# Regional Conference on "e-Governance" Conference Proceedings Report

## **1. Introduction**

A two-day regional conference on e-Governance was organized the Department of General Administration (A.R., O.&M.), Government of Maharashtra, and the Department of Administrative Reforms and Public Grievances (DARPG), Government of India, in Mumbai on the 23-24<sup>th</sup> January.

Maharashtra has taken a lead in e-governance efforts and pioneered several initiatives that have dynamically transformed government processes and have resulted in better reach and delivery of services. It is important to showcase and share some of these initiatives with other states. and, given the emergence of new technologies and tools, to review the best practices of governance at different levels. Hence, there is a need to create a common platform to share experiences in the formulation and implementation of best practices in administration to facilitate citizen-centric governance. Such sharing would result in improved public service delivery through e-Governance and facilitate a transparent, accountable, and citizen-friendly effective administration. Hence the regional conference on "e-Governance" which is a joint effort of the Department of General Administration (A.R., O.&M.), Government of Maharashtra, and the DARPG, Government of India.

Over the course of 2 days, more than 30 presentations were made across 9 sessions, making it one of the largest-ever regional conferences held by the Government of India. The dignitaries who graced the conference included Hon'ble Chief Minister of Maharashtra Shri Eknath Shinde, Hon' ble Deputy Chief Minister Shri Devendra Fadnavis and Hon'ble Minister of State for Personnel, Public Grievances and Pensions Government of India, Dr Jitendra Singh.

# **1.1 Key Objectives**

The regional conference had several objectives. The first objective of this conference was to translate the Government of Maharashtra's core strengths in governance to e-governance to also enable the digital transformation of institutions and digital empowerment of citizens. However, the national objective of this conf was to ensure effective implementation of national e-services delivery assessment, recommendations to create a movement of saturation of services across India, to enable the creation of digital institutions, strengthen linkages between different stakeholders, strengthen state portals and service portals for digital empowerment.

# **Day 1: Proceedings**

## **Inaugural Session**



The inaugural session commenced with a welcome address given by Smt. Sujata Saunik, Additional Chief Secretary (A.R., O.&M.), Government of Maharashtra. Welcoming the participants to the two day regional conference, she highlighted the need for e-Governance and briefly mentioned key initiatives undertaken by the committee of Good Governance under the Government of Maharashtra and the DARPG and also emphasized as to how this conference can be a good platform to collaborate as well as learn and share best practices.



This was followed by introductory remarks by Shri. V. Srinivas, Secretary, DARPG, Government of India. He highlighted that this conference was envisaged by DARPG and Government of Maharashtra as part of a multi-pronged action plan to implement next-generation administrative reforms. Among the objectives of the conference, the first objective was to translate Government of Maharashtra's strengths in governance to e-Governance. At the national level, the objective was to ensure effective implementation of national e-services delivery assessment, create a movement for saturation of e-services across the country, enabling creation of digital institutions, strengthening linkages between different stakeholders, and strengthening state portals and service portals.

Smt. Sujata Saunik then made a presentation on the need for a revised Manual of Office Procedure March, 1963. The updated edition of Manual focuses on a 4-pronged approach: delayering, delegation, desk officer system and digitization. She highlighted that an improved accessibility to government services, increasing transparency in processes, providing information on government programs and ensuring an effective grievance redressal were important benefits of e-Governance. Two of the e-Governance initiatives undertaken by the Maharashtra Government viz. Aaple Sarkar Portal and Seva Pandharwada, which facilitated delivery of government services and ensured prompt redressal of grievances were showcased. She highlighted that Maharashtra has reported a significant increase in the National e-Governance Service Delivery Assessment (NeSDA) compliance score for its e-Governance portal. The important Good Governance initiatives undertaken with the support of organizations like DARPG and the Committee of Good Governance include the Manual of Good Governance, e-Office at district level, updated version of State's Manual of Office Procedures, district Good Governance Index, Impact Evaluation Report and the revision of Rules of Business of Maharashtra Government including the approval of Science and Technology as a new topic under the IT department. She also showcased the time, resource and cost efficiency that would be achieved post implementation of the e-Office and concluded by highlighting how e-Governance services are vital in a big state like Maharashtra.



Shri. Eknath Shinde, Hon'ble Chief Minister of Maharashtra then released the e-Journal MGMG on e-Governance initiatives. This was followed by screening of a short film of the year-end review of Department of Administrative reforms and Public Grievances (DARPG) showcasing the Prime Minister's vision of Good Governance for the next 25 years and highlighted the initiatives undertaken nationally such as NeSDA, CPGRAMS 7.0, migration to e-Office 7.0, the launch of revised manual of office procedure 2022, among others.



Shri. Eknath Shinde, Hon'ble Chief Minister of Maharashtra addressed the gathering. He thanked members of the Committee of Good Governance, DARPG, Government of India and General Administration Department, Government of Maharashtra for organizing the conference in Mumbai. He appreciated that the conference was held within a month of making a decision to undertake some initiative in the area of e-Governance so that other states can be benefitted by the Prime Minister's vision. He observed that the conference would not only facilitate discussions on different areas of e-Governance but could be an important platform to learn and share different models of e-Governance. He mentioned that e-Governance was crucial since it did not just ensure speed but also justice and happiness for the public. He also highlighted the reduction in the number of levels through which files pass to the level of Ministers, from 8 levels to 4 levels.

Speaking about the goals of initiatives such as e-Office where filing and documentation become paperless, he mentioned that State would provide 538 e-services to begin with, which is expected to increase further to saturation. He gave several examples to highlight the benefits of e-Governance initiatives. He mentioned the importance of direct electronic transfers citing examples of compensation or incentive to farmers and scholarships. He also highlighted the need for efficient redressal of grievances of the public and tracking citizen's complaints and their resolution on a real time basis. He informed that the state is planning to introduce a platform for this purpose. He said to fill various vacancies, tie-ups have been done with organizations like IBPS and TCS to make recruitment transparent. He mentioned that the end goal of the administration is to make everyday life of the public easier. He emphasized the need for a scientific approach to be followed, system to be public-centric and technology to be used for progress and development. He reiterated the need to follow the Prime Minister's vision of "minimum government maximum governance. He mentioned

experiences of his Davos visit. While concluding, he reiterated the need to achieve the pillars of Good Governance i.e. accessibility, availability, and affordability, and highlighted the need for the two wheels of Governance (Public Representatives and Administration) to move together.

The inaugural session concluded with a vote of thanks given by Shri. Parrag Jaiin Nainutia, PS, IT, Government of Maharashtra. He first thanked Shri. Eknath Shinde, Hon'ble Chief Minister for guidance for conducting the conference and Shri. Manu Kumar Srivastava, Chief Secretary, Maharashtra for his presence, direction and support. He also thanked Shri. V. Srinivas, Secretary, DARPG, Government of India and Shri. Amar Nath, Additional Secretary, DARPG for providing the opportunity to host the conference in Maharashtra. He also expressed his gratitude to Smt. Sujata Saunik, Additional Chief Secretary, Government of Maharashtra for her support. He also acknowledged the support of members of the Committee of Good Governance for their guidance. Lastly, he thanked Shri. Vikas Kharge, PS, CMO delegates and participants for attending the conference.

## Session I: Startups and Good Governance Panel



Session Chair, Dr. Srivatsa Krishna, Principal Secretary, Department of Personnel and Administrative Reforms, Government of Karnataka, introduced the session focused on startups. He observed that the phenomenon of startups is now sweeping India which hosts the third highest number of startups after the USA and China. There is much that governance could learn from start-ups.

Dr. Srivatsa introduced Mr. Srikanth Velamakanni, the founder of Fractal - a data analytics startup. Fractal, among some of their initiatives, helped the government with data analytics and building dashboards for tracing international passengers during COVID-19. They have won national and state governance awards for their work during the pandemic. Fractal was also approached by the Government to build a tracking system for black money post demonetization. The Income tax department later adopted this system as project Insight.

Mr. Velamakanni introduced Fractal as an AI firm serving some of the world's larger corporations. He elaborated on his experience of working with the government during the COVID-19 pandemic. Fractal worked on setting up an infrastructure to track and trace international arrivals in Mumbai. Analyzing data from the municipality helped understand the spread of the disease and plan protection measures to be put in place. The data analysis also helped the administration understand the patterns and underlying co-morbidities that were causing COVID-deaths. Fractal worked with the Governments of Karnataka and Telangana for the COVID response. Similarly, Sense forth, a conversational AI by the company, powers the UMANG Platform. Fractal has also worked with the Ministry of Health and Family Welfare around overall nutrition for mothers and children. Mr. Velamakanni expressed his gratefulness to be a part of the AI task force for India and to have worked with the armed forces in setting up an AI strategy for the country. He concluded by underscoring the potential of AI in the country's progress.

Dr. Srivatsa next introduced Mr.Sidharth Shah of PharmEasy, a company started as a pharmacy retail chain that aimed to completely disrupt the healthcare value chain to ensure better access to services. He requested Mr. Sidharth, to share his thoughts on the conception of PharmEasy, its journey, and his vision for impacting health Care in the country.

Mr. Shah introduced the company as a digital platform that delivers four outpatient healthcare services - secure and safe storage of medical records, an online consultation within 30 minutes, Diagnostics, and supply of medicines to doctors, retailers, hospitals, and patients, often within two to three hours in most of India's zip codes. PharmEasy runs the largest Diagnostic lab in the country after the acquisition of Thyrocare. They rank amongst the top five worldwide and the largest in the country for their diagnostic volume. To disrupt primary health care, he envisions bringing four components of primary health care on a single platform, the consumer, information, treatment, and medicines. Stating that barring few insurance schemes, government works only on inpatient care, Mr. Sidharth highlighted the need for reforms in outpatient healthcare. He proposed that this can be cost-effectively done by superimposing technology over the existing healthcare system, just like PharmEasy or the Ayushman Bharat initiative. Even with its impressive medicine sales, PharmEasy does not own a single pharmacy in the country. The company uses existing medical stores as its last-mile delivery partners for the orders placed on the platform and provides inventory support for these pharmacies.

Mr. Ashwin Damera of Euriditus, an Education sector start-up, spoke next. The aim of starting Euriditus was to democratize education and improve access for all. He added that only a fraction of our children attend high schools, and many drop out before college whereas young Indians need to be educated to find jobs for India to reap its demographic dividend.

Drawing parallel with the PharmEasy model, he observed that Euriditus is not a university or a college but builds their capacity to go in an online or hybrid mode. Euridtus works with many prestigious national and international universities. He added that it is practically impossible to educate such large numbers with the traditional brick-and-mortar classroom model. A practical and quicker way is for the existing institutions to go online or hybrid, expand capacity and attract more students. While the government has taken positive steps in this direction, many regulations are unclear. Universities and organizations need more clarity on policies to accelerate their efforts to make education more accessible. The company is now working with the University Grants Commission to draft a new bill in this context.

Founder of Heptik, Mr. Aakrit Vaish, introduced his business as a conversational messaging company that powers Brands and businesses of all types and sizes to engage with their consumers over messaging platforms such as website, web chat, mobile chat and video. The company started as a consumer company with its Heptik personal assistant app. In 2018, the company shifted from a B2C company to a B2B software company enabling brands and businesses. Reliance Jio later acquired it.

The company operates as an enterprise business in 10 countries. It has a Server Message Block (SMB) business that enables over 10,000 merchants to build their own WhatsApp interface with the end consumer. The government contacted Heptik to build a COVID-19 helpline on WhatsApp. The helpline responded to citizen's questions regarding the corona virus as a trusted source of information. It also helped the government gain insights into the citizens' concerns and in the next phase, helped citizens schedule vaccination appointments, end-to-end, through the same helpline. Recently, the company launched a new project helping users buy groceries by typing their shopping lists on WhatsApp. This technology is friction-free as the user need not download another application.

Responding to a question about government's enabling role, Mr. Vaish congratulated the government for the centralized payments infrastructure work done by NCPI in creating the UPI framework. It led to the creation of excellent products and entrepreneurship in the country. He also lauded the government for the unified health ID initiative. But he also requested the governments to introduce policies to make compliance easier for cross-border businesses while at the same time making capital movement tax-efficient, seamless, and faster.

Mr. Damera added that there are many good initiatives by the government in education, and covid has been a catalyst. Introduction of the Institute of Eminence category grants freedom to the listed institutes to have their own processes, like having their own standards for recruitment of faculty. Besides, any of the 100, top ranking Indian colleges, can offer online

degrees. He pointed out that the education sector in India is underinvested. While all other institutions that provide necessary services are allowed to operate as for-profit entities, educational companies have to be a trust or a not-for-profit entity. He requested that educational companies be allowed to operate for-profit, albeit with regulators and guardrails like tax mandates.

For the healthcare sector, Mr. Shah cited the National Digital Health Mission as an initiative that has the potential to impact the health outcomes of all citizens positively. He lauded the strategy of allowing the private sector to provide products or services at low cost, where the government acts as the payer and adjudicator of rates. Mr. Velamakanni, as a part of The National Association of Software and Service Companies (NASSCOM) Executive Council, referred to interactions between the government and the NASCOM and shared that government policy does take the needs of the industry into account. This could be a game changer and has the potential to bring in a lot of improvements. He believes that there are two main levers to the development of this country, education, especially primary education, and entrepreneurship. Secondly, AI is going to be significant for the country and the government needs facilitate AI growth within the country. We need to train many people on data literacy and encourage AI entrepreneurship. The government should earmark a budget and invest in start-ups of national importance. He also suggested that policies should be put in place to allow small businesses or start-ups to work with governments seamlessly and without the fear of delayed or no payments. To Dr. Srivatsa's question about if the government should enable volatile AI technologies such as ones spreading misinformation, Mr. Velamakanni emphasised the need for an effective and responsible AI framework. As a part of NASSCOM, Fractal, and five other companies have worked on one such framework for India. He stated that the government is also considering a comprehensive and responsible AI framework for the country, which would help regulate the misuse of technology.

Mr. Velamakanni pointed out that two significant health issues troubling the country are diabetes and tuberculosis (TB). India should invest in preventive care to reduce the prevalence of diabetes. There is a huge opportunity and the government has also called for a TB Mukt Bharat. Fractal has a cure.ai, a tool that can read an x-ray and diagnose TB. The tool is deployed in the Philippines and has been piloted in a few aspirational districts of India. Such interventions can help TB surveillance in the country.

During further discussion on which city is suitable for startups, almost all panelists agreed that Bangalore is a place of choice for founders to build their business. Cities like Hyderabad, Pune, Delhi-NCR, and Chennai were also considered to have good prospects. Mr. Vaish introduced the Tech Entrepreneurs Association of Mumbai or TEAM, which is working on making Mumbai the city of choice for startups. The idea is to bring the technology entrepreneurship Spirit back into the city. Mr. Damera added that in a survey conducted by his team, Mumbai was the city with the highest number of profitable startups.

Dr. Srivatsa, referring to the figures reflected in everyday Mint and Economic Times, asked how the rapidly drying funding will affect the growth of the start-up ecosystem in India. Mr.

Damera answered that, even in 2005, when he started as an entrepreneur, it took a lot of work to attract investment. Last two years, he commented, have been easy due to excess money in the world economy, the India story, and the pandemic. The economy has seen at least three downturns since he started in 2005, and his experience suggests that crises have a greater impact on late-stage companies. He advised start-ups to take profitable growth measures rather than concentrating on just being profitable.

Dr. Srivatsa raised a concern about the Out of Pocket expenditure on health in India in the private versus public health care, where the trend is reverse of that in the developed countries. He asked if there was merit in following the model like the west. Mr Shah replied that India should not emulate the west and should evolve to eliminate out-of-pocket spending, as a single hospital admission can take away a few years of savings from a low-income family. He again referred to the effectiveness of the National digital health mission in achieving zero out-of-pocket expenditure on health. The mission allows citizens to access healthcare based on medical records and socio-economic status using a digital health identity. The mission has the potential to improve private healthcare in rural areas as the government is now paying on behalf of a citizen who earlier had to access healthcare at government hospitals in district headquarters.

Shri. N. Nawin Sona, Secretary, Public Health Department, Government of Maharashtra, mentioned the achievements of two notable programs by the Government of Maharashtra to tackle non-communicable diseases; the health and wellness centers program and the screening initiative for women over 18 years of age. Commenting on the interoperability offered by the Ayushman Bharat Digital Health Mission, he asked the panel about their thoughts on Public-Private Partnerships for tackling diseases like TB. Responding to him, Mr. Velamakanni said that India faces the problem of a shortage of doctors and radiologists. Thus, we need an intelligent combination of doctors and AI algorithms. He referred to a study that showed that AI solutions are at par with the best radiologists in the country. He suggested that government can provide data and private partners can work on the data to create algorithms for automated screening.

Mr. Shah added that there is massive scope for digitizing records where the Public-Private Partnership can to fore. This will enable insights into planning and prediction and provide dividends in providing a data stack for training AI models.

Dr. Abhishek Roy, Head – SeMT, Department of Personnel & Administrative Reforms & e-Gov, Government of West Bengal, mentioned his experience implementing an AI bot for detecting COVID using voice samples to deal with the shortage of RTPCR kits. No one was willing to try out the tool due to skepticism about sharing data and the results and regulations surrounding AI systems. Mr. Velamakanni responded to this observation by confirming that AI can indeed detect COVID. AI algorithms of cure.ai could predict the prognosis of the disease by differential analysis of everyday X-Ray scans helping facility capacity management and discharge decisions. The system was used in hospitals in Mumbai in early 2020.

Page 10 of 62

Dr. Roy expressed concern about the issues posed by the changing policies of WhatsApp for government organizations and the increase in costs and reduction in contract timelines. Mr. Vaish commented that WhatsApp should be treated as any other platform and a thought should be spared if we expose ourselves to another middleman or foreign entity that will then police and regulate.

Dr. Anurag Asawa, Gokhale Institute, asked Mr. Damera about his comment on privatizing education or making it a for-profit business when children have to drop out due to poverty. Mr. Damera responded that private players be allowed to come in, with required regulations and guardrails, as an option to the charitable or not-for-profit institution, which should be allowed to run the way they are currently running. This will allow for increased accessibility as more options will be created for parents to choose from.

Shri. Kartikeya Goyal from Chhattisgarh enquired about work done by any industry body regards a standard legal framework for governments to engage with start-ups. There are intrastate disparities in the contracts regarding the terms of engagement, data privacy, and source code access. Mr. Vaish responded that standardizing a legal framework across start-ups is hard as companies vary significantly in terms of the product and services offered and business models.

Smt. Sujata Saunik expressed her satisfaction after listening to the discussions. Referring to the work of Fractal and PharmEasy, she mentioned opportunities of digitizing and working with the government medical hospitals in Maharashtra and, to Mr. Damera, the scope of creating digital content for education. She concluded the session by thanking the chair and the panelists and invited the start-ups to work with the Government of Maharashtra.

## Session II: e-Governance Awarded Initiatives



Page 11 of 62

The session chair, Dr.S.N.Tripathi, DG, IIPA in his opening remarks stated that the current session would highlight three G2G initiatives. He mentioned that the DARPG has documented over 900 initiatives that have successfully been implemented the field. He emphasized that elected people's representatives in the Panchayat Raj Institutions can deliver public services at much lower cost if their capacities are suitably harvested. He asked the first speaker to give his views as to whether there is a need to reassess what services have to be delivered and second, how much needs to be delivered by the panchayat itself?

Shri. Alok Prem Nagar from the Ministry of Panchayati Raj described the initiatives under the e-Panchayat Mission Mode Project. He emphasized that the goal was not only to ensure transparency and accountability alone but ensure that panchayats reached their aspirational objectives. While different Panchayati enterprise suite (PES) applications have been devised to make the functioning of PRIs effective, the Panchayats faced various issues due to lack of integration among PES applications - lack of centralized entries, absence of work-based accounting system and no real time tracking of expenditure, to name a few. This also resulted in skewed expenditure in favour of sectors like roads & civil works instead of an even division across the 29 subjects prescribed in the 11<sup>th</sup> schedule for the PRIs. However, the 15<sup>th</sup> Finance Commission (FC) has mandated digitization of different processes for release of funds including documentation using eGramSwaraj, an accounting application that facilitates geo tagging of assets, single sign on and work based accounting. The eGramSwaraj – PFMS integration has been helpful in tracking real time expenditure under FC grants. Similarly, AuditOnline is an important application that facilitates remote audits of PRIs. Shsi Nagar also highlighted the enhancements planned for the future in these applications.

Shri Narasimha Komar, Addl. DG of Police, Gujarat spoke about Trinetra, a - Integrated Command and Control Centre (i3C) in Gujarat. Trinetra has integrated three camera-based solutions used for surveillance on a common platform. The first component is 7000+ CC-TV cameras and 34 district command control centres (CCC) monitored by the Trinetra CCC located at Gandhinagar. There are 10,000 Body worn cameras (BWCs) including 1,000 BWCs with live streaming. The third component-a Drone based Camera System also integrates microdrones and has live streaming capabilities. The new architecture also allowed individual police stations to manage the cameras. However, adoption of this technology required a 'Whole of police system approach'. Trinetra facilitated integration of multiple systems, enabled availability of video analytics for law enforcement and capacity building of workforce. Further, implementation also required development of SOPs. Legal and policy frameworks such as a Drone promotion and usage policy and Public Safety (Measures) Enforcement Act were crucial for implementation. In addition, an empowered committee was also set up to take decisions. There were challenges in the implementation but solutions were devised to resolve them. Initiatives such as these have contributed towards Gujarat ranking first in law and order. He mentioned that the intervention is being taken to 54 more cities in Gujarat including Surat and Vadodara. He also mentioned potential use of this solution by the Mining Department to prevent illegal mining, department for Narmada dam security and Canal for theft of water, etc.

Vipin Kumar Jain from the Directorate of Geology & Mining, UP government spoke about Mine Mitra. Mine Mitra was implemented to curb anomalies and malpractices in mining & mineral transportation, improve transparency as well as to make the processes less tedious. Here, different solutions were developed for different stakeholders--- mining e-services, online mineral management, smart enforcement systems and UP mineral MART. Through the UP mineral-MART, a direct buyer seller interface, anyone could buy a mineral construction aggregate online like purchases are made through Amazon. It could also aid price discovery and contacting transporters directly. He also informed that all permits, permissions, license and lease issued by the department of mining was integrated on a single platform of 'Mining e-Services'. However, there was a need to address problems in calculation and placement of royalties and monitor quantity of extraction. Online Mineral management was introduced for DGM, Lessee, Stockists & Transporters and had many features including online issuance of different types of transit passes which also helps monitor stocks, mapping of mineral lease, mineral transporter vehicle registration, mining plan approval, etc. ISTP aims for a level playing field for UP. The state government charges a small fee for every cubic meter for every tonne of mineral entering the state and the payments for this have to be monitored. The fourth component, the Smart Enforcement System was an integrated system that facilitated surveillance of mining and mineral transportation, issuance of e-notices and online payment facility for penalty recovery. An important component was the AI and IoT based unmanned Checkgates installed in districts with lot of mining and interstate movement of mining vehicles. AI systems can detect vehicle numbers, whether a valid transit pass was issued or whether there is overloading and the digital evidence can be sent to Digital support system for issuance of notices. Mining officers also use RFID handheld reader to check assignment of mine-tags. These initiatives have had significant impact not only in terms of enforcement, revenue generation but also have resulted in change in public perception and inter-state collaboration.

During further discussions a question was raised whether reform in policy should come first the technology. If technology comes first, there were legal implications while if the policy changes came first they would not incorporate the technology challenges. The session chair opined that the views of the users of a system need to be ascertained first as to what technology is needed for its use not the views of the technology developer. In short it should be demand driven and not supply driven.



Session III: e-Governance Awarded Initiatives



Session chair Shri Amar Nath, Additional Secretary, DARPG, GoI, and one of the juries of selection of the national e-governance awards by DARPG and digital India Awards by the

Page 14 of 62

Ministry of information and Technology, commended the multitude of digital initiatives by various ministries and departments of the state and central government. He congratulated the DARPG for the e-governance conference as it presented a unique opportunity for administrators to get to know the initiatives and interact directly with the officers who have implemented them. This will also facilitate easy replication of the initiatives are already implemented and which have the requisite processes in place. Shri Amar Nath observed that the conference has profound implications for the governments as e-governance can bring about a systemic change right to the grassroots enabling the vision of citizen-centric government. He then opened the session and invited the panelists for their presentations.

Shri Sanjay Kumar, Additional Secretary M/o Housing and Urban Affairs presented Atma Nirbhar Nidhi (PM SVANidhi) initiative for street vendors. Street vending is one of the most favoured occupation of the migrants coming to cities from rural areas. These migrants are micro-entrepreneurs looking for a sense of dignity and do not want to be while doing their business. The street vendor act passed in 2014, has had a limited outreach. COVID-19 made the situation worse for the street vendors. While the National Rural Livelihoods Mission and other state government schemes provide credit to the informal sector, the data showed that the number of street vendors across the country availing loans is quite modest. The first objective of the SVANidhi scheme was therefore, to make them creditworthy and enable their conversation with the formal banking system. The Second objective was to impart a sense of identity. According to the street vendor act, the city has to provide street vendors with a vendor identity card and certificate of vending that gives them business protection. The third objective was to onboard them onto e-commerce platforms.

The scheme started with the idea of providing a working capital loan of 10000 INR. It has now become an assured source of credit with incremental amounts of loan disbursement. Interest subsidy is offered to encourage timely repayment. An assured source of credit helps the street vendors plan their business well. They have now been designated retail traders by the Ministry of Micro, Small, and Medium Enterprises and are part of priority sector lending. It was essential to have a database of street vendors. A system of application for a letter of recommendation through the portal was introduced. Within thirty days of the application, the urban local bodies had to complete the survey and issue the letter. On receiving the certificate, these street vendors can apply for loans. A simple two-page online loan application form was drafted in consultation with banks, microfinance institutions, and NBFCs. The portal has a facility for inter-bank transfers of loan applications to accommodate the mobile nature of street vendors. On the day of the disbursement of loans, an individual customized training session is organized for every street vendor. Interest subsidies and cashback is provided for digital transactions.

The entire family's socioeconomic profiling was later added to the scheme, and they are given access to different welfare schemes. Based on answers to simple questions, the portal prompts about the schemes for which the family members are eligible. All the stakeholders of the scheme are connected through the PM SVANidhi portal which is a customized version of

the Udyami Mitra Portal developed by SIDBI. It is a fine example of convergence as eight schemes of six central government ministries are being delivered to families of street vendors through the portal. The portal can be further customized to include the schemes of state governments. A process that has already begun in Telangana and Madhya Pradesh. The interactive real-time dashboard helps street vendors monitor the status of their applications, and partners can monitor their service delivery performance.

While concluding, Shri Kumar listed some of the salient achievements of the scheme. The letter of recommendation system nudged urban local bodies and state governments to identify new Street vendors. The scheme empowered street vendors for digital transactions. Despite initial skepticism, PM SVANidhi has a high loan repayment rate and has been rated as one of the fastest-growing credit schemes in Independent India.

Shri Amar Nath commented that the scheme is outstanding and transformative as street vendors are vulnerable people in urban areas who can be victims of malpractices and loan frauds. He appreciated the initiative as a technology tool changing governance by nudging municipal corporations to deliver legitimate rights and benefits to Street vendors.

Prof Nishith Shrivastava from the Department of Mathematics & Statistics, IIT Kanpur, made a presentation on 21st-century information processing for handling public grievances. The traditional information processing systems of draw insights by using statistics of grievances sorted into different categories, a process that gets overwhelmed quickly as number of public grievances increases. Additionally, the efficacy of grievance redressal and the performance of officers handling the grievances is opaque to the administrators. Understanding the need for oversight into grievance redressal and policy implications of similar yet numerous grievances, DARPG flagged these concerns to the IIT Kanpur team.

The IIT Kanpur team worked on employing the ability of AI to understand documents as sets of concepts. Using the same technology that powers Google news, they built a similar internal tool for CPGRAMS public grievances. The tool allows access to the semantic meaning of documents in an automated manner. Prof Nishith highlighted that semantic search finds relevant complaints that keyword search does not and particularly benefits queries with generic cross-domain content. The tool has been operational at the Ministry of Defence since April 2021 and is in the pipeline for ten other government departments. The team has also developed an interactive interface that displays, by region, the number of complaints, the efficacy of grievance redressal, and a multilevel tree to view specific complaint details. The tool helps identify policy issues and problem areas for a particular issue or scheme. The future vision of the initiative is to build a conversational AI tool where the citizen can record the grievance by typing or speaking, receive assistance on the filing of a grievance, and be able to upload required supporting documents. The tool will have mechanisms to automatically route the grievance to its respective office, along with accountability workflows. Prof. Shrivastava highlighted three design principles of good governance initiatives; reduce latency, remove redundancies, and eliminate indeterminism. He warned against the centralization of information and overreliance on computers and numbers to

measure development. He concluded by saying that we must learn from models already applied elsewhere and e-governance has to consider the social fabric of our culture.

The IIT Kanpur presentation was followed by a presentation by Smt. Rukmani Riar Sihag on Gang Canal Regulation Computerization Project – Sri Ganganagar, Rajasthan. Smt Sihad had implemented it during her tenure as a District Magistrate, Hanumangarh. The project is an e-governance initiative for digitization of canal irrigation. Ganganagar is located in the northern part of Rajasthan and has an agricultural economy. Ninety-nine percent of agriculture is dependent on canal irrigation. Gang canal goes through 23 channels of the district, covering 1.5 lakh farmers, and has a manual system of distribution. The canal gets water from Sutlej, and Bhakra management committee distributes the water to Punjab, Himachal Pradesh, Delhi, and Rajasthan. Though the committee decides the water share for each state, there are fluctuations due to cropping patterns upstream. Manual intervention is fraught with irregularities in the distribution, causing dissatisfaction among farmers. The idea of digitization of the canal began after a farmer's agitation due to a lack of transparency in the distribution of canal water.

The administration decided to digitize the old distribution system with the help of NIC. The earlier farmers used to get information on water distribution from the newspapers in the form of a chart prepared by the Assistant engineer based on gauge reading provided by the dealing clerks. Now, a SCADA system is installed for water level measurement. A regulation chart of prepared automatically, and farmers get information in real-time on the website or mobile application. Users can access information like expected vrs actual water flow at a particular head, the canals' status, and water regulation changes. The application is available in three languages, Hindi, Punjabi, and English, used by farmers in the district.

Through the feedback system, farmers requested that a message notification be sent on WhatsApp for any changes in the regulation of water distribution. A messaging service was started using the Sandesh application of the Government of India, a state-owned free instant messaging platform that was developed in 2020 by NIC. Looking at the significant number of users on the application, information regarding various central and state government schemes is also being sent out using the Sandesh application. Citing the example of the orchard insurance scheme in the state, she stated that the administration had seen increased applications and saturation of schemes due to this messaging service. She added that there was a significant reduction in public grievances as the systems as entirely online and transparent. The farmers were able to manage their farms well with the help of the information, causing a further reduction in complaints. The initiative received appreciation from farmers and unions fighting for farmers' rights. She concluded that this initiative could be helpful and replicated in many places where agriculture is based on canal water, as in the area of her new posting.

Shri Amar Nath pointed out two features of the initiatives being presented, replicating the initiatives to other places and the co-benefits that result from implementing these initiatives.

Dr. Asha Thomas, Additional Chief Secretary (P&ARD), Kerala, pointed out the shift in the process of ensuring accessibility of services - from brick and mortar buildings and physical mode of capacity building for physical service delivery to the citizens, to the increasing adoption of the online mode. She invited Shri. Snehil Kumar Singh, Director, IT Mission Kerala, to make a presentation on the online service delivery in Kerala. Reflecting on the evolution of digitization of in different departments over the years, Shri Singh observed that this has happened without creating any common standards. Different government departments have their own websites in different formats for providing services to citizens, making it difficult for citizens to navigate and access the services they need. A need for a centralized platform for government services was felt. Kerala started with a comprehensive study of existing department services. The state developed a G2G application- the online Service Tracker- to enable a systematic approach. On the application, department Nodal Officers provide the URL of the service and details of their services, such as required documents, fees, days limit, and inquiry options which the IT department further verifies. From 1st October 2021, E-Sevanam portal – a web and mobile application that offers a bouquet of all the e-services that are offered by the central and state government became operational. New services are imported on e-Sevanam from the Online Service Tracker using an API. He noted the advantages of the Online Service Tracker viz. easy coordination, verification of all department applications, cleaning of redundant services, and engagement of various development teams. This system has also enabled the standardization of data and databases for citizens and schemes. The e-Sevanam offers single window access to multiple services and is Malayalam enabled. It provides citizens single-click access to 884 services by 80 departments with a single sign-on system for 99 of these services. The services have been categorized by department and target users. Shri Singh briefed about the Kerala e-services dashboard. The dashboard presents statistics of all online application services provided by state government departments and agencies. The portal is owned by Kerala State IT Mission and is developed by C-DIT. 507 services of 43 departments have been incorporated into the portal. Grading is done for the disposal of online applications. The Chief Secretary, Kerala, conducts a monthly review.

He concluded by observing that the governments should work towards providing a 'onegovernment' experience to their citizens. He presented the vision of a system - a common front end for a common set of applications for delivering schemes by different departments. The system should be decentralized, and each department should maintain its back-end and database. He also stressed creating and maintaining a unified citizen registry using data standardization to revolutionize government service.



Session IV: Best practices of Govt of Maharashtra



Maharashtra leads the way in e-governance hence the current session was an opportunity for other states to learn about the key e-governance initiatives undertaken by the Government of

Page 19 of 62

Maharashtra. The session chair, Shri. S Chockalingam, DG, YASHADA, Pune, started the session by introducing a function that is crucial to government processes - the public treasury. Smt. Radhika Rastogi, Joint Director, LBSNAA, Mussoorie spoke not only about the government receipt accounting system but also the automation of treasury functions in Maharashtra. Highlighting her learnings during her tenure as Secretary, Accounts, and Treasuries between 2013 and 2015 she observed that automation is crucial in a department like accounts and treasuries that depends on clearly laid out rules. Her first principle was to ensure that the processes undertaken virtually were easier, simpler, and do not consume more time. Hence, the first step was to review the processes to examine as to which steps could be retained and which ones could be eliminated. For the government accounting and receipt system, a need was felt to improve the look and feel as well as make the navigation of the portal easier. A government resolution was also issued to address queries. She also emphasized the importance of involving individuals with non-IT backgrounds in the development process, including seeking the requirements of the users of the system. People who worked on the different treasury functions sat together with NIC and TCS teams, and the improvements were made incrementally. Within a period of 2 years, treasury functions such as GRAS, pension package, GPF model, etc., were automated. The salary package alone gave a savings of 350 crore through eradication of duplicate payments and ghost accounts after directly linking payments to bank accounts. She observed, however, that technology should not be viewed in isolation, and emphasized the need to recruit people with the required capacities from a security point of view and to increase efficiency. This may require cadre reviews and changes in recruitment and promotion rules. She also cited examples of the end-to-end automation feature of the project on climate-resilient agriculture to highlight the benefits of digitization. While concluding, She reiterated the importance of communication between non-technical and technical personnel to make processes user-friendly and to ensure sufficient checks in place.

While the government provides many services across the state, the poorest of the poor do not receive these services when they migrate intrastate or interstate. The next speaker, Smt. Mittali Sethi, Director, VANAMATI, Nagpur spoke about the Maharashtra migration tracking system, a grassroots led digital solution to track migration which was later adopted by the Department of Women Child and Development (DWCD). The need for this system was felt when data showed a spike in Severe Acute Malnutrition (SAM) cases among children in the months of April-June after the return of migrants. The first step was therefore to run analytics based on data from village migration registers to examine where migrants were going and for what work. Additionally, field visits were conducted. However, since children did not participate in their labour work, their needs remained invisible to site managers. The other concern was that even if entitlements were theoretically portable, beneficiaries were denied services when they sought it, or the mothers did not go to anganwadis to seek services. She emphasized that migration tracking was developed to connect the source with the destination. A pilot was conducted in 6 districts where a helpline was provided and the DWCD made the system live since November 2022. She highlighted that this tracking system is very useful since it also involves field functionaries and gives them back-end support. Another benefit was that the gram panchayats with the highest outmigration can be identified for micro-planning with the help of this system.

Dr. Raju Jotkar, Senior Technical Consultant, Rajmata Jijau Mother Child Health Nutrition Mission also showcased the adoption of the system by DWCD. He first showcased a 1-minute video clipping to highlight the feminization of vulnerability. He highlighted that both ICPS and ICDS services were envisaged in the system and that only beneficiaries of women and child development department would be enrolled. The main schema of the system was to ensure services are disabled at source when enabled at destination and vice versa. He graphically showcased the status of the migration corridor in the pilot stage where he also highlighted how 31% migration occurred interstate and the rest was intra state. He also mentioned that the system was made mobile based to facilitate the work frontline functionaries like anganwadi sevikas. Eventually, the way forward would be to integrate MAHA MTS into Poshan tracker.

The next speaker Shri. Karthikeyan, Assistant Collector, Pusad Sub Division, Yavatmal spoke on the Artificial Intelligence-Based Road Quality Inspection (AIRA). He first focused on the issues that necessitated the development of a remote, decentralized, yet robust diagnostic solution like AIRA. Here three major concerns were emphasized. First, it was important to examine if layering is done properly and if stones are missing or inadequate. It was also important to examine if the compaction is adequate. An additional concern is about the collusion between lab officials and contractors for a positive report when testing is done. He then highlighted the functioning of AIRA which had a computer vision with 2 components i.e., user interface and an AI cloud engine. He elaborated that any official could use it and take out a predetermined number of pictures which would be sent to the AI cloud engine for analysis. AIRA monitors 4 aspects— the visible quality of roads, the slope of the section, whether layering has been done or not, and whether the compaction is adequate. He elaborated on the 4 steps for building the system, the first step being data collection on various parameters including weather. Next is data annotation where ascribing characteristics to data was important. He also highlighted the importance of data training the data using a convolutional neural network. For instance, it would be important to first train the data to recognize the width of a crack or if compaction was done or not. He mentioned that based on these steps, 4 algorithms were developed— acceptability, detection, classification, and slope algorithms. He reiterated that AIRA results in true empowerment given that it could be used to hold contractors liable within the contract liability period and provides support to make informed decisions. While concluding, he emphasized the importance of this system for preventive maintenance instead of ad hoc maintenance and briefly mentioned the future use of drones to monitor road construction on a real-time basis.

The next speaker Smt. Ashima Mittal, CEO, Nashik spoke about the initiative of FLN Vedh App. While agreeing that enrollment has improved, she highlighted the need to track the quality of primary education. She cited her experiences as SDM of Dahanu where she observed poor learning skills among Class X students. This led to development of a methodology of manually tracking learning outcomes. She mentioned that although the

government recently introduced the National Education Policy and Nipun Bharat Abhiyan which wants every child to be FLN-ready by class 3, ASER reports indicate a downward trend. Hence, an assessment methodology and tracking mechanism was developed to fill the learning gap. She highlighted the importance of the digital tool to avoid data collection done in silos and the need for analysis to be done at multiple levels (school, block, etc.). The key feature of the application was tracking learning outcomes and health profiles of students to examine if there were any linkages. Next, she showcased how the application was used. She mentioned that 4 logins (teacher, school, admin level, doctors) were given to each school. She also showcased the main aspects of the teacher interface (teacher's dashboard, health card, assessment history etc). She highlighted that the administrative interface presented data analysis at four levels; the child, the teacher, the class and the school level and can help plan effective interventions. She mentioned that the interface also allows administrators to give feedback. She gave a demonstration of the admin interface to show how colour coded health status, particularly where the child is in the red category, can be used for referring a child to PHCs for checkups. The admin dashboard also ranks schools and administrators can monitor the information being uploaded. She also highlighted the pedagogical interventions facilitated by the interface (eg: focused peer learning) as well as the benefits of the application to other stakeholders like teachers, parents and the administration. For instance, she mentioned that with this mechanism, level-wise activities mentioned in NEP can be planned. She also mentioned that a QR code was developed for report cards so that parents can track the progress of their children. She also highlighted that the pilot intervention had significantly improved learning outcomes. The future plans include mobile-based assessments, scale-up to ZP schools, and taking the application forward in other districts as it is aligned with the mandate of the Nipun Bharat Abhiyan.

While introducing the next speaker, the session chair, Shri S. Chockalingam reflected on how significant amounts of money are transferred with an OTP by banks while lot of fuss is made for even low value property transactions. He invited the next speaker, Shri. Shravan Hardikar, Inspector General of Registration & Controller of Stamps Department of Registration and Stamps, Government of Maharashtra to speak about the e-registration process in Maharashtra. Shri Hardikar mentioned that Maharashtra was the first state to undertake registration through computers and that the e-registration process is now completely faceless. To highlight the convenience of this process, he showcased a video testimonial of a couple who had completed e-registration for the agreement of sale of their flat. He briefly presented an overview of the department including the laws that govern its functioning and core functions which mainly pertain to the registration of documents for property transfer. He also mentioned that the department was 2<sup>nd</sup> highest revenue-generating department for Maharashtra. He highlighted that with e-registration, a builder can complete the registration process online without a physical visit to the Sub Registrar's Office. Next, 2 aspects of eregistration were specified: builder side and sub-registrar side activities. The next important feature is the complete digital execution of documents using a biometric process, back-end verification and further verification to check if stamp duty is paid. He highlighted that bankers who consider flat agreements as a document of title for lending were concerned about issues such as the verification of the original digital document leading to the introduction of the eSBTR which had a unique ID and which would be affixed on the document concerned. Additionally, storing documents via blockchain by converting them into a hash was also cited as an important measure to protect against the tampering of digital documents. He mentioned that the online registration process or online payment of stamp duty is also being marketed by developers as a USP of their service. Lastly, he reflected on the administrative benefits of the process such as the time saved by the sub-registrar for other transactions and the reduction in corruption.



## Feedback Session: Presentations by Secretaries

The first speaker, Shri. Ravinder Naik, Principal Secretary (Administrative Reforms), Government of Uttar Pradesh highlighted several achievements in e-governance in the state. He also highlighted the one district-one product platform where several MSME products had been launched. As regards the use of office automation with an e-filing system, the use of e-office covered nearly 90% of the files in the Secretariat. There was increasing use of e-filing in many directorates while in many departments, the delayering processes were in place. He also highlighted that e-initiatives for treasuries including entire revenue receipts are already in place in UP. While the online registration is yet to take roots, the online slot booking is available in half of the systems. The State is also likely to publish the district good governance index within 10-15 days.

Shri. Umananda Doley, Secretary, Dept of Information & Public Relations, Government of Assam elaborated the crucial initiative of Sadbhavana which has allowed for the disposal of

all old files in the last year enabling the entire secretariat to move over to e-office. The next step would be to bring e-office to different levels- the Directorate, Commissionerate, the District and the blocks. He acknowledged that the conference was a good platform to learn from developed states like Maharashtra.

Dr. Abhishek Jain, secretary IT, Education, and Technical Education, Himachal Pradesh observed that e-governance was a way of life for Himachal Pradesh and highlighted two specific initiatives, the first being the use of drones for governance reforms. The State has organized drones Mahotsav and mela, promoted a drone-enabling policy, has drone flight training schools in technical education institutions, and trains state government officers in the use of drones for improving service delivery. The drones are also used for the delivery of medicines in difficult-to-reach regions. He also highlighted the e-cabinet, and informed that Himachal Pradesh is one of the first states that has an e-Vidhan sabha or a paperless legislature. He emphasized that digital technologies can well be used by people who are not very digitally savvy. But this requires that we build a simple user-friendly system. Dr Jain also showcased a video of India's first Census GIS lab and digital census library. The video highlighted that the digital census would encompass digital data enumeration, digital mapping., digital management through CMMS portal, and digital data dissemination. He reiterated the importance of integrating data from the national, state and district levels into existing schemes to improve service delivery to citizen.

Smt. Vipra Bhal, Secretary, IT and e-governance, Jharkhand spoke about the e-governance initiatives and promotion of IT and IT-enabled services in Jharkhand. She highlighted 2 recent initiatives. The first was Aapki Adhikar-Aapki Sarkar Aapke Dwar portal. She highlighted that in every panchayat of the state, camps were organized wherein applications were invited for different central and state government schemes. A total of 5696 camps were organized which brought in 55.44 lakh applications. She highlighted that the site tracks the applications received, counts disposal and records the satisfaction levels including the feedback, from citizens. The other initiative was Johar Pariyojana Portal developed for government administrative use which tracks decisions made in cabinet and projects whose foundation have been laid by the Chief Minister. She mentioned that a legacy of 1129 projects has been entered on the site and a capacity building exercise was also undertaken for use of this portal that included creation of a user's manual that has been shared with all government agencies. She also mentioned that efforts have been taken to create 5g use cases for applications even as 5G rollout is taking place in the state. Besides this, blockchains have been deployed in many government departments including agriculture. While concluding, she reiterated that the State government is taking lead in the application of new emerging technologies in the state.

In her concluding remarks, Smt. Sujata Saunik, Additional Chief Secretary (A.R.,O.& M.), Government of Maharashtra and thanked the secretaries for sharing their experiences in the feedback session. She also briefly presented the agenda for day 2 of the conference.

# **Day 2: Proceedings**

## Session V – Digital Institutions – Digital Secretariats



Day 2 started with the session chair- Shri. Swadheen Kshatriya, Former Chief Secretary of the Government of Maharashtra and Chairman of IIPA, Maharashtra, commending the efforts government of India and the Government of Maharashtra for having organized the conference and the sharing of experiences. He pointed out that there is an intrinsic link between good governance and e-governance. The government has to keep pace with the speed at which e-governance and digital transformation are taking place. He invited the panelists to present a roadmap to a digital secretariat that could overcome the current challenges of papers and files, endless meetings, constant transfers, and the resulting loss of institutional memory.

Smt. Sujata Saunik extended a warm welcome to the chair, members of the good governance committee, Secretary DARPG, secretaries from different states, and representatives of startups and other organizations. She acknowledged that the government of Maharashtra has been taking calibrated steps towards e-governance and that senior and previous bureaucrats have made efforts to introduce digital governance in the state. By April 2023, all the departments will start work on digital platforms. She elaborated on the much-required upgradation of the Mantralaya – at Nariman Point, Mumbai where the State Secretariat is housed. She highlighted the freeing up of space for use that was being taken up by files and cupboards.

Page 25 of 62

The digital archiving of documents, expected to start in the coming months, will alleviate the problem further. A presentation was made on the renovations in the Mantralaya showcasing the transformation of the workspaces with increased ventilation, light, and centralized air-conditioning. The workflow has also been modified with each desk being required to keep a record of its files, their movement, current location, and custodian. More and more files now move with digital signatures to avoid their getting misplaced or lost. Officers are noticing the advantage of reduced paperwork. They are showing keen interest in e-office as it can be very convenient for the flow of files and information. The letters received by the government are now required to be digitized and then moved through the e-office.



Smt. Rachna Srivastava, DDG, NIC, and in charge of the development and implementation, of the roadmap of the e-office for the country, made a presentation on the features and working of the e-office. E-office 7.0 has been introduced at GOI and implemented in various government organizations at the Central, the State, and the District levels. E-office dates back to 2004 with the introduction of a file tracking system to track the movement of physical files. Its first version was launched in 2009. In 2017 a big upgrade was sought to accommodate change requests and feedback, using the then-available technology. However, the largest rollout of e-office 7.0 happened in June 2020 when it was launched for fifty thousand users of the Central Board of Indirect Taxes and Customs. The full potential of e-office was observed with two prominent technologies; the digital signature technology or e-sign and the inter-instance transfer of files that allows sharing of files between organizations. While the e-office works only on the intranet, the web VPN technology enabled officers to

effectively work from home during the COVID-19 lockdown. E-office saw unprecedented growth during the pandemic.

Smt. Rachna Srivastava presented e-office 7.0 in detail. Files, receipts, letters, and documents are important assets in an organization. Governments produce and manage immense volumes of documents. However, the manual file processing has several challenges. The e-office system brings efficiency and transparency, enables increased collaboration and knowledge sharing, fast tracks government decisions, and has a single code allowing for easy upgradation and maintenance. Its components include a file management system, knowledge management system, and the work from anywhere portal. She elaborated on the e-File workflow and process, which helps make preparing, process, and retrieving files more accessible. She highlighted that the new e-office 7.0 uses the latest technology and has improved user experience and processes. It allows work on multiple files simultaneously, and the application is now available in regional languages. The digital notice board provides easy and paperless sharing of documents and circulars. The e-Office has been integrated with portals of individual ministries through means of rich APIs. Smt. Srivastava commended Maharashtra's resolve to move to e-Office 7.0 and asked the state to provide the required infrastructure. She also assured that the older version of e-Office will still be operational while the training for version 7.0 will be held simultaneously. The future enhancements planned for e-Office are a one-time sign-in system, an audit management system, and a records management system.

Shri. Kshatriya then invited Shri Parthasarathy Bhaskar, Deputy Secretary, DARPG, to make a presentation on the Central Secretariat Manual of Office Procedure, 2022 (CSMOP). CSMOP provides guidelines and instructions for conducting the official business in government of India. It covers the organization, powers, and functions of the central Secretariat and procedures for preparing, circulating, and disposing of official documents. The manual helps with speed, transparency, quality, and decentralization. It enables a uniform approach, improves institutional memory, and is an established good governance practice. Lord Curzon launched the first version of CSMOP in 1899 to develop a system of permanent records, and the current CSMOP 2022 is the 16th edition. This edition concisely combines the general CSMOP with the e-office Manual of Office Procedures. The features of CSMOP 2022 include functions of Central Receiving Units (CRUs), management of incoming papers and their digitization, management of e-files and physical files, weeding out of old e-files, functions of dealings/section officers, and incorporation of the administrative reforms undertaken by the DARPG in 2020 and 2021. The documents delineate the procedures to categorize, weed out and archive historical records. This was specifically useful for the Special Campaign 1.0. It outlines the decision-making process and presents detailed guidelines on noting and drafting communications, files, and channels. Shri Parthasarathy Bhaskar stated that the CSMOP is the backbone of NIC's knowledge and record management system. Chapter 16 of the CSMOP has guidelines for inspecting and monitoring various departments to ensure the timely disposal of work. The manual also documents the information security and digitization framework. He highlighted CSMOP's 4-pronged approach of delayering, to reduce the channel of submissions, delegation, desk officer system, and digitization. On follow-up actions taken after the release of CSMOP 2022, Shri

Page 27 of 62

Bhaskar listed an Office memorandum dated 4th August 2022 mandating electronic communication for interdepartmental reference and another dated 15th September 2022 outlining e-Record management practices. He also mentioned that DARPG has issued a detailed schedule for departments to migrate to e-Office by March 2023. A self-assessment form was sent to ministries and departments to monitor their implementation of the Office Desk System. A National Experience sharing workshop was held in December 2022, which specifically looked into increasing the efficiency. The CSMOP 2022 envisages a digital secretariat in the Central Government and paves the way for future digital reforms. It emphasizes e-Office analytics, VPN usage, and digitization of the CRUs. DARPG is also in the process of releasing a monthly report on Central secretariat reforms to monitor the channels of submission, adoption of e-Office, and digitization. Physical copies of the CSMOP 2022 were made available at the conference for the delegates. Shri Bhaskar concluded his presentation by stating that the reforms and initiatives are part of the silent transformation in the government of India under the maximum governance and minimum government initiative.

Shri. Swadheen Kshatriya thanked the panelists and the DARPG for the detailed manual. He stated that the Maharashtra team has borrowed from the CSMOP to draft a manual for the state due for release in the year 2023. He underscored that the state manual will also include procedures to weed out e-files.

Shri. V. Srinivas, Secretary DARPG, in his address, on behalf of the good governance committee, urged that a 21st century Secretariat cannot operate on a 1963 manual, and a new manual of office procedure is an imperative. It needs to incorporate e-office procedures into it. He said that to achieve the honorable Maharashtra Chief Minister's objective of reducing delays, it is essential to move to the e-office and use analytics of the performance of the secretariat to monitor the levels through which a file has to pass. Responding to a question, if there was resistance from departments in moving departmental inquiries on the e-office and the processing of thick tender files, he informed that departments like DRDO, which normally handle voluminous tender files, have already made a move to e-Office.

Shri Abhijeet Aggarwal from Madhya Pradesh asked, if there can be a provision of a digital record room where archival files can be stored and retrieved only when required. Smt. Rachana Srivastava replied that in the current system, the closed files could be sent to the archival primarily to reduce the load on the active systems, and the files can be retrieved when required. Individual departments can decide whether to archive a document based on its category. She also elaborated on the necessary infrastructure upgradation to implement e-Office 7.0.

Shri. Ajit Jain enquired about the role of the Public Record Act 1993 for the management of old records and e-records and if DARPG is in charge of implementing the act. Shri Srinivas replied that the Public Records Act 1993 is one of the seminal Publications for managing Secretariat office records. It lays out the guidelines for categorizing and transferring files from the secretariat to the national or state archives, along with the record retention schedule.

The CSMOP 202, working in unison with the Public Record Act, ensures that the Secretariat records are kept for modern India's history and archived for posterity. In case a record is destroyed, there is punitive action against the designated record officer of the department. It is also essential that the designated record officer is adequately trained to ensure that he understands the categories of records. The school of archival studies in the government of India trains record officers.

Responding to Shri Suresh Kumar's queries on the security of digitized files and uniformity of format across various versions of e-Office, Shri Srinivas said that NIC has assured that the system is secure. Additionally, every department has a cyber security officer responsible for security management protocols. Also, with regard to consistency between e-office 5.6, 6.0 and 7.0, the file movement is consistent.

The session ended with felicitations of the panelists.

## **Plenary Session**

The plenary session commenced with the welcome address given by Shri Amar Nath, Additional Secretary, DARPG, elaborating on the need for the regional conference. Given the Hon'ble Prime Minister's focus on citizen-centric governance and e-governance being a part of it, the regional conference would be an apt platform to learn about the different egovernance initiatives and scaling these up across all the states up to the district level.

Addressing the participants, Shri. V. Srinivas, Secretary, DARPG informed that during the National e-governance conference at Katra in 2022, Dr. Jitendra Singh, Hon'ble MoS, Personnel, Public Grievances and Pensions, had asked states to pursue e-governance reforms to fulfill the government's objective of Maximum governance minimum government. At Katra, the roadmap for digitally transformed institutions and digitally empowered citizens was identified. This included achieving saturation of mandatory government eservices, enhancing number of e-services, and strengthening the state and service portals in terms of security, accessibility and content availability to name a few. The other steps include adoption of e-office, revamp of manual of office procedures, etc. He mentioned that the outstanding e-governance practices which were conferred the national e-governance Awards were being showcased in the conference that has participation from delegates of 30 states and UTs. While concluding his address, he also acknowledged the guidance and support of Dr. Jitendra Singh for enabling the creation of the vision and roadmap for DARPG's regional conferences.

A short video on innovations of the Government of Maharashtra was screened next. Testimonials in the video highlighted their effectiveness in terms of faster decision making, faster delivery, time savings, zero pendency status, etc. The screening was followed by the release of the e-journal MGMG on Special Campaign 2.0, 2022 and a coffee table book on

good governance week 2022 by Dr. Jitendra Singh, Hon'ble MoS, Personnel, Public Grievances and Pensions.



Shri. Devendra Fadnavis, Hon'ble Deputy Chief Minister, Government of Maharashtra commenced his address by highlighting why the government is pursuing e-governance. He observed that the Prime Minister has made significant efforts to provide good governance and e-governance is a crucial part of it. He highlighted that technology is a leveller that ensures that the delivery system caters to all without bias. Historically, two aspects have resulted in significant governance deficits; the problem of rigidity in government processes and the historically created leakages in the delivery system. Thanks to the e-initiatives adopted by the Prime Minister, it is possible to achieve accountability, transparency, and efficiency which are the 3 pillars of governance. He emphasised that the trinity of Jan Dhan, Aadhar and Mobile telephones has changed the system in the country. While previous governments had introduced poverty reduction schemes, they could not reach the intended beneficiaries given the low transparency and inefficiencies of the delivery system. Highlighting the importance of communication with the stakeholders using technology, he pointed out that the Prime Minister's direct and online interaction with the public for the launch of a scheme has resulted in higher awareness, accountability, and ownership of schemes. He stated that data is the new oil and given that the government is the largest consumer and generator of data, it is critical use of data analytical tools be made part of governance. Here he elaborated on the benefits of a data-driven policy, the need for data repositories and the also elaborated on the experiences of the government's transition to data storage systems like public cloud. He cited examples to highlight how technology has helped resolve public grievances, save time, and reduce corruption.

Shri Fadnavis emphasised the use of the Aaple Sarkar portal that deals with public grievances. And the SOP developed for its use including escalation points and a period for resolution. To showcase the power of this interface, he also cited an example of a woman who received her land compensation after 30 years. He mentioned that it is critical to define end to end processes to ensure that a single window system does not lead to running to many doors. He cited the success of the disbursement of farm loan waiver where in a span of 2 months, 1 crore farmer claims were digitally uploaded. He highlighted that because there was no digital governance, the previous government farm waiver implementation faced problems like false claims and disbursement to non-beneficiaries. He cautioned that since people work in silos data do not talk to each other. With digital data, such a dialogue is possible. He reiterated that with e-governance, the schemes reach intended beneficiaries and contributed to development. He highlighted that the aim is to not only share the practices of Maharashtra but also to learn about e-governance practices from other states. He mentioned that Maharashta would be bringing out the good governance index at district level soon. He concluded by thanking Dr. Jitendra Singh for his support in conducting the regional conference in Maharashtra and assured him that all efforts would be made to take forward the outcomes of this conference.



Dr. Jitendra Singh, Hon'ble MoS, Persoonnel, Public Grievances and Pensions commenced his address by first thanking the dignitaries. He mentioned that few years ago there were deliberations on whether it was possible to have conferences beyond Delhi and acknowledged that the discussions were positive. He also explained his understanding of the Prime Minister's goal of maximum governance minimum government which includes ease of governance. Hence the barriers in government processes have to be removed and processes simplified. Notable examples of initiatives include the removal of 1600 laws in the past 8-9 years that were found to be redundant and abolishing interviews for government jobs. He also mentioned that the use of self-attestation also gave the message that the country has a government under PM Modi that trusts its youth. He mentioned that e-governance initiatives do not just provide a level playing field, they also save time and money, and help provide a good source of data to facilitate course correction. He elaborated that CPRAMS and Central Vigilance Commission have developed manuals to guide processes. He emphasized that the PM's digital outlook, the Digital India program and initiatives such as Jan Dhan were instrumental in dealing with Covid. Furthermore, 80% of government processes functioned as usual during covid also because such systems were already in place. E-governance is seen as a win-win situation and with AI technology, objectivity in decision making and citizen's accessibility to information and services can be ensured. Examples cited include the pensioners e-verification using AI, use of AI in the Prevention of Corruption Act, 24 x7 RTI mobile application, etc. He also briefly spoke about initiatives such as the Good Governance Index, National e-governance Service Delivery Assessment, Coupling of states for knowledge exchange and Capacity Building Commission services. He emphasised on building capacities so that administrators can meet the needs of India in the next 25 years. He concluded by reiterating his expectation that the message of the conference would reach all parts of the country.

#### **Session VI: Start-ups in e-Governance**



Page 32 of 62

The Session chair Shri Sandeep Singhal, Co-founder of Nexus Venture Partners, thanked the organization committee of the e-Governance conference. He explained about the ACT Grants, a non-profit venture philanthropy platform founded in 2020 in response to COVID-19 to support the government's covid relief efforts, through grants to accelerate innovations that have demonstrated the ability to address social needs at scale. Fifty-five initiatives were supported, ranging from patient testing, masking, and mental health support, touching 30 million lives.

Mr. Sanjay Vijayakumar, Co-Founder, Coronasafe Network and Pupilfirst, presented the two initiatives. Coronasafe is a system that would give live access to ventilators, oxygen capacity, telemedicine, ambulance, and patient and facility management. The idea was conceptualized at the beginning of the COVID pandemic in Kerala. At the time, the state's healthcare facility data, such as ICU facilities, ventilators, etc., was not available on a single platform. The team created Coronasafe with around 200 of the brightest software engineers in the country who built system completely in 40 days and ran the COVID control war rooms in Kerala.

After the first 45 days of lockdown and the software was fully developed, a need for more technical human resources for continuous maintenance and changing scenarios was felt. AICTE, along with Pupilfirst, announced a program called the Global Digital Corps Program to find 30 of the brightest software engineering students in the country. This was funded by the ex-google chairman Eric Smith's Foundation, Michael & Susan Dell Foundation. The program aimed at building software which ran the National Health missions war rooms. The test was conducted, and a total of 50 000 students took part in December 2020 from across 2400 institutions in the country. However, only 24 students passed the test. These 24 students were trained for 12 weeks to become full stack developers. They built the software that ran the war rooms during the oxygen crisis. It is one of the two COVID crisis 'good's recognized by the United Nations as India's 50th public digital good in the world. At the same time, it was a structural shock for the chairman to AICTE find out that it was it difficult get even 30 eligible candidates. This reflected the gap between Academics and Industry.

Shri Vijaykumar informed that 300 out of the 766 districts in our country, don't have an ICU bed. The 10-bed ICU project aims to create units of 10 ICU beds at rural and community hospitals. These are getting deployed in different parts of the country in Karnataka, Telangana, Andhra Pradesh, Manipur, and Sikkim. Additionally, to tackle the problem of unavailability of doctors, especially in rural and remote areas, the engineering students came up with the innovative solution of a remote doctor. The entire system is built on the cloud to enable a remote doctor sitting in a medical college to help a patient somewhere in a remote district through a dome camera and monitors. A high-resolution dome gives the doctor an excellent idea of patients' health status. He can compare it with the data from vital monitors, start telemedicine, coordinate with a doctor on the ground, and help deliver care. This system is now running in many districts. On 3rd May 2022, the government of Manipur launched the 10-bed ICU project setting up ICU units across all district hospitals. It also became the first

state to set up a tele-ICU hub connecting old District ICU units to a centralized IT Hub at The Jawaharlal Nehru Institute of Medical Sciences (JNIMS), Imphal.

Ministry of Education noticed these achievements and converted the 12-week course into a curriculum as India's national model curriculum. It announced support to train one lakh teachers and 24 million students. The Leadership in Teaching Excellence (LITE) program was launched to find the brightest teachers in the country and then skill them up. A national competition was conducted to identify the teachers selecting top 100 of them out of 495 faculty across 27 states. However, only two faculty qualified. To address this issue, the team Pupilfirst presented the vision of Next Generation classrooms. Through the digital system, the teacher is connected to industry expert researchers and other teaching assistants, enabling dynamic updates on the curriculum. Automated assessment of students using new technological infrastructure frees teachers to focus on the student's actual learning. The system will be a mix of the best of Industry, Research and Students into one digital backend that will power analytics and the education for the whole country.

Shri Vijaykumar concluded by pointing out that the 24 students who were able to build the tele-ICUs and the war room, saved thousands of lives. He observed that the biggest challenge in e-governance today is developing software, which needs excellent e-savvy engineers. He proposed a model in collaboration with the AICTE, to identify the brightest students from all over the country, train them and be given one-year internships, dramatically accelerating administration capabilities to build and deliver software for early governance projects.

Mr. Rudraditya Bhattacharya, Regional Sales Director, Darwinbox presented the HCM (human capital management) software called Darwinbox. He remarked that all the products, especially in the IT infrastructure used by any Indian company or government body have always been either made or bought from a foreign company and has been either an SAP or an Oracle. These are large infrastructure software used to make processes and workflow better in an organization for the employee and the organization. Darwinbox is a product developed in India and can be the backbone for all human resource processes in an organization. It offers a paperless system for employee transactions such as leave applications or other approvals. This allows for seamless and faster communication. Darwinbox aims to create the backbone of the employee organization structure- a single platform that is a resource for employees and the organization. It helps individual employees map their journey and progress in the organization and empowers organizations with enough and more data as to what is happening in their organization, giving them insights to support decision-making. Many global investors back Darwinbox, and some of their recent partners are Microsoft, the State Bank of India, and the National Stock Exchange. He proposed that DrawinBox has much to offer to the egovernment initiative in terms of a paperless system with a well-defined workflow in digital form.

Ms. Sonia Sonam, Founder and CEO of Truecopy presented their document authentication product. The company is based in Pune and serves clients all across India. The document

authentication company offers a comprehensive digital signature platform that can be used to authenticate documents to secure documents, automate signatures, and streamline business processes. She stated the problems with paper-based documents and physical signatures, such as tampering. Using digital signatures, one can verify the signer's identity and ensure data integrity. The company launched a mission to build a digital signature platform of choice for organizations to issue and exchange authenticated documents in a secure way globally. She highlighted that the company works with a number of companies and government organizations like UPSC and RCF.

Ms. Sonam invited Mr. Khushru M. Mistry of Eureka Forbes, one of Truecopy's customers, to share their experience. Mr. Mistry mentioned compliance, and non-wastage of paper as the two major advantage of using Truecopy. He added that with about four lakh invoices being sent out each month, sending and posting them to the customer runs the risk of misuse of the invoice documents. This presented a challenge as government regulation mandates that an invoice must be provided on the sale of a product. With the help of Truecopy, Eureka Forbes can now send digitally signed invoices. In addition to increased compliance and reduced risk, it has added to customers' trust. Another challenge of being an incentive-based company was that a divisional CEO had to sign many physical incentive certificates to be sent out to franchisees, business partners, and staff. Truecopy helped in reducing drudgery and paper costs.

The final speaker of the session Ms. Shipra Dawar from IWill Care, presented her organization's efforts on mental health during the COVID-19 pandemic. It is one of India's first leading mental health start-ups. During 2020 when the pandemic was at its worst, the government approached the start-up on recommendation from ACT grants to create mental health interventions and reach the last mile. Through the pandemic, the organization worked with more than 12 district and state governments to provide mental health solutions to more than five lakh individuals like migrant laborers, ASHA workers, COVID patients, and families struggling because of the economic slowdown. She stressed that mental health issues and mental health is one of the top crises in the healthcare sector the world faces today. The government recognized this issue and launched a tele-mental health program that is recognized globally. It enabled mental health solutions like the digital screening tool entirely based on AI, which understands what a person may be dealing with clinically and predicts the social determinants behind it. It has the potential to solve the clinical problem and, using government data, bring insights into the root cause of the crisis. This can enable the governments to introduce specific interventions or scale outreach of existing schemes. AI conversational-based tools can also help people with therapies. The start-up is supported by ACT and, recently, Microsoft. She appraised of a small pilot with farmers in Yavatmal district of Maharashtra using the Marathi version of the application. The start-up aims to make mental health care accessible to everyone.

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**Session VII - e-Services Delivery in States** 

Session Chair Shri Abhishek Singh, CEO National eGovernance Division (NeGD), thanked government of Maharashtra for convening the conference and observed that there was much to take back from the presentations. As mentioned by the Honorable Deputy Chief Minister of Maharashtra, Shri Devendra Fadnavis, and Minister of State, Dr Jitendra Singh, digital India has transformed how citizens interact with the government and access public services. The initiatives that have been rolled out in the past decade are bringing technology closer to citizens making life simpler for everyone leading to ease of living.

He gave a live demonstration of the BHASINI bot on WhatsApp. Bhashini bot is an interactive language translation tool built by combining open-source AI models on Indian languages as part of the Bhashini project. It allows seamless translation between all Indian languages in speech-to-speech, text-to-text, speech-to-text, and text-to-speech. The tool has been integrated with WhatsApp and chat GPT using APIs. The team is working on training this bot on government schemes so that citizens who are not able to navigate a website or an application can get information on WhatsApp in six Indian languages that have been enabled in the current version. In the next phase, same services will be offered on a feature phone. Citizens who don't have access to a smartphone or internet can call a toll-free number, record their query, and receive information. It would truly empower the citizens on the other side of the digital divide.

Shri Amit Arora, Municipal Commissioner, Rajkot, made a presentation on an OTP and feedback-based Public Grievance Redressal System. Rajkot Municipal Corporation(RMC) as an urban local body is responsible for providing numerous public services. With a population

Page 36 of 62

of about 20 lakhs and around 30 to 35 departments rolling out various services, the RMC handles close to 30 to 35 000 complaints every month. He stated that the aim of developing this system was to allow the citizens and the government machinery to engage with each other. The idea was to create a robust mechanism to get all the varied complaints on a single platform, track them for efficient management, and to build a robust database of grievances. In the OTP-based system, a complaint raised by a consumer is marked as solved only after the service provider enters the OTP received from the consumer, along with details of the solution provided. The features of the system include multiple modes of registration, auto escalations, geo-referencing, concretely defined service level parameters, random assessments, and most importantly, the feedback mechanism. Officers/departments are felicitated or penalized based on the feedback received from the consumers on parameters like the quality of redressal and the behavior of staff. Insights drawn from data analysis of the grievances and historical data are used to predict complaints and problem areas and plan for emergencies like water clogging in monsoons. Data showed increased redressal within 48 hours and, thus, consumer satisfaction. The future plans aim at increased citizen engagement, decreased turnaround time, and full integration with GIS and advanced data analytics. The Rajkot corporation is also in talks with other corporations interested in implementing this software.

The last panelist of the session, Shri Ramdas Jagtap, Deputy Collector, Government of Maharashtra, currently working as a state coordinator for computerization of land records at the Settlement Commissioner's office at Pune, gave a presentation on E-service delivery of record rights archival in Maharashtra. Maharashtra's revenue department has three verticals, revenue headed by the Collector, issuance of stamps headed by the Inspector General of Registration, and the Land Record Department headed by the Settlement Commissioner and the Director of Land Records. Under the Digital India Land Records Modernization Programme (DILRMP), Maharashtra's Digitization of land records has been completed. Maharashtra has two types of land records, village 7/12 extracts for the rural areas and 8A extracts and property cards for urban or semi-urban areas. Citizens can directly access the Mahabhumi portal to download digitally signed copies of their documents using an OTPbased registration system. This legally valid document can be verified online using a document ID or QR code and is accepted in any office or court of law. Mahabhunakasha portal hosts digitized village maps integrated with the ownership details. The third premium service is e-records of the old records of rights available in scanned formats. Currently, all services except the digitally signed copies are being offered free of cost.

Shri Jagtap further elaborated on the various free services made available through the portal. e-Hakk portal is for filing online applications for mutation or change on the record of rights with a provision to attach the required documents. Aaplichawdi is a digital notice board of the village for the citizen to monitor the status of their mutation and measurement applications and view notices about the measurement survey. Citizens can use the Bhulekh portal to access view-only 7/12, 8A, or property cards for free. Maharashtra is the only state with the Civil Court Case Status Information portal for citizens to monitor e-court proceedings on land litigations. Mutation application status can also be viewed by entering the mutation or document number. City Survey Number can also be accessed free of cost for properties registered under section 122 of the Maharashtra Land Revenue Code. This system has made accessing and mutations of record of rights service easily accessible to the citizens of Maharashtra.



#### Session VIII - NeSDA 2021 - Way Forward

Shri. NBS Rajput, Joint Secretary, DARPG, started the session with a presentation on the National e-Governance Service Delivery Assessment (NeSDA). The overall objective of NeSDA is to assess States, Union Territories, and Central Ministries on their effectiveness in delivering online services to citizens. The key outcomes of the study were to assess e-Governance service delivery maturity, highlight scalable good practices for improving citizen-centric services, and identify areas of improvement to enhance efficiency in e-Governance service delivery. The key parameters of the NeSDA assessment were accessibility, content availability, ease of use, information security & privacy, end-of-service delivery, integrated service delivery, and s status request & tracking. The NeSDA Framework builds on the UNDESA framework and has been customized to the Indian federal structure. It has various focus sectors -Finance, Labour & Employment, education, social welfare, local governance and utility services, environment, and tourism. The survey assesses key G2C and G2B online services provided by States, UTs, and Central Ministries. NeSDA 2021 analyzed 56 Services across 35 States and UTs and 27 Services across 11 Central Ministries. The survey was conducted online based on voluntary reporting by governments. Over 1 Lakh responses covering 1,400 services across India were analyzed as against 872 services for NeSDA 2019. The increase in mandatory e-Services delivered in 2021 is visible across all

Page 38 of 62

focus sectors and all States and UTs. States were divided into categories based on region. Shri Rajput presented a comparative ranking of states and UTs based on the number of portals, number, and the status of e-serves. He noted the shifting trend for e-Services delivery from standalone departmental portals to integrated/centralized portals driving higher citizen satisfaction. NeSDA 2021 study saw improved scores across all the key parameters mentioned above. Shri Rajput concluded with highlighting the key takeaways from the NeSDA 2021 - Saturation of e-Services, rise in use of Integrated / Centralized Portals for delivery of e-Services, rise in number of services provided facelessly, and improved scores across all parameters.

Session Chair Shri Amar Nath thanked Shri Rajput for the brief introduction to the process of NeSDA. He added that ministries and departments must work towards process-based, faceless end-to-end service delivery. He then welcomed Shri. D Mallik. Add. Secretary (AR), Government of Odisha, to briefly present Odisha's efforts towards seamless e-service delivery.

Shri Mallik thanked Secretary DARPG for giving him a chance to present the Odisha perspective on the NeSDA 2021. Odisha started the e-governance project way back in 2006-7. The State conducted a detailed process study to identify innovations in public service delivery systems, systems and services that can improve the well-being of common people and development of a database of innovations improving service delivery. These databases are now being integrated so that more services can be effectively delivered. Odisha has also focused on capacity building of all stakeholders at all levels of the administrative hierarchy. He elaborated on the 5T initiative; teamwork, transparency, technology, transformation, and time, launched in 2019 which is now extended to all the departments of the State. He discussed the flagship e-governance projects by the State; the Human Resource Management System(HRMS). It envisions all G2E transitions, i.e., human resource-related activities, be done digitally. HRMS is connected to the Integrated Financial Management System and can calculate and predict the exact revenue expenditure on salary. It is a centralized database of all the employees and enables effective management of human resources without requiring extensive coordination between multiple offices. The software is integrated with other services like the Pension Management System and Quarter Management System. The system has made it easier to manage promotions, training, and issuance of certificates and to avail leaves, loans, advance, pay revisions and increment sanctions while saving paper costs.

Shri Mallik next explained the Litigation Management System (LMS), launched in 2011. The LMS is an application to monitor all the government cases in the Hon'ble High Court, Odisha, State Education Tribunal, Bhubaneswar, and with the Deputy Solicitor General, Odisha. He detailed the workflow of the LMS and highlighted that the system uses real-time data. Its features include a single sign-on facility for HRMS & LMS, integration of police stations, SMS alert facilities, case/court/office-wise Management Information System (MIS) report, case detail information with all documents of each stage on a single page, and

complete case records sent to all law officers before one hour of publication of final cause list. The system thus assists in tracking, tracing, filing, and non-filing of court files.

The Odisha Right to Public Services Act 2012 likewise, aims to ensure transparency, accountability, and timebound public service delivery. 417 Services of 31 departments have already been notified under this Act. The Odisha is one portal as a unified portal through which citizens can avail all G2B G2C services in one place. Currently, the portal offers direct access to 571 services of 37 departments. The portal allows citizens to pay for multiple services through the online quick-pay button rather than visiting the individual department of scheme portals. The dashboard shows statistics of applied, pending, and delivered services, along with statistics on e-transactions.

He concluded that Odisha is working towards improving public service delivery through strategies like recognizing talent, identifying cost-effective and innovative ideas, designing relevant programs, creating a knowledge base by introducing ICT in schools, and using satellite data.

Shri Abhijeet Agrawal, Managing Director · MP State Electronic Development Corporation, spoke on e-service delivery in Madhya Pradesh. He elaborated on various e-service initiatives by the State. The CM helpline is an Integrated Citizen Facilitation Service with a single tollfree contact number that offers information on schemes and emergency services, complaint registration and monitoring, and a facility to register demands and suggestions. It has a mobile application, a WhatsApp bot, and a grievance redressal portal, an end-to-end electronic platform for grievance registration. The State has established District Command and Control Centers, which are also effective during disaster management efforts and as a survey method to monitor scheme delivery implementation and effectiveness by the district administration. The workflow allows for both escalation and de-escalation of grievances based on the nature of the complaint. The feedback mechanism enables the escalation of complaints if the citizen is unsatisfied. Citizens can register feedback via multiple modes like the portal, mobile application, phone call or WhatsApp bot. He showcased statistics that show a wide usage of the system and significant satisfaction among citizens. To ensure prompt redressal of grievances, the Chief Minister reviews complaints selected randomly from complaints received on the CM Helpline every month. The citizens are also invited to present their grievances. Districts and departments are awarded penalties and recognitions for their performance. Recently, the State has started delivery of Local Self Government services via a call through the CM Jan Seva initiative. Within the CM helpline number, a women's helpline service has been started, and one for disabled citizens is in the pipeline. The State now discourages call centers by individual departments and envisions an integrated system using the CM helpline. The initiative has a live dashboard that uses tools like text mining to garner insights into grievances and redressal.

CM dashboard is a decision support system that presents an overview of different schemes with all the e-governance services delivery dashboards integrated into it. The comprehensive platform includes information on flagship scheme projects, public service delivery, CM conclave, state schemes/projects, department review meetings, and current affairs. Efforts are underway to integrate the dashboard with GIS for better insights into the available data.

Next, Shri. Agrawal explained the AL/ML-based Girdawari project - Machine learning Based Crop Type Prediction at Parcel Level Using Satellite Data and Girdawari Records. Production is predicted using three-year satellite data. The records officer enters the current year's data, which the farmer verifies through a mobile application. If there is a mismatch, the case is escalated. The State has implemented the initiative for the Kharif season and is also in the process of implementing it for Rabi season. The State also plans on extending the analysis to predict crop losses. Madhya Pradesh is collaborating with Agri Stack of the Government of India to implement this project.

Shri Agarwal explained the Cyber Tehsil or faceless mutation of the land records system started by the Revenue Department (GoMP) in June 2022. Cyber Tehsil is currently operational in 10 districts, and a statewide rollout is planned for April 2023. The citizen does not have to go to any tehsil/Revenue Officer to complete a mutation but register a case in the Revenue Case Management System. The system has a process of raising objections to mutations, resolving frivolous objections by cyber tehsildars working out of state headquarters, and transferring cases with tenable objections to the respective tehsildar office. The State is planning a system of pre-mutation sketches of land parcels for mutation of a part of a land parcel. Cyber Tehsil has made the mutation process faster, accessible, and transparent.

Shri Agrawal also elaborated on the Automated Layout Process Approval & Scrutiny System (ALPASS). The approval system checks if a layout is permissible by analyzing GIS files of the layout uploaded by the citizen against boundary conditions and business logic integrated into the system. This has significantly reduced the time to approval.

Lastly, Shri Agrawal summarized the Disaster Warning and Response System of Madhya Pradesh. The system employs a GIS-based framework to map data on dam levels, river basin submergence, and district submergence based on rainfall data. As mentioned earlier, this system is integrated with relief centers through the CM helpline.

Smt. Rachna Patil, Special Secretary (GAD), Government of Bihar, presented Bihar's perspective on NeSDA 2021. e-Governance has been promoted in the State to give citizens a transparent, accountable, and timebound public delivery system. In her presentation Smt. Patil discussed three acts that have been implemented in Bihar. In 2011, the Bihar Right to Public Services Act was passed. Initially, 53 services were notified under the Act. Currently, the number of services stands at 153 by 14 departments. The State is trying to increase the number of e-services to reach the NeSDA recommendation of 56 services. Applications can be filed online or digitized at Lok Seva Kendras at District, Subdivision, Block, and Panchayat levels. The services of the General Administration Department are entirely online. The e-Services are being provided through the Service Plus portal of NIC, customized to the requirements of the State. The portal is used for applications, and issue of digitally

signed certificates. Citizens can avail of services any time (24x7), through multiple modes, and from anywhere.

She stated that Shri Nitish Kumar, Hon'ble Chief Minister of Bihar, felt a need for a more accountable and independent public grievance redressal. This led to Bihar Right to Public Grievance redressal Act in 2015. Bihar is the first State in India where the public has timely disposal of grievances as a legal right. As per the Act, the complaint can be filed to seek relief/ benefit relating to any scheme/ programme/ service being executed by the State Government. Citizens can file their complaints free of cost through various registration modes. An independent administrative structure of Public Grievance Redressal Officers (PGROs) with quasi-judicial powers takes cognizance of the complaints. The system is entirely digitized, from registering complaints to passing a reasoned order. Notice of date of hearing, interim orders, and final reasoned order are available in the public domain. A dashboard for the Act allows the departments greater clarity on the nature and details of public grievances and how they could be disposed of. Public Institutions have been made more accountable. In addition to many national-level awards, Bihar was acknowledged for the implementation of the Act by CAPAM (Commonwealth Association for Public Administration and Management) during the International Innovation Awards 2018 in Georgetown, Guyana.

Next Smt. Patil elaborated on the Bihar Government Servants Grievance Redressal System launched in 2019. The State Government has framed the Bihar Government Servant Grievance Redressal Rules for effective and timely redressal of the service matters of regular government employees and retirement benefits to retired employees of the state government. It is a system to address service-related and retirement benefit complaints in a timebound process by Service Grievance Redressal Officers designated in the district and departments with a provision of appeal. The entire system is web-based, and all information from the application to its disposal is readily available on the Seva Samadhan portal. The dashboard allows insights into the nature of complaints and their redressal. She concluded by stating that Bihar is trying to create a digital ecosystem to provide sector-specific services by improving the accessibility and security of public data. By using technology to reduce friction between the system.

In his concluding remarks, Shri Amar Nath reflected on the presentations, observing that the e-service delivery has endless possibilities and can completely transform governance in the country. He stressed that the conference allows for an opportunity to connect with the state representatives paving the way for collaborations afterward.

## Session IX: Data Driven Governance



Data-driven governance is not a new phenomenon. In this context, the session chair, Shri. S Chockalingam, DG, YASHADA, Pune cited historical examples regarding the management and creation of data. He highlighted that in current times, it is critical to examine the emerging new data and how they can be utilized for governance. The first speaker, Prof. Satish Agnihotri, CTARA, IIT-Bombay similarly referred to the notion of governance being data-driven both currently and historically. However, he also raised the question of whether good governance is always data-driven. He emphasized that while good governance can be scaled up using IT, it is also important to consider quality issues and new ways of analysis. He specified geospatial analysis as an important new way of analysis since maps indicate where does the shoe pinch while data only tells whether it does so. He emphasized the use of simple pre-AI/ML techniques like colour coded tables and the humble pie-charts. He explained that if the quality of digitized data is not good, the problem of garbage in-garbage out gets magnified with automated systems hence there is a need for both concurrent quality checks as well as ground truthing. He highlighted that tools like user-friendly dashboards are not only better for citizens but can also be part of capacity-building efforts to strengthen the skills of government officers. He also highlighted that maps are appreciated by political executives readily as they have an innate understanding of the geographical situation. Using the example of birth doses for immunization, he raised the question as to why in the same system, a child is getting one dose but not the other and whether it is a supply chain or governance problem. He cited few analyses done by IIT-Bombay to also emphasize the need to review data seriously in terms of nil or zero values, repeat values, outliers etc. He reflected

that while rural areas have constraints, it is important to examine why automation is not happening in urban areas. He cited several examples as to why concurrent quality checks are needed. This included the case of a district not reporting data on five child ailments for 3 years on a trot and getting unnoticed and another district that reported a completely unacceptable spike in a health outcome for only one month in the year. He closed his presentation by commenting on the need for man to control machines and not the other way round.

The second speaker, Shri. Kamal Das, Dean, Wadhwani Institute of Technology and Policy commenced his presentation with an overview of work being done by the institute. He emphasized the pro bono work done with the government which includes enabling techcentric policy, providing inputs on strategic projects, and training on emerging technology. He mentioned that the institute provides several courses including courses such as AI for good governance and data-driven governance and has partnered with government institutions such as the Capacity Building Commission. His presentation elaborated on 3 themes, the first being the need to break down data silos to facilitate interaction among data repositories to avoid inconsistencies and inefficiency. The other goals are to ensure greater transparency and enhance citizen services. He highlighted that non-integration of data can hide problems such as revenue leakage. He also mentioned that given the high dropout rates in schools, it is vital to bring data from other sources and include parents' details to predict dropouts. Next, he spoke about how proactive governance is enabled by data. He cited few examples such as the implementation of the concept of one government and the use of prediction of health outbreaks to implement preventive measures. He also mentioned traffic and police as areas where data can be used to achieve proactive governance. He next elaborated on the need for data and technology to be used to overcome societal fault lines and mentioned a few interventions that can be implemented. One of the examples cited includes the linking of Bhashini with ChatGPT3 to enable voice responses to citizens in their mother tongue.

Prior to introducing the next speaker, Dr. Anurag Aswa, Associate Dean, Gokhale Institute of Politics and Economics the session chair announced that Institute would be launching a new public policy course for bureaucrats in Maharashtra. Dr Asawa spoke about using data for governance. He first explained that public policy only occurs with data and cited several examples to showcase how data has driven policy efforts. He mentioned that there was a need to prepare development plans for 11 villages in the Pune Municipal corporation (PMC) so it was important for the institute to know the density of the population in the villages. Given that there was no data available, PMC was approached for the data, and using the GIS data, the sampling pattern was derived. He also cited how similarly the affordable housing work was developed using publicly available data like the census. He cited his experience of using PLFS data which he observed to be a difficult dataset to download and even if the download was done, the data storage was observed as complex. He mentioned that the data is collected 4 times a year for around 60 variables, but the challenge was using multiple rounds of surveys as there were no common IDs. Hence, it became difficult to examine the impact of migration over time as information on the household that has been included or excluded could not be identified. He highlighted that similarly examining the impact of covid on

various parameters like income or health status in Maharashtra became difficult as the various folders of information--- household data, family data or impact on covid could not be connected. Hence moving on to digital data collection tools is critical. One challenge is that people are unaware of how to download data. Hence to increase access to information that would lead to better governance, Gokhale Institute has worked and made the excel sheets of crucial datasets like NSSO's time use survey and PLFS available on their website.

Prof. Ganesh Ramakrishnan from the department of CSE, IIT Bombay who also heads the Koita Centre for Digital Health at IIT-Bombay spoke on the area of video analytics for security and compliance applications. He highlighted that if data is going to be fed to building applications, it is important that there are sanity checks by design. Thanks to the National Centre for Excellence in Technology for Internal Security at IIT Bombay and the support of Ministry of Rural Development, some products for video surveillance analytics were developed which also got commercially licensed. Three products- real time alerts from CCTV footage, analytics on footage in offline mode, and compliance and quality monitoring in classroom settings were required to be customized to end-user settings and this led to an open-source platform for data-efficient machine learning. He next highlighted that all data is not needed hence ML can be useful to weed out the noise from signal. He emphasized the need to label instances so that there is maximum coverage and representativeness in feature space. He stressed that even while chat GPT systems are welcome, they are not the end of the road because of localization of solutions. He briefly showcased the list of capabilities available which included face recognition, crowd detection, etc. He elaborated these using an example of crowd counting. Here he showcased the technology built on Indian contextcentric research.

Prof. Ganesh next spoke about the CQMS system deployed at the Ministry of Rural Development's DDU-GKY training centres for attendance monitoring. He briefly mentioned project Rescunite which helps locate missing people and is able to triage between the missing person's photo information biometric information and going forward even speech verification. While summarising his presentation, he also highlighted the need for government forces to come together with software development companies and academic research institutions. He reiterated the importance of a user being in the driver's seat. He referred to his paper on machine-assisted human translation and project Udaan which is being used by the Ministry of Education for translating books using technical terminology. He highlighted that video analytics should not be viewed as a product but as a solution whose value is increased by 100 times with data-efficient learning. Before ending his presentation, he showcased the awards IIT-Bombay has received because of this work.

Shri. Abhishek Singh, CEO, NeGD made a presentation on Data-Driven Governance. In his introduction, he mentioned the need to use data analytics for decision-making. He referred to the Prime Minister's message of "Data is the new oil" to emphasize the uses of data for governance. He highlighted how data could be used for improving public service delivery and driving inclusive development. He suggested that the performance of districts should be reviewed based on data-driven approaches. He also highlighted the need to give data to

citizens to empower them to make choices about their education or health and mentioned use of AI/ML tools to bring about efficiency in governance. He highlighted that with Digital India, more than 200 projects were implemented which has facilitated significant digitization as well as the generation and analysis of data. He highlighted the whole-of-government approach where using common identifiers like Aadhar, databases can be interlinked so that citizens are able to access the government as an organic whole. He shared 12 building blocks of the Indiastack that include Aadhar, Digilocker, e-Office, Co-Win, etc. He mentioned that with G-20 forum, other countries have approached Government of India to adopt some of these services. He specifically also highlighted that Aadhar's common identifier is being used to implement several projects and that 1.3 Aadhar IDs, 79 billion authorizations and 33 billion e-KYCs have been generated. Next, he mentioned that while APIsetu.gov.in is not a public-facing project, it has published almost 2000 APIs and has integrated various applications. He mentioned that APIs are application programming interfaces which connects various systems for better service delivery and that is where the core of the data-driven approach also lies. The aspiration of API setu is to link all applications through APIs to achieve the goal of proactive governance. He highlighted that despite the eligibility conditions for MGNREGA, ration card and Ayushman Bharat being almost the same, citizens apply for them separately. He highlighted the Digi-Locker initiative that tracks the data of the citizen right from his birth throughout life and allows for entire horizontal profile of citizen to become available. This system also includes API based verification of credentials and ensures all systems within the government become interlinked. He also cited Umang as an app that gives access to more than 1600 public services. Similarly, the Mygov chatbot implemented during covid to give citizen access to covid related information, now provided access to Digilocker.

Shri. Singh also mentioned a data based AI application with DRDO wherein x-rays with use of AI helped detect Covid induced lung damage. He also mentioned that there other image recognitions applications used in agriculture, to detect Breast Cancer, Cataract, etc. Lastly, he highlighted the challenges in using data for Digital Governance based on deep analysis of the open data portal, data.gov.in. He mentioned problems like lack of time series data, published data not being geographically complete, lack of adherence to data standards, lack of institutional framework for data sharing and lack of data management teams. He emphasized how the Karmayogi initiative is trying to bridge the gap in capacities through data science courses and by making state-specific content available so that can be used for training personnel. Lastly, he mentioned the upcoming initiatives for enabling emerging technologies. The first was a draft data governance policy which will lay down SOPs for sharing data between government departments and will require departments to classify their data as open, restricted or prohibited based on its sensitivity and this open data will be available for G2G sharing. He mentioned the plan to set up a data management office at national level for coordination with states. Further, he highlighted the government would be identifying 258 ITIs across India for setting up data labs and ensuring capacity building. Other important initiatives include the launch of the India datasets platform for enabling easy access to data and development of guidelines such as toolkit for privacy preservation.

After the felicitation of the panellists, Shri. S Chockalingam, DG, Yashada, Pune gave a vote of thanks on behalf of the organisers, DARPG and the Government of Maharashtra. He thanked the participants, Hon'ble Chief Minister, Hon'ble Deputy Chief Minister and Hon'ble Minister of State for Personnel, Public Grievances and Pensions Government of India for attending the conference. He also thanked the Honourable Chief Secretary of Maharashtra and the entire team of DARPG including Shri Amar Nath, Additional Secretary, DARPG and N.B.S.Rajput, Joint Secretary DARPG for their presence and support. He also expressed gratitude to Smt. Sujata Saunik, Additional Chief Secretary (AROM) and Collector of Pune for making the conference possible. He also thanked the Chairperson and Members of the Committee of Good Governance, Shri Suresh Kumar (Retd. IAS) and other members Shri. Swadhin Kshatriya (Former Chief Secretary) and Shri. K P Bakshi (Retd. IAS) for their support. He also thanked Prof. Satish Agnihotri from IIT-Bombay for his support in arranging rapporteur for the conference through his students.



Page 47 of 62

## Annexure – I



Page 48 of 62



Shri. Eknath Shinde, Hon'ble Chief Minister, Government of Maharashtra



Dr. Jitendra Singh, Hon'ble MoS Personnel, Public Grievances and Pensions Government of India



Shri. Devendra Fadnavis, Hon'ble Dy. Chief Minister, Government of Maharashtra



Page **49** of **62** 

10.00 AM	
10.00 AM- 10.45 AM	Inaugural Session
	1. Welcome Address by Smt. Sujata Saunik, Additional Chief Secretary (A.R.,O.& M.), Government of Maharashtra
	2. Introduction by Shri V. Srinivas, Secretary, DARPG, Government of India
	<ul> <li>A brief PPT on Manual of Office Procedure of Government of Maharashtra</li> <li>Screening of Film on Year End Review of DARPG</li> <li>Release of e-journal MGMG on e-Governance initiatives</li> </ul>
	3. Speech by Shri. Eknath Shinde, Hon'ble Chief Minister, Government of Maharashtra
	4. Vote of Thanks by Shri. Parrag Jaiin Nainutia, Principal Secretary, IT, Government of Maharashtra
	All GAD Secretaries/DG Yashada & Good Governance Committee Members to attend
11.00 AM - 12.30 PM	Session I: Startups and Good Governance Panel Session Chair – Dr Srivatsa Krishna, PS, Department of Personnel and Administrative Reforms, Government of Karnataka
	1. Srikanth Velamakanni, Fractal
	3. Aakrit Vaish, Haptik
	4. Sidharth Shah, Pharm Easy
	Hybrid Mode: All IAS Officers, Government of Maharashtra
12.30 PM - 01:30 PM	Session II: e-Governance Awarded Initiatives Session Chair – Dr.S.N.Tripathi, DG IIPA
	1. Trinetra: Integrated Command and Control Center (i3C) - Shri Narasimha
	Komar, IPS Chairman Task Force on VISWAS & Addl. DG of Police (Law & Order) 2. e-Panchavat Mission Mode Project. M/o Panchavati Rai, GOL Shri Alok
	Prem Nagar, Joint Secretary
	Spl. Secretary
	Hybrid Mode: All IAS Officers, Government of Maharashtra
01 20 PM	
02.30 PM	Lunch Break

a suñ		Regional Conference on "e-Governance" Minute to Minute Programme Day 1 : 23rd Jan, 2023 Venue – Royal Hall, National Sports Club of India, Lala Lajpatrai Marg, Lotus Colony, Worli, Mumbai-400 018.
02.2	0 PM -	Session III: e-Covernance Awarded Initiatives
02.5		Session Chair - Shri Amar Nath Additional Secretary DADDG Gol
04.0	U PM	1. Street Vendor, Atma Nirbhar Nidhi (PM SVANidhi) – Shri Saniay Kumar, DG, DMEO, NITI
		Aavog
		2. Analyzing Public Grievances using AI by IIT Kanpur- Prof. Nishith Srivastava, Department
		of Mathematics & Statistics, IIT Kanpur
		3. Gang Canal Regulation Computerization Project - Sri Ganganagar, Rajasthan - Smt.
		Rukmani Riar Sihag, DM, Hanumangarh
		4. Online service delivery for data driven governance - Dr. Asha Thomas, Add. Chief Secretary (P&ARD), Kerala
04.0	0 PM –	Session – IV: Best Practices of Govt. of Maharashtra
05.3	0 PM	Session Chair – Shri S Chockalingam, DG, YASHADA, Pune
		1. Maharashtra Migration Tracking System by Smt. Mittali Sethi, Director, VANAMATI, Nagour
		2. Artificial Intelligence-Based Road Quality Inspection by Shri. Karthikeyan,
		Assistant Collector, Pusad Sub Division, Yavatmal
		3. FLN Vedh App by Smt. Ashima Mittal, CEO, Nashik
		4. e-Governance Initiative in Government Receipts by Smt. Radhika Rastogi,
		Joint Director, LBSNAA, Mussoorie
		5. e-Registration (Self Help Portal) and Document Registration – Shri Shravan
		Hardikar, IGR, Department of Registration, Govt. of Maharashtra
		Award-winning PPT's by IAS Officers, GoM
		All IAS Officers, Government of Maharashtra

vin and the second seco	Regional Conference on "e-Governance" Minute-to-Minute Programme Day 2 : 24th Jan, 2023 Venue – Royal Hall, National Sports Club of India, Lala Lajpatrai Marg, Lotus Colony, Worli, Mumbai-400 018.
10.00 AM- 11.00 AM	Session V – Digital Institutions – Digital Secretariats Session Chair – Shri. Swadheen Kshatriya, Former Chief Secretary, Govt. of Maharashtra and Chairman, IIPA, Maharashtra
	1. Mantralaya Upgradation -Smt. Sujata Saunik, ACS ,Govt. of Maharashtra 2. e-Office – Smt. Rachna Srivastava, DDG, NIC 3. CSMOP 2022- Shri Parthasarathy Bhaskar, Deputy Secretary, DARPG
11.00 AM- 12.00 AM	Plenary Session         1. Welcome Address by Shri. Amar Nath, Additional Secretary, DARPG         2. Address by Shri V.Srinivas, Secretary DARPG         • Film on Innovation in Govt. of Maharashtra         • Release of e-journal MGMG on Special Campaign 2.0 (special edition)         • Release of GGW 2022 Coffee Table Book         3. Keynote Address by Shri. Devendra Fadnavis, Hon'ble Deputy Chief Minister, Govt. of Maharashtra         4. Keynote Address by Dr. Jitendra Singh, Hon'ble MoS, Personnel, Public Grievances and Pensions (Through VC)         5. Vote of Thanks by Shri N.B.S.Rajput, Joint Secretary DARPG
12:00 PM- 01:00 PM	Session VI – Start-ups in e-Governance         Session Chair – Shri. Sandeep Singhal, Co-founder Nexus Venture Partners &         Shri. Sanjay Vijayakumar, Co-Founder of Pupilfirst         1. Darwinbox- Mr. Rudraditya Bhattacharya, Regional Sales Director         2. Coronasafe Network – Mr. Sanjay Vijayakumar, Co-Founder         3. TrueCopy- Ms. Sonia Soman, Founder and CEO
01:00 PM- 01:30 PM	Session VII - e-Services Delivery in States         Session Chair - Shri Abhishek Singh, CEO NeGD         1. OTP and Feedback-Based Public Grievance Redressal System- Gujarat, Rajkot - Shri Amit Arora, Municipal Commissioner         2. E-Service Delivery of Record Rights Archival - Shri. Ramdas Jagtap, Dy. Collector, Government of Maharashtra
01.30 PM- 02.30 PM	Lunch Break
2.30 PM- 3.15 PM	Session VIII – NeSDA 2021 – Way Forward Session Chair - Shri. Mojeebuddin Khan, V P Consulting, North Region, NISG 1. Shri. NBS Rajput, Joint Secretary, DARPG 2. Shri. D Mallik. Add. Secretary (AR), Government of Odisha 3. Smt. Rachana Patil, Special Secretary (GAD), Government of Bihar





# REGIONAL CONFERENCE ON "E-Governance"

Jointly organised by

Department of Administrative Reforms & Public Grievances Government of India

&

General Administration Department (A.R.,O.& M.) Government Of Maharashtra

Page 55 of 62

	Details of all the Participants & Speakers attending the Regional Conference at					
	Mumbai on 23 - 24 January, 2023.					
Sr.	Participant /	Name	Designation	Department	State / Center	City
NO.	Speaker Participant	Shri D. Rahul	Deputy Secretary	Housing &	Chhattisgarh	Raipur
		Venkat		Environment		
2	Participant	Shri Ritesh	Genreal Manager	Elecronic &	Chhattisgarh	Raipur
3	Participant	Shri Kartikay Goyal	Sanchalak Panchayat	GAD	Chhattisgarh	Raipur
4	Participant	Mohammad kaiser abdul haq	Special Secretary	NREGA	Chhattisgarh	Raipur
5	Participant	Shri Manoj Kumar Nayak	System Analyst	CMGI	Odisha	Odisha
6	Speaker	Shri Debabrata Ma	Additional Secretary	GA & PG(AR) Depai	Odisha	Odisha
7	Participant	Shri Saurabh Kumar	District Magistrate	GAD	Chhattisgarh	Bilaspur
8	Participant	Henry Potsangbam	Head SeMT		Manipur	
9	Participant	Shri Ramesh K	DATA PROCESSING ASSISTANT	Director of Information Technology	Puducherry	Saram
10	Participant	AROQUIASSAMY CHARLES ANNASSAMY T	DATA PROCESSING ASSISTANT	Director of Information Technology	Puducherry	Saram
11	Participant	SIVAGNANA GANESAN A	PROGRAMMER	Director of Information Technology	Puducherry	Saram
12	Participant	Dr. Asha Thomas IAS	Additional Chief Secretary	Personnel & Administrative Reforms Department	Kerala	Thiruvananthap uram
13	Speaker	VIKRAM, IAS	DEPUTY COMMISSIONER	REVENUE & DISASTER	Haryana	FARIDABAD
14	Participant	SNEHAL R	DEPUTY COMMISSIONER, YADGIR DISTRICT	REVENUE	Karnataka	YADGIR

	Speaker	Shri Abhijeet	Managing	Science &	Madhya Pradesh	Bhopal
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-		<b>U</b> ,	State Electronics	Government of		
15			Development	Madhya Pradesh		
			Corporation			
16	Participant	HENRY	Head SEMT-	DIT	Manipur	Imphal
10		POTSANGBAM	Manipur			
	Participant	Dr. Abhishek Jain,	Secretary (IT,	IT, Education and	Himachal Pradesł	Shimla
17		IAS	Education and	Technical		
-/			Technical	Education		
			Education)			
	Participant	AROQUIASSAMY	DATA	HEALTH	Puducherry	PONDICHERRY
18		CHARLES	PROCESSING	DEPARTMENT		
		ANNASSAMY	ASSISTANT		,	
19	Participant	DR SIVAGNANA	PROGRAMMER	INFORMATION	Puducherry	PONDICHERRY
15		GANESAN A		TECHNOLOGY		
-	Participant	RAMESH K	DATA	INFORMATION	Puducherry	PONDICHERRY
20			PROCESSING	TECHNOLOGY	12.51	
			ASSISTANT			
	Participant	Shri Jasminder Pal	Head SeMT cum	Department of	Punjab	Chandigarh
21		Singh	Head CMO IT Cell	Governance		
				Reforms		
22	Participant	Dr. K VIDYA	CEO, ZILLA	RDPR	Karnataka	Tumakuru
22	8	KUMARI	PANCHAYATH			
	Participant	chandrashekhar	Additional	Revenue	Madhya Pradesh	bhopal
23		walimbe	Secretary	Department		
			(Revenue -			
			Department)			
	Participant	Saurabh Yadav	Assistant	Imphal East DC	Manipur	Imphal
24			Commissioner,	office		
776363			Imphal East(IAS)			
	<b>N</b> 11 1					
	Participant	IVIr. Ranjeet	Joint Secretary	Dept. of	Jharkhand	Kanchi
1000		Kumar Lal		Personnel,		
25				Administrative		
				Reforms and		
	energy and the second		Arthon MD Affordiate and	Rajbhasha		
	Participant	Vinayak S. Chari	Deputy Director	Department of	Goa	Panaji
26			(Admn-IT)	Information		
	<b>D</b>		<u>.</u>	Technology		<b>.</b> .
27	Participant	Kartikeya Goel	Director	Panchayat	Chhattisgarh	Raipur
	<b>D</b> 11 1 1			Department		<b>D</b> :
28	Participant	Rahul Venkat D	Deputy Secretary	Housing &	Chhattisgarh	Raipur
			DON L	Environment		N. I
29	Participant	Shri Ajay Kumar	DC Nuh	Revenue	Haryana	Nuh

	Participant	Shri Harshad	Dy Director(IT)	IT, Electronics and	Goa	Panaji
30	(22-2)	Pawar		Communication		1000
21	Participant	Dr. Rahul Singh	State Resource	Administrative	Uttar Pradesh	Lucknow
21			Person	Reforms		
	Participant	SUBRATA SARKAR	DEPUTY	PERSONNEL &	West Bengal	KOLKATA
32			SECRETARY	ADMINISTRATIVE		
				REFORMS		
33	Participant	Dr. Sheel Asthana	Joint Director	Administrative	Uttar Pradesh	Lucknow
				Reforms		
	Participant	Dr S. Sajeev	Professor	Institute of	Kerala	Trivandrum
34				Management in		
54				Government(IMG)		
				ATI, Kerala		
35	Participant	Inderpal Singh	Senior Con - PM	Dep of IT	Chandigarh	UT Chandigarh
	Participant	Vikramaditya	Chief	Development	Uttar Pradesh	Ghaziabad
36		Singh Malik	Development			
			Officer (CDO),			
			Ghaziabad			
37	Participant	Vikram Muthyala	Project Manager	ITE&C	Telangana	Hyderabad
•/				Department		
	Participant	Shri Vishal Sagar	Directror, Dept. of	Department of	Jharkhand	Ranchi
38			IT&eGov and	Information		
			Director, JSAC	Technology &		
				eGovernance		
	Participant	K. Ravinder Naik	Principal	Administrative	Uttar Pradesh	Lucknow
39			Secretary	Reforms & Public		
				Service		
				Management		
	Participant	Mamta Verma	Assistant	Department of	Himachal	Shimla
			Programmer (IT)	Information	Pradesh	
40				Technology		
				Himachal Pradesh		
120040	Participant	Vikas Chadha	Manager (IT)	Department of IT,	Himachal	Shimla
41				Himachal Pradesh	Pradesh	
	a 1					
	Speaker	SANJAY KUMAR	DIRECTOR	NITI Aayog	Delhi	New Delhi
			GENERAL, DMEO			
42			(earlier Additional			
			Secretary,			
			MoHUA)			

			107 - 503	1000 BAN200 DAVA	Stelo Parenti Sato	
	Participant	Meena	Joint Director,SKIPA	Dept of Personnel Administrative	Jharkhand	Ranchi
43				Reforms and		
				Raibhasha		
	Participant	ВV	Assistant	Information	Telangana	Hyderabad
		Subrahmanyam	Director(eGov.)	Technology,		
				Electronics &		
44				Communications		
				Department,		
				Govt. of		
				Telangana		
45	Participant	Kumar Amit	IT CONSULTANT	IT Department	Ladakh	LEH
	Speaker	Shri Narasimha	Chairman, Task	Gujarat Police	Gujarat	Gandhinagar
		Komar, IPS	Force on VISWAS			
16			& Addl. DG of			
40			Police (Law &			
			Order), Gujarat			
			State			
	Speaker	Amit Arora	Municipal	Rajkot Municipal	Gujarat	Rajkot
47			Commissioner	Corporation		
	Participant	Smt. Rukmani Riar	District Collector,	Revenue	Rajasthan	Hanumangarh
48			Hanumangarh		475.28	
	Participant	Krishna Kumar	Assistant Director	Information	Dadra and Nagar	Silvassa
19				Technology	Haveli and	
				Department	Daman and Diu	
50	Participant	Uttam Singh	Deputy	Revenue	Haryana	Hisar
			Commissioner			
51	Participant	Kishore Madasu	Consultant	ITE&C	Telangana	Hyderabad
51				Department		
52	Participant	Rupani Mahesh	Consultant	ITE&C	Telangana	Hyderabad
52	v			Department		
52	Participant	P. Srinivas	Joint Director	ITE&C	Telangana	Hyderabad
- 33				Department		
	Participant	Yetindra M.	Secretary	Food and Civil	Ladakh	Leh
54		Maralkar	(FCS&CA)	Supply &		
<sup>34</sup>				Consumer Affairs		
55	Participant	Kaneez Fatima	Cheif Accounts	Hospitality &	Delhi	New Delhi
35			officer	protocol		

	Darticipant	Mitalaa Lahkar	Doputy Secretary	Administrativo	Assam	Guuvahati
	Participant	Acc	Deputy Secretary		Assam	Guwanati
		ACS	to the Govt. of	Reforms, Training,		
			Assam	Pension and		
56				Public Grievances		
				Department		
				0.57		
57	Speaker	Alok Prem Nagar	Joint Secretary	Ministry of	Delhi	New Delhi
•				Panchayati Raj		
	Participant	VIPRA BHAL	SECRETARY	INFORMATION	Jharkhand	RANCHI
58				TECHNOLOGY & E-		
				GOVERNANCE		
50	Participant	Vivek Chandel	Director	Technical	Himachal	Sundernagar
55				Education	Pradesh	
	Participant	Umananda Doley	Secretary to Govt	Welfare of	Assam	Guwahati
			of Assam	Bodoland and		
~				Information and		
60				Public Relation		
				and Printing and		
				Stationery		
	Participant	Shri Dev	District	Government of	Gujarat	Rajkot
61		Choudhary	Devlopment	Gujarat		
20000			Officer			
	Participant	Mohan Datt	Joint Secretary,	Administrative	Himachal	Shimla
62			Government of H.	Reforms	Pradesh	
			Р			
	Participant	Shri Nitin	Director IT and	Department of	Gujarat	Gandhinagar
63		Sangwan	eGovernance	Science and Tech	0000004-75.000404830000000	
	Speaker	Shri AP Nagar	JS-MoPR	Ministry of	Delhi	New Delhi
64				Panchayati Raj		
	Participant	Shri Nisheeth	Associate	Department of	Uttar Pradesh	Kanpur
		Srivastava	Professor	Computer		Andread Contraction
65				Science, IIT		
				Kanpur		
	Participant	Shri L. Mohamed	DISTRICT	GOVERNMENT OF	Puducherry	KARAIKAL
66		Mansoor	COLLECTOR.	PUDUCHERRY	namena da de castelado especializada de 1997 da 🖌 A	nan
			KARAIKAL			
	Speaker	Shri S.N. Tripathi	Director General	Indian Institute of	Delhi	Delhi
67			1999-1997-1997-1997-1997-1997-1997-1997	Public		
				Administration		
67	Speaker	Shri S.N. Tripathi	KARAIKAL Director General	Indian Institute of Public	Delhi	Delhi
				Administration		

~ • -	Annexure 1 : Details of Speakers on Day 1
Session I:	Start-ups and Good Governance
Chairperson:	Dr. Srivatsa Krishna, Principal Secretary
	Department of Personnel and Administrative Reforms, Government of Karnataka
Speaker 1:	Srikanth Velamakanni
	Fractal (Co-founder, Group Chief Executive & Vice-Chairman)
Speaker 2:	Ashwin Damera
	Eruditus (Co-founder)
Speaker 3:	Aakrit Vaish
_	Haptik (Co-Founder & CEO)
Speaker 4:	Sidharth Shah
-	(Pharm Easy- Co- founder and CEO)
Session II:	e-Governance Awarded Initiatives
Chairperson:	Dr. S.N.Tripathi
- ···· <b>/</b> · ··· ··	Director General, IIPA (Indian Institute of Public Administration)
Speaker 1:	Shri. Narasimha Komar
	IPS Chairman Task Force on VISWAS (Video Integration and State-Wide
	Advanced Security) & Addl. DG (Director General) of Police (Law & Order)
Speaker 2:	Shri Alok Prem Nagar
~P control _1	Joint Secretary, M/o (member of) Panchayati Rai, Govt, of India
Speaker 3:	Shri, Vinin Kumar
Spearer et	Special Secretary, Directorate of Geology & Mining, Uttar Pradesh
Session III:	e-Governance Awarded Initiatives
Chairnerson:	Shri Amar Nath
Chaiperson.	Additional Secretary DARPG
Sneaker 1.	Shri Sanjay Kumar
Speaker 1.	Addl Secv. M/o Housing and Urban Affairs. DG (Director
	General) DMFO (Development Monitoring and Evaluation Office) NITI Aavog
Sneaker 2.	Prof Nishith Srivastava
Speaker 2.	Department of Mathematics & Statistics IIT Kanpur
Sneaker 3.	Smt Rukmani Riar Sihag
Speaker 5.	DM (District Magistrate) Hanumangarh
Sneaker 4.	Dr Asha Thomas Add Chief Secretary
Speaker 4.	(P& ARD) Personnel & Administrative Reforms Department Kerala
Session - IV.	Rest Practices of Covt of Maharashtra
Chairperson:	Shri S Chockalingam
Champerson.	Director General VASHADA Institute Pune
Sneaker 1.	Smt Mittali Sethi Director
Speaker 1.	Vasantrao Naik State Agricultural Extension Management Training Institute Nagnur
Sneaker 2.	Shri Karthikevan
Speaker 2.	Assistant Collector Pusad Subdivision Vavatmal
Speaker 3.	Smt Ashima Mittal
Speaker 5.	CFO Nashik
Speaker 4.	Smt Radhika Rastogi Joint Director
Speaker 4.	(LBSNAA) Lal Bahadur Shastri National Academy of Administration. Mussoorie
	Uttarakhand
Speaker 5.	Shri Shrayan Hardikar
Speaker 5.	IGR (Inspector General of Registration) Department of Registration
	Tore (inspector General or registration), Department or registration

	Annexure II : Details of Speakers on Day 2
Session V:	Digital Institutions – Digital Secretariats
Chairperson:	Shri. Swadheen Kshatriya,
	Former Chief Secretary, Govt. of Maharashtra, and Chairman of IIPA, Maharashtra
Speaker 1:	Smt. Sujata Saunik,
	Additional Chief Secretary (A.R., O.& M.), Government of Maharashtra)
Speaker 2:	Smt. Rachna Srivastava,
	DDG (Deputy Director General), NIC
Speaker 3:	Shri Parthasarathy Bhaskar, Deputy Secretary, DARPG
Session VI:	Start-ups in e-Governance
Chairperson:	Shri. Sandeep Singhal, Co-founder Nexus Venture Partners &
	Shri. Sanjay Vijayakumar, Co-Founder of Pupilfirst
Speaker 1:	Mr. Rudraditya Bhattacharya,
	Regional Sales Director of Darwinbox
Speaker 2:	Mr. Sanjay Vijayakumar,
	Co-Founder of Coronasafe Network
Speaker 3:	Ms. Sonia Soman,
	Founder and CEO of TrueCopy
Session VII:	e-Services Delivery in States
Chairperson:	Shri. Abhishek Singh, CEO NeGD
Speaker 1:	Shri. Amit Arora,
	Municipal Commissioner, Rajkot, Gujarat
Speaker 2:	Shri. Ramdas Jagtap,
	Dy. Collector, Government of Maharashtra
Session –	NeSDA 2021 – Way Forward
VIII:	
Chairperson:	Shri. Mojeebuddin Khan,
	V P Consulting, North Region, NISG (National Institute for Smart Government)
Speaker 1:	Shri. NBS Rajput, Joint Secretary, DARPG
Speaker 2:	Shri. D Mallik,
	Add. Secretary (AR), Government of Odisha
Speaker 3:	Smt. Rachana Patil,
	Special Secretary (GAD), Government of Bihar
Session – IX:	Data Driven Governance
Chairperson:	Shri S Chockalingam,
	YASHADA, Pune and Shri. Abhishek Singh, CEO, NeGD (National e-Governance
	Division) / DIC (Digital India Corporation)
Speaker 1:	Shri. Satish Agnihotri,
	Professor, Indian Institute of Technology Bombay - (CTARA) -Centre for
	Technology Alternatives for Rural Areas
Speaker 2:	Shri. Prakash Kumar,
0 1 2	CEO, wadhwani Institute of Technology and Policy -
Speaker 3:	Dr. Anurag Aswa,
G 1 4	Associate Dean, Goknale Institute of Politics and Economics, Pune
Speaker 4:	Prof. Ganesh Kamakrishnan, Professor
Sucol 5	Dept. of CSE, III Bombay, Video Analytics for Safety and compliance applications
Speaker 5:	Snri. S Unockalingam,
	DG, YASHADA, Pune

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Page 62 of 62