

**Administrative Reforms Commission's 11<sup>th</sup> Report titled  
"Promoting e-Governance - The Smart Way Forward"**

**Details of the Government's decisions on the recommendations  
of the Administrative Reforms Commission**

Sl. No	Recommendations made by Administrative Reforms Commission	Government's Decision
1.	<p><b>1. (Para 6.2.2) Building a Congenial Environment</b></p> <p>a. Building a congenial environment is a sine qua non for successful implementation of e-Governance initiatives. This should be achieved by:</p> <p>i. Creating and displaying a will to change within the government</p> <p>ii. Providing political support at the highest level</p> <p>iii. Incentivising e-Governance and overcoming the resistance to change within government</p> <p>iv. Creating awareness in the public with a view to generating a demand for change.(1)</p>	<p>(a) Recommendation has been accepted. Plan funds earmarked for computerization should be utilized for e-governance initiatives and physical progress should be monitored in a more effective manner.</p>
2.	<p><b>2. (Para 6.3.9) Identification of e-Governance Projects and Prioritization</b></p> <p>a. Government organizations/ departments at Union and State Government levels need to identify e-Governance initiatives which could be undertaken within their functional domain, keeping the needs of the citizens in mind. Such initiatives may be categorized as follows:</p> <p>i. Initiatives which would provide timely and useful information to the citizens.</p> <p>ii. Initiatives which would not require the creation of a database for providing useful services to the citizens. This may include initiatives where database may be created prospectively without waiting for the updation of historical data.</p> <p>iii. Initiatives which allow for making elementary online transactions including payment for services.</p> <p>iv. Initiatives which require verification of information/data submitted online.</p> <p>v. Initiatives which require creation and integration</p>	<p>(a) to (c) Recommendations have been accepted. All Ministries/ Departments to prioritize 3 to 4 high volume citizen-centric e-governance initiatives. An independent budget head of account should be created to utilize 2% to 3% of Plan funds for e-Governance projects. A Core Group consisting of officers from DIT and DAR&amp;PG should guide Ministries/Departments in prioritizing the projects for e-Governance.</p>

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3.  4.	<p>of complex databases.(2)</p> <p>b. Instead of implementing all such initiatives at one go, these should be implemented after prioritizing them on the basis of ease of implementation, which would generally follow the categories mentioned above in that order. However, suitable modifications in their prioritization may be made by organizations/ departments on the basis of the needs of and likely impact on citizens.(3)</p> <p>c. Respective Departments of Information Technology at the Union and State Government levels should coordinate between organizations and provide technical support if needed, in the task of identification and prioritisation.(4)</p>	
5.  6.  7.  8.	<p><b>3. (Para 6.4.16) Business Process Re-engineering</b></p> <p>a. For every function a government organization performs and every service or information it is required to provide, there should be a step-by-step analysis of each process to ensure its rationality and simplicity. (5)</p> <p>b. Such analysis should incorporate the viewpoints of all stakeholders, while maintaining the citizen-centricity of the exercise. (6)</p> <p>c. After identifying steps which are redundant or which require simplification, and which are adaptable to e-Governance, the provisions of the law, rules, regulations, instructions, codes, manuals etc. which form their basis should also be identified. (7)</p> <p>d. Following this exercise, governmental forms, processes and structures should be re-designed to make them adaptable to e-Governance, backed by procedural, institutional and legal changes. (8)</p>	<p>(a) to (d) Recommendations have been accepted. Government process re-engineering strategy has been developed by the Government which should be shared with all Ministries/ Departments. D/AR&amp;PG along with DIT &amp; CSIR would work on creating standards and process certification modalities for government Process Re-engineering (GPR) &amp; required skill sets for e-Governance projects.</p>
9.	<p><b>4. (Para 6.5.22) Capacity Building and Creating Awareness</b></p> <p>a. Capacity building efforts must attend to both the</p>	<p>(a) to (f) Recommendations have</p>

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<p>10.</p> <p>11.</p> <p>12.</p> <p>13.</p> <p>14.</p>	<p>organizational capacity building as also the professional and skills upgradation of individuals associated with the implementation of e-Governance projects.(9)</p> <p>b. Each government organization must conduct a capacity assessment which should form the basis for training their personnel. Such capacity assessment may be carried out by the State Department of Information Technology in case of State Governments, and the Union Department of Information Technology in the Centre. Organisations should prepare a roadmap for enhancing the capabilities of both their employees and the organization. (10)</p> <p>c. A network of training institutions needs to be created in the States with the Administrative Training Institutes at the apex. The Administrative Training Institutes in various States should take up capacity building programmes in e-Governance, by establishing strong e-Governance wings. ATIs need to be strengthened under the NeGP. (11)</p> <p>d. State Governments should operationalise the Capacity Building Roadmap (CBRMs), under the overall guidance and support of the DIT, Government of India. (12)</p> <p>e. Lessons learnt from previous successful e-Governance initiatives should be incorporated in training programmes.(13)</p> <p>f. The recommendations made by the Commission in its Second Report entitled 'Unlocking Human Capital' in paragraph (5.2.1.6) should be adopted for creating awareness among people with regard to e-Governance initiatives.(14)</p>	<p>been accepted.</p> <p>There is a need for a substantial increase in the efforts for capacity building both at the individual as well as institutional level. The requirement of resources for capacity building should be an integral part of every project outlay. To achieve desired outcomes, there is a need to have focused teams including Chief Innovation Officers who can be selected through a competitive process either from inside the Govt. or open market.</p>
<p>15.</p>	<p><b>5. (Para 6.6.2.10) Developing Technological Solutions</b></p> <p>a. There is a need to: i. Develop a national e-Governance 'enterprise architecture' framework as has been done in some</p>	<p>(a) Recommendation has been accepted. DIT would develop an enterprise architecture framework</p>

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	<p>countries.</p> <p>ii. Promote the use of 'enterprise architecture' in the successful implementation of e-Governance initiatives; this would require building capacity of top level managers in all government organizations. <b>(15)</b></p>	<p>which can be used for large and complex projects wherever found appropriate</p>
<p>16.</p> <p>17.</p> <p>18.</p> <p>19.</p> <p>20.</p>	<p><b>6. (Para 6.7.2.7) Implementation</b></p> <p>a. All organizations should carry out a periodic independent evaluation of the information available on their websites from the citizens perspective and then re-design their websites on the basis of the feedback obtained. <b>(16)</b></p> <p>b. Each government organization should prepare a time-bound plan for providing of transactional information through their websites. To begin with, this could be done by updating the websites at regular intervals, while at the same time, re-engineering the back-end processes and putting them on computer networks. Ultimately, all the back-end processes should be computerized. <b>(17)</b></p> <p>c. Complex e-Governance projects should be planned and implemented like any major project having several parts / components for which Project Management capability should be developed in-house. <b>(18)</b></p> <p>d. Implementation of e-Governance projects would involve a detailed 'project management' exercise which would consist of the following activities:</p> <ul style="list-style-type: none"> <li>i. Breaking up entire e-Governance projects into components/activities</li> <li>ii. Planning each activity in detail</li> <li>iii. Allocating resources, both human and financial</li> <li>iv. Commencement of activities as per the plan and continuous tracking</li> <li>v. Need-based mid-course correction <b>(19)</b></li> </ul> <p>e. While implementing transformational programmes like the NeGP, it is essential to recognise of the importance of a structured approach to Change Management – the people side of transformation. It is necessary for Government</p>	<p>(a) to (e) Recommendations have been accepted.</p> <p>Need for well designed government websites which provide information to citizens in a user-friendly manner is very much felt. DIT would empanel web designing firms to help the government Ministries/Departments in designing their websites as per Government guidelines. Within a period of six months all the websites would be redesigned. This process would be monitored by DAR&amp;PG.</p> <p>Change management strategy designed by DAR&amp;PG would be shared and exposed to the officers through training institutions.</p>

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	agencies, especially the nodal Ministries and the Administrative Reforms and IT Departments, to design appropriate Change Management Strategies and Plans to accompany the e-Governance implementation.(20)	
21.        22.	<p><b>7. (Para 6.8.3) Monitoring and Evaluation</b></p> <p>a. Monitoring of e-Governance projects should be done by the implementing organization during implementation in the manner in which project monitoring is done for large infrastructure projects. Even after the project has been implemented, constant monitoring would be required to ensure that each component is functioning as per the design. (21)</p> <p>b. Evaluation of success or failure of e-Governance projects may be done by independent agencies on the basis of parameters fixed beforehand.(22)</p>	(a) & (b) Recommendations have been accepted. Evaluation of projects would be undertaken by statutory auditors and independent agencies.
23.	<p><b>8. (Para 6.9.5) Institutional Framework for Coordination and Sharing of Resources/ Information</b></p> <p>a. The Departments of Information Technology at the Union and State Government levels should provide institutional support to other departments and organizations in implementation of e-Governance projects identified and conceptualized by them. The DIT should focus on the following:</p> <ol style="list-style-type: none"> <li>1. Conducting an e-preparedness audit for each organization</li> <li>2. Enforcing standardization</li> <li>3. Assisting in co-ordination when e-Governance projects transcend an organisation's functional domain</li> <li>4. Carrying out evaluation of e-Governance projects</li> <li>5. Acting as a repository of best practices and encouraging horizontal replication of successful projects</li> <li>6. Helping in selection of technological</li> </ol>	(a) & (b) Recommendations have been accepted.  The specific elements suggested by ARC may be emphasized in DIT's allocation. However, overarching role of DAR&PG in e-governance would continue. DAR&PG would need to be strengthened to perform its assigned role in this area

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24.	<p>solutions.(23)</p> <p>b. The Second Schedule to the Government of India Allocation of Business Rules, 1961 may be suitably amended to incorporate these elements with regard to the subject matter of 'e-Governance'.(24)</p>	
25.  26.	<p><b>9. (Para 6.10.6) Public-Private Partnership (PPP)</b></p> <p>a. Several components of e-Governance projects lend themselves to the Public-Private Partnership (PPP) mode. In all such cases (PPP) should be the preferred mode.(25)</p> <p>b. The private partner should be selected through a transparent process. The roles and responsibilities of government as well as the private partner should be clearly laid down in the initial stage itself, leaving no room for any ambiguity.(26)</p>	<p>(a) &amp; (b) Recommendations have been accepted.</p> <p>DIT would identify institutions which could provide assistance to Ministries/ Departments in implementing PPP projects</p>
27.	<p><b>10. (Para 6.11.2) Protecting Critical Information Infrastructure Assets</b></p> <p>a. There is need to develop a critical information infrastructure assets protection strategy. This should be supplemented with improved analysis and warning capabilities as well as improved information sharing on threats and vulnerabilities.(27)</p>	<p>(a) Recommendation has been accepted.</p> <p>Critical information infrastructure protection strategy as designed for MMPs would be applied to all e-Governance projects.</p>
28.  29.	<p><b>11. (Para 7.3.2.3.16) The Common Support Infrastructure</b></p> <p>a. As recommended by the Standing Committee on Information Technology in its 58th Report, the State Data Centres (SDCs) should be maintained by Government agencies such as NIC as it involves handling of sovereign data. Further, all data centres at the State level should be subsumed in the SDCs.(28)</p> <p>b. The implementation of SDCs, SWANs and CSCs should be coordinated to prevent significant time-lag between their operationalisation. Last mile connectivity issues involved in operationalisation of</p>	<p>(a) to (e) Recommendations have been accepted.</p>

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30.	<p>CSCs should also be addressed in a time-bound manner.<b>(29)</b></p> <p>c. Gram Panchayats should be involved in monitoring the operation of the Common Services Centres in the first four years of their operation when they are receiving revenue support from government for providing 'Government to Citizen' services. They should proactively engage in making citizens aware of the services provided through the CSCs and encourage them to make use of them.<b>(30)</b></p>	
31.	<p>d. State Governments should make available a large bouquet of G2C services through the CSCs. In doing so, they should adopt the approach outlined in this Report while discussing identification and prioritization of e-Governance projects.<b>(31)</b></p>	
32.	<p>e. The Mission Mode Project on Gram Panchayats should be finalized and implemented in a time-bound manner. The MMP should incorporate the recommendations made by the Commission in its Sixth Report entitled 'Local Governance', in paragraphs 3.10.2.8 and 4.5.5.6.<b>(32)</b></p>	
33.	<p><b>12. (Para 7.3.3.8) Mission Mode Projects</b></p> <p>a. State Governments should first provide a clear mandate for governance reforms that must precede the e-Governance initiatives. This would involve, if necessary, changing procedures and even structures and statutes. Therefore as a first step, these issues need to be analysed, decision points identified and political approval taken.<b>(33)</b></p>	<p>(a) to (c) The Recommendations have been accepted.</p> <p>Deptt. of IT has worked out a detailed methodology for preparing project proposals which includes stakeholder analysis, determination of services and service levels.</p>
34.	<p>b. The major decisions involved in (a) above should be identified by the State Level Apex Committee and approval of the State Government obtained within six months.<b>(34)</b></p>	
35.	<p>c. The Secretaries of the concerned departments should be entrusted with the responsibility of project implementation in unambiguous terms. They should be provided with the requisite authority and</p>	

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36.	<p>resources for project implementation.(35)</p> <p>d. Thereafter, the business process re-engineering and capacity building exercise should be completed by the concerned department within a maximum period of one year. The IT component of these projects should not be funded until this step is completed.(36)</p>	(d) Recommendation has not been accepted.
37.	<p>e. The Annual Performance Appraisal Report (APR) of public servants entrusted with the responsibility of project implementation under NeGP should have a separate entry for evaluation of their performance in this regard. (37)</p>	(e) The Recommendation has been accepted. There is a need to put emphasis on performance by officers for e-Governance projects, however, mechanics of doing so need to be studied in greater detail.
38.	<p><b>13. (Para 7.3.4.1.23) Mission Mode Project on Computerisation of Land Records</b></p> <p>a. Surveys and measurements need to be carried out in a mission mode utilizing modern technology to arrive at a correct picture of land holdings and land parcels and rectification of outdated maps.(38)</p>	(a) to (d) Recommendations have been accepted.
39.	<p>b. This needs to be accompanied by an analysis of the existing mechanism for updating land records – which varies from State to State – to be supplanted by an improved and strengthened mechanism which ensures that all future transactions in titles are immediately reflected in the land records. Such a system should be able to detect changes in titles through various means – namely, succession, will, partition, gift, survivorship etc and update records accordingly. (39)</p>	
40.	<p>c. The dispute resolution mechanism with regard to land titles needs to be strengthened in order to be compatible with the demands made on it.(40)</p>	
41.	<p>d. In case of urban areas, a similar exercise needs to be undertaken especially since measurements and surveys have not been done in many of such areas and even record of titles is not available in most cities.(41)</p>	



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42.	<p><b>14. (Para 7.3.4.2.7) Passport &amp; Visa MMP</b></p> <p>a. The entire passport issue process needs to be put on an e-Governance mode in phases. As the processes which precede and follow the police verification have already been re-engineered and put in e-Governance mode, this may be integrated with online police and citizen identification data bases. In the mean time, the process of police verification should be streamlined and made time bound.(42)</p>	(a) The Recommendation has been accepted.
43.	<p><b>15. (Para 7.3.4.3.12) Unique National Identity Number/Card</b></p> <p>a. The proposed Unique ID Authority should evolve a database of UIDs on the basis of permanent identifiers such as date of birth, place of birth etc. as described in paragraph 7.3.4.3.11.(43)</p>	(a) Recommendation has been accepted.
44.             45.	<p><b>16. (Para 8.2) Legal Framework for e-Governance</b></p> <p>a. A clear road map with a set of milestones should be outlined by Government of India with the ultimate objective of transforming the citizen-government interaction at all levels to the e-Governance mode by 2020. This may be enshrined in a legal framework keeping in consideration the mammoth dimension of the task, the levels of required coordination between the Union and State Governments and the diverse field situations in which it would be implemented.(44)</p> <p>b. The legal framework should, inter alia, include provisions regarding:</p> <ul style="list-style-type: none"> <li>i. Definition of e-Governance, its objectives and role in the Indian context;</li> <li>ii. Parliamentary oversight mechanism;</li> <li>iii. Mechanism for co-ordination between government organizations at Union and State levels;</li> <li>iv. Role, functions and responsibilities of government organizations with regard to e-Governance initiatives, especially business process re-engineering;</li> </ul>	<p>(a) to (c) The Recommendations have been accepted.</p> <p>DIT would come up with a draft legislation.</p>

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46.	v. Financial arrangements; vi. Specifying the requirements of a strategic control framework for e-Government projects dealing with the statutory and sovereign functions of government; vii. Framework for digital security and data protection; and viii. Responsibility for selection and adoption of standards and inter-operability framework. <b>(45)</b>  c. This legislation should have an overarching framework and be able to provide flexibility to organizations. <b>(46)</b>	
47.	<b>17. (Para 9.5) Knowledge Management</b>  a. Union and State Governments should take proactive measures for establishing Knowledge Management systems as a pivotal step for administrative reforms in general and e-Governance in particular. <b>(47)</b>	(a) The Recommendation has been accepted. Appropriate action would be taken by DIT & DAR&PG.

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