

GUIDELINES FOR NATIONAL ROLLOUT

eDistrict MMP

Department of Information Technology

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GUIDELINES FOR NATIONAL ROLLOUT eDistrict MMP

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BACKGROUND

a) NeGP was approved by the Government in May 2006, with the following vision:

“Make all Government Services accessible to the common man in his locality, through common service delivery outlets and ensure efficiency, transparency and reliability of such services at affordable costs to realize the basic needs of the common man”.

b) To realize this vision, 27 Central, State and Integrated Mission Mode projects (MMPs) along with 8 support components were identified and approved under NeGP (**Annexure II**). States have been given flexibility to identify upto 5 additional state-specific projects, which are particularly relevant for the economic development of the State. NeGP also envisages creation of the core IT infrastructure in the form of SWANs, SDCs and one lakh front ends namely CSCs in rural areas across the country to deliver public services electronically.

c) **e-District** is one of the 27 MMPs under NeGP, with the Department of Information Technology (DIT), Government of India (GoI) as the nodal Department, to be implemented by State Government or their designated agencies. **This MMP aims at electronic delivery of identified high volume citizen centric services, at district and sub-district level, those are not part of any other MMP.** To achieve these objectives service levels and outcomes for each of these services will be clearly laid down by the concerned State, with a view to improving the efficiency and effectiveness of the service delivery. The MMP envisages leveraging and utilizing the four pillars of e-infrastructure namely, SDCs, SWANs, SSDGs and CSCs, optimally to deliver public services electronically to citizens at their door steps. Initially only those high volume citizen-centric services will be taken up for implementation which have high priority for the State. New services will be added to the portfolio subsequently, once the demand for the initial set of e-enabled services increases.

OBJECTIVES

The objectives of the e District Mission Mode Project are to ensure the following:

- a. Undertake backend computerization of District and Tehsil level offices to ensure electronic delivery of high volume citizen centric services at the district level.
- b. Efficient delivery of services with improved Service Levels by undertaking extensive Business Process Re Engineering of identified services.
- c. Extensive Capacity Building and training of field level functionaries to ensure smooth migration to electronic delivery of e district services and phasing out manual delivery of services.
- d. Delivery of services through Common Service Centers (CSCs) by leveraging the common infrastructure of SWAN, SDC, and SSDG.
- e. Development of applications to be hosted at the State Data Centers for delivery of services.
- f. Delivery of all public services at District/ Sub District level in electronic form through State Portals by using the State Service Delivery Gateways.
- g. Providing easy, anywhere and anytime access to Government Services (both Information & Transactional) to ensure reliability, efficiency, transparency and accountability.
- h. Reducing number of visits of citizens to a Government office / department for availing the services and there by eliminating harassment.
- i. Reducing administrative burden and service fulfillment time & costs for the Government, Citizens & Businesses
- j. Reducing direct interaction of citizen with the Government and encourage 'e'-interaction and efficient communication through portal
- k. Enhancing perception & image of the Government and its constituent Departments.

COVERAGE AND SCOPE OF THE PROJECT

Coverage of the Project

The e-District MMP is to be implemented in all 640 districts of the country including 41 districts already taken up under pilot implementation of the eDistrict Project. **The implementation of the Scheme will be completed in four years commencing from 2011-12 and will also include 2 years of O&M phase.**

b. The implementation in the States is proposed to be carried out in 2 phases: **In the first phase**, districts in which at least 70 per cent of the CSCs are operational would be targeted for the rollout and **in the second phase**, rest of the districts would be selected for the e-District rollout.

Scope of the project

e-District MMP aims at electronic delivery of all public services at District / Sub District level, progressively. Initially 10 categories (5 mandatory + 5 State Specific) of identified high volume citizen centric public services at district and sub-district level will be taken up for implementation. While doing so, the four pillars of e-infrastructure i.e. SWANs, SDCs, SSDGs and CSCs will be leveraged and no new infrastructure would be created. Later on, new services could be added depending on the requirements and the felt needs.

The e-District MMP envisages centralized architecture at the State level with common application software for each of the identified services for all the districts of the State. The application software will be hosted in the State Data Centre. **Integration across States would be enabled, through mandatory adherence to technical specifications and e Governance standards.** The detailed guidelines in this regard will be issued by DIT (Department of Information Technology) separately.

Two key aspects of the Scheme are Business Process Re-engineering (BPR) and creation of databases based on e-Governance standards for the purposes of ensuring interoperability. **BPR is intended to enable process simplification and significant value addition to citizens.**

4.0 SERVICES

4.1 Category of Services

A minimum of Five (5) service categories can be undertaken under this Scheme. State would be required to identify and notify **at least 20 services** and their service levels to be delivered under this programme in electronic mode only to the citizens from a fixed cut off date. Accordingly, Government Orders/ legal changes need to be issued or made by State notifying no parallel manual processing for these services will be carried out after the cut off date. The State Government will satisfy itself that electronic system of delivery of services is working satisfactorily and is tested prior to moving for exclusive mode of delivery of services. Some of the Government Notifications for enabling e services are available at DIT site at <http://www.mit.gov.in/content/government-notifications-enabling-e-services>.

Core list of Services

- (a) National Mandated Services

Five service categories have been identified at the national level which shall be taken up for implementation by all States which agree to participate in the e District MMP.

- (i) **Issue of Certificates** including services :Birth, Death, Domicile, Nationality, Caste, Marriage, Income, Employment, etc.
- (ii) **Social Welfare Schemes** including services – Social welfare Pensions (Old age, Widow, Handicap, Destitute), Scholarships.
- (iii) **Revenue Court** including services – including Case listing, Case adjournment, Stay orders, Final orders, Status of execution of orders: information, tracking, filing of miscellaneous applications. Also, Government dues and recovery, as part of Land Revenue – including issue of notices, record payments, track default processes, updation of treasury receipts, etc.
- (iv) **Ration Card** related services including services change of address, additions, deletions of members, application for issue of duplicates, etc.
- (v) **RTI services** including services redressal of Grievances – application, tracking, monitoring, redressal, appeals, etc. related to all

(b) State Optional Service Categories

The State can also add further 5 service categories, at its discretion, for implementation under the eDistrict MMP. However, in case, funds are available, additional categories of services may be added by the State subject to adherence to project timelines. Indicative list of service categories, which is illustrative and not exhaustive from which the States can select is given below. States would be free to add additional services other than those indicated, subject to their meeting the criterion indicated in these guidelines.

Table 1: Indicative List of Optional Service Categories

CERTIFICATES	GRIEVANCES
REVENUE	EDUCATION
MARRIAGE SERVICES	HEALTH
ELECTORAL SERVICES	EMPLOYMENT
LICENSES	POLICE
COURT SERVICES	TRAVEL/SERAI
UTILITY SERVICES	GRANTS/ LOANS
COLLECTION OF TAX/DUES	SOCIAL WELFARE
INDUSTRIES	

4.2 Guidelines for selection of optional services by the State

For the eDistrict MMP, the State should consider the following during the process of selection of optional services under the Project. This would include:

4.2.1 Identification

States are required to identify all possible public services that can be delivered at the district and sub district level. States should also make use of the list of services identified under SSDG/ State Portal project.

4.2.2 Prioritization

Having identified all the services at the district and sub district level, these services may be prioritized in order of volume. For this the State may make use of already existing surveys by independent agencies or the number of manual transactions for the last 3 years could also be the one of the basis to determine the demand.

From the list so drawn, services to be included in the scope of the e district MMP would be identified by the State based on an analysis of each identified service. The analysis would include considerations such as:

- a. Importance – How important is the service from the citizen’s point of view and how sustainable the service would be in the long run.
- b. Potential benefit to Citizen/Government from computerization.
- c. Ease with which service levels (time bound) for each service can be defined , tracked and ease of replication throughout the state
- d. Degree of changes required in existing processes to meet the service level requirements of each of the service (BPR). BPR reports as available from pilot states is available at DIT website.
- e. Ease with which such changes can be introduced, including legal reforms,
- f. Availability and quality of existing manual/digital data that can be used for online service delivery within a period of 18 months
- g. Extent of coordination with multiple offices of the State for provision of the service online
- h. Potential for levying user charges for sustainability of the initiative

4.2.3 Automation Of Backend:

The states may like to use the following criteria for prioritization, however, they may devise their own criteria and in such a case, the project outlay will be limited to the overall approval under the Scheme. The selected services are to be classified with reference to the number of line departments involved in delivering the selected service and whether the line department/s is covered under any other MMP under the NeGP such as panchayats, police etc

- a. High volume services where a single line department is involved in the delivery of the service should be taken up first , preferably for an end-to-end digitization & workflow automation (covering all process points) for effective online delivery of service. In any case, minimally, the service offered under the project must be enabled, to receive requests, track status and deliver the service online. The backend processes to the extent feasible may be taken up for enablement.
- b. Priority may also be given to services that involve more than one department at the backend e.g. Arms License involving Revenue Department and Police Department.
- c. For services which at the backend would involve computerization of a line department being covered under another MMP of National e-Governance plan, funding under eDistrict would only be made available for providing a minimum interface to the line department with the district administration for activities such as receipt of requests, status tracking and delivery, and general information. *In such cases the backend processing and infrastructure shall be beyond the scope of the present scheme.*
- d. For services that are taken up under eDistrict but where the backend and infrastructure are being funded out of another project (NeGP or otherwise), it must be ensured that the entire workflow at the point of service fulfillment “citizen end” is automated – and can be integrated with the backend as and when the same is ready.

4.3 Approach to BPR and Service levels

4.3.1 AS IS Study

- a. In line with the philosophy of NeGP i.e. focus on service delivery with assured service levels, it is mandatory that prior to the start of the actual implementation, the State undertakes a comprehensive study of the existing processes for service delivery, to identify areas for improvement across the selected services. (Minimum of Five and maximum of Ten). This improvement would be aimed at achieving service levels for each of the service, *to be approved by the State* as a standard prior to the actual implementation of the pilot.

- b. Implementation of BPR and Change Management are the key components in ensuring the success of eDistrict MMP .

4.3.2 BPR & Change Management

The first step in the implementation of the eDistrict MMP would be to undertake the BPR study of the selected services.

- a. States on the basis of BPR shall issue Government Orders / Notifications as may be required to give effect to electronic delivery of services. Such orders should necessarily indicate the **Service Levels** for each of the Services. Additionally, wherever possible, the grievance redressal mechanism may also be indicated in such Government Orders/Notifications.
- b. Pilot States having approved the BPR for the Pilot districts need to extend such Government orders to all districts. However, in case, different processes are being followed for delivering the same service in different districts, States need to ensure adoption of a common standardized process across districts for such a Service.
- c. The BPR and other work done under the *Implementation of State Portal, SSDG and Electronic Form Project* need to be utilized to the extent possible by each state under eDistrict.
- d. Further, the States need to identify the offices at the backend (up to the sub district level) which are to be inter connected and automated for processing the service requests/ work flow. Please refer the service delivery architecture given in Annexure 1.
- e. The eDistrict Project envisages **Centralized Architecture** at the State level with common application software and common citizen database for all the districts of the State, hosted in the SDC. Citizens will access the web enabled services at CSCs whereas the State Portal would be the front end. Guidelines for Architecture Specifications, Standards, interoperability with other MMPs, Sharing of IT Infrastructure through Virtualization, Digital Signature, etc have been given under System Guidelines in Annexure 1.

4.3.3 Documents for State Approval

The following documents need to be prepared and submitted by the Consultant to the State for approval:

- a. Documentation of the existing process of service delivery across the eDistrict Services
- b. Existing and proposed Services Levels
- c. Identification of **Business Process Reengineering** requirement to achieve the proposed service levels, including areas where legal changes would be required.

- d. Documentation of **To-Be Process** maps in line with the BPR proposed
- e. The proposed BPR has to be examined by the e District Champion of the concerned State from the view point of ensuring comprehensive service quality improvement.
- f. Draft of **the Government Order** for notification of the delivery of the reengineered services from a cutoff date

4.3.4 BPRs of the Pilot States are available at <http://www.mit.gov.in/content/e-district>

4.3.5 Change Management

States will undertake comprehensive change management exercise which will be different from and in addition to the training given for the application software. Such an initiative would help officials to understand reasons for changed processes, revised roles and responsibilities and to motivate ownership of the project. It is expected that there will be change management team lead by a Change Champion which will lead and coordinate the efforts across the respective states or districts and would include key officials and change management experts.

Program Management

Empowered Committee

It is proposed to constitute an Empowered Committee, with composition as under, with the delegation of administrative and financial powers to approve individual e-District projects of the States/Union Territories(UTs) **within the overall** approval of Cabinet Committee on Infrastructure (CCI) as well as in accordance with these guidelines. The Empowered Committee will remain effective until the completion of implementation of the Scheme across all States/UTs and will take all steps necessary to ensure completion of implementation of the Scheme within the approved budget and timelines.

Composition of the Empowered Committee at National Level

Secretary, DIT, Government. of India	-	Chairman
Representative from Planning Commission	-	Member
Representative from Department of Expenditure	-	Member
Additional Secretary, (e-Gov), DIT	-	Member
Joint Secretary, (e-Gov), DIT	-	Member
Director General, National Informatics Centre	-	Member
Director General, STQC, DIT	-	Member
Financial Advisor, DIT	-	Member
Director, DIT	-	Member & Convener

In addition to the above members, representatives of 3 State Governments will be represented in the Empowered Committee by rotation.

5.1 Role and responsibilities of various stakeholders

5.3.1 Department of Information Technology (DIT), GoI

- a. Frame and Issue Guidelines, Templates based on approved Scheme to the State Governments and District Administration for implementation of 'e-District'.
- b. Receive and appraise proposals from the State for 'e-District' implementation and for release of sanctioned funds.
- c. Form eDistrict National Project Management Unit (NPMU) to assist DIT in monitoring and assessing achievements by states as per laid down milestones under the project, at national level
- d. Provide technical assistance to the State for effective implementation of the MMP
- e. Provide empanelled list of Consultants, OEMs/ Vendors and System Integrators (Implementation Agencies) for the project management, monitoring and implementation to the State
- f. Support state/designated agency in getting guidance /assistance technical or otherwise.

5.3.2 State Government

- a. The State Governments shall set up a State Project Steering Committee headed by the Chief Secretary. The committee shall comprise of Secretaries in charge of Finance, Planning, Revenue, IT, Infrastructure/Industries, Social Welfare, Rural Development, Panchayati Raj Departments, the "e District Champion" for the concerned State and a representative of the Government of India. Chief Secretary may also co-opt other officials as deemed fit. This committee shall be serviced by IT/E Governance Department with the help of the State level PMU.
- b. The State Project Steering Committee shall meet at least once a month and shall be responsible for overall planning, coordination, monitoring, evaluation and guidance for successful implementation of the e District Scheme in the State.

- c. Identify a State Designated Agency (SDA) and a State e District Mission Leader for smooth and expeditious implementation of the 'e-District' Project. The Mission Leader should normally be Secretary in charge of IT Department or any other officer of sufficient seniority.
- d. The Mission Leader shall *interalia* coordinate with all concerned Departments to identify the services and service levels and get approval of the State Project Steering Committee headed by the Chief Secretary. It is made clear that the prime responsibility of identification of services and service levels will be that of the concerned Department / Organization.
- e. Ensure formation of District e-Governance Societies under the Chairmanship of District Collector / Magistrate which will be responsible for implementation of the Scheme at the district level.
- f. Provide necessary support, including infrastructure and financial resources, as required /envisaged under the project.
- g. Provide Infrastructure and other support to the State Designated Agency (SDA)
- h. Take appropriate steps for legal changes required in implementing BPR for identified services**

5.3.3 Divisional / District Administration:

- a. Divisional Commissioners to provide leadership and ownership for implementation of the Scheme at the Divisional level.
- b. District Collector / Magistrate through DeGS shall ensure Planning, Coordination, Monitoring, Evaluation and Guidance for successful implementation of the e District Scheme at the district level.
- c. A District eGovernance Society (DeGS),** headed by the Collector/District Magistrate shall be established in each district by the district administration and registered under the Societies Act. The DeGS will be responsible for the implementation of the project at the district level. District level officials of all service delivery departments could be the members of the society. The District Informatics Officer (DIO), NIC will be the member secretary of the Society. The DeGS will also play a key role in the post implementation operation and maintenance phase of the Scheme

Roles and Responsibility of District eGovernance Society (DeGS)

- a. The DeGS would implement the project and ensure close linkages and coordination amongst the -various stakeholders in the Project at field level. Provide commitment and support to bring-in the process changes.
- b. Provide overall guidance to the Project partners at District level.
- c. Work closely with the System Integrator/Implementing Agency to undertake the field work, comprehend the requirements, document the observations, prepare roadmap and redesign the processes.
- d. Build capacity of the staff at various levels of the district administration. DeGS and System Integrator would also work closely with the technical solution provider for developing and customizing the software, implement the technical solution
- e. Manage, supervise and implement backend computerization of partner Departments/Agencies.
- f. The DeGS as owner of the Project at district level will be responsible for proper record keeping of all the assets including software / artifacts created under the Scheme at the District level.
- g. Release funds to the Implementing agencies on successful completion / installation of hardware, training, data digitization.
- h. Support the Common Services Centers (CSCs), throughout the District for providing G2C services as per the Service Level Agreements between Departments/ SDA for CSCs and the Service Center Agency (SCA). It would identify and recommend the Citizen Services which can be provided in consultation and co-ordination with the concerned departments on priority and assist SCA in roll out of G2C services through CSCs.
- i. Collect user charges as fixed by the State Government and keep audited accounts of the same.
- j. Take all publicity measures and campaigning through media like TV, radio, newspaper, conferences, seminars, public meetings, banners and posters etc for creating awareness about transformation through e-Governance for the benefit of the rural masses.
- k. Explore revenue streams for the sustenance of the District eGovernance Society and assist SDA in formulating policies accordingly.

- I. The DeGS shall also ensure close tie-ups with all the stakeholders in the project, to provide commitment and support, help to bring-in the process changes, and overall guidance to the project. The stakeholders would include district level departmental officers e.g. SSP/SP, Chief Development Officer, CEO (ZP), District Panchayati Raj Officer, District Social Welfare Officer, Chief Medical Officer, District Education Officer / Basic Shiksha Adhikari, Sub Divisional Officer / Magistrate, Tehsildar / Patwari, Block Development Officer etc.

5.3.4 National Informatics Centre (NIC)

- a. NIC shall under the overall guidance, supervision and control of the District Magistrate / Collector provide assistance and technical support for successful implementation of the Scheme at the District level.
- b. Support the implementation of the project at district level through District Informatics officer (NIC) who would be the **Member** Secretary of District e Governance Society. District level Program Officer provided by the Project Consultant will work under the guidance of DIO, NIC. The role of DIO can be extended beyond the project period by the District e Governance Society as the O & M phase is envisaged to be on a transaction based revenue model. Further a representative of SIO, NIC will also be a member in District e Governance Society.
- c. NIC will ensure that application software developed by NIC in pilot states are tested by STQC. No software will be deployed for state wide rollout in any state unless it has been certified by STQC.

Roles and Responsibility of State Designated Agency

- (a) Synchronize roll out of 'e-District' with e-form, SSDG, State Portal, CSC, SWAN, SDC;
- (b) Receive and manage funds to ensure timely fund flow to implementing agencies.
- (c) Transfer funds to DeGS for district level activities like hardware installation, training and data digitization.
- (d) Coordinate and facilitate interactions between the project implementation partners/consultants, State Government Departments and District Administration
- (e) Facilitate integration of the existing ICT enabled / E Governance services, wherever possible, into the e-District Project.
- (f) Facilitate selection of Project Consultant and the System Integrator from the empanelled list provided by DIT under the guidance of State Project Steering Committee.

- (g) SDA shall ensure delivery of services, identification and deployment of new services as per requirement.
- (h) Prepare a comprehensive policy on User Charges.
 - (i) For the Operations and Maintenance of the e district project, the SDA shall finalize an effective transaction-based revenue sharing mechanism for all stakeholders i.e. the Implementing Agency, District e Governance Society (DeGS), CSCs, SCAs, State Designated Agency etc.

Role of State PMU

- a. Design an efficient and effective end to end service delivery process for each of the identified services. This will be based on AS IS and To BE studies for all the services. This study may be conducted in more than 1 district subject to a maximum of 3 districts.
 - b. Prepare the functional requirements (FRS) based on the BPR and review the System Requirement Specification (SRS) and System Design Documents (SDD) for the application development.
 - c. Assist Pilot States in deploying the existing applications for the state wide rollout. No application software will be deployed for state wide rollout in any state unless it has been certified by STQC.
 - d. Assist Non Pilot States in the selection of Application Software from the sets of STQC certified application software developed during pilot implementation.
- e. Prepare the Capacity Building, Change Management & Training plans, identify the legal changes required and assist in drafting and issuance of Government Orders for giving effect to the BPR.
 - f. Assist the SDA in monitoring of the User Acceptance Tests (UAT) and review of test results.
 - g. Coordinate with STQC for certification of application software.
 - h. Prepare RFPs wherever required for State wide rollout.
 - i. Assist the State in the selection of System Integrator (Implementation Agency).
 - j. Supervise the installation, commissioning and acceptance of IT infrastructure at the State and District level.
 - k. Provide one dedicated manpower at each district for project coordination for 3 years.
 - l. Supervise the rollout at all the locations.
 - m. Design the post implementation guidelines for Operation and Maintenance phase.

- n. Project Management and Monitoring with status update and progress tracking.
- o. Scope of works of the Project Consultant shall be further refined at the time of bidding for the Empanelment for both Pilot as well as non Pilot States.

6.0 PROJECT IMPLEMENTATION

Following steps are to be followed at State level for the implementation of the eDistrict MMP -

6.1 Identification of a Nodal Department which would be the Project owner at the state level (IT/E Governance Department) within 2 weeks of the issuance of these guidelines.

6.2 Notification of a State Designated Agency (SDA) and a Mission Leader to represent the State and provide all State level support for smooth implementation of the Project. The State Designated Agency should ideally be a PSU/Society of the State Government. In any event the SDA would have to be empowered to open a separate Bank account and operate the same for the implementation of the e District Project within 2 weeks of the issue of the guidelines. It is advised that existing SDAs which are implementing NeGP Projects (CSC, SWAN, SDC, SSDG, E District Pilots) should normally be designated as SDAs for the E District Scheme also.

6.3 Formation/Notification of District e-Governance Societies (DeGS) as implementation agencies at District level, wherever these societies have not yet been constituted, within 45 days of issuance of these guidelines.

6.4. Preparation of the Detailed Project Report (DPR)

States are required to prepare a Detailed Project Report (DPR) in the format prescribed by DIT. Template of DPR is available in Annexure 2.

- a. Pilot States shall get the DPRs prepared as part of the E District Pilot implementation which has already been funded by DIT, as per pilot guidelines.
- b. Non Pilot States shall have the option to prepare the DPRs through any of the empanelled consultants.
- c. The DPR will be submitted by the States after taking due approval of State Project Steering Committees.
- d. These DPRs shall be appraised by DIT for approval in conformance to the eDistrict MMP guidelines/scheme. For the purpose of the appraisal a soft copy of the project proposal should also be sent by the State to DIT within 2 months of release of these guidelines.

6.5 Approval by DIT

- a. Following the appraisal, the project would be accorded Administrative Approval by the Empowered Committee for the eDistrict Project and the same would be communicated to the State / State Designated Agency for project initiation within 3 weeks of the receipt of the proposal.
- b. The Administrative Approval shall be followed with Sanction Order along with the release of first installment.

6.6 Selection of the State PMU

State wise PMUs will be selected through a Central Bid Process. This bid process will be managed by DIT. The concerned State IT Secretary will be co-opted in the bid process management.

6.7 Selection of System Integrator (SI) /Implementing Agency

DIT shall also empanel the System Integrators/Implementing Agencies for all the States. It is also proposed to fix the costs for various responsibilities of the SI as per the categorization of various Notes. A note on the mechanism of such fixation of rates and selection of SI by the States is enclosed as addendum to these guidelines. It is requested that views and suggestions on the proposed strategy may kindly be provided by 13th June 2011.

Role of System Integrator/ Implementation Agency

- (a) Software Development for all identified services based on the centralized architecture at the State level. This would also include development of UAT procedures and test cases.
- (b) Procurement and installation of IT infrastructure from empanelled OEMs/Vendors
- (c) Site preparation
- (d) Data Digitization.
- (e) Deployment of existing/modified application in State Data Centre (SDC) and integration with SDC /SSDG/Network infrastructure for the statewide rollout.
- (f) Provide training on familiarization of computers to users
- (g) Provide User Training on the application software. This will also include CSC operators
Note : SI may partner with a professional training service provider for this purpose
- (h) Rollout in the Districts
- (i) Interface with SCAs for delivery of services through CSCs
- (j) Provide application and system support in SDC for eDistrict
- (k) Provide centralised help desk support during and after implementation

- (l) Provide hand holding support during and after implementation at all levels.

Scope of work of the System Integrator shall be further refined at the time of bidding for the Empanelment for both Pilot as well as non Pilot States

6.8 Empanelment of Original equipment Manufacturers

In view of the need of standardization of hardware and software which is to be installed in large numbers across the country, DIT would undertake empanelment of OEMs/Vendors for Systems and Peripherals required for the project. DIT would also determine the unit rates for each item of the hardware and software (wherever possible), as required for the Project. This would not only reduce the procurement cycle time but will also result in cost savings and transparency. System Integrators will be free to procure from any of the empanelled OEMs

6.9 State Wide Rollout

6.9.1 Application Software

- a. Application Software under pilot implementation is being developed by 16 states. The detailed guidelines of rolling out and reusing e-District Pilot Applications in other States is available in Annexure 1. Non pilot states can adopt one of these applications with the help of the state PMU. However, if non pilot states opt for development of fresh application which has not been developed under any of the pilot implementations, the same will have to be done within the approved outlays for the same and no time extension is envisaged for this activity.
- b. Pilot states shall use the same Pilot Application Software for State Wide Rollout. Status of the STQC testing and compliance have to be provided by Pilot State in the State proposal. The State needs to complete the test and comply with STQC testing of Pilot Application Software (both functional and nonfunctional) before submitting the State proposal for the State Wide Rollout to DIT.
- c. Requirements and procedures of STQC testing are given in Annexure 1.
- d. Existing Implementing Agencies which do not get their Application Software for the Pilot e District States certified by STQC will **NOT** be eligible to bid for the National Rollout of the Scheme.

6.9.2 System Implementation

- a. System Integrator/Implementing Agency shall implement the State Wide Rollout in a comprehensive manner which shall include interalia development / customization and deployment of software application in SDC, Procurement and Commissioning of Hardware at

SDC and also at all locations of the District including Local Networking, Site preparation, Data Digitization, Training and enabling go live before full fledged State Wide Rollout. The data digitization should be done through the CSCs of the district concerned.

- b. The IT infrastructure created under SDC, SWAN, CSC, State Portal, SSDG and any other MMP should be leveraged for the Implementation of eDistrict Project.
- c. Project envisages centralized architecture at the State level with common application software for all the districts of the State and State Portal as front end, hosted in the SDC. This would provide citizen interface through State portal and citizen would be able to download and submit applications on line.
- d. Accessibility of services to citizens is ensured through Common Service Centres which will be the one stop shop for availing multiple services in an integrated manner. Citizens can access the web enabled services at CSCs which are the primary point of delivery of all Government Services under NeGP including web enabled e district services. However citizens could also access these services through other Internet enabled points of presence including web enabled Gram Panchayat.
- e. **In States where State Portal / SSDG is operational, the existing e District application should get integrated with SSDG. In States where State Portal / SSDG is under development, the e District architecture should be compatible with it and should get integrated when the SSDG is operational.**

Compliance/Certification by STQC

Quality certification of the e district application software is mandatory. STQC will be the designated agency to lay the guidelines for testing. In view of the need of testing of applications across States, professional agencies may also be empanelled by DIT for undertaking this work.

- f. States need to ensure that the System Integrator be also made part of the Joint Entity to be formed for Post Implementation O&M phase.

6.9.3 Impact Assessment Partner:

To carry out the field study in order to assess the impact of e delivery and give feedback about the impediments and difficulties in the accessing the services and information.

6.9.4 Capacity Building

Capacity building and training are very important components of the Scheme. This will not only include imparting training in Information Technology (IT) & Communications skills but also in

Business Process Reengineering and Change Management. Such trainings and skills will be imparted to all levels of government employees involved in the processes pertaining to the selected services. These would range from senior officers such as the State Department Secretaries upto the officials working in the districts and sub districts such as Lekhpal/Patwaries/ Panchayat Secretaries etc.

6.9.10 Implementation note for Pilot States

In the pilot states, the Project Consultant and System Integrators for the state wide rollout may be different from the Project Consultant and SI of the Pilot implementation. Pilot states need to comply with the following:

- a. Application software as developed for the pilot implementation should be tested by STQC before the State sends the proposals for the statewide rollout. This would be the responsibility of the SI for the pilot project. The STQC testing would include both functional and nonfunctional tests which may also include the performance load test for State Wide Rollout and also the necessary documentation and source code as required by STQC.
- b. Preparation of the complete handover documents including Bill of Materials of Inventory, AMC arrangements etc of the pilot project by the SI of the pilot scheme.
- c. Completion and Closure of the pilot project by launching all services as mandated under the pilot project by the State in all the pilot districts.
- d. In case the SI for the Pilot States fails in any of the above mandatory requirements, he will not be eligible to participate in the empanelment process for the National Rollout of the Scheme.

7.0 COSTING DETAILS

7.1 Indicative project cost for one district

a. Hardware cost:

Provision of Hardware under this Scheme has been made for the Automated Back End processing of the services mainly in the offices located in the District Head Quarter and also in all the Block and Tehsil offices. An indicative type and cost of the Hardware based on the pilot experience is given below. However based on exact number of offices and also as per the existing IT infrastructure either available or planned (Gap Infrastructure requirements need to be detailed for each district) the exact number

under each head may come down. The requirement of each type of hardware under each office in a district that is DHQ, Block and Tehsil has to be projected separately

Average cost of Hardware in a district has been estimated on the following assumptions of *number of offices in a DHQ, Tehsil and Block*:

Table 2: Average number of offices in District, Tehsil and Block

Average number of offices in District Head Quarter location	10
Average number of Tehsils in a district	06
Average number of Blocks in a district	12

Type and Quantity of Hardware in a district as given below has been estimated on number of offices as given above and also based on the pilot experience. As Villages and Panchayats are being covered under other MMPs, hardware has not been provisioned under eDistrict Scheme for them.

Table 3: Type and Quantity of Hardware at each District

Desktop	144
Laptop	29
Digital Web cam	46
Scanners	2
Network Printers Cum FAX	20
Laser printers	29
Other printer	14
UPS (1 KVA)	144
42 U Rack	1
9U Rack	39
12 Port Switch	41
Leased Line Modem (pair)	1

b Data Digitisation Cost

An average cost of Rs 50 Lakhs has been estimated for data digitisation for all services selected under eDistrict project in a district. This is the anticipated expenditure under this head and takes into account data digitization requirements based on the most recent data, going backwards. Post data entry, data quality check needs to be carried out at least for 10% data by the Tehsildar (or Department Field Officer) - 2% data check by the Departmental official / (or SDM in case of Revenue department) and it is

proposed to incentives the officials within this provision for error free digital data for eDistrict application..

c.Training Cost

Training is an important component of the eDistrict program. The officials and staff of district administration would be trained to work in the changed ICT enabled environment. Also. Since It is proposed to use the services of DOEACC, DeGS and retired district officials for imparting quality training at the district and tehsil level. Moreover, it is proposed that staff that performs well in the post training exams/ tests will be given incentives under this provision. Average training cost has been kept as Rs 15 lakhs per district.

d.Indicative summary of Costing

Table 4: Indicative summary of Costing of District (Rs. Lakhs)

SI No	Item	Total
1	Hardware	88.00
2	Data Digitization	50.00
3	Training	15.00
4	LAN Networking and Horizontal Connectivity	25.00
5	Site Preparation	30.00
6	Seed Money to eGov Society	10.00
7	Project Manager for 3 years @ 3.60 lakhs per year	10.80
8	Technical Support for 3 years @ 2.4 Lakhs per year	7.2
9	Awareness and Communication	0.10
10	Contingency @3 % of all District-level costs	7.08
	Grand Total	243.00

7.2 Indicative Cost at State Level-Pilot States

Table 5: Expenditure at State Level Pilot States

S No.	Component	Unit Cost (Rs. Lakhs)	Unit Cost Period	Total Cost (Lakhs) for 3 years
1	Systems at SDC	175	One Time	175
2	Systems Support	24	Per Year	72
3	Software for Pilot	15	One Time	15
4	Third Party/ STQC Testing	35	One Time	35
5	Application Support	18	Per Year	54
6	Awareness and Communication	20	One Time	20
7	Assessment	15	One Time	15
	Total Expenditure for Pilot States			386

7.3 Indicative Cost at State Level-Non Pilot States

Table 6: Expenditure at State Level Non Pilot States

S No.	Component	Unit Cost (Rs. Lakhs)	Unit Cost Period	Total Cost (Lakhs) for 3 years
1	DPR Preparation -	10	One Time	10
2	Systems at SDC	175	One Time	175
3	Systems Support	24	Per Year	72
4	Application Software Software for non Pilot	55	One Time	55
5	Third Party/ STQC Testing	35	One Time	35
6	Application Support	18	Per Year	54
7	Awareness and Communication Citizen awareness on launch of eServices	20	One Time	20
8	Assessment	15	One Time	15
	Total Expenditure for Non Pilot States			436

7.4 Categorization of States

Table 7: Categorisation of States / UT's for Placement of Consultants

S.No.	State/ UT	State/ UT	No. of Districts	State category (A,B,C,D)	Pilots Being Implemented	No. of Districts for Rollout	No. of Consultants at State capital
1	Andaman	UT	3	A	0	3	1
2	Chandigarh	UT	1	A	0	1	1
3	D & N Haveli	UT	1	A	0	1	1
4	Daman & Diu	UT	2	A	0	2	1
5	Goa	State	2	A	0	2	1
6	Lakshadweep	UT	1	A	0	1	1
7	Pondicherry	UT	4	A	0	4	1
8	Sikkim	State	4	A	0	4	1
9	Tripura	State	4	A	0	4	1
10	Arunachal Pradesh	State	16	B	0	16	2
11	Chhatisgarh	State	18	B	0	18	2
12	Delhi	UT	9	B	0	9	2
13	Himachal Pradesh	State	12	B	0	12	2
14	Kerala	State	14	B	2	12	2
15	Manipur	State	9	B	0	9	2

16	Meghalaya	State	7	B	0	7	2
17	Mizoram	State	8	B	1	7	2
18	Nagaland	State	11	B	0	11	2
19	Punjab	State	20	B	2	18	2
20	Uttarakhand	State	13	B	1	12	2
21	West Bengal	State	19	B	2	17	2
22	Andhra Pradesh	State	23	C	0	23	3
23	Assam	State	27	C	2	25	3
24	Bihar	State	38	C	4	34	3
25	Gujarat	State	26	C	0	26	3
26	Haryana	State	21	C	1	20	2
27	Jammu & Kashmir	State	22	C	0	22	3
28	Jharkhand	State	24	C	1	23	3
29	Karnataka	State	30	C	0	30	3
30	Maharashtra	State	35	C	3	32	3
31	Orissa	State	30	C	2	28	3
32	Rajasthan	State	33	C	2	31	3
33	Tamil Nadu	State	32	C	6	26	3
34	Madhya Pradesh	State	50	D	5	45	4
35	Uttar Pradesh	State	71	D	6	65	4
	Total		640		40	600	76

8.0 MILESTONES AND TIME LINES

Under National rollout of eDistrict project time limit for implementation for those states which have been implementing pilot project shall be one year from the date of issue of Administrative Approval by DIT and for other states (non pilot states) it will be 2 years. An indicative overall time frame is given below where some activities are to be planned in parallel.

SL No	Name	Duration (days)
A	Project Preparatory Works	
1	Approval of scheme at DIT by GOI	0
2	Communication from DIT to state	10
3	Preparation of DPR by State	45
4	Constitution of DeGS	45
E-DISTRICT PROJECT EXECUTION		
B	Stage 1- Project Development	
1	Approval of DPR by DIT, GoI	
2	Appointment of Project Consultants	15
3	Current State Assessment Study	45
	Submission of AS-IS Report	35

	Approval of AS-IS Report by State	10
4	BPR & Gap Assessment	45
	Submission of BPR & Gap Assessment Report	30
	Approval of BPR & Gap Assessment Report by State	15
5	Government Orders	60
	Preparation of draft Government Orders (GO)	30
	Approval and issue of GO by State	30
6	Data Migration & Digitization Plan	30
	Preparation of Data Migration & Digitization Plan	15
	Approval of Data Digitization Plan by State	15
7	Training & Change Management Plan	30
	Preparation of Training & Change Management Plan	15
	Approval of Training & Change Management Plan by State	15
8	Functional Requirement Specifications (FRS)	60
	Prepare FRS of e-District application	30
	Approval of FRS Report by State	30
9	Scope of works of customised application for non pilot states	40
	Submission Scope of works of customised application Report by Consultant	25
	State approval of Scope of works of customised application	15
10	RFP Preparation	75
	Draft Submission by Consultant	30
	Approval by State	30
	Approval by DIT	15

C Stage 2- Project Implementation

1	Selection of SI	60
2	Software Requirement Specification (SRS)	75
	Preparation of Software Requirement Specification (SRS)	50

	Approval of SRS report by State	25
4	Custimisation and Development of Software	90
	Application	
	Submission and Acceptance of system designs	30
	Submission and Acceptance of Testing Plan	15
5	User Acceptance Testing of e-District application	60
6	Third party application audit by STQC	45
7	Hardware procurement & Commissioning	150
	Placement of order by State	15
	Commissioning at Data Center	45
	Commissioning at District locations	120
8	Site preparation for e-District project	150
	Civil construction,Office infrastructure	100
	Network connectivity (Horizontal & LAN)	50
	installation	
9	Completion of Training & Change Management	50
	activities	
10	Digitization of Historical data	90
11	Deployment of e-District application at SDC	30
12	Go-Live of e-District application	30

D	2 Years
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Stage 3- Project Post Implementation

1	Constitution of Joint Entity for (O&M) of e-District project	30
2	Project handover from Project Consultant to Joint Entity	365
3	Citizen Satisfaction Survey 1	30
4	Post Go-Live project assessment	45
5	Citizen Satisfaction Survey 2	30
6	Project closure report from State Government to DIT	45

9.Project Monitoring Mechanism

Program Management Units (PMUs) are to be set up at the National, State and District levels to enable implementation of the project in a time bound manner.

- a. The National Unit would be responsible for preparing the guidelines, processes and templates for the national rollout. It will also monitor implementation of the MMP, execution of which will be carried out by the State Governments or its agencies.
- b. The State Unit will oversee the implementation across all the districts in the State.
- c. The District Units will assist the Collectors and District Magistrates for the implementation of MMP and its operations & maintenance during post implementation as well.
- d. For overall guidance and supervision, each State will be assigned an e District champion. The champions will be chosen from amongst retired officers who would have held positions of the level of Secretary to GoI or Chief Secretary of the State concerned. The selection will be done by DIT in consultation with the State Government concerned

9.1 Central Project e Mission Team (CPeMT)

9.1.1 Composition of CPeMT

- Additional Secretary (e-Governance), GoI – Chairman
- Financial Advisor or his representative
- DG NIC or his Representative
- Joint Secretary (e-Governance), GoI
- DG STQC or his Representative
- Senior Director / Director, DIT in charge of SWAN, SDC, CSC, SSDG
- Director (e-District), DIT - Convenor

Role and Responsibilities of CPeMT

- a. To review the financial and technical progress of the project
- b. To assess the progress of work on the project and to advice the project execution team on new directions / approach and ensure its smoother progress and link-up with the work going on elsewhere in the country for full utilization of the capabilities available in the country.
- c. To examine specific request from State / State Nodal Agency regarding changes in sanctions and to make recommendations thereon for consideration by the Empowered Committee.

- d. To ensure advance action regarding completion of the project, establishment of facilities. Its utilization and transfer of know how etc. for successful replication.
- e. Review the deliverables of the agencies involved and amends the deliverables of required keeping in view the project objective.

9.2 State Apex Committee

The State Apex Committees, under the chairmanship of Chief Secretary, have already been created as per the Operational Guidelines issued by DIT vide http://www.mit.gov.in/sites/upload_files/dit/files/Guidlines_Operational_Model_V42_231210.pdf.

Role and Responsibilities of State Apex Committee

- a. Approval on the departments and the services to be taken up under the e-District project.
- b. Approval on the changes required in the Departmental Processes (BPR).
- c. Laying down the respective duties and obligations of each entity including that of CSC/SCA in respect of each service to be made available electronically.
- d. Decisions on Policy matters.
- e. Approval on issuance of necessary government orders and notifications for enablement of e-District services through CSCs
- f. Ensure integration with other MMPs like NLRMP, Transport, Employment Exchange etc
- g. Decision on release of funds under the Scheme.
- h. Monthly review of the Scheme
- i. Address any interdepartmental issues if required.
- j. Overall guidance and directions for speedy implementation of the Scheme.

9.3 State Project e-Mission Team (State PeMT)

At the State level, the State Project e-Mission Team (State PeMT) will oversee the implementation of the Scheme. Its composition is given hereunder:

- Secretary in charge of IT Department or any other Secretary designated by the Chief Secretary (Mission Leader)
- Representative from State Designated Agency (like AMTRON in Assam, CeG in Karnataka, HARTRON in Haryana--), which is the designated agency for SDC/SWAN/SSDG/CSC.
- Representatives/HODs from concerned departments
- Representative of Finance, Planning Departments
- SIO from NIC

- Any other officer deemed fit by the Chief Secretary

Role and Responsibilities of State PeMT

- a) Overall responsibility to oversee implementation and monitoring of the Scheme
- b) Prioritization of departments and services for which e-District project needs to be implemented.
- c) Examine, review and approve the deliverables of Consultants/ Implementing agencies.
- d) Examine and enable the progress of implementation of BPR and Change management
- e) Review and approval of the RFP.
- f) Bid process management for selection of Consultant and Implementation Agency(ies)
- g) Management of Capacity Building (Training +) plan.
- h) Exercise Strategic Control as per guidelines issued by DIT (http://www.mit.gov.in/sites/upload_files/dit/files/Guidelines_Strategic_Control_Outourced_Projcts_251110.pdf)
- i) Ensure Certification from STQC or its empanelled agencies before Services Go Live
- j) Ensure support during Operation and Maintenance period

9.4 . State e-Mission Team (SeMT)

The SeMT shall support the State PeMT in project implementation and shall build up necessary capacities to manage the project on an ongoing basis. The SeMT will appraise the projects before they are sent to DIT. They will look into issues including Strategic Control, Adherence to Standards, Security Issues and leveraging of e Infrastructure.

10.0 FUNDS MANAGEMENT

All funds under the 'e-District' Project for Pilot implementation would be released directly to the State Designated Agency identified by the State Government in the project proposal. Funds under this scheme may also be released directly to the District e-Governance Society for which State has to include all such details in DPR.

10.1 Sanction of the Project and stages of release of the funds.

The funds would be released in 3 installments on accomplishment of prescribed milestones, and the State Government certifying the utilization. The prescribed milestones are listed below.

10.2 The first installment of 20% of the project cost would be released subsequent to administrative and financial approval by DIT of the pilot proposal.

All subsequent releases would be subject to submission of utilisation certificate by the SDA & release of State Government commitment & utilisation of the same. The prescribed format of utilisation certificate is given below.

In case the actual utilized amount works out to be different from the amount sanctioned by the DIT for the said Scheme for a State, the Designated Agency would be required to submit a revised sanction proposal for the 'e-District' Project, prior to release of next instalment.

10.3 The second installment of 50 % of the project cost would be released subject to meeting all of the following conditions;

- (a) Utilization of released funds
- (b) Issue of Government Orders for enabling e services in the State.
- (c) Formation of DeGS
- (d) State approval of Base Line study, BPR, FRS, selection of System Integrator and placement of Purchase order for procurement of Hardware, Digital Signature and other IT infrastructure.

10.4 The third and final installment of 30 % of the project cost would be released subject to meeting all of the following conditions;

- (a) Utilization of released funds
- (b) Testing of application by STQC, launch of 20 services in at least 50 % of the districts of the state.

The service delivery would be based on the basis of sharing user charges among the stakeholders of a Joint Entity which will be responsible for operating and maintaining the project on long term basis.

11.0 DEFINITION OF SUCCESSFUL OUTCOME

For the project to be considered successful, the following outcome would be considered:

- a. Successful implementation of Business Process Reengineering (BPR)
- b. STQC testing completed before launch of services.
- c. Launch of all services as detailed in FRS
- d. *Number of live notified 'e-Services', adhering to prescribed service levels throughout the State.
- e. To be live for at least six months with services being provided through CSCs and other front end systems

- f. Leveraging the SWAN, SDC , CSC and State Gateways
- g. Regular data updating for 2 years during O&M phase through 'Institutionalized' capacity to sustain e-enabled delivery on a consistent and regular mode.
- h. Development and implementation of a financial sustainability model
- i. Formation of Joint Entity in 1st year of O&M phase and successful Operation through Joint entity in 1st and 2nd year of O&M phase.
- j. Post Implementation Assessment and improvements in service delivery levels as envisaged
- k. Visible and enhanced accountability of the governance structure to deliver efficiently and transparently.
- l. **GO LIVE of the services shall be defined as:**

“Launch of all e-services as detailed in FRS, notified and adhering to prescribed service levels in 50% of the districts of the first phase or in 10 districts which ever is more”

12.0 INCENTIVE SCHEME

Incentive for implementation of the e-District scheme would be of two types, one for speedy implementation of the e-District scheme and the second for efficient delivery of services during the Operation and Maintenance phase of the project. For ensuring effective and speedy implementation of the e-District scheme, a scheme of incentives will be established both at the State Level and National Level

(a) State Level Prizes_

For this purpose states will be grouped into three categories.

- (i) Category I : For States with less than 10 districts; For these states, the district collector of the district that has been first to implement the e-district project in States of Category I will be awarded a cash award of Rs. 1,00,000 for his entire team.
- (ii) Category II For States with more than 10 districts but less than 30 districts. For this category of states, two prizes, first and second prize would be awarded to district collectors that have been first and second to establish the e-district project amongst these states. The value of the first prize would be Rs. 1,00,000 and the second prize would be Rs. 75,000.
- (iii) Category III Large States with more than 30 districts; For this category of states, three prizes, first second and third prize would be awarded to district collectors that have been first, second and third in establishing the e-district project amongst these states. The value of the first , second and third prize would be Rs. 1,00,000, Rs. 75,000 Rs. 50,000 respectively.

(b) **National Level**

- (i) First, second and third prizes would be awarded at the National Level to those district collectors that have been first second and third in establishing e-district projects in their district. The value of the first , second and third prize would be Rs. 3,00,000, Rs. 2,25,000 Rs. 1,50,000 respectively.

13.0 POST IMPLEMENTATION ASSESSMENT

13.1 Post Implementation

- a. All the States will get a Joint Entity in the form of an SPV formed at the earliest but not later than **31st March 2012** for the Operation and Maintenance (O&M) phase to ensure the sustained operation for ensuring delivery of services in the long term as also addition of new services when the demand for e-services increases. The SPV will ensure O&M on an effective transaction-based revenue sharing arrangement amongst all Stakeholders i.e. the System Integrator(Private Partner), District eGovernance Societies (DeGS), CSCs, SCAs, State Designated Agency etc. The revenue sharing arrangement between the private partners and State for the O&M phase shall however be defined by each State, based on its demographic and other challenges. The details of revenue model for such operation needs to be included in the State DPR.
- b. States will get post implementation assessment done through reputed organizations and academic institutions at the midterm and post launch stages of delivery of services. DIT is in the process of empanelling Research Institutions as well as market research agencies. The States should use the services of these organizations for undertaking Impact Assessment. Guidelines in respect of Post Implementation Assessment are given hereunder.

13.2 Assessment of the services being delivered under eDistrict project need to be got done by the States through third party through DIT -empanelled agencies at the mid term and post launch stages of the services. Following is the frame work of assessment:

Table 8: Assessment Framework to Measure Objectives and Outcomes

Dimension	Indicators	Questions
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Economic: Direct & Indirect	<ul style="list-style-type: none"> • Direct cost to user: travel costs, travel time, elapsed time for service delivery, cost of repeated visits 	<ul style="list-style-type: none"> • Number of trips made for the service • Average travel cost of making each trip • Average travel time for each trip • Average waiting time in each trip • <i>Estimate of wage loss if any</i>
	<ul style="list-style-type: none"> • Extent of reduction of cost of paying bribes 	<ul style="list-style-type: none"> • Payment of bribe to Government functionaries/ agents : Yes/No • Total amount paid in bribes to Government functionaries/ agents • Extent of reduction of cost of paying bribes • Amount of payments made to agents to facilitate the service
	<ul style="list-style-type: none"> • Rate of errors and time for recovery 	<ul style="list-style-type: none"> • Any errors in the documents which required correction: Yes/No • Number of trips required for correction to be done • Travel cost for the trips • Waiting time in offices for getting correction done • Rate of errors and time for Recovery • Estimate of wage loss, if any, in getting corrections done
	<ul style="list-style-type: none"> • Payment of user fee/processing 	<ul style="list-style-type: none"> • Total processing fee paid for the task charges • Total license fee, stamp duty, taxes paid
	<ul style="list-style-type: none"> • Extent of reduction in Data/documents to be submitted 	<ul style="list-style-type: none"> • Number of documents to be submitted • Cost of preparation of documents in terms of hours/days • Effort in preparing documents: • Measure on a scale

<p>Governance: Corruption, Accountability, Transparency, Participation</p>	<ul style="list-style-type: none"> • Levels of corruption • Need for engaging intermediaries Yes/No • Adherence to a citizen’s charter: • compliance to committed service time frame • Accountability of Government functionaries • Quality and quantity of information shared by agencies 	<ul style="list-style-type: none"> • Measured on a scale • Yes/No • Perception measured on a scale • Degree to which of Government functionaries can be held accountable: Measure on a scale • Are the rules and procedures clearly stated without ambiguity and mistakes: Measure on a scale • Transparency of data: Measure on a scale • Transparency of decisions: Measure on a scale • Does the agency take responsibility for the accuracy of information shared: Yes/No
	<ul style="list-style-type: none"> • Quality and quantity of Information exchange between client and agencies. 	<ul style="list-style-type: none"> • Has any suggestion or feedback been provided: Yes/No
	<ul style="list-style-type: none"> • Ability to influence policy, rules/procedures through feedback 	<ul style="list-style-type: none"> • Measured on a scale
<p>Quality of Service: Decency, Fairness, Convenience, etc.</p>	<ul style="list-style-type: none"> • Quality of problem resolution and exception handling 	<ul style="list-style-type: none"> • Was any problem taken for resolution: Yes/No • Satisfaction with the resolution process: Measure on a scale
	<ul style="list-style-type: none"> • User independence of time and/or place, 24 x 7 availability 	<ul style="list-style-type: none"> • Convenience of location of access point for service: Measure on a scale • Is the service available 7 days a week: Yes/No • Satisfaction with service timings: Measure on a scale
	<ul style="list-style-type: none"> • Quality of facilities at access Points 	<ul style="list-style-type: none"> • Measured on a scale

	<ul style="list-style-type: none"> • Simplicity of user actions required for obtaining the service 	<ul style="list-style-type: none"> • Measured on a scale
	<ul style="list-style-type: none"> • Single window access to several 	<ul style="list-style-type: none"> • How many different services are availed services Convenience through a single window: measured on a scale
	<ul style="list-style-type: none"> • Overall convenience in obtaining service 	<ul style="list-style-type: none"> • Measured on a scale
	<ul style="list-style-type: none"> • Friendliness in interaction with Government staff 	<ul style="list-style-type: none"> • Measured on a scale
	<ul style="list-style-type: none"> • Extent of protection of privacy 	<ul style="list-style-type: none"> • Any instance of privacy being violated: Yes/No • Perception of protection of privacy and confidentiality of data: measure on a scale

