultural Research and Education **(iv)** Ministry of Earth Sciences (MoES): **(v)** Ministry of Environment and Forest **(vi)** Department of Drinking Water Supply **(vii)** Department of Higher Education **(viii)** Department of Atomic Energy **(ix)** Planning Commission **(x)** Ministry of Panchyati Raj Following State/UT

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			Government have reported to have initiated action: (i) Government of NCT of Delhi (GNCTD) (ii) Government of Puducherry (iii) Govt of Meghalaya (iv) Government of Kerala (v) Govt of Manipur (vi) Govt of Punjab (vii) Govt. of Maharashtra (viii) Govt of Himachal Pradesh
	12. (Para 7.3.3.8) Mission Mode Projects		
33.	a. State Governments should first provide a clear mandate for governance reforms that must precede the e-Governance initiatives. This would involve, if necessary, changing procedures and even structures and statutes. Therefore as a first step, these issues need to be analysed, decision points identified and political approval taken.**(33)**	(a) to (c) The Recommendations have been accepted. Deptt. of IT has worked out a detailed methodology for preparing project proposals which includes stakeholder analysis, determination of services and service levels.	(a) to (c) DeitY informed that the detailed methodology for preparing project proposals which includes stakeholder analysis, determination of services and service levels has been worked out. DeitY has also prepared guidelines for 'Preparation of Model Request for Proposals (RFPs), Toolkit and Guidance Notes for preparation of RFPs for e-Governance Projects' to bring about uniformity in approach in respect of common issues and minimize contractual disputes in e-Governance projects.
34.	b. The major decisions involved in (a) above should be identified by the State Level Apex Committee and approval of the State Government obtained within six months.**(34)**		
35.	c. The Secretaries of the concerned departments should be entrusted with the responsibility of project implementation in unambiguous terms. They should be provided with the requisite authority and resources for project implementation.**(35)**		(e) The representative from DOPT informed that the issue of separate entry in APAR with regard to evaluation of public servants entrusted with the responsibility of project implementation under NeGP was
	e. The Annual Performance	(e) The	

Sl. No	Recommendations made by Administrative Reforms Commission	Government's Decision	Status of Action Furnished by Administrative Ministry
36.	Appraisal Report (APR) of public servants entrusted with the responsibility of project implementation under NeGP should have a separate entry for evaluation of their performance in this regard. **(37)**	Recommendation has been accepted. There is a need to put emphasis on performance by officers for e-Governance projects, however, mechanics of doing so need to be studied in greater detail.	examined and discussed with concerned Ministries / Departments. However, it was not found feasible to have a separate entry in APAR by DOPT. It was also informed by DOPT that they did not consult State Governments in this regard. It was, however, brought to the notice of DOPT that first recommendation (No.33) under the issue on 'Mission Mode Projects' states that *State Governments should first provide a clear mandate for governance reforms that must precede the e-Governance initiatives.* Accordingly, it was felt that two issues need to be considered by DOPT while considering the recommendation – first, whether there are State level apex committees for e-Governance initiatives under NeGP in concerned States who are to be consulted and secondly, clear road maps for governance reforms. State Governments implement projects under NeGP and hence, stake holder consultation should involve them. The following Ministries/ Departments have reported to have taken appropriate action: **(i)** Department of Electronic and Information Technology (ii) Department of Agriculture and Cooperation (iii) Department of

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			Industrial Policy and Promotion (DIPP) (iv) Ministry of Corporate Affairs (v) Ministry of New and Renewable Energy

Following State/UT Government have reported to have taken appropriate action:

(i) Government of Puducherry (ii) Govt of Meghalaya (iii) Government of Kerala (iv) Govt of Manipur (v) Govt of Punjab (vi) Govt of Maharashtra (vii) Govt of Himachal Pradesh |
	13. (Para 7.3.4.1.23) Mission Mode Project on Computerisation of Land Records		
37.	a. Surveys and measurements need to be carried out in a mission mode utilizing modern technology to arrive at a correct picture of land holdings and land parcels and rectification of outdated maps.**(38)**	(a) to (d) Recommendations have been accepted.	(a) to (d) The representative from Department of Land Records informed that National Land Records Modernization Programme (NLRMP) covers all the objectives as enunciated under the MMP on computerization of land records. In NLRMP, textual and spatial integration of data on land records takes place, which in turn is linked to registration of land title. NLRMP is to develop a modern, comprehensive and transparent land records management system in the country with the aim to implement the conclusive land-titling
38.	b. This needs to be accompanied by an analysis of the existing mechanism for updating land records – which varies from State to State – to be supplanted by an improved and strengthened mechanism which ensures that all future transactions in titles are immediately reflected in the land records. Such a system should be able to detect changes in titles through various means – namely, succession, will, partition, gift, survivorship etc and update records accordingly. **(39)**		

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39.	c. The dispute resolution mechanism with regard to land titles needs to be strengthened in order to be compatible with the demands made on it.**(40)**		system with title guarantee. Certain States like Uttar Pradesh, Himachal Pradesh, Andhra Pradesh have taken commendable action under NLRMP. In States like Andhra Pradesh, one has to visit just kiosk / Common Service Centre to transfer / purchase land and digital signed Record of Rights (RoR) gets delivered at his / her home. A State-wise progress made in computerization of land records from Department of Land Records has been received.
40.	d. In case of urban areas, a similar exercise needs to be undertaken especially since measurements and surveys have not been done in many of such areas and even record of titles is not available in most cities.**(41)**		The following Ministries/ Departments have reported to have initiated action: **(i)** Department of Land Resources (ii) Ministry of Urban Development Following State/UT Government have reported to have initiated action: (i) Andaman and Nicobar Administration (ii) Government of Puducherry (iii) Govt. of Meghalya (iv) Government of Kerala (v) Govt of Manipur (vi) Govt of Punjab (vii) Govt of Maharashtra (viii) Govt of Himachal Pradesh
	14. (Para 7.3.4.2.7) Passport		

Sl. No	Recommendations made by Administrative Reforms Commission	Government's Decision	Status of Action Furnished by Administrative Ministry
	& Visa MMP		
41.	a. The entire passport issue process needs to be put on an e-Governance mode in phases. As the processes which precede and follow the police verification have already been re-engineered and put in e-Governance mode, this may be integrated with online police and citizen identification data bases. In the mean time, the process of police verification should be streamlined and made time bound.**(42)**	(a) The Recommendation has been accepted.	The representative from Ministry of External Affairs (MEA) informed the Passport Seva Project (PSP) is in process of roll out across the country. The police verification process of applicants for Passports has now been comparatively faster. Applicants have now to apply on-line for passports. The PSP aims to deliver all Passport – related services to citizens in a timely, transparent, more accessible, reliable and comfortable manner. Many Passport Seva Kendras (PSK) have been set up across the country. An important feature of the new system is that the citizens are assured of the status of passport issuance and they need not visit the PSK/Passport Office again for completion of various formalities/furnishing of documents as was often the case earlier in the old system.
42.	**15. (Para 7.3.4.3.12) Unique National Identity Number/Card** a. The proposed Unique ID Authority should evolve a database of UIDs on the basis of permanent identifiers such as date of birth, place of birth etc. as described in paragraph 7.3.4.3.11.**(43)**	(a) Recommendation has been accepted.	The representative from UIDAI informed that they have already developed the database on the basis of the identifiers. The work is being taken up in phases. Following State/UT Government have reported to have initiated action:

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			(i) Andaman and Nicobar Administration (ii) Govt of Meghalaya (iii) Govt. of Kerala (iv) Govt of Punjab (v) Govt of Maharashtra (vi) Govt of Himachal Pradesh
43. 44.	**16. (Para 8.2) Legal Framework for e-Governance** a. A clear road map with a set of milestones should be outlined by Government of India with the ultimate objective of transforming the citizen-government interaction at all levels to the e-Governance mode by 2020. This may be enshrined in a legal framework keeping in consideration the mammoth dimension of the task, the levels of required coordination between the Union and State Governments and the diverse field situations in which it would be implemented.**(44)** b. The legal framework should, inter alia, include provisions regarding: i. Definition of e-Governance, its objectives and role in the Indian context; ii. Parliamentary oversight mechanism; iii. Mechanism for co-ordination between government organizations at Union and State levels; iv. Role, functions and responsibilities of government organizations with regard to e-Governance initiatives, especially business process re-engineering;	(a) to (c) The Recommendations have been accepted. DIT would come up with a draft legislation.	(a) to (c) DeitY informed that they have prepared a draft Electronic Delivery of Services (EDS) Bill. The draft Bill seeks to make mandatory delivery of all public services through electronic mode within 5 years of enactment. The following Ministries/ Departments have reported to have initiated action: (i) Ministry of Micro, Small and Medium Enterprises (MSME) (ii) Ministry of Environment and Forests (iii) Ministry of Panchyati Raj Following State/UT Government have reported to have initiated action: (i) Govt. of Meghalya (ii) Govt of Punjab (iii) Govt of Maharashtra (iv) Govt of Himachal Pradesh

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45.	v. Financial arrangements; vi. Specifying the requirements of a strategic control framework for e-Government projects dealing with the statutory and sovereign functions of government; vii. Framework for digital security and data protection; and viii. Responsibility for selection and adoption of standards and inter-operability framework.**(45)** c. This legislation should have an overarching framework and be able to provide flexibility to organizations.**(46)**		
46.	**17. (Para 9.5) Knowledge Management** a. Union and State Governments should take proactive measures for establishing Knowledge Management systems as a pivotal step for administrative reforms in general and e-Governance in particular.**(47)**	(a) The Recommendation has been accepted. Appropriate action would be taken by DIT & DAR&PG.	Department of Electronic and Information Technology (DeitY) has informed following action taken: -DeitY maintains 'National Knowledge Management Exchange' through NISG. -A National Knowledge Network is being set up to link all universities, which is a Giga Bit Network. The following Ministries/ Departments have reported to have taken appropriate action: (i) Ministry of Housing and Urban Poverty Alleviation (ii) Ministry of Environment and Forests (iii) Department of Agricultural Research and Education (iv) Ministry of Information and Broadcasting (v) Department of Atomic Energy (vi) Ministry of Panchayati Raj

Sl. No	Recommendations made by Administrative Reforms Commission	Government's Decision	Status of Action Furnished by Administrative Ministry
			(vii) Department of Revenue Following State/UT Government have reported to have taken appropriate action: (i) Government of NCT of Delhi (GNCTD) (ii) Government of Puducherry (iii) Govt. of Meghalya (iv) Govt of Maharashtra (v) Govt of Himachal Pradesh

Administrative Reforms Commission's 11th Report titled "Promoting e-Governance - The Smart Way Forward"

Recommendation not found feasible to be accepted

Sl. No	Recommendations made by Administrative Reforms Commission	Government's Decision	Action Taken
1.	d. Thereafter, the business process re-engineering and capacity building exercise should be completed by the concerned department within a maximum period of one year. The IT component of these projects should not be funded until this step is completed.**(36)**	(d) Recommendation has not been accepted.	(a) No action called for.