

F.No.15039/218/2015-UT(Coord.)
Government of India/Bharat Sarkar
Ministry of Home Affairs/Grih Mantralaya

OFFICE OF THE CHIEF SECRETARY
GOVT. OF NCT OF DELHI

Govt. of NCT Division

28 JUL 2015

28 JUL 2015

North Block, New Delhi
Dated the 23rd July, 2015

To

1. Dy. No. 40/2015/36529 The Chief Secretary, Govt. of NCT of Delhi, Delhi Sachivalaya, I.P. Estate, New Delhi-110002.

2. The Administrator, UT of Dadra & Nagar Haveli, Secretariat, Silvassa.
3. The Administrator, UT of Lakshadweep, Kavaratti.
4. The Chief Secretary, UT of Andaman and Nicobar Islands, Port Blair.
5. The Adviser to the Administrator, UT Chandigarh, Chandigarh.
6. The Administrator, UT of Daman & Diu Secretariat, Daman, Moti Daman.
7. The Chief Secretary, Government of Puducherry, Puducherry.
8. The Commissioner of Police, Delhi Police Head Quarter I.P. Estate New Delhi.


Sub. **Digital India Programme – inclusion of new Mission Mode Project e-kranti - regarding.**

Sir,

I am directed to forward herewith a copy of OM No. 1/6/2014-IT dated 20/07/2015 alongwith a copy of DeitY's letter No. 5(12)/2015-EG-I dated 22/05/2015 and its enclosures on the above mentioned subject for necessary action in the matter.

Yours faithfully,

Encl : As above


(Brij Paul)
Section Officer(Coord.)
UT Division
Ph.: 23093265

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No.1/6/2014-IT
Government of India
Ministry of Home Affairs
I.T. Cell, North Block

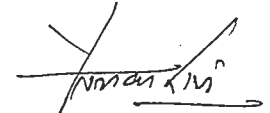
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20/7/15

New Delhi, the 20th June, 2015

OFFICE MEMORANDUM

Subject:- Digital India programme- inclusion of new Mission Mode Project e-Kranti – regarding.

The undersigned is directed to forward herewith a copy of DeitY's letter No. 5(12)/2015-EG-I dated 22.05.2015 alongwith its enclosures on the above mentioned subject for necessary action in the matter.



(Tilak Raj)

Under Secretary to the Govt. of India
Tele No. 23094422

Encl. As above.

To

All Divisional Heads, MHA

R
25/07
DS (FRO)
21/7
So-ccas
22/7
Sh. Rajan

AMUT



आर एस शर्मा
R S Sharma
Secretary



भारत सरकार
संचार और सूचना प्रौद्योगिकी मंत्रालय
इलेक्ट्रॉनिक्स और सूचना प्रौद्योगिकी विभाग
Government of India
Ministry of Communications &
Information Technology
Department of Electronics &
Information Technology (DeITY)

02 JUN 2015
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5(12)/2015-EG-I
22nd May, 2015

Dear Secretary,

Government of India accords highest priority to the Digital India programme. The pillars 4 and 5 of the Digital India programme, namely 'e-Governance: Reforming Government through Technology' and 'e-Kranti - Electronic Delivery of Services' respectively are directly linked to the e-Kranti: National e-Governance Plan (NeGP) 2.0. The implementation of e-Kranti is vital for Digital India and for the delivery of e-governance, easy governance and good governance in the country.

2. The Union Cabinet in its meeting held on 25.03.2015 has approved the Approach and Key Components of e-Kranti that include, inter alia, the vision, mission, key principles of e-Kranti, Approach and Methodology, Programme Management Structure and Implementation Strategy including 44 Mission Mode Projects and Core ICT Infrastructure. The vision of e-Kranti is "Transforming e-Governance for Transforming Governance" and its mission is "To ensure a Government-wide transformation by delivering Government services electronically to the citizens through integrated and interoperable systems via multiple modes, while ensuring efficiency, transparency and reliability of such services at affordable costs." In this regard, an Office Memorandum issued on 08.05.2015 is enclosed. (Annexure-I)

3. All the new Mission Mode Projects (MMPs) are required to follow the key principles of e-Kranti namely 'Transformation and not Translation', 'Integrated Services and not Individual Services', 'Government Process Reengineering (GPR) to be mandatory in every MMP', 'ICT Infrastructure on Demand', 'Cloud by Default', 'Mobile First', 'Fast Tracking Approvals', 'Mandating Standards and Protocols', 'Language Localization', 'National GIS (Geo-Spatial Information System)', 'Security and Electronic Data Preservation'. All the existing MMPs would be revamped in accordance with the aforesaid principles of e-Kranti. The details on the aforesaid principles are at Annexure-II.

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4. All States /UTs and Government Ministries/ Departments need to ensure the adoption of the aforesaid transformational principles of e-Kranti in all the new and on-going eGovernance projects as well as the existing projects, when getting revamped.

5. The approach and methodology, programme management structure and implementation strategy for e-Kranti has been aligned and integrated with the Digital India programme. The program management structure established for the Digital India programme would be used for monitoring the implementation of e-Kranti and also for providing a forum to ascertain views of all stakeholders, overseeing implementation, resolving inter-ministerial issues and ensuring speedy sanction of projects (Annexure-III). The implementation strategy that inter alia includes details of components of e-Kranti along with their nodal Ministry/Department is at Annexure-IV. 41054
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6. Considering the relevance and impact of e-Kranti on all Government Ministries / Departments, and involvement of multiple implementing agencies, it has been decided that the overall responsibility of each Mission Mode Project of e-Kranti will be with respective domain Ministry / Department. The financial details will be worked out project-wise by the Line Ministries/ Departments/ State Governments concerned. They would steer the project proposals for obtaining approval of the competent authority as per the existing provisions.

7. I would request you to kindly expedite the setting up of a dedicated project team headed by a Mission Leader (not below the rank of Joint Secretary) to implement e-Kranti in your Ministry / Department and communicate the same to DeitY. If the information on Mission Leader for implementing Digital India in your Department is not yet communicated to the DeitY then the same may also be communicated at the earliest. Any new Mission Mode Project from your Department may also be proposed for inclusion under e-Kranti.

With regards,

Yours sincerely,


(RS Sharma)

To:

Secretaries of All Ministries/ Departments, Government of India

भारत सरकार
 GOVERNMENT OF INDIA
 संचार और सूचना प्रौद्योगिकी मंत्रालय
 MINISTRY OF COMMUNICATIONS AND INFORMATION TECHNOLOGY
 इलेक्ट्रॉनिकी और सूचना प्रौद्योगिकी विभाग
 DEPARTMENT OF ELECTRONICS AND INFORMATION TECHNOLOGY
 Website: www.deity.gov.in

संख्या
 No.....

5(12)/2015-EG-I

दिनांक
 Date.....

08th May, 2015

OFFICE MEMORANDUM

Subject – Approval of Approach and Key Components of e-Kranti : National e-Governance Plan (NeGP) 2.0

1. Government of India accords the highest priority to the Digital India programme that is an umbrella programme for transforming India into a digitally empowered society and knowledge economy. e-Kranti is an integral part of the Digital India programme with the vision of "Transforming e-Governance for Transforming Governance". The mission of e-Kranti is "To ensure a Government wide transformation by delivering all Government services electronically to the citizens through integrated and interoperable systems via multiple modes, while ensuring efficiency, transparency and reliability of such services at affordable costs."
2. The Union Cabinet in its meeting held on 25.03.2015 has approved the Approach and Key Components of e-Kranti that includes, inter alia, the vision, mission, key principles of e-Kranti, Approach and Methodology, Programme Management Structure and Implementation Strategy including 44 Mission Mode Projects and Core ICT Infrastructure. The Digital India programme and specifically its pillar 4 and pillar 5 namely 'e-Governance: Reforming Government through Technology' and 'e-Kranti - Electronic Delivery of Services' respectively are directly linked with e-Kranti and the implementation of e-Kranti is critical for the success of e-governance, easy governance and good governance in the country.



3. The objectives of 'e-Kranti' are as follows:

- i. To redefine NeGP with transformational and outcome oriented e-Governance initiatives
- ii. To enhance the portfolio of citizen centric services
- iii. To ensure optimum usage of core Information & Communication Technology (ICT)
- iv. To promote rapid replication and integration of eGov applications
- v. To leverage emerging technologies
- vi. To make use of more agile implementation models

4. The key principles of e-Kranti are as follows

- i. **Transformation and not Translation** - All project proposals in e-Kranti must involve substantial transformation in the quality, quantity and manner of delivery of services and significant enhancement in productivity and competitiveness.
- ii. **Integrated Services and not Individual Services** - A common middleware and integration of the back end processes and processing systems is required to facilitate integrated service delivery to citizens.
- iii. **Government Process Reengineering (GPR)** to be mandatory in every MMP - To mandate GPR as the essential first step in all new MMPs without which a project may not be sanctioned. The degree of GPR should be assessed and enhanced for the existing MMPs.
- iv. **ICT Infrastructure on Demand** - Government departments should be provided with ICT infrastructure, such as connectivity, cloud and mobile platform on demand. In this regard, National Information Infrastructure (NII), which is at an advanced stage of project formulation, would be fast-tracked by DeitY.
- v. **Cloud by Default** - The flexibility, agility and cost effectiveness offered by cloud technologies would be fully leveraged while designing and hosting applications. Government Cloud shall be the default cloud for Government Departments. All sensitive information of Government Departments shall be stored in a Government Cloud only. Any Government Department may

use a private cloud only after obtaining permission from Department of Electronics and Information Technology which shall do so after assessing the security and privacy aspects of the proposed cloud.

- vi **Mobile First** - All applications are designed/ redesigned to enable delivery of services through mobile.
 - vii **Fast Tracking Approvals** - To establish a fast-track approval mechanism for MMPs, once the Detailed Project Report (DPR) of a project is approved by the Competent Authority, Empowered Committees may be constituted with delegated powers to take all subsequent decisions.
 - viii **Mandating Standards and Protocols** - Use of e-Governance standards and protocols as notified by DeitY be mandated in all e-governance projects.
 - ix **Language Localization** - It is imperative that all information and services in e-Governance projects are available in Indian languages as well.
 - x **National GIS (Geo-Spatial Information System)** - NGIS to be leveraged as a platform and as a service in e-Governance projects.
 - xi **Security and Electronic Data Preservation** - All online applications and e-services to adhere to prescribed security measures including cyber security. The National Cyber Security Policy 2013 notified by DeitY must be followed.
5. The following Approach and Methodology is proposed to be adopted for e-Kranti:
- i. Ministries / Departments / States would fully leverage the Common and Support ICT Infrastructure (e.g. GI Cloud, National / State Data Centres, Mobile Seva, State Wide Area Networks, Common Services Centres & Electronic Service Delivery Gateways). DeitY would also evolve/ lay down standards and policy guidelines, provide technical and handholding support, undertake capacity building, R&D, etc.

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- ii. The existing/ ongoing MMPs would also be suitably revamped to align them with the principles of e-Kranti. Scope enhancement, Process Reengineering, use of integrated & interoperable systems and deployment of emerging technologies like cloud & mobile would be undertaken to enhance the delivery of government services to citizens.
 - iii. States would be given flexibility to identify, for inclusion, additional state-specific projects, which are relevant for their socio-economic needs.
 - iv. e-Governance would be promoted through a centralised initiative to the extent necessary, to ensure citizen service orientation, interoperability of various e-Governance applications and optimal utilisation of ICT infrastructure/ resources, while adopting a decentralised implementation model.
 - v. Successes would be identified and their replication promoted proactively with required customisation wherever needed.
 - vi. Public Private Partnerships would be preferred wherever feasible to implement e-Governance projects with adequate management and strategic control.
 - vii. Adoption of Aadhaar based ID would be promoted to facilitate identification and delivery of benefits.
6. All new Mission Mode Projects (MMPs) would follow the key principles of e-Kranti, namely 'Transformation and not Translation', 'Integrated Services and not Individual Services', 'Government Process Reengineering (GPR) to be mandatory in every MMP', 'ICT Infrastructure on Demand', 'Cloud by Default', 'Mobile First', 'Fast Tracking Approvals', 'Mandating Standards and Protocols', 'Language Localization', 'National GIS (Geo-Spatial Information System)', 'Security and Electronic Data Preservation'. All the existing MMPs would be revamped in accordance with aforesaid principles of e-Kranti.
7. All Ministries/ Departments in Government of India and all States/UTs need to ensure the adoption of the aforesaid transformational principles of e-Kranti in all

new and on-going e-Governance projects as well as the existing projects, when getting revamped.

8. Considering the relevance and impact of e-Kranti on all Government Ministries / Departments and involvement of multiple implementing agencies, it has been decided that the overall responsibility of each component of e-Kranti will be with the respective domain Ministry / Department. The financial details will be worked out project-wise by the Line Ministries/ Departments/ State Governments concerned. They would steer the project proposals for obtaining approval of the competent authority as per the existing provisions.

Inlet
08/05/2015

(Trilok Chandra)
Director, DeitY

To:

1. Secretaries, All Ministries/Departments
2. Chief Secretaries of all States/UTs

Copy to:

1. IT Secretaries of all States/UTs

Principles of NeGP 2.0 (e-Kranti)

Basing on the experience with NeGP and also on the forgoing analysis, it is proposed to suggest a set of principles that can guide the design and implementation of the e-Kranti Program.

1. Transformation and not Translation

- a. Any project proposal to be included in e-Kranti should satisfy the pre-requisite of a substantial transformation in the quality, quantity and manner of delivery of services and/or a significant enhancement in productivity and competitiveness.
- b. It is most advisable that each such proposal is also accompanied by a statement of changes in the Act and Rules or the intention to bring in a new legislation so as to ensure legal sustainability of the proposed transformation.
- c. If the degree of transformation in the MMPs already implemented or being implemented is inadequate, they should be required undertake a dose of transformation through appropriate changes to the scope of the earlier MMP.
- d. Transformation can be in several forms, like substantial process changes, revamping of the delivery points through a new look and feel, predefined service levels, introduction of technology in innovative ways, abolition of manual systems, introduction of self-financing business models for

103

financial sustainability and adoption of innovative models for delivery of services.

2. **Integrated Services and not Individual Services:** Most of the e-Governance projects within and outside the NeGP have not only identified services purely from the point of departments/agencies but also implemented them in the same manner. The result can be seen in the fact that for securing a particular e-Service the citizen or business has to secure a number of other certificates and documents and attach the same to the application for the e-Service. Some of these attachments are issued by authorities outside the department providing the particular e-Service. The solution lies in conceptualizing, designing and implementing a set of services which are cross-cutting and integrated. The only MMP which conceptualized such integrated and cross-cutting services, namely the eBiz project, has gone through innumerable problems in implementation, on account of lack of a shared conviction on the immense benefits of such integrated services. However, it has to be said that there has been a significant progress in terms of integrating the front-end delivery points for providing a number of citizen services across the same counter. Following eSeva implemented in Andhra Pradesh during 1999-2003, a number of other States have come up with integrated front end delivery systems. However, the need of the hour is to establish a common middleware, and integrate the back end processes and processing systems. In other words, providing integrated services on an end-to-end basis should be the USP and the hallmark of e-Kranti. The extensive and perhaps, compulsory use of Unique ID for identification of residents, and the use of e-Pramaan framework developed by DeitY for authentication of individuals, are recommended in this direction.

3. **GPR to be mandatory in every MMP:** One of the criticisms of NeGP is that inadequate attention has been given to process reengineering with a result that the citizen has to go through several avoidable preliminary steps for seeking a service and also make a number of trips to the service centre, before his/her request is fulfilled. There are a lot of non-value adds (NVAs) in the entire process. Government Process Re-engineering (GPR) is, therefore a sine qua non for e-Kranti. GPR itself can be taken up along the following lines.

- a. It is necessary to mandate GPR as the first step in all the new MMPs without which a project may not be sanctioned.
- b. A framework and a yardstick for measuring the degree of process reengineering proposed/undertaken in each MMP should be designed immediately and applied. Only the projects meeting the prescribed GPR criteria and crossing the benchmark score should be sanctioned / funded.
- c. The degree of GPR should be assessed for the existing MMPs and necessary correctives applied.
- d. Comprehensive process reform should be undertaken by the departments adopting the principles like (i) elimination of NVAs, (ii) process optimization, (iii) standardization, (iv) integration, (v) automation and (vi) self-service.
- e. Each department contemplating an e-Governance project should be required to reengineer all its forms, business rules, work flows, reports, MIS, dashboards, Knowledge Management Systems and delivery channels.
- f. In so far as most of the government processes have certain commonalities, especially at the granular level, DeitY should undertake a

time bound and cross-cutting project of fundamental GPR, which involves identification of Elemental Govt. Processes (EGPs), reengineering and optimizing each of the EGPs and publish them widely for use across all e-Governance Projects uniformly.

g. State and local variations should also be captured while undertaking GPR.

4. **Infrastructure on Demand:** A good portion of the energies of the departments and ministries is spent on aspects related to design, procurement and establishment of information infrastructure of various types like the data centre with its own hardware and software, the networks with redundancies and other software platforms. Instead, the ministries and departments should be focusing their efforts on ways to achieve transformation in service delivery, as emphasized in the foregoing sections. It is possible to achieve 'Infrastructure on Demand' by taking advantage of the significant technological advancements that have taken place in the recent years. While the National Optical Fibre Network project undertaken by the Department of Telecommunications, Govt. of India holds the promise of resolving the connectivity problems by taking gigabit fibre to the villages, it would still address only a part of the bigger dream of establishing infrastructure on demand. To this end, the initiative taken by DeitY, namely, National Information Infrastructure (NII), which is at an advanced stage of conceptualization, needs to be fast-tracked and looked at seriously for acceptance/approval and implementation.

5. **Cloud by Default:** The flexibility, agility, cost effectiveness and transparency offered by the cloud technologies are factors that need to be taken serious note of while designing and hosting of applications both in the public and private sectors alike. Government Cloud shall be the default cloud for Government

Departments. Any Government Department may use a private cloud only after obtaining permission from Department of Electronics and Information Technology which shall do so after assessing the security and privacy aspects of the proposed cloud. The National Cloud Computing Initiative, named Meghraj, is about to be launched by NIC, in its pilot form. This effort needs to be evaluated, strengthened and expanded both in terms of scope and technology. Very shortly the principle "Cloud by Default" should be well established in India. Complementing the Meghraj would be the efforts to establish an eGov App Store, which hosts a large number of successful and time-tested applications for immediate adoption by departments and agencies needing the same. This will prevent the reinvention of the wheel. These efforts should also be complemented by establishing an eGov Application Directory and an eGov Services Directory, both of which will be based on the SoA standards for publication, discovery and consumption of services. Consequentially, the implementation schedules for e-Governance projects can be significantly condensed by encouraging the adoption of a combination of (NII +Cloud + App Store) as the most preferred option for the e-Gov planners. Before developing any new application, Ministries/ Departments should ensure its non-availability on the eGov AppStore and the mobile AppStore (M-AppStore).

6. **Mobile First:** The Mobile Seva project has seen an immense success within two years of its launch. Increasingly, mobile access is becoming the default option for seeking of information or availing of a variety of services. Low cost handsets, smart phones and low cost tablets will be ubiquitous in the near future given the exceedingly high growth rates seen recently in the market. Given this situation and the trends, it is necessary that a majority of the applications are designed/

107

redesigned with an aim to deliver their services through the mobile device as the most preferred option.

7. **Fast Tracking Approvals:** Experience has shown that e-Governance projects most often get bogged on with procedure. The need to observe stringent financial rules minutely places significant constraints on the pace and quality of implementation of e-Governance projects. It is therefore in general advisable to design a special code of financial procedures tailor-made for the implementation of e-Governance projects. Some major suggestions are made below:

- a. It is observed that most of the projects get stuck at the starting point itself in the matter of assigning work to a suitable consultant to conceptualize and design the project. While the cost of such consultancy may be less than 1% of the total project cost, almost a year is lost in most of the e-Gov projects while appointing the project consultant. It is strongly recommended that all projects forming part of e-Kranti should have a standard system for entrustment of the consultancy for design on a fast track by selecting from among a panel of pre-qualified consultancy organizations.
- b. Once the DPR of a project is approved by the Competent Authority, the Empowered Committee constituted for the purpose should be truly empowered to take all subsequent decisions, which should be implemented soon after the minutes of the EC are approved. In the absence of such a mechanism it is impractical to make anyone accountable for time overrun and the consequent cost overrun in major projects.

408

c. All well-designed and well-implemented e-Governance projects result in enhanced productivity, efficiency, transparency and very often result in savings to the Govt. Keeping this in view, the projects in the portfolio of e-Kranti should be exempted from all budgetary restrictions and cuts such that the projects get implemented in time.

8: **Mandating Standards and Protocols:** Currently, there are certain generic standards notified by DeitY through executive orders. They do not have statutory value nor can they be mandated. It is necessary to bring in a special set of rules under the proposed EDS Bill to regulate and mandate standards. This should include the generic standards that DeitY develops as also the domain specific standards that line ministries develop. An **Institute for e-Gov Standards** should be established to undertake this responsibility. The line ministries should give priority at the highest level to the MDDS committees constituted for formulation of domain standards, under the overall guidance of the Institute for e-Gov Standards. Besides the formulation of generic and domain standards, the following complementary steps are recommended.

- a. A set of Reference Architecture Models has to be designed, incorporating the cutting edge technologies and global/ national standards.
- b. A grid of standards-based middleware infrastructure has to be established so as to enforce the standards, promote interoperability and make available commonly used artifacts on demand.

The Chief Information Officers of various ministries, and the senior architects of NIC, State Governments and of the IT companies participating in eGov projects should be exposed to the latest trends in technology developments on a half-yearly basis.

489

9. **Language Localization:** As Mission Mode Projects and other eGov initiatives focus on delivering services to citizens, it is imperative that the information and services provided to all the stakeholders through these applications are localized in Indian Languages. Localization should be made a priority for all e-governance applications.

10. **National GIS:** The NGIS needs to be leveraged as a platform as well as a service for the benefit of various mission mode projects and eGov initiatives. NGIS can also be leveraged for monitoring the physical progress of projects.

11. **Security and Electronic Data Preservation:** The online applications and e-services should adhere to prescribed security measures including cyber security. For this purpose, the National Cyber Security Policy 2013 notified by DeitY should be followed.

Increasing computerization and adoption of e-governance in various governance domains have led to creation of huge amounts of data and records in electronic form. There is a need to preserve the relevant electronic data and records for future reference and use. In this regard, the E-Governance Standard for Preservation Information Documentation of Electronic Records notified by DeitY should be followed.

Annexure-III

Programme Management Structure of e-Kranti

- A For effective management of the e-Kranti, the programme management structure proposed for Digital India programme consisting of a Monitoring Committee on Digital India headed by the Prime Minister, a Digital India Advisory Group chaired by the Minister of Communications and IT and an Apex Committee chaired by the Cabinet Secretary would be used. The structure would have the needed secretarial/ monitoring/ technical support and appropriate decentralization of power and responsibility to ensure effective execution of the various projects/ components by the implementing departments/ teams.
- B Key components of the Programme Management structure would be as follows:
- (i) **Cabinet Committee on Economic Affairs (CCEA)** for programme level policy decisions.
 - (ii) A **Monitoring Committee on Digital India** under the Chairpersonship of **Prime Minister** which will be constituted with representation drawn from relevant Ministries/ Departments to provide leadership, prescribe deliverables and milestones, and monitor periodically the implementation of the Digital India Programme.
 - (iii) A **Digital India Advisory Group** headed by the **Minister of Communications and IT** to solicit views of external stakeholders and to provide inputs to the Monitoring Committee on Digital India including e-Kranti, advise the Government on policy issues and strategic interventions necessary for accelerating the implementation of the Digital India Programme including e-Kranti across Central

and State Government Ministries/Departments. The composition of the Advisory Group would include representation from the Planning Commission and 3 to 4 representatives from States/UTs and other Line Ministries/Departments on a rotational basis.

- (iv) An **Apex Committee** headed by the Cabinet Secretary would be overseeing the Digital India programme including e-Kranti and providing policy and strategic directions for its implementation and resolving inter-ministerial issues. In addition it would harmonize and integrate diverse initiatives and aspects related to integration of services, end to end process re-engineering and service levels of MMPs and other initiatives under the Digital India Programme, wherever required. Further it would be empowered to add or delete MMPs as considered appropriate and to resolve all inter-ministerial issues.
- (v) **Expenditure Finance Committee (EFC)/Committee on Non Plan Expenditure (CNE)** to financially appraise/ approve projects as per existing delegation of financial powers. The EFC/ CNE headed by Secretary Expenditure would also be recommending to the CCEA the manner in which MMPs/ eGovernance initiatives are to be implemented, as well as the financial terms of participation for States. A representative of the Planning Commission would also be included in both the EFC and CNE.
- (vi) A **Council of Mission Leaders on Digital India** headed by Secretary, DeitY would be established as a platform to share the best practices in various existing and new eGov initiatives under Digital India including e-Kranti and also to sensitize various government departments about ICT projects of DeitY. While the

inter-departmental; integration and interoperable issues of integrated projects / eGovernance initiatives would be resolved by the Apex Committee on Digital India headed by Cabinet Secretary, the technical issues of integrated projects would be resolved by the Council of Mission Leaders.

(vii) Further, considering the scope of the e-Kranti Programme and the need to look at issues such as overall technology architecture, framework, standards, security policy, funding strategy, service delivery mechanism, sharing of common infrastructure etc. at a programme level, it is proposed that the technical appraisal of all e-Kranti projects be done by DeitY, prior to a project being placed before the EFC/ CNE. This appraisal would cover issues relating to inclusion of adoption of Standards, utilization of Cloud and mobile platforms, consideration of security aspects, etc. The Secretary, DeitY or his representative may also be included as a standing special invitee to all EFC/CNE meetings, which are appraising/approving MMPs. It may be mentioned that the DeitY has already set up a Programme Management Unit, namely National eGovernance Division (NeGD) to provide support to departments in conceptualizing, developing, appraising, implementing and monitoring respective MMPs / eGovernance Initiatives.

(viii) Institutional mechanism of e-Kranti programme at State level would be spearheaded by State Committee on Digital India by the Chief Minister. Apex Committees on Digital India headed by Chief Secretaries would be constituted at State/UT level to allocate required resources, set priority amongst projects under

Digital India including e-Kranti and resolve inter-departmental issues at State level.

For effective monitoring of e-Kranti, usage of Project Management Information System would be mandatory in each new and existing Mission Mode Projects to capture the real or near real time details about the progress of the project. This tool should be proficient enough to capture the parameters for each stage of project namely, conceptualization and development, implementation and post implementation. The parameters could be decided in consultation with various line Ministries / Departments and DeitY.

Annexure-IV

Implementation Strategy of e-Kranti

- 1. For implementation of the e-Kranti, various Central Ministries/ Departments and State Governments would be involved. Considering the multiplicity of agencies involved and the need for overall aggregation and integration at the national level, it is considered appropriate to implement e-Kranti as a programme, with well defined roles & responsibilities of each agency involved, and to create an appropriate programme management structure.
- 2. For the e-Kranti, following role assignments/ responsibilities are being followed/ proposed:
 - a. The proposed Apex Committee on Digital India programme, constituted with Cabinet Secretary as its Chairman and Secretary, DeitY as its Member Convener, would be overseeing the e-Kranti programme also and providing policy and strategic directions for its implementation and resolving inter-ministerial issues. The Apex Committee, in addition would harmonize and integrate diverse initiative aspects related to integration of services, end to end process re-engineering and service levels of MMPs wherever required.
 - b. Line Ministries/Departments would be responsible for the implementation of the assigned Mission Mode Projects (MMPs)/Components as indicated in Annexure-IV(A). → 417-f/c
 Mission Mode Projects would be owned and spearheaded by various line Ministries for Central Government, State Governments and Integrated projects (Annexure-IV(A)). → 417-f/c
 Each Department would work in a project mode within a tight, defined timeframe by preparing a detailed project document, either in-house or with the assistance of a Consultant. This document should clearly spell out all important aspects of the project like services and service levels, project implementation team, process reengineering

415

proposed, change management plan, project management plan, timelines, etc. The services and service levels would be determined in consultation with the actual users and for this, each concerned department would form an Advisory Committee, on which users would also be represented.

c State Governments would be responsible for implementing State Sector MMPs, under the overall guidance of respective Line Ministries in cases where Central Assistance is also required. An Apex Committee on Digital India proposed to be constituted at the State level headed by the Chief Secretary would be used to monitor the e-Kranti implementation at state level. They would also analyse State specific requirements and recommend project proposals for inclusions/ deletions from the listed MMPs.

d DeitY would be the facilitator and catalyst for the implementation of e-Kranti by various Ministries and State Governments and would also provide technical assistance to them either directly or in collaboration with external professional Consultants. It would serve as a secretariat to the Apex Committee and assist it in managing the programme. In addition, it would implement pilot/ infrastructure/ technical/ special projects and support components including those indicated in Annexure-IV(A). DeitY would also prepare a suitable template for preparing project document, which could be used by individual departments for preparing their detailed project reports.

e DAR&PG would continue its responsibility towards Generic Process Re-engineering and Change Management, which are desired to be realised across all government departments. However, to upscale NeGP to deliver services, DAR&PG would focus on transformational approach in the Government Process Re-engineering (GPR) initiatives of various Ministries / Departments. For various Mission Mode Projects, concerned Line Ministries/ Implementing Agencies would be primarily responsible for carrying out the

- required Process Re-engineering and Change Management. DAR&PG/ DeitY would also be promoting initiatives for Human Resource Development and Training and Awareness building.
- f Planning Commission and Ministry of Finance would allocate funds for implementing e-Kranti both in existing and new MMPs through Plan and Non-plan budgetary provisions and lay down appropriate procedures in this regard. The projects in the portfolio of e-Kranti should be exempted from all budgetary restrictions and cuts such that the projects get implemented in time.
- g Once the DPR of a project is approved by the Competent Authority, the Empowered Committee constituted for the purpose would be truly empowered to take all subsequent decisions, which should be implemented soon after the minutes of the EC are approved.
- h The Council of Mission Leaders for Digital India proposed as a platform to share the best practices in Mission Mode Projects under NeGP and new eGovernance initiatives of DeitY would perform its envisaged role and responsibilities.
- i The inter-departmental, integration and interoperable issues of integrated projects / eGovernance initiatives would be resolved by the Apex Committee headed by Cabinet Secretary. And the technical issues of integrated projects would be resolved by the Council of Mission Leaders headed by Secretary, DeitY.

Annexure-IV(A)

The National E-Governance Plan (NeGP) was first conceived in mid 2003, by the D/o Electronics and Information Technology (DeitY) and the D/o Administrative Reform & Public Grievances (DAR&PG) and received in-principle approval at the level of the then Prime Minister on the 6th of November 2003. Subsequently, Cabinet Secretary took follow up meetings of the Core Group on Administrative Reforms as well as of the Committee of Secretaries on 14.11.2003 wherein 22 Mission Mode Projects were identified for implementation on a priority basis. Four more projects have been added to the list of Mission Mode Projects namely e-Courts on the suggestion of the Judiciary, e-Office on the suggestion of DAR&PG, e-Procurement on the suggestion of CVC, and Employment Exchanges at the instance of the Planning commission. Thereafter, Apex Committee on NeGP headed by the then Cabinet Secretary review the progress of NeGP and accorded in principle approval to add 4 MMPs namely Education, Health, PDS and Posts under the MMP portfolio of NeGP on 29th July, 2011. Subsequent to the conceptualization of National eGovernance Plan 2.0 (NeGP 2.0), the 10 MMPs namely e-Sansad, e-Vidhaan, Financial Inclusion, Roads and Highways Information System (RAHI), Agriculture 2.0, National Geographical Information SYstem (NGIS), Rural Development, Social Benefits, Women and Child Development and Common IT Roadmap for Para Military Forces are accorded in principle approval by the Apex Committee on NeGP headed by Cabinet Secretary on 18th March, 2014. e-Bhasha, Urban Governance and National Mission on Education Through ICT (NMEICT) are proposed as new MMPs under Integrated Services Category.

The proposed plan now covers 44 Mission Mode Projects in three categories: Central, States and Integrated Services. Details of these Mission Mode Projects are given in the Tables I to III below. Some of these projects are under various stages of implementation and may require some transformational process reengineering, refinements and adjustment of scoping and implementation strategy to achieve the desired service level objectives by the concerned line Ministries/Departments at the Central, State and Local Government levels. All these Mission Mode Projects have the common aim of improving delivery of Government services to citizens and businesses.

419
Table-I: Mission Mode Projects Central Government Category

Sl. No.	Project	Line Ministry/ Department Responsible
01	Income Tax	M/o Finance/Central Board of Direct Tax
02	Passport	M/o External Affairs
03	MCA21	M/o Company Affairs
04	Insurance	D/o Financial Services
05	National Citizen Database	M/o Home Affairs/Registrar General of India (RGI)
06	Central Excise	D/o Revenue/Central Board of Excise & Custom
07	Pensions	D/o Pensions & Pensioners welfare & Dept. of Expenditure
08	Banking	D/o Financial Services
09	e-Office	D/o Administrative Reforms & Public Grievances
10	Posts	D/o Posts
11	Visa & Immigration	M/o Home Affairs
12	e-Sansad [#]	Parliament of India, Lok-Sabha Secretariat
13	Common IT Roadmap for Para Military Forces [#]	M/o Home affairs

[#] These MMPs are New MMPs under e-Kranti.

Table-II: Mission Mode Projects State Government Category

Sl. No.	Project	Line Ministry/ Department Responsible
01	Land Records	M/o Rural Development
02	Road Transport	M/o Road Transport & Highway
03	Property Registration	D/o Land Resources and D/o Electronics and Information Technology
04	Agriculture	D/o Agriculture & Cooperation
05	Treasuries	M/o Finance
06	Municipalities	M/o Urban Development and Poverty Alleviation
07	Gram Panchayats	M/o Panchayati Raj
08	Commercial Taxes	M/o Finance
09	Police	M/o Home affairs
10	Employment Exchanges	M/o Labour & Employment
11	School Education	D/o School Education and Literacy
12	Health	D/o Health and Family Welfare
13	PDS	D/o Food and Public Distribution
14	e-Vidhaan [#]	Parliament of India, Lok-Sabha Secretariat
15	Agriculture 2.0 [#]	D/o Agriculture
16	Rural Development [#]	D/o Rural Development
17	Women and Child Development [#]	M/o Women and Child Development

[#] These MMPs are New MMPs under e-Kranti.

481
Table-III: Mission Mode Projects Integrated Services Category

Sl. No.	Project	Line Ministry/ Department Responsible
01	EDI (E-Commerce)	M/o Commerce & Industry and D/o Commerce
02	E-Biz	D/o Industrial Policy & Promotion and D/o Electronics and Information Technology
03	Common Services Centres	D/o Electronics and Information Technology
04	India Portal	D/o Electronics and Information Technology and D/o Administrative Reforms & Public Grievances
05	E-Courts	D/o Justice, M/o Home Affairs
06	E-Procurement	M/o Commerce & Industry/ DGS&D
07	National Service Delivery Gateway	D/o Electronics and Information Technology
08	Financial Inclusion [#]	D/o Financial Services
09	National Geographical Information System [#]	D/o Science & Technology
10	Social Benefits [#]	M/o Social Justice and Empowerment as the leader and other welfare departments as co-owners

11	Roads and Highways Information System (RAHI) #	M/o Road Transport & Highways
12	e-Bhasha #	D/o Electronics and Information Technology
13	National Mission on Education Through ICT (NMEICT) #	D/o Higher Education
14	Urban Governance #	Ministry of Urban Development

These MMPs are New MMPs under e-Kranti.

423
2. The thrust areas of e-Kranti outlined under Digital India programme are as follows:

Table-IV: Thrust areas and sub components of e-Kranti outlined in Digital India

S.N.	Areas	Sub components
1	Technology for Education (e-Education)	<ul style="list-style-type: none">• All Schools connected with broadband• Free wifi in all schools (250,000)• Digital Literacy program• MOOCs – develop pilot Massive Online Open Courses
2	Technology for Health (e-Healthcare)	<ul style="list-style-type: none">• Online medical consultation• Online medical records• Online medicine supply• Pan-India exchange for patient information• Pilots – 2015; Full coverage in 3 years
3	Technology for Planning	<ul style="list-style-type: none">• GIS based decision making• National GIS MMP
4	Technology for Farmers	<ul style="list-style-type: none">• Real time price information• Online ordering of inputs• Online cash, loan, relief payment with mobile banking
5	Technology for Security	<ul style="list-style-type: none">• Mobile Emergency Services
6	Technology for Financial Inclusion	<ul style="list-style-type: none">• Mobile Banking• Micro-ATM program• CSCs/ Post Offices

7	Technology for Justice	<ul style="list-style-type: none">e-Courts, e-Police, e-Jails, e-Prosecution
8	Technology for Cyber Security	<ul style="list-style-type: none">National Cyber Security Co-ordination Center

* Ongoing Mission Mode Projects under NeGP will be revamped to cover aforesaid areas and its sub components outlined in Digital India programme.

425

3. e-Governance: Reforming Government through Technology is one amongst the nine pivotal pillars of the Digital India Programme. Its major components are as follows:

Table-V: Components and sub components for Reforming Government through Technology under Digital India

S.N.	Major Components	Content
1	Government Business Process Re-engineering using IT to improve transactions	<ul style="list-style-type: none">• Form Simplification, reduction• Online applications and tracking, Interface between departments• Use of online repositories e.g. school certificates, voter ID cards, etc.• Integration of services and platforms – UIDAI, Payment Gateway, Mobile Platform, EDI
2	Electronic Databases	<ul style="list-style-type: none">• All databases and information to be made electronic, not manual
3	Workflow automation	<ul style="list-style-type: none">• Workflow inside government offices to be made automated and visible to citizens
4	Public Grievance Redressal using IT	<ul style="list-style-type: none">• Using IT to automate, respond, analyse data to identify and resolve persistent problems• Largely process improvements

*The critical transformational components would be implemented across the government Ministries / Departments.

4. To sustain the above projects there is also a need to create the right governance and institutional mechanisms, set up core infrastructure, formulate key policies, standards and the legal framework for adoption and to channelise private sector technical and financial resources into the National E-Governance efforts. For this purpose, certain key components have also been identified for implementation and the same are given in Table VI below. These components cut across and support various projects.

Table-VI: Support Components Category

Sl. No.	Support Components	Line Ministry/ Department Responsible
01	Core Policies (Cyber Security Policy, National IT Policy, Open Standard Policy etc.)	D/o Electronics and Information Technology
02	Core Infrastructure (SWAN, NII, SDCs, Mobile Seva, Payment Gateway, GI Cloud etc.) *	D/o Electronics and Information Technology
03	Support Infrastructure (CSCs, etc.) *	D/o Electronics and Information Technology
04	Technical Assistance	D/o Electronics and Information Technology
05	R&D	D/o Electronics and Information Technology

427

06	Human Resource Development & Training	D/o Electronics and Information Technology and D/o Administrative Reforms & Public Grievances
07	Awareness & Assessment	D/o Electronics and Information Technology and D/o Administrative Reforms & Public Grievances
08	Organization structures	D/o Electronics and Information Technology and D/o Administrative Reforms & Public Grievances

* SWAN: State Wide Area Network, NII: National Information Infrastructure, SDC: State Data Centre, CSCs: Common Services Centres, GI Cloud – Government of India Cloud (MeghRaj)
