37

STANDING COMMITTEE ON INFORMATION TECHNOLOGY (2006-2007)

FOURTEENTH LOK SABHA

MINISTRY OF COMMUNICATIONS AND INFORMATION TECHNOLOGY (DEPARTMENT OF INFORMATION TECHNOLOGY)

[Action taken by Government on the Recommendations/Observations of the Committee contained in their Twenty-Second Report (Fourteenth Lok Sabha) on "Implementation of e-Governance Projects"]

THIRTY-SEVENTH REPORT

सत्यमेव जयते

LOK SABHA SECRETARIAT
NEW DELHI
December, 2006/*Agrahayana,* 1928 *(Saka)*

THIRTY-SEVENTH REPORT

STANDING COMMITTEE ON INFORMATION TECHNOLOGY (2006-2007)

(FOURTEENTH LOK SABHA)

MINISTRY OF COMMUNICATIONS AND INFORMATION TECHNOLOGY (DEPARTMENT OF INFORMATION TECHNOLOGY)

[Action taken by Government on the Recommendations/Observations of the Committee contained in their Twenty-Second Report (Fourteenth Lok Sabha) on "Implementation of e-Governance Projects"]

Presented to Lok Sabha on 18.12.2006
Laid in Rajya Sabha on 18.12.2006

LOK SABHA SECRETARIAT
NEW DELHI
December, 2006 / *Agrahayana,* 1928 *(Saka)*

CIT No. 159

Price : Rs. 72.00

CONTENTS

COMPOSITION OF THE STANDING COMMITTEE ON INFORMATION TECHNOLOGY (2006-2007)

Shri Nikhil Kumar — *Chairman*

MEMBERS

Lok Sabha

2. Shri Abdullakutty
3. Shri Nikhil Kumar Choudhary
4. Shri Sanjay Shamrao Dhotre
5. Smt. Jayaprada
6. Shri Bhubaneshwar Prasad Mehta
7. Shri Harish Nagpal
8. Shri G. Nizamuddin
9. Shri Sohan Potai
10. Shri Lalmani Prasad
11. Kunwar Jitin Prasad
12. Shri Vishnu Deo Sai
13. Shri Tufani Saroj
14. Shri Tathagat Satpathy
15. Shri K.V. Thangkabalu
16. Shri P.C. Thomas
17. Shri Kinjarapu Yerrannaidu
18. Smt. Rubab Sayeda
19. Shri Narahari Mahato
20. Vacant
21. Vacant

Rajya Sabha

22. Shri Vijay J. Darda
23. Shri Praveen Rashtrapal
24. Shri Ravi Shankar Prasad
25. Shri Dara Singh
26. Shri A. Vijayaraghavan
27. Shri N.R. Govindrajar
28. Shri Motiur Rahman
29. Shri Eknath K. Thakur
30. Shri Shyam Benegal
31. Shri Rajeev Chandrasekhar

(iv)

SECRETARIAT

1. Shri M.Rajagopalan Nair — *Additional Secretary*
2. Shri P. Sreedharan — *Joint Secretary*
3. Shri Raj Shekhar Sharma — *Director*
4. Shri Cyril John — *Under Secretary*
5. Smt. Geeta Parmar — *Executive Officer*

INTRODUCTION

I, the Chairman, Standing Committee on Information Technology (2006-07) having been authorized by the Committee to submit the Report on their behalf, present this Thirty-Seventh Report on Action Taken by Government on the Recommendations/Observations of the Committee contained in their Twenty-Second Report (Fourteenth Lok Sabha) on "Implementation of e-Governance projects" relating to the Ministry of Communications and Information Technology (Department of Information Technology).

2. The Twenty-Second Report was presented to the Lok Sabha and laid in Rajya Sabha on 08.12.2005. The Department furnished Action Taken Notes on the Recommendations/Observations contained in the Report on 25.09.2006.

3. The Report was considered and adopted by the Committee at their sitting held on 13.12.2006.

4. For facility of reference and convenience, the Recommendations/Observations of the Committee have been printed in bold letters in the body of the Report.

5. An analysis of Action Taken by Government on the Recommendations/Observations contained in the Twenty-Second Report (Fourteenth Lok Sabha) of the Committee is given at Annexure-II.

NEW DELHI;   NIKHIL KUMAR,
13 *December,* 2006   *Chairman,*
22 *Agrahayana,* 1928 *(Saka)*   *Standing Committee on*
                                                         Information Technology.

CHAPTER I

REPORT

This Report of the Standing Committee on Information Technology deals with Action Taken by Government on the recommendations/observations of the Committee contained in their Twenty-Second Report (Fourteenth Lok Sabha) on 'Implementation of e-Governance Projects' pertaining to the Department of Information Technology (DoIT).

2. The Twenty-Second Report was presented to Lok Sabha on 08.12.2005 and was also laid on the Table of Rajya Sabha the same day. It contained 61 recommendations/observations.

3. Action Taken Notes in respect of all the recommendations/observations contained in the Report have been received and categorised as under:—

    (i) Recommendations/Observations which have been accepted by the Government:

    Para Nos : 1-5,7,8,10-15,17,19-25,28-53,55-57 and 59-61.

<div align="right">

(Total: 53)
(Chapter-II)

</div>

    (ii) Recommendations/Observations which the Committee do not desire to pursue in view of the reply of the Government:

    Para Nos : 6, 16 and 18.

<div align="right">

(Total: 03)
(Chapter-III)

</div>

    (iii) Recommendations/Observations in respect of which replies of the Government have not been accepted by the Committee and which require reiteration:

    Para Nos : 9, 26, 27 & 58.

<div align="right">

(Total: 04)
(Chapter-IV)

</div>

    (iv) Recommendations/Observations in respect of which replies are of interim nature:

    Para No : 54.

<div align="right">

(Total: 01)
(Chapter-V)

</div>

4. The Committee trust that utmost importance would be given to the implementation of the recommendations/observations accepted by the Government. In cases, where it is not possible for the Department to implement the recommendations in letter and spirit for any reason, the matter should be reported to the Committee with reasons for non-implementation. The Committee further desire that Action Taken Notes on the recommendations/observations contained in Chapter-I and final action taken reply to the recommendation contained in Chapter V of this Report should be furnished to them at an early date.

A.   Time Targets for projects under NeGP

Recommendation (Para No.7)

5. The Committee in their earlier Report had noted that no time targets were fixed to implement the various Mission Mode Projects (MMPs)/Key components under the NeGP. The concerned Line Ministries/Departments had been advised to work out their respective project proposal for obtaining financial approval duly indicating project service goals, outlays and time frames. In view of the slow pace of progress of the National e-Governance Programme(NeGP), the Committee had desired that DIT being facilitator to Line Ministries/ Departments in formulating their project proposals, should not leave things to them and play a pro-active role to impress upon them to formulate their project proposals immediately for getting the financial approval so that the projects could be completed in a prescribed time frame.

6. The Department of Information Technology (DIT) in their action taken reply have stated that the National e-Governance Plan was conceptualized during 2003-04 and the various Mission Mode Projects under the NeGP were finalised thereafter. DIT has been coordinating and facilitating the various Line Ministries in formulating their schemes including the broad guidelines, budgetary requirements and financial approvals, etc. so that the projects could be initiated as early as possible. However, as per the terms of the Cabinet approval of NeGP on 18 May, 2006, responsibilities for various activities have now been allocated to the appropriate agencies concerned. Thus, the responsibility of conceptualising, developing and implementing the MMPs is stated to be the task of the concerned Line Ministry and it is for them to prepare the intermediate milestones and timelines for implementation of the concerned MMP. As per the Cabinet approval the details of the various MMPs would be worked out by the Line Ministries concerned and financial approvals taken within 6 months of the approval.

7. The Committee note that as per the terms of Cabinet approval of NeGP, conceptualizing, developing and implementing the Mission Mode Projects (MMPs) is the responsibility of the concerned Line Ministry. However, DIT, being the facilitator and catalyst for implementation of NeGP, is certainly expected to play a pro-active role for the speedy and successful implementation of the MMPs. It is a matter of serious concern that the Line Ministries/Departments have taken unduly long time for preparing their project proposals and obtaining financial approval. The Committee, are of the considered view that DIT cannot be absolved of the

responsibility of monitoring the implementation of MMPs under the NeGP. As per the terms of Cabinet approval given on 18 May, 2006, the details of various MMPs are to be worked out by the Line Ministries concerned and financial approval taken within 6 months of the date of approval, i.e. by 17 November, 2006. The Committee trust that by now the whole exercise must have been completed by the Line Ministries. They desire that DIT should monitor the implementation of MMPs by the Line Ministries and apprise the Committee of the progress made by each of the Line Ministries in this regard.

B. Monitoring of Mission Mode Projects (MMPs)

Recommendation (Para No.8)

8. In their earlier Report, the Committee had noted with concern that Department of Information Technology (DIT) had no information regarding the progress made so far by the Line Ministries/Departments/States in respect of each of the Mission Mode Projects being implemented by them ostensibly on the ground that it was not possible for the DIT to effectively carry out monitoring of all the MMPs in the absence of the required manpower and requisite tools. The Committee had been apprised that a Programme Management Unit (PMU) was set up to design and put in place a Programme Management Information System (PMIS) which would monitor the progress of the MMPs. While deploring the apathetic attitude of the DIT in such an ambitious Plan encompassing the whole nation, the Committee had strongly desired that the DIT should adequately strengthen the PMU to enable it to effectively design the PMIS to monitor the progress of the MMPs. They had further desired to know the precise progress made so far by the Line Ministries/Departments/States in respect of each of the MMPs.

9. In their action taken reply, the DIT have regretted the delay in the formation of Programme Management Unit (PMU). They have informed that the PMU has now been set up and augmented by resources from the public/private sector but it is currently seized of the task of developing the Programme Management Information System (PMIS), based on which the information from the various Line Ministries will be collected. The PMIS would be in place, within 3 months of Cabinet approval.

10. It has further been added that DIT has designated Nodal Officers for each Mission Mode Projects/ Components under the NeGP. These nodal officers are also interacting with the Line Ministries for getting the required monitoring inputs. The DIT's e-Governance Project Management Unit (EGPMU) would be consolidating the inputs for presenting a dashboard view.

11. The Committee note with satisfaction that although there has been a delay, the Programme Management Unit (PMU) has now been set up and augmented by resources from the public and private sector. The PMU was engaged in the task of developing Programme Management Information System (PMIS). It has been stated that the PMIS was to be in place within three months of Cabinet approval for monitoring the progress of MMPs. Although the Cabinet approval

was accorded on 18 May, 2006, the reply is silent as to whether PMIS has been fully developed and the Programme Management Unit fully equipped to consolidate inputs regarding the progress of MMPs. The task should have been made much easier with Nodal Officers having been designated for interacting with the Line Ministries for getting the required monitoring inputs. The Committee desire that the Department should expedite the matter and they be apprised of the progress made in consolidating the inputs for presenting a dashboard view.

C.   Key Components of NeGP

(Recommendation Para No.9)

12.   In their earlier Report the Committee had expressed their unhappiness over non-submission of a precise reply with regard to specific initiatives taken by DIT in respect of each of the 8 key components of NeGP, *viz.* Core Policies, Core Infrastructure, Support Infrastructure, Technical Assistance, R&D, Human Resource Development & Training, Awareness & Assessment and Organizational Structure, which had been identified for implementation. The Committee had desired to be apprised of the specific initiatives taken in respect of each component.

13.   The DIT in their Action Taken Notes have furnished the following information:

"Core Infrastructure: State Wide Area Networks (SWANs): The SWAN projects of 22 States/UTs, out of total 35 States and UTs, have so far been approved by the Empowered Committee with an estimated DIT share of Rs. 1507.8 crores, out of the total estimated DIT share of Rs. 2005 Crores. Five States are implementing the project through NIC while remaining 17 are using PPP model. Two States *i.e.* Mizoram and Meghalaya, have initiated pre-project activities. Project proposals received from three States *i.e.* Bihar, Pondicherry and Lakshadweep are under scrutiny and revision. DIT is discussing with the remaining States/UTs to expedite the initiatives on the SWAN project.

Support Infrastructure: The Common Service Centre (CSC) Scheme has been formulated and appraised by the EFC. The draft Cabinet Note has been prepared by the DIT and circulated to the required agencies. The CSC Scheme would be placed before the Cabinet by July 2006. A National Level Service Agency has been appointed to assist the DIT in carrying out the work of Project Development for the CSC Scheme.

Core Policies: The Core Policies on the roles and responsibilities, approach and implementation Strategy for the NeGP have been detailed in the Cabinet Note on the NeGP. Further, core policies on SWAN and CSCs have been framed. Guidelines and Policies on State Data Centres (SDC) and Standards are currently being worked out. A lot of work has been done in defining the Service Levels and implementation framework of the NeGP. Further, an Apex Committee on

Standards has also been formed under the Chairmanship of Secretary, DIT to approve, notify and enforce standards.

Recognizing the critical role that well-designed Standards play in the rapid growth of e-Governance in the country, DIT has also setup an Institutional mechanism and put in place processes to evolve, approve and notify Standards. The Standards will be evolved in consultations with all the stakeholders (Industry, academia, associations, Central and State governments, etc)."

14. The Committee express their serious displeasure at the manner in which incomplete and casual reply has been furnished by the DIT on the recommendation of the Committee. After having expressed their unhappiness over non-submission of precise reply with regard to initiatives taken by DIT in respect of each of the eight key components of Mission Mode Projects during the time of examination of the subject, the Committee had recommended that specific initiatives taken in respect of each component should be furnished to the Committee in the action taken reply. They are not satisfied with the reply as the Department has furnished information relating to only three of the key components of NeGP, *viz.* Core Policies, Core Infrastructure and Support Infrastructure. However, information in respect of the remaining five key components, *viz.* Technical Assistance, R&D, Human Resource Development & Training, Awareness & Assessment and Organizational Structure has not been furnished to the Committee. The Committee deplore the lackadaisical approach of the DIT in furnishing the incomplete reply. They, therefore, reiterate their earlier recommendation and desire that detailed information in respect of each of the eight key components under NeGP be furnished to the Committee at the earliest.

D.   State Data Centres (SDCs)

Recommendation (Para No.22)

15. The Committee had noted with concern that the policy guidelines for creation of State Data Centres were only in a formulation stage. As the technical and financial support to States for this initiative could be extended only after finalisation of the scheme in this regard, the Committee had recommended for early finalisation of a comprehensive Policy Guidelines for creation of State Data Centres (SDCs) by the States. They had desired that all requisite technical and financial support should be extended to the States for establishing State Data Centres (SDCs).

16. The DIT in their Action Taken Notes have stated that the creation of Data Centres becomes necessary as more and more e-Governance applications are introduced by the States. Policy decisions on Data Centres involve issues of Sovereign control and are of strategic importance in view of criticality/confidentiality of data and the applications hosted and therefore need to be appropriately addressed. DIT is in the process of formulating suitable Policy Guidelines for technical and financial assistance to the States for creation of State Data Centres which are expected to be ready by

July 2006. As Data Centres can be planned, established and operationalised in relatively short time frames, it is expected that these will be ready by the time State Wide Area Networks (SWANs) and Common Service Centres (CSCs) are established in the States.

17. The Committee note that DIT was still in the process of formulating Policy Guidelines for technical and financial assistance to the States for creation of State Data Centres (SDCs) which were expected to be ready by July, 2006. It goes without saying that Policy Guidelines for creation of SDCs should have been finalised much before the Centres are set up. The Committee express their displeasure at the delay on the part of the Government in formulating Policy Guidelines regarding creation of SDCs. The Committee hope that, as assured by the DIT, SDCs would be ready by the time SWANs and CSCs are established in the States so that work under NeGP does not come to a standstill due to non-creation of SDCs. They would like to be apprised of the latest position in this regard.

E. State Wide Area Networks (SWANs)

Recommendation (Para Nos.26 and 27)

18.   The Committee in their earlier Report had observed that the Department of Information Technology was primarily responsible for establishing the shared core backbone infrastructure identified in NeGP and it was proposed to establish State Wide Area Network (SWAN) and NICNET to provide seamless connectivity to Line Ministries/Departments which would be progressively leveraged to provide services electronically to citizens at the village levels by extending its reach through wireless and other technologies relevant for the last mile. However, the Committee were disappointed to learn that only 17 proposals from the States were received, considered and approved by the Empowered Committee and the remaining States/UTs had not submitted their proposals. In view of the fact that setting up of SWAN network is the basic requisite for running the e-Governance projects and any delay in the implementation of the SWAN project would have direct bearing on the implementation of the e-Governance projects, the Committee had recommended the DIT to take up the matter with all seriousness with the remaining States/UTs to expedite submission of their SWAN proposals. With a view that the eligibility criteria could be one of the reasons for delay in submission of SWAN proposals by the States, the Committee had also recommended for review of the eligibility criteria by DIT keeping the spirit of the policy intact to help the States in early submission of their SWAN proposals.

19.   The DIT in their Action Taken Notes have stated that Since March 2005 till date, SWAN projects from 22 States/UTs with estimated DIT share of funding for Rs. 1507.8 crore have been approved in accordance with the provisions of SWAN Policy Framework and guidelines issued by DIT in October 2004. 5 States are implementing the SWAN project through NIC while remaining 17 are using Build-Own-Operate-Transfer (BOOT) or Build-Operate-Transfer (BOT) model. 2 States *i.e.* Mizoram and Meghalaya have initiated pre-project activities. Project proposals received from three States/Union Territories *i.e.* Bihar, Pondicherry and Lakshadweep are under scrutiny

and revision. DIT is discussing with the remaining States/UTs for expediting initiatives on the SWAN project.

20. DIT have further stated that no State/UT has so far approached them for relaxation of the eligibility condition in order to avoid any delay in submission of its SWAN proposal. However DIT have been making efforts for formulation of the proposals from the remaining States / UTs by providing them necessary technical guidance required for formulation of the proposals.

21. The Committee are constrained to note that the SWAN Project has so far been approved in respect of only 22 out of 35 States/Union Territories. The Committee recall that during the examination of the subject, DIT had pointed out that since e-Governance Projects are expected to use the common core infrastructure including SWAN, any delay in the implementation of SWAN would have direct bearing on the implementation of e-Governance Projects. The delay in submission /approval of SWAN proposals by the remaining States/Union Territories is, therefore, a matter of grave concern with serious repercussions. The Committee desire that DIT should vigorously pursue the matter with the remaining States/ Union Territories and finalise SWAN proposals to facilitate speedy implementation of e-Governance Projects.

22. The Committee further note that no State/Union Territory has so far approached DIT with the request to relax the eligibility criteria to avoid delay in submission of SWAN proposal. The Committee, however, desire that besides providing all out support to States/Union Territories in formulating SWAN project proposal, DIT should review the eligibility criteria for submission of the SWAN proposal, as they apprehend that it might be one of the deterrents leading to delay in submission of SWAN proposal by the States/Union Territories.

F. Common Service Centres (CSCs)

Recommendation (Paragraph No. 29)

23. Emphasizing the need for early selection of National Level Service Agency (NLSA) for timely implementation of Common Service Centres (CSCs) and since the core activities relating to e-projects had to be carried out by NLSA, the Committee had recommended in their earlier report that the selection process of the agency should be completed early so that NLSA could carry out their assigned tasks and the proposed target of setting up of 1,00,000 CSCs could be achieved by the year 2007.

24. The DIT in their action taken reply have stated the selection process of the NLSA has been completed and a recommendation has been made by the Expenditure Finance Committee on the agency to be selected as the NLSA for the CSC scheme. The approval of the NLSA however, forms part of the proposal of the CSC scheme itself and requires approval of the competent authority. The CSC will be put up to the Cabinet/CCEA for approval shortly. Further, the draft Cabinet Note on the CSC has already been circulated. Subsequently, in a separate note furnished to the Committee in

November 2006, the Department stated that the Cabinet Committee on Economic Affairs has since approved the CSC Scheme.

25. The Committee note that the Department of Information Technology have completed the selection process of National Level Service Agency (NLSA), but the approval of the competent authority is still awaited. The Committee express their displeasure at the painfully slow progress being made in the implementation of the total scheme. They were informed that the target for setting up 1,00,000 CSCs across the country was by the year 2007. The Committee are well aware that project management and implementation of CSCs would not be possible without selection of NLSA since the core activities relating to the scheme are to be carried out by the selected agency. As any further delay in the finalization of NLSA would adversely affect the timely setting up of CSCs across the country, the Committee stress that prompt steps be taken to get the approval for the NLSA by the competent authority so that it could carry out the assigned tasks and ensure timely implementation of the CSCs across the country.

G. E-Security Mechanism

Recommendation (Para No.34)

26. In their earlier Report the Committee had recommended that DIT should evolve a comprehensive e-security mechanism to ensure full protection of data/ information generated under various e-Governance projects by the Line Ministries/States.

27. In the Action Taken Notes, the DIT have stated that under the institutional mechanism set up for standards for e-Governance, 5 working groups have been constituted with representation from industry, academia, government associations etc. One of the Working Groups constituted is the "Network & Information Security Working Group". This group has the mandate to come out with guidelines, policies & standards related to network and e-Security.

28. It has further been added that NIC, which is playing a pro-active role in the standardization process, has setup a Portal on E-Governance Standards http://egovstandards.gov.in. A Brain storming session on the Network and Information Security Working Group was held in Chennai recently.

29. The Committee note that a Network & Information Security Working Group has been constituted as an institutional mechanism with a mandate to come out with guidelines, policies and standards relating to network and e-security to ensure full protection of data generated under various e-Governance projects by the Line Ministries/Departments. In view of the increasing number of cyber crimes, it has become imperative that the Government take immediate steps to develop an effective e-security mechanism for data protection. The Committee, therefore, recommend that the matter be accorded top priority and they be apprised of the action taken in this regard.

H.   Association of local representatives and NGOs in publicity campaign of e-Services

Recommendation (Para No. 53)

30.   In their earlier Report, the Committee had found that the ability to derive benefit of e-Governance has been limited in our country because of various reasons including unwillingness among public to adopt the new technology, resistance due to ignorance, resistance to change the procedure etc. They felt that a project would be successfully implemented if the common man starts fully availing of all the services being delivered through such projects. The Committee had recommended that the Department should design a well defined plan to make these projects acceptable to the common man through organizing awareness camps particularly in villages and far-flung areas. They also suggested the DIT to consider associating the local representatives of the people and also the NGOs in such campaign to ensure whole-hearted participation by the public.

31.   The Department of IT have stated to have taken note of the recommendation of the Committee. It has further been stated that the NeGP has a component of awareness and assessment. The EGPMU has also been augmented with private sector resources to develop an awareness campaign for the NeGP and this would be rolled out shortly. Even the CSC Scheme has a significant component of awareness building amongst citizens about the possible benefit of the CSC Scheme. An awareness campaign targeting Citizens would also be launched under the CSC Scheme.

32.   Although the Committee are happy to note that an anxious campaign targeting citizens is being launched by DIT under the CSC scheme but no indication has been given by DIT about associating local representatives of the people as well as NGOs in such campaign. The Committee, therefore, urge upon the DIT that to ensure whole-hearted participation by the public, they should associate local representatives of the people as also the NGOs in such campaigns.

I.   Need for suitable changes in laws and regulations

Recommendation (Para No.54)

33.   In their earlier Report, the Committee had observed that the age old statutes and regulations governing the manual process would not be suitable for governing the electronic processes which require altogether a different set of legal framework and guidelines to make the e-Governance successful. They had, therefore, recommended that a comprehensive review of all relevant statutes and regulations should urgently be done to bring about suitable changes therein to make them compatible with the cyber age technology enabling the citizens to obtain maximum advantage of e-Governance projects. They had also recommended to look into the possibility to bring a new legislative mechanism, if need be, to ensure that the implementation of e-Governance projects delivers the citizen centric services in an effective and successful manner.

34. The DIT in their Action Taken Notes have stated that they along with DARP&G will jointly examine and review relevant statutes and regulations and the possibility of a new legislation in order that the citizens obtain maximum advantage from NeGP. The same will be taken up in the coordination meetings of DIT with the DARP&G.

35. The Committee are concerned to note that the Department of Information Technology have not taken any concrete steps so far on the recommendation made by them to undertake a comprehensive review of all relevant statutes and regulations governing manual processes since a different set of legal framework and guidelines might be required for the purpose of e-Governance. In the changing scenario, it calls for immediate attention of the Government. Keeping in view the urgency involved in reviewing the relevant statutes and regulations, the Committee desire that the matter be accorded top priority and pursued to its logical conclusion. The Committee would like to be apprised of the action taken by Government in this regard at the earliest.

J.   Suggestions by various IT Service/Solution Providers

Recommendation (Para No.58)

36. The Committee had observed in their earlier Report that the representatives of various IT Services/Solution Providers had given various suggestions for speedy and effective implementation of e-Governance projects viz. the need for a praradigm shift in the thought process, capital investment by private sector, utilization of available expertise and technical skills in the private sector, public private partnership (PPP), need for sharing of infrastructure, concerted efforts for capacity building, change in process and process re-engineering, standardization of technology for better operability, high penetration and usage of IT in the country, identification of successful e-Governance projects and replication thereof, designing self-sustainable model, strengthening of intellectual property rights, publicity of e-Governance success stories, guidelines for outsourcing, etc. They, had therefore, recommended that the DIT should thoroughly examine those suggestions with a view to exploring the possibility of translating them into practical reality on different issues relating to implementation of NeGP. The Committee had also desired to be apprised of the precise action taken by DIT in the matter. They had viewed that DIT should have frequent interactions with the IT service/solution providers to solicit their suggestions to increase the pace of implementation of e-Governance Projects.

37. The Department of Information Technology in their Action Taken Notes have stated that they have held frequent interactions with the IT services/solution providers to help accelerate the pace of implementation of e-Governance projects. For instance, in the Municipalities MMPs, several solution providers who have implemented projects in the Municipalities have been contacted and their applications are being assessed and evaluated for speedier implementation. Solution providers have been

advised to have their solution certified by STQC to facilitate wide spread implementation and rollout using these solutions.

38. The Committee regret to note that although they had recommended that the number of suggestions given by various IT service/solution providers for speedy and effective implementation of e-Governance Projects should be examined thoroughly by DIT with a view to exploring the possibility of translating them into reality and they be apprised of the precise action taken thereon, the reply furnished by the Department is totally silent on the action taken thereon. The Committee find that some of the suggestions are very useful for the speedy implementation of the e-Governance projects. They feel that there is a need for more responsiveness and openness on the part of the Department to welcome suggestions emerging out of experience gained by various service/solution providers in their respective spheres. The Committee, therefore, reiterate their earlier recommendation and urge upon DIT to examine the suggestions received with due seriousness and apprise them of the concrete action taken thereon.

CHAPTER II

RECOMMENDATIONS/OBSERVATIONS WHICH HAVE BEEN ACCEPTED BY THE GOVERNMENT

I. CONCEPT OF e-GOVERNANCE

Recommendation/Observation (Para No. 1)

The Committee observes that the trend all over the world has been to provide good governance which is broadly based on the principles of participation, accountability, transparency, responsiveness, efficiency, effectiveness etc. They take cognisance of the increasing use of Information and Communication Technology (ICT) in the delivery of good governance. This is sought to be achieved by adoption of the concept of what is popularly known as Electronic Governance (e-Governance). E-Governance involves delivery of various government services to the public at large through electronic means. It has immense potential in realizing these objectives and in improving efficiency, responsiveness and convenience for end users of Government services. The Committee's analysis of the materials on the subject and also their discussions with the representatives of different Ministries, Departments, various Governmental agencies and private IT Service/Solution Providers have revealed that the major aspects involved in the National e-Governance Plan (NeGP) are Mission Mode Projects (MMPs), key components of NeGP, Institutional framework, implementation strategy, financial allocations and capital investment, study of e-Governance models, requirement of common-core infrastructure, establishment of State Data Centers and State Wide Area Networks, Common Service Centers, e-Governance service delivery gateway and integrated delivery mechanism, Human resources management, capacity building mechanism, requirement of technical manpower, need for continuous upgradation of skills, high rate of attrition of IT workforce, outsourcing of skilled manpower, process re-engineering and change management, uniformity of standards, e-assessment, India portal, replication of successful e-Governance models, Public Private Partnership, Role of NIC, NICSI, NISG and C-DAC etc. The Committee's observations and recommendations arising out of these aspects are detailed in the succeeding paragraphs of this Report.

Action Taken by Government

Department takes the note of the observations of the Committee.

II. National e-Governance Plan (NeGP)

<center>**Recommendation/Observation (Para No. 2)**</center>

(a) Concept of NeGP

The Committee observe that in order to bring about total transparency in administration and make government functioning more citizen centric, the importance of e-Governance has been recognized in India and the Government has proposed to promote e-Governance on a massive scale by harnessing all possible resources that are available both in public and private sectors and by providing required policy initiatives and budgetary support needed to stimulate its growth. Keeping these objectives in view, the Department of Information Technology (DIT) jointly with the Department of Administrative Reforms & Public Grievances (DAR&PG) conceived a National e-Governance Plan (NeGP) in the year 2003. The Committee views that e-Governance through usage of Information and Communication Technology (ICT), facilitates the efficient, speedy and transparent process of dissemination of information to the public and other agencies and also substantially reduces the scope of arbitrariness, discretion and corruption. It increases the citizen's participation in the decision making process of the Government and simultaneously strengthens the trust between the Government and the citizen. The Committee therefore, feel that it is imperative on the part of the Government to apply all available Information and Communication Technology (ICT) to provide efficient and effective citizen centric services in a transparent manner at a faster pace.

<center>**Action Taken by Government**</center>

Department takes the note of the recommendations of the Committee.

<center>**Recommendation/Observation (Para No. 3)**</center>

The increasing usage of ICT world-wide acknowledges the fact that there shall be extensive application of electronic means in future for interaction not only between Government to Government (G2G), Government to Business (G2B) and Government to Citizen (G2C) but also among peoples/cross sections of the societies all over the world involving minimal manual interface and intervention. The Committee, therefore, suggest that all aspects of e-Governance need to be examined in-depth by the Government duly considering the existing as well as emerging ICT not only for its present applications in e-Governance projects to provide citizen centric services but also to evolve a futuristic plan to meet the specific needs of the multilingual, multiracial and multicultural society like ours in the years to come.

<center>**Action Taken by Government**</center>

Department takes the note of the recommendations of the Committee. As per the recommendation of the Committee, all aspects of e-governance would be examined from the viewpoint of providing Government Services to Citizens. In the revised Cabinet

Note, which has been approved by the Cabinet, the emphasis has been on making the Government Process Reengineering (GPR) an integral part of all Mission Mode Projects (MMPs) with a focus on the needs of the Citizens in multilingual, multiracial society.

Recommendation/Observation (Para No. 4)

The Committee appreciated the proposed vision of NeGP to make available all Government services to the common man in his locality throughout his life through one-stop-shop ensuring efficiency, transparency and reliability at affordable cost. They are, however, disappointed to learn that the Department of Information Technology (DIT) has not even been able to develop a formally approved document on NeGP till date although NeGP was conceived in mid 2003. The Committee consider the delay in placing the NeGP document, a matter of great concern, as it was necessary for a clear articulation of Government Policy on e-Governance. They, therefore, recommend that NeGP document should be placed before the Cabinet without any further delay so that the various projects under NeGP find a defined track to move ahead towards the destination of implementation at a faster speed.

Action Taken by Government

Department of Information Technology (DIT) prepared a Draft Note for the Cabinet seeking Cabinet Approval for the "Approach and the Key Components of the National e-Governance Plan (NeGP)" and circulated the same to the Planning Commission and all concerned Line Ministries/Departments on 15.09.05 for their comments. As advised by the Prime Minister's Office, Summary Note was also circulated for comments to the all Chief Secretaries and Secretaries (IT) of the States/UTs Administrations. Based on the comments/ suggestions received, a Note for the Cabinet was prepared and submitted to the Cabinet Secretariat on 06.02.06 for seeking Cabinet approval.

The above Note was considered by the Cabinet In its meeting held on 23rd February 2006 wherein it was decided that the matter be considered, in the first instance, by the Committee of Secretaries, which will make its recommendations keeping in view: (i) the needs of the common man and the requirements for efficient delivery of services; and (ii) the report of the National Knowledge Commission and the e-Governance applications already put in place by various Departments.

The Committee of Secretaries discussed the above subject matter in its meeting held on 14th March 2006.

The revised Note incorporating the recommendations of the Committee of Secretaries was placed before the Cabinet for its consideration. At its meeting held on 18th May 2006, the Cabinet approved the NeGP proposal.

(b) Mission Mode Projects (MMPs)

Recommendation/Observation (Para No. 5)

The Committee observe that 26 Mission Mode Projects (MMPs) have been identified for implementation under National e-Governance Plan (NeGP) by the concerned Line Ministries/Departments and State Governments for delivery of various government services on priority basis. These MMPs cover the areas of Income Tax, Passport Visa & Immigration Project, DCA21, Insurance, National Citizen Database, Central Excise, Pensions, Banking and e-Office under Central Government category; Land Records, Road Transport, Property Registration, Agriculture, Treasuries, Municipalities, Gram Panchayats, Commercial Taxes, Police (UTs initially) and Employment Exchanges under State Governments category; and EDI (E-Commerce), E-Biz, Common Service Centres, India Portal, EG Gateway, E-Procurement and E-Courts under the Integrated Services category. Since these 26 Projects apparently do not cover the whole gamut of Governmental activities, the Committee desire that the remaining areas should either be added in MMPs list or efforts be made to cover them under some other projects to ensure that e-Governance projects are taken up as a composite and comprehensive programme to deliver all citizen centric services through integrated delivery mechanism. This would also be in tune with the proposed vision of NeGP which promises to make all government services to the common man through a one-stop-shop.

Action Taken by Government

Currently, 26 Mission Mode Projects have been included in the list of proposed Mission Mode Project under the NeGP. A number of Departments / Ministries that are not under the formal ambit of the NeGP are doing good work in the area of e-governance, *e.g.* the Railways. Constant efforts are being made to ensure that other departments also undertake e-governance initiatives. NeGP identifies certain priority areas/MMPs for rapid implementation without constraining other areas/departments from being connected through e-governance projects. NeGP as approved by the Cabinet gives the freedom to each State to select any 5 MMPs specific to the State other than those included in the list of 26 MMPs, which could be implemented in that State as part of the NeGP. The Planning Commission has issued an advisory to all line Ministries to allocate 2-3% of their Plan allocations for computerization/ e-governance efforts. Though, the NeGP, as formulated would cover only 26 MMPs (and 5 State specific MMPs), the Planning Commission Advisory and the components of the NeGP like Standards, Core Policies, Capacity Building, Core and Support Infrastructure etc. would cover all government Departments.

Recommendation/Observation (Para No. 7)

The Committee are constrained to note that no time targets have been fixed for implementation of various Mission Mode Projects (MMPs)/Key components under the NeGP. The issue becomes all the more serious as two years have passed since NeGP was conceived and almost half of the period prescribed for implementation of the NeGP

i.e. 2003-2007 is already over. According to the DIT, the concerned Line Ministries/ Departments have been advised to work out their respective project proposal for obtaining financial approval duly indicating project service goals, outlays and time frames. Taking serious note of this, the Committee would like to know from the DIT whether the period of two years was not sufficient enough to prepare project proposals. In view of the slow pace of progress made, the Committee earnestly desire that instead of leaving things to Line Ministries/Departments, DIT being facilitator to Line Ministries/ Departments in formulating their project proposals, should play a pro-active role to impress upon them to formulate their project proposals immediately for getting the financial approval so that the projects are completed in a prescribed time frame.

Action Taken by Government

The National e-Governance Plan was conceptualised during 2003-2004 and the various Mission Mode Projects under the NeGP were finalized thereafter. DIT has been coordinating and facilitating the various Line Ministries in formulating their schemes including the broad guidelines, budgetary requirements and financial approvals etc., so that the projects can be initiated as early as possible.

As per the terms of the Cabinet approval of NeGP, responsibilities for various activities have been allocated to the appropriate agencies concerned. Thus, the responsibility of conceptualizing, developing and implementing the MMPs is the task of the concerned line Ministry. It is the line Ministry concerned that would prepare the intermediate milestones and timelines for implementation of the concerned MMP. As per the Cabinet approval the details of the various MMPs would be worked out by the line Ministries concerned and financial approvals taken within 6 months of the approval.

Comments of the Committee

Please *see* Para No. 7 of Chapter I

Recommendation/Observation (Para No. 8)

The Committee are unhappy to note that the information regarding the progress made so far by the Line Ministries/Departments/States in respect of each of the MMPs is not readily available with the Department of Information Technology. What has surprised the Committee is that till now no mechanism is in place in the DIT to monitor the progress of various Mission Mode Projects being implemented by the different Line Ministries/Departments ostensibly on the ground that it was not possible for the Department to effectively carry out monitoring of all the MMPs in the absence of the required manpower and requisite tools. In this connection, the Committee are informed that the Programme Management Unit (PMU) set up now in the DIT would be tasked to provide Secretarial support to the Apex Committee. PMU will design and put in place a Programme Management Information System (PMIS) to monitor the progress of the MMPs. The Committee feel that DIT being the nodal Department and the facilitator is responsible for proper take off of various projects under NeGP and therefore, should

have strengthened itself at least to monitor the progress of the projects in various Ministries/Departments. Unfortunately the DIT could not timely develop any such mechanism which apparently resulted in slow progress in almost each area of e-Governance. The Committee are unable to comprehend as to why the Programme Management Unit (PMU) which should have been constituted much earlier has been formed almost after two years since the formulation of NeGP in November, 2003. While deploring the apathetic attitude of the DIT in such an ambitious Plan encompassing the whole nation, the Committee would like the DIT to ensure that at least now Programme Management Unit is adequately strengthened so that it could effectively design the Programme Management Information System (PMIS) to monitor the progress of the MMPs and also provide secretarial support to the Apex Committee efficiently. The Committee would also like to be apprised of the precise progress made so far by the Line Ministries/Departments/States in respect of each of the MMPs.

Action Taken by Government

The DIT regrets the delay in the formation of the Programme Management Unit (PMU). However, the PMU has already been set up in the DIT and has also been augmented by resources from the public/private sector. The PMU currently is seized of the task of developing the Programme Management Information System (PMIS), based on which the information from the various line Ministries will be collected. The PMIS would be in place, within 3 months of Cabinet approval.

Prime responsibility for executing various Mission Mode Projects (MMPs) vests with the concerned Line Ministries/Departments and they would be steering their respective projects including monitoring of the same. DIT's role is that of a facilitator.

DIT has designated Nodal Officers for each Mission Mode Projects/Components under the NeGP. These nodal officers are also interacting with the Line Ministries for getting the required monitoring inputs. The DIT's e-Governance Project Management Unit (EGPMU) would be consolidating the inputs for presenting a dashboard view.

Comments of the Committee

Please *see* Para No. 11 of Chapter 1

II. NATIONAL e-GOVERNANCE PLANT (NeGP)

(d) Implementation Strategy

Recommendation (Para No. 10)

The Committee observe that various Central Ministries/ Departments and State Governments are involved in the implementation of the NeGP and therefore, the DIT have proposed separate role and responsibilities for them. As proposed by the DIT, the Apex Committee would be overseeing the programme and providing policy and strategic directions for its implementation and resolving inter-ministerial issues. The Line

Ministries/Departments would be responsible for implementation of the assigned Mission Mode Projects (MMPs)/Components. The State Governments would be responsible for implementing State Sector MMPs under the overall guidance of respective Line Ministries. The DIT would be the facilitator and catalyst for the implementation of NeGP by various Ministries and State Governments. The DAR&PG would be responsible for the generic process re-engineering, change management, Human Resource Development and Training, and the Planning Commission and the Ministry of Finance would allocate funds for NeGP through Plan and non-Plan budgetary provisions. The Committee feel that the role and responsibilities proposed under the Plan appear to be too general in nature and, therefore, there is a need to evolve an integrated coordinating mechanism which could precisely define the functional responsibilities of each Department in regard to step-wise completion of NeGP within a definite timeframe and also could review their assigned role and responsibilities regularly to suitably redesign them to meet the requirement of changing scenario.

Action Taken by Government

The roles and responsibilities of the various agencies have been proposed based on the allocation of business rules and after extensive consultations with Departments. The allocations of roles and responsibilities have also been endorsed by the Committee of Secretaries in its meeting held in March 2006. Further, a detailed implementation Schedule leading up to the formal launch of the NeGP has also been approved by the Cabinet. In order to meet the requirements of the changing scenario, the DIT and the DAR&PG have agreed to hold a monthly coordination and review meeting to deal with changes required.

Recommendation (Para No. 11)

The Committee observe that the DIT have taken initiatives in the areas of State Wide Area Networks (SWANs), Common Services Centres (CSCs), State Data Centres (SDCs), India Portal, e-Governance Service Delivery Gateway, Standards in e-Governance, Capacity Building, e-readiness, e-assessment, Horizontal Transfer of successful e-Governance applications and setting up of a Programme Management Unit in DIT for NeGP. The Committee appreciates the initiatives being taken by the DIT in different areas of NeGP.

Action Taken by the Government

The Department takes note of the recommendation of the Committee.

Recommendation/Observation (Para No. 12)

The Committee, however, observe that information regarding initiatives taken so far by DAR&PG under the NeGP is being collected from them. They are perturbed to find that no precise reply was given about the specific requests received from the Line Ministries and assistance rendered to them by DIT with regard to different aspects to NeGP. The Committee are of the strong view that the Department of Information

Technology should develop an effective internal mechanism which could ensure timely submission of the point-wise and precise reply to the Committee after collecting the same from various sources. They would like to be fully apprised of the various initiatives taken by the DAR&PG under its assigned role and responsibilities under NeGP.

Recommendation/Observation (Para No. 13)

The Committee are not convinced by the statement given by the DIT that as both DIT and DAR&PG are represented on all the major committees constituted for the NeGP (like Apex Committee, Advisory Group); the coordination among them is ensured through these committees. In their opinion, this arrangement would certainly lead to delay in execution of the projects. They, therefore, recommend that a formal coordination mechanism should be developed for direct interaction between DIT and DAR&PG for sorting out various issues pertaining to NeGP in general and for accelerating the implementation of e-Governance projects in particular.

Action Taken by Government

The DIT has noted the observation of the committee and is strengthening the e-Governance project management unit (EGPMU) within DIT, to collect and provide precise information and replies. In particular, DAR&PG has reported that the following initiatives have been taken under its assigned role:

- Organisation of annual National Conferences with states and IT companies and academia, to analyse problem's and discuss solutions

- Organisation of annual conference of IT managers of Joint Secretary level designated in all GoI departments for propagating e-Governance

Since the DAR&PG is responsible for formulation and updation of all office procedures and new government-business transaction processes they regularly undertake activities in relevant areas like Records Management including e-mails, revision of Business Processes, Performance Appraisal System, the Public Service Law, dissemination of Best Practices etc.

To achieve reduction of paper work in the Government and for switching over to e-Governance, a software solution for less paper office (LPO) has been developed and validated for its deployment. This encompasses electronic file movement, tracking and management, decision making in meetings and Project Monitoring and status tracking. To encourage excellence in e- governance, five presentations on Best Practices (BP) by State Governments/ UTs, have been organized for senior officers in Government of India. A National Conference of district collectors was held on 19-20 May, 2005 focussed on improvement of delivery of services in the district. This was addressed by the Prime Minister, and follow up actions are being taken on various decisions recorded. As was desired by the Parliamentary Committee, a formal coordination mechanism between the DIT and DAR&PG for accelerating NeGP implementation has been initiated in the form of a monthly meeting.

(e) Institutional Framework for NeGP

Recommendation/Observation (Para No. 14)

The Committee note that for effective management of NeGP, an Organizational Structure has been worked out which will accord credibility to the e-Governance programme, provide a forum to solicit views of stakeholders, oversee the programme and resolve interministerial/inter-departmental issues and ensure speedy sanctioning of projects. The proposed 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. At present, the Programme Management Structure consists of Cabinet Committee on Economic Affairs (CCEA), National e-Governance Advisory Group, Apex Committee, Empowered Financial Committee, Expenditure Finance Committee (EFC)/Committee on Non-Plan Expenditure (CNE), and State Level Apex Committees. The Committee is pained to note that the requisite institutional framework is yet to be made fully operational pending approval of the competent authority. They are of the firm opinion that existence of the organizational structure is an essential pre-requisite for successful implementation of any project. Since various components of the proposed organizational structure are still in a conceptual stage, the Committee believe that successful implementation of e-Governance project will remain a distant dream. They, therefore, recommend that the DIT should speed up the process, complete the formation of Programme Management Structure including all proposed Committees/Bodies, obtain necessary approvals and make them operational at the earliest so that the implementation of e-Governance projects could gain momentum.

Action Taken by Government

The detailed Programme Management Structure has since approved by the Cabinet including a body to be constituted under the chairpersonship of the Prime Minister to monitor and provide a thrust to implementation of e-Governance. The Apex Committee had been formed earlier and a suitable implementation Structure has been proposed at the State level under the Capacity Building Guidelines. Further, an e-Governance Programme Management Unit has been set up and augmented with private sector resources in the DIT.

(f) Study of e-Governance Models

Recommendation/Observation (Para No. 15)

The Committee learn that the approach to NeGP is based on lessons learnt from the past and also experiences from successful e-Governance applications implemented nationally and internationally. Admittedly, there could be a need to acquire know-how for programme management practices being followed in other countries and similarly on-site field studies in other developed countries would help in expanding the knowledge base and experience for executing similar projects in India. It is quite surprising that

despite being aware of the necessity, no formal study of e-Governance applications of other countries has been undertaken so far. The Committee observe that "Knowledge Management" is an equally important element to build the strong foundation for successful implementation of e-Governance projects and they, therefore, feel that formal studies of some successful e-Governance models of other countries would have helped the DIT to suitably design the strategy for all domestic e-Governance projects. Although such studies, being pre-requisite for drafting a policy, should have been conducted in the beginning itself, the Committee nevertheless enjoin upon the DIT to undertake a formal study of e-Governance models of some of the developed/developing countries so as to use the feedback in formulating appropriate strategy for implementation of NeGP successfully.

Action Taken by Government

The e-Governance Programme Management and funding options study has already elaborated on management practices for e-governance programmes internationally. The DIT would undertake a study of strategies adopted by developing countries to further refine the model adopted for NeGP.

III. FINANCIAL MANAGEMENT AND CAPITAL INVESTMENT

Recommendation/Observation (Para No. 17)

The Committee observe that the DIT had awarded a consultancy assignment to M/s Price Water House Coopers Pvt. Ltd (PWC) for programme management structure and funding arrangement for NeGP. On the basis of a set of feasible options suggested by the Firm, the DIT held follow up discussions with the Planning Commission and the Ministry of Finance. The PWC report has also provided inputs to the DIT for discussion with the World Bank on funding and programme management support for the NeGP. The Committee note with concern that not much progress has been made in finalizing the funding structure beyond the stage of discussions and consultations. They do not agree with the plea of DIT that the programme and funding structure is an ongoing process. The Committee, therefore, recommend that the findings of PWC Report should be constructively utilised to finalize the programme and funding structure of NeGP quickly so as to accelerate the process of implementation of various e-Governance projects.

Action Taken by Government

The final 'view' which has emerged for the NeGP is that the programme management would be integrated under the Apex Committee, the funding for various MMPs would be through the existing line Ministries, with the projects being Technically appraised' by the DIT before being approved by the 'Competent Authority'. Thus the funding structure and programme management structure has already been proposed and is being adopted in practice and has been approved by the Cabinet. Further, discussions have been held with the Planning Commission, Department of Economic Affairs and

the Department of Expenditure on the possible Programme Management and Funding arrangement for the World Bank funded sub programme in support of the NeGP. The view that has emerged is that a Society would be formed in the DIT and the World Bank funds would be routed through the DIT to this Society primarily for funding the State MMPs as well as the other components like Training/Capacity Building etc.

Recommendation/Observation (Para No. 19)

The Committee note that the overall capital investment in IT sector in our country at present is far below the desired level. They learn that the IT capital share of the total capital is only three-and-a-half percent in India while the average IT capital share is approximately 5.7 percent in the eight countries that have also underinvested in IT Sector. Despite the phenomenal success of India's IT industry, India's economy has significantly under-invested in the IT Capital. The Committee observe that sufficient capital investment in IT sector is inevitable in view of the requirement of huge and extensive infrastructure needed for delivery of e-Governance services and also to have a marketing edge over the big multinational competitors. They feel that the country is not leveraging its IT strength. The Committee are, therefore, of the view that a long term policy of capital investment in IT sector for usage of IT in the country is essential.

Action Taken by Government

The Department takes note of the recommendation of the Committee. It may be mentioned that DIT is facilitating the setting up of the State Wide Area Networks (SWANs) and Common Services Centres (CSCs) across the country. These major infrastructures would extend the ICT and e-Governance reach to the common man even in far-flung areas.

IV. CREATION AND SHARING OF INFRASTRUCTURE

(a) Requirement of Common-core Infrastructure

Recommendation/Observation (Para No. 20)

The Committee observe that, implementation of different e-Governance projects require various types of infrastructure like computer hardware & software, secured data repositories, data connectivity, service delivery outlets/access points etc. The Common core infrastructure being considered under NeGP are National/State Data Centres (SDCs), State wide Area Networks (SWANs), augmented NICNET to carry both Central and State data e-Govemance services, Common Service Centres (CSCs) to connect the areas below the block level with the rest of the country through SWAN/ NICNET.

Action Taken by Government

The Department takes note of the recommendation of the Committee.

Recommendation/Observation (Para No. 21)

The Committee are of the firm view that it would be a wasteful expenditure to create separate infrastructure for e-Governance projects by all concerned Line Ministries/ States particularly when the same has already been created by some other Ministries/ Departments. The Committee are informed that the Power grid, Railnet and GAIL together have fair amount capacity and an attempt has been made to work out an aggregation of all these bandwidth for carrying some of their traffic. They are further apprised that the DIT is also contemplating to create common infrastructure in respect of SWANs, Data Centres and CSCs, which can be used by the different Ministries/Departments and State Governments for G2G (Intranet) and G2C applications. The Committee recommend that the infrastructure available with Railways, Department of Telecom, and other organizations be gainfully utilized and shared among the user Ministries/States as this would bring down the cost and also speed up the rolling out of NeGP. They feel that organization such as NIC should be given the primary responsibility of co-coordinating the use of infrastructure of all these organizations essentially for optimum utilization of capital expenditure as a nation

Action Taken by Government

DIT has been holding consultations with Department of Telecom and USO Fund Administration to create an institutional mechanism of optimally sharing the infrastructure being created by those entities as well as the private sector. The Alternate Telecom Network (ATN) created by Power Grid, RailNet and Gail are being studied so that States/UTs having significant presence of the ATN in their jurisdiction can consider them as bandwidth service providers. There is no provision to create any telecom-networking infrastructure in either SWAN or CSC Scheme. However, access Nodes would be created that would take converged services from the existing telecom infrastructure service providers.

NIC as a part of continuing NICNET expansion plan has carried out following activities:

a. Upgradation of District to State connectivity at 116 locations to 2 MBPS.

b. Upgradation of State to Centre leased lines to higher speeds upward of 4 MBPS to 45 MBPS.

c. Infrastructure has been created in all the state Centres and the above Districts to extend horizontal connectivity to various e-Governance projects such as Passport, immigration, RGI etc.

Other districts will also be upgraded to 2 MBPS depending upon the need of applications being run on NICNET.

NIC is in a position to undertake the primary responsibility in executing/ coordinating ICT infrastructure projects for e-governance purpose and has been assisting DIT, DoT & USOF in this regard.

(b) State Data Centres (SDCs)

Recommendation/Observation (Para No. 22)

The Committee note that it is proposed to create data centres/ data repositories in various States so that common secured data storage could be maintained to serve a host of e-Governance applications. However, they are distressed to find that broad policy guidelines for creation of State Data Centres are still in a formulation stage. Since the technical and financial support to States in this initiative are to be extended only after finalisation of the scheme in this regard, the Committee apprehend that any delay in finalization of the scheme would hamper the process of setting up of State Data Centres which in turn will result in slow execution of NeGP. The Committee are unable to understand that when NeGP was approved two years back in the year 2003 and also when State Data Centre has been identified as one of the important elements of Core Infrastructure for supporting e-Governance initiatives under NeGP, why the DIT has not been able to formulate and finalise the policy guidelines in this regard during these two years. The Committee would recommend for early finalisation of a comprehensive Policy Guidelines for creation of State Data Centres (SDCs) by the States. They would also recommend that the DIT should ensure that all requisite technical and financial support is extended to the States in establishing State Data Centres (SDCs).

Action Taken by Government

The requirement of creating Data Centres becomes necessary as more and more e-governance applications are introduced by the States. Policy decisions on Data Centres involve issues of Sovereign control and are of strategic importance in view of criticality/ confidentiality of data and the applications hosted and need to be appropriately addressed. DIT is now in the process of formulating suitable policy guidelines for Technical and Financial Assistance to the States for creation of State Data Centres. The guidelines are expected to be ready by July 2006. As Data Centres can be planned, established and operationalised in relatively short time frames, it is expected that these will be ready by the time State Wide Area Networks and Common Service Centers are established in the States.

NIC is developing/involved in implementation of a number of projects for which data compilation at higher levels (State and Central) is required. These applications include both Central Government and State Government projects. To facilitate this, NIC has set up a large National Data Centre at Delhi with Disaster Recovery Centre at Hyderabad as Business Continuity Process (BCP), In addition, NIC has set up 30 State Data Centres to provide data compilation and hosting of e-governance applications at state level. These data centres are fully connected among themselves and have high bandwidth access to provide effective citizen interface. This facility is used for keeping passport information, Driving Licence/Vehicle Registration, Land records etc. information and also for co-hosting a number of applications from various Government Departments. NIC has geared itself to support all the requirements of e-governance Projects through the Data Centres already set up. These Data Centres are scalable

vertically/Horizontally *i.e.* storage capacity can be extended vertically and servers can be added horizontally.

<div align="center">**Comments of the Committee**</div>

<div align="center">Please *see* Para No. 17 of Chapter I</div>

<div align="center">**Recommendation/Observation (Para No. 23)**</div>

The Committee observe that DIT had sanctioned the project for establishing the State Data Centre to the Government of Karnataka though the guidelines in this regard are still under consideration. This initiative was taken with a view to providing a learning experience to the DIT towards common Technology Infrastructure for centralized management, monitoring and troubleshooting etc. which other States could also, consider eventually for adoption in the land records computerization programme and various other e-Governance initiatives. The Committee trust that the Department would invariably incorporate the experiences gained through this initiative while finalising the policy guidelines for establishment of SDCs at the earliest.

<div align="center">**Action Taken by Government**</div>

The Department takes note of the recommendations of the Committee.

<div align="center">**Recommendation/Observation (Para No. 24)**</div>

The Committee are perturbed to note that no time frame has been fixed for establishing the State Data Centres (SDCs), the reason though seem obvious from the fact that the policy guidelines to set up State Data Centres have not been finalized yet. However, the Committee feels that absence of fixed time-frame in this regard has actually worked as a de-motivator as the States had not been put under any obligation to fulfill the commitment of establishing the SDCs by a prescribed date. The Committee feels that there, should not be any laxity and ambiguity in an ambitious and important plan like NeGP. The Committee, therefore, strongly recommends that a definite time frame should be drawn and all the States/UTs should be motivated and persuaded to establish their State Data Centres within the prescribed time schedule. The Committee would also like the DIT to explore the possibility of interconnectivity of all SDCs through a common network.

<div align="center">**Action Taken by Government**</div>

The guidelines on State Data Centre being formulated will also incorporate the time frames for implementation. It shall be ensured that the State Data Centres are established by the time the SWAN and CSCs are ready in the States. Further, all the SDCs will be interconnected through NICNET of NIC which provides connectivity to all the States and the District Hqs. in the country.

Recommendation/Observation (Para No. 25)

The Committee feel that greater efforts should be made for planning reliable and adequate data storage redundancy arrangements in the event of any technical malfunctioning or natural calamities.

Action Taken by Government

The Department takes note of the recommendations of the Committee.

(C) State-wise Area Networks (SWANs)

Recommendation/Observation (Para No. 28)

The Committee are satisfied to note that for this purpose, a scheme to establish State Wide Area Networks for providing data connectivity of 2 MBPS at block level has been approved at a total outlay of Rs. 3334 crores with Central Assistance component of Rs. 2005 crores over a period of 5 years. They trust that the approved outlay will be gainfully utilized by the Department to establish SWAN in a time bound manner.

Action Taken by Government

The Department takes note of the recommendations of the Committee.

(d) Common Services Centres (CSCs)

Recommendation/Observation (Para No. 29)

The Committee learn that the draft framework for establishment of 1,00,000 Common Services Centres (CSCs) across the country has been finalized but it will only take a final shape after its consideration and approval by the Cabinet Committee on Economic Affairs (CCEA) by November, 2005. The Committee further note that a National Level Service Agency (NLSA) is still to be selected which would carry out activities like effective project management and implementation, mobilizing requisite, financial resources to supplement Government support to the project, acquiring benefits from significant economies of scale in the identification, customization and implementation of the physical and digital infrastructure, enabling aggregation of potential citizen-centric services at the national level, agglomerating best practices and content providers and incorporating standardized design, content and processes. Since the crore activities relating to the e-projects are to be carried out by NLSA, which is yet to be selected, the Committee would recommend that the selection process of the agency be completed early so that the selected NLSA could carry out their assigned tasks to ensure successful and timely implementation of the CSCs project with a view to achieving the proposed target of setting up of 1,00,000 CSCs by the year 2007.

Action Taken by Government

The selection process of the NLSA has been completed and a recommendation has been made by the Expenditure Finance Committee on the agency to be selected as

the NLSA for the CSC scheme. The approval of the NLSA however, forms part of the proposal of the CSC scheme itself and requires approval of the competent authority. The CSC Scheme will be put up to the Cabinet/CCEA for approval shortly. It may be pointed out that the draft Cabinet Note on the CSC has already been circulated.

Comments of the Committee

Please *see* Para No. 25 of Chapter I

Recommendation/Observation (Para No. 30)

The Committee are of the opinion that 1,00,000 Common Services Centres (CSCs) proposed to be set up by the year 2007 should be on a revenue sharing model because such a model would not only be economically viable but also be an avenue to provide employment opportunities to a large workforce. They, therefore, recommend that the DIT should consider this aspect seriously while giving final shape to the methodology for establishment of Common Services Centres (CSCs) and its operations.

Action Taken by Government

The Department takes note of the recommendations of the Committee. The CSC scheme has been formulated proposed on a PPP based entrepreneurial model, on a revenue sharing basis.

Recommendation/Observation (Para No. 31)

While emphasizing the urgent need for timely setting up of Common Services Centres (CSCs), the Committee is of the opinion that it is equally important to build efficiency in the system and even more important is the manner in which these services are provided to the citizens. Delivery of services should not only be efficient, effective and citizen friendly but also need to be provided in a good ambience so that the citizens should have a pleasurable experience in the process. The Committee, therefore, recommend that utmost care should be taken to select suitable locations for CSCs and also to provide user friendly and attractive ambience so that the citizen should have a feel of good governance in the process itself. The Committee trust that these initiatives would raise the confidence level of the citizens and encourage them to avail services through CSCs and at the same time it will also enhance credibility of the Government in the minds of the people.

Action Taken by Government

The Department takes note of the recommendations of the Committee.

Recommendation/Observation (Para No. 32)

The Committee had observed in their 15th Report (14th Lok Sabha), the Department of Information Technology had successfully set up 487 Community Information Centres (CICs) in eight North-Eastern States and 60 CICs in J&K on

replications basis to bring the benefits of ICT for socio-economic development of these areas by providing broadband connectivity. The 75 CICs were proposed to be set up by October, 2005 and the proposal for setting up CICs in Uttaranchal had been formulated. In view of the fact that CIC project is an effective interface between the Government and the citizen, the Committee would recommend the Department to utilize the Community Information Centres as an integrated e-delivery gateway in the areas having CICs, to provide citizen centric services of e-Governance projects under NeGP which would not only make optimal, use of infrastructure but also avoid duplication of efforts.

Action Taken by Government

The Department takes note of the recommendations of the Committee.

(e) Integrated Service Delivery Mechanism (e-Governance Service Delivery Gateway)

Recommendation/Observation (Para No. 33)

The Committee note that DIT has initiated a pilot implementation of the Mission Mode Project on e-Governance Service Delivery Gateway through National Institute for Smart Government (NISG). This Gateway would enable connectivity between multiple back-end applications with multiple front-end service providers in a secure and reliable manner. An Advisory Group and a Technical Sub-Committee comprising of members from NIC, NISG , C-DAC, DAR&PG and Industry has been constituted to oversee and guide the implementation of the Gateway pilot. Gateway Specifications and Request for proposal is currently being carried out. The Committee would like to know the timeframe fixed in this regard. As informed to the Committee, some initiatives like India Portal, EG Service Delivery Gateway, E-Biz, Common Service Centres (CSCc) have been taken to achieve the objective of single window facility for delivery of public services. The Committee observe that the entire motive behind all the e-Governance projects is to provide all necessary services to the common man through a single window facility and in the absence of such a mechanism, a citizen has to move from place to place for getting the requisite services/information even in the fully automated system. The Committee, therefore, recommend that the DIT should coordinate with all the Line Ministries/Departments, States/UTs to establish an effective integrated delivery mechanism for single window delivery of various public services under different e-Governance projects.

Action Taken by Government

The National e-Governance Service Delivery Gateway, which is a middleware infrastructure, would act as a standards based routing and messaging switch de-linking the back-end in departments from the Front-end service access providers. This would facilitate standards based inter-operability and integration of existing and new e-governance applications. A pilot implementation has been successful developed and tested. Governance structure, business model and stakeholder buy-in for the Gateway is being worked and would be completed by August/September 2006. The National Gateway is expected to go live by mid 2007.

As regards providing all the necessary services to the common man through a single window facility, a mission mode project under NeGP titled "India Portal" has been initiated with NIC as the implementing agency. The First version of Portal is operational now and was launched by Hon'ble MCIT on 10th Nov'05 and the portal address is http://india.gov.in. This Portal provides comprehensive, accurate, and reliable one stop source of information about India and its various facets. The content on this Portal is the result of a collaborative effort by various Indian Government Ministries and Departments, at the Central/State/District level. National Portal Coordinators (NPC) have been identified from States/UTs and Central Ministries/Departments that would provide authentic content pertaining to their respective departments.

The DIT has also formulated a scheme for establishment of 100,000 Common Service Centres across the country in order to deliver government services at the doorstep of the citizen. During the development phase of the said project, the identified NLSA is assisting the DIT in conducting a dialogue with Central Line Ministries, State Governments etc., to ensure that a large number of Government Services could be aggregated and delivered in an integrated manner using the CSCs.

(f) e-Security

Recommendation (Para No. 34)

The Committee note that logical security of infrastructure is being maintained in the system to safeguard from hackers, unauthorized access, viruses, denial of access service etc. by Firewalls, Intrusion Detection Systems (IDS), Disaster Recovery Sites, Data Back-up etc., through well laid down policies and security measures. They strongly believe that the infrastructure being developed should be safe and secure to avoid loss and misuse of valuable information and data. They would, therefore, recommend that DIT should evolve a comprehensive e-security mechanism, which could ensure full protection of data/information generated under various e-Governance projects by the Line Ministries/States.

Action Taken by the Government

Under the Institutional mechanism set up for Standards for e-Governance, 5 working groups have been constituted with representation from industry, academia, govt., associations etc. One of the Working Group Constituted is the "Network & Information Security working group". This group has the mandate to come out with Guidelines, Policies & Standards related to network and e-Security.

NIC, which is playing a pro-active role in the Standardization process, has setup a Portal on E-Governance Standards http://egovstandards.gov.in. A Brain storming session on the Network and Information Security Working Group was held in Chennai recently.

Comments of the Committee

Please *see* Para No. 29 of Chapter I

V. FACILITATION AND EXPANSION

(a) Uniformity of Standards

Recommendation (Para No. 35)

The Committee note that the DIT has constituted a Core Group on Standards in e-Governance with the Director General, NIC as the Chairman. Four sub-groups namely Major priority areas, Documentation, Quality and Localisation constituted under the Core Group to look into specific areas have submitted their Reports. The Committee are apprised that some of the key priority areas of immediate concern identified by the core group for standardization are technical standards, localization standards, quality and documentation, security standards, data standards. Based on these recommendations, an institutional mechanism has been set up for evolving e-Governance Standards at the National level. The Committee apprehend that the involvement of multiple agencies in implementation of variety of e-Governance projects would, inescapably, result in variation in the processes of application of cyber technology in delivery of citizen centric services and thus the inter-operability of the system would become impossible. The Committee, therefore, recommend that DIT should make strategic planning through institutional mechanism to bring uniformity in standards of various e-Governance projects being implemented by different Line Ministries/Departments and States.

Action Taken by the Government

Standards in e-Governance are a high priority activity, which will ensure sharing of information and seamless interoperability of data and e-Governance applications under NeGP.

Department of Information Technology (DIT) had constituted a Core group on Standards to arrive at an Institutional Mechanism and Processes to be put in place and recommend key areas for standardization. The Core group had examined various aspects of the Standards-setting exercise and made suitable recommendations.

Based on the recommendations of the Core Group, an Institutional mechanism has been setup to carry the Standardization forward. An Apex body has been constituted under the chairmanship of Secretary, DIT with senior representatives from Government, NASSCOM, Bureau of Indian Standards (BIS), etc. with a mandate to approve, notify and enforce the Standards formulated by various Working Groups and to oversee that they are in accordance with international practices in this regard.

National Informatics Centre (NIC) has been entrusted with the task of originating white papers on all the desired standards. NIC has created a separate "e-Governance Standards Division" to steer the process of evolving the Standards. These white papers would serve as discussion papers for working groups to develop the Standards. The Working Groups have members from DIT, Associations, Industry, Academia, representatives from Central & State Government etc.

Once the Standards are approved by the Apex Body, STQC Directorate will be responsible for release of these approved standards on the web and make them available to all the stakeholders for free download. STQC Directorate will further ensure conformance & certification (where required) of these standards and have created a separate "e-Governance Division" for this purpose. Subsequent to the issuing of these initial standards, STQC will be responsible for enhancement of these standards and would liaise with the national & international standardization bodies for harmonization and acceptance of these standards.

The e-Governance Standard Division in each of NIC and STQC will function in close coordination with e-Governance PMU of DIT, which would be responsible for overseeing and coordinating their working.

Portal on e-Governance Standards has been developed and hosted by NIC at http://egovstandards.gov.in. Brainstorming sessions and Working Group meetings have been initiated.

DIT has constituted "Project Review and Steering Committee (PRSG)" for the Project "Standards in e-Governance" under the chairmanship of Secretary, DIT to monitor and review the standardization process. DIT is closely working with Central Ministries and State Departments to ensure uniformity in Standards of various e-Governance projects.

Recommendation (Para No. 36)

The Committee are further informed that NIC would create a separate "e-Governance Standards Division" to steer the process of evolving the Standards. They would also originate white papers on all desired Standards which would serve as discussion papers for Working Groups to develop the Standards. The Working Groups with members from DIT, Associations, Industry, Academia and representatives from Central and State Governments etc will be constituted with the approval of DIT. Further, Apex Body has been constituted with a mandate to approve, notify and enforce the Standards formulated by various Working Groups and to oversee that, they are in accordance with international practices in this regard. After approval by the Apex Body, Standardisation Testing & Quality Certification Directorate (STQC) will be releasing these approved Standards on the web and make them available to all the stakeholders for free download. STQC will further ensure conformance and certification of these standards and would create a separate "e-Governance Division" for this purpose. STQC will also be responsible for enhancement of these Standards and liaise with the national and international standardization bodies for harmonization and acceptance of these Standards. The e-Governance Division of NIC and STQC will function in tandem with e-Governance Programme Management Unit of DIT. The Committee note that up till now "e-Governance Standards Division" which will steer the process of evolving the Standards and "Working Groups" which will also develop the Standards have not been constituted and are only at proposal stage. The Committee urge upon the Department to take up the matter on priority basis to complete all the necessary formalities for early

operationalization of the proposed units, since bringing uniformity of Standards in various e-Governance projects is an undeniable feature for inter-connectivity and interoperability of the successful implementation of the projects.

Action Taken by the Government

An Apex body has been constituted under the chairmanship of Secretary, DIT with senior representatives from Government, NASSCOM, Bureau of Indian Standards (BIS), etc. with a mandate to approve, notify and enforce the Standards formulated by various Working Groups and to oversee that they are in accordance with international practices in this regard. Also "e-Governance Standards Division" has been constituted in NIC and in STQC Directorate to steer the process of evolving the standards. Portal on e-Governance Standards has been developed and hosted at http://egovstandards.gov.in. DIT has constituted following 4 Working Groups out of the 5 identified priority areas.

Technical Standards & e-Governance Architecture WG
Quality & Documentation WG
Network and Information Security WG
Meta Data and Data WG

White papers in these areas are being developed by NIC. Brainstorming sessions on the identified priority areas have been conducted to discuss the key issues of the area concerned.

(b) e-Assessment

Recommendation (Para No. 37)

The Committee note that it has been planned to list out all the e-Governance projects running across various States and at the National level and undertake Summary/Detailed assessment of these projects for their effectiveness and sustainability. e-Governance Assessment Framework has been prepared and put in public domain on DIT Website. A Working Group has also been constituted to provide overall guidance and steer the e-Assessment programme. The Committee would like to be informed of the constitution of the Working Group and how it would provide overall guidance etc.

Action Taken by the Government

An expert Working group constituted in 2004 to steer and provide overall guidance to the e-Assessment Programme, comprised members from government departments/organisations (DIT,NIC,DAR&PG,C-DAC), private sector (Wipro Infotech, Skoch Consultants), academia (IIM, Ahmedabad) and other relevant institutions such as NISG. As per their Terms of Reference(TOR), the group advised on identification of competent agencies for e-assessment programme, its various phases of assessment, identification of projects for Summary and Detailed assessment; evaluation of reports; finalisation of report structure and analysis etc.

As of now, 39 e-governance projects were taken up for Summary Assessment (in terms of e-Governance assessment framework EAF 2.0 posted on http://www.mit.gov.in/ NISG EAF 18-05-04.pdf) and the assessment reports on these 39 projects are being collated and analysed.

Further, DIT, in consultation with state IT Secretaries and other institutions engaged in the field of e-governance, shall be identifying additional e-governance projects in India and the working group may also be appropriately reconstituted, in order to better implement the e-Assessment component of NeGP, under the Apex Committee directions.

(c) India Portal

Recommendation (Para No. 38)

The Committee note that India Portal, a project being implemented by NIC is envisaged to be a unified portal for accessing information in the State Sector *viz.* Executive, Judiciary, Legislature and Constitutional Authorities, for electronic delivery of citizen services and a major facilitator for implementing e-Governance initiatives. This project would be an extension to the "India Image" postal catering to the Government to citizen (G2C) services. While appreciating the concept of "India Portal" to enable the citizens to have access to all information pertaining to Executive, Judiciary and Legislature etc. through single window shop, the Committee would like to be apprised of the progress made in this regard so far.

Action Taken by the Government

MCIT released the first version of India Portal on 10th Nov'05. The Portal is operational. The portal address is http://india.gov.in. A Project Review and Steering Committee (PRSG) under the chairmanship of Secretary DIT have been constituted to monitor and review various activities under the project and ensure timely completion.

NIC has carried out a detailed trend analysis to find out the statistics pertaining to hits, page-views, Visitors, usages patterns and other such details about the Portal. The Maximum numbers of hits on a single day *i.e.* over 3.4 million were received on the day following the launch *i.e.* 11th Nov'05. Average Hits per day: 3.4 lakhs Other most Active Date was 28th February 2006, which had around 4.5 Lakhs hits.

(d) Replication of Successful e-Governance Models

Recommendation (Para No. 39)

The Committee note that one key component of the multi-pronged initiative to replicate successful e-Governance model is to identify successfully implemented citizen centric e-Governance models in some States for replication to other willing States. The successful implementation models of Land Records, Property Registration and Road Transport sectors were first studied in the States *viz.* 'Bhoomi' in Karnataka, 'Sarita'

in Maharashtra, 'Card' in Andhra Pradesh, 'Vahan', 'Sarathi' in Himachal Pradesh and a strategy was formulated to replicate them in other States on a pilot scale with necessary modifications to suit the State's requirement. According to DIT, the success of such projects depends on capturing entire solutions including technology components, process reengineering, change management and transfer of the knowledge and experience through other States as a package of assistance. While appreciating successful implementation of these projects in one of more States, the Committee regrets to note that the other States, for various reasons have not been able to cross the hurdles of implementation and derive the benefits of these projects. They, therefore, recommend that DIT being the facilitator and catalyst for implementation of NeGP should play an active role to overcome the obstacles being faced by some of the States in replication of projects and render all the strategic and technical assistance to enable these States to replicate the successful models in their respective States.

Action Taken by the Government

The Department takes note of the recommendations of the Committee. One of the primary objectives of the replication programme was to develop a model implementation within each state taking a recognised, successful implementation in some states in the country as a reference model such that a State Government can go for a State wide Rollout plan. A good number of States followed the strategy. States like West Bengal, Kerala, Sikkim, and Pondicherry have started implementation while requests have come from others like Himachal Pradesh, Punjab, and Tripura for extending strategic and technical assistance in undertaking state wide rollout post completion of the pilot project. As part of this process DIT has provided technical support especially in establishing sustainable model. In this connection, a policy decision, similar to what has been suggested by the Standing Committee has already been taken by DIT with respect to supporting States for replication of projects and renders all the strategic and technical assistance required therein.

Under the Horizontal Transfer Programme, DIT has recently approved a separate project for supporting pilot projects "e-District" in Uttar Pradesh. This project proposes to significantly improve the service effectiveness of the district administration through process reengineering, back-end computerization and integrated service delivery of various departments through service centres (including CSCs).

Recommendation (Para No. 40)

The Committee note that Replication Project is being carried out in 17 States, with a total of 14 pilot projects on Land Records, 11 projects on Property Registration and 6 projects on Road Transport. The Committee are informed that the DIT has initiated a pilot scheme aimed at spreading the benefits of e-Governance to citizens in all parts of the country and the strategy is to build capability to horizontally transfer the recipe from the successful to the not so successful States. The Committee are sure that the scheme would save a lot of capital expenditure and would certainly avoid the duplication

of efforts in conceptualising and programming of the same project time and again. They trust that the replication strategy being followed by the DIT would suitably take care of all aspects *viz.* standardization, localization, customisation etc, so that replication of the successful e-Governance models of one State is done in other States keeping in view the State specific requirements.

Action Taken by the Government

The DIT programme for replication is based upon the philosophy of Identify, standardize, localize and replicate. The program, takes into account the best practices and lays emphasis on localization. Accordingly, the project design included technical assistance to States for preparing State specific Software Requirement Specification and Training. Based upon the success of the replication programme across three areas *i.e.* Land Records, Property Registration and Transport. It may be mentioned that recently a pilot project on Land Record and Property Registration has been initiated in the State of Mizoram on receiving their request, DIT is considering the inclusion of additional areas of Thrust.

Recommendation (Para No. 41)

During examination, the Committee looked into the implementation of certain e-Governance projects both at the Centre and the State levels. They are happy to note that the Centre for Railway Information Service (CRIS) has successfully implemented the CONCERT (countrywide network of computerized enhanced reservation and ticketing) for the various kinds of services to be availed by the general public through the computerized network. The CRIS is stated to be fully equipped to provide technical support and services to develop, setup, operate and maintain any computerized system and underlying infrastructure. Similarly, the Central Board of Direct Taxes (CBDT) has initiated a number of measures in the area of dissemination of tax related information including PAN and tax returns. The Ministry of Road Transport and Highways have developed softwares in the name of VAHAN for the RC (Registration Certificate) and SARTHI for DL (Driving License). They have also developed Smart Card Operating System for Transport (SCOSTA). The Ministry of Rural Development has started computerization of Land Records as a pilot project in some States to be extended in other parts of the country. The main objective of the programme is to provide computerized copies of ownership and crop details to the land owners on demand, updating the land records through mutations, ensuring accuracy and transparency in land records and affected public delivery of services from the Tehsil to the Taluka centres. Karnataka, Goa, Tamil Nadu and Gujarat have fully operationalised their Talukas under this scheme. The Committee applaud the sincere efforts made by certain Departments of the Government of India and various States in the successful delivery of citizen centric services and hope that the other Departments of the Government of India and States would also mobilize their resources to successfully replicate these models in their Departments/States.

Action Taken by the Government

The Department takes note of the recommendations of the Committee.

VI. HUMAN RESOURCE MANAGEMENT (CAPACITY BUILDING)

(a) Capacity Building Mechanism

Recommendation (Para No. 42)

The Committee note that capacity building, for implementation of NeGP, is required at two levels *i.e.* programme level and project level. Each level consists of two major components namely (i) positioning of especially recruited/identified personnel having requisite skills; and (ii) training of existing personnel. The State Governments are required to build capacity in terms of resources of people, process and tools for conceptualising, developing and managing the e-Governance projects under NeGP. The Committee further note that DIT along with Planning Commission has formulated detailed Capacity Building Guidelines and circulated them to all the State Govts. DIT organised a workshop in Delhi and NISG in Hyderabad and Kolkata, for better understanding of Capacity Building requirements. The Planning Commission had also allocated additional funds amounting to Rs. 17 crore to States for capacity building during the year 2004-05, which was distributed to various States primarily for preparing Capacity Building proposals covering the components like State e-Governance Road Map including prioritising of MMPs, State Capacity Building Road Map and Financial proposal for Capacity Building projecting requirements for coming three years. The Committee observe that except circulation of guidelines and organizing workshops, nothing concrete has been done on the ground level in regard to capacity building. As capacity building would need a lot of efforts and time, they recommend that the process for actual capacity building in terms of resource of people, process and tools be started at the earliest to ensure complete roll out of e-Governance projects.

Action Taken by the Government

The Department takes note of the recommendations of the Committee. DIT recognizes the need for quick implementation of the capacity building guidelines issued by the department. As a follow up to the guidelines most State Governments have initiated preparation of the following:

- e-Governance Roadmap (EGRM);

- Capacity Building Road Map (CBRM); and

- Detailed Project Report (DPR) including financial Implication for implementing CBRM

The DIT has already received DPR from over 15 State Governments for implementing capacity building initiatives. These are being examined for giving necessary

approval. DIT is also working on a centralized empanelment (for willing states) of experienced technical and managerial personnel for employment with State Governments to enhance their own capacities. This approach will help ensure speedy deployment of resources, ensure screening of resources for quality and finally, avoid duplication of activities among States. Additionally, as part of institutional training initiative the National Institute for Smart Government (NISG) is providing various training programs for States. It is also proposing to strengthen the capacities of State owned Administrative Training Institute (ATIs) for long term sustainability of capacity building initiatives. DIT, along with the Department of Personnel and Training and NISG, has also initiated a programme for trianing e-Champions. Further, a detailed guildeline for training is under preparation to help ensure that there is consistency of approach and content, in training across the country.

Recommendation (Para No. 43 & 44)

The Committee further note that NISG has offered its consulting services to all the State Governments for preparing State Road Map and Capacity Building proposal. As of now, 15 States have engaged NISG for preparing the above proposal, while 5 other States are in the process of considering engaging them. States like Tamil Nadu, Punjab and Uttar Pradesh have gone through the process of tendering for selection of the consultant for preparing Road Map and capacity building. A scheme has been drawn by DIT to provide support to UTs for the preparation of project proposal for Capacity Building Programme as they are not eligible for Additional Central Assistance (ACA) fund. The Committee are of the view that although these steps are in the right direction but these cannot be termed as adequate. They would, therefore, like to impress upon the DIT to take the capacity building component in a comprehensive manner, and persuade the line Ministries/ Departments/States/UTs to complete the exercise in a time bound manner. The Committee feel that initially the elementary training programmes are needed or the officials of all the Line Ministry/Departments/States etc. so that they are well acquainted with the e-Governance projects. The objective of such training should be to prepare them to redesign their working pattern in the cyber atmosphere so that the desired result of good governance is achieved through e-Governance projects. The Committee would in fact like to emphasize the need for undertaking a parallel planning for capacity building along with the on-going implementation of e-Governance projects.

The Committee further note that NIC is providing regular technical support for implementation of e-Governance projects to all the central Ministries/Departments, State Governments and District Administration. Further, NISG is providing regular support in terms of conducting workshop and training programmes to policy makers of various States. The Committee desire that instead of piecemeal measures centralized and institutionalised mechanism should be developed to provide regular support to Line Ministries and States etc. for capacity building at different levels of the implementation of e-Governance projects.

Action Taken by the Government

One of the key tasks of the PMU is to provide the needed support to the concerned line ministries in conceptualizing, developing, implementing and monitoring MMPs. In the meeting of the Committee of Secretaries held to consider the Cabinet Note on the NeGP, this point was also reiterated. It may be pointed out that the DIT has been providing support to the line ministries for their MMPs, as and when such requests are received from the Ministry concerned. For example in the MCA 21 Project, DIT has been playing the role of an Adviser right from the start of the project till date providing all the necessary technical and some financial support. NIC is providing implementation support to several ministries. DIT has played an active role in the project conceptualisation, implementation issue resolution, Programme Management Unit setup, Government Secure Repository, Exit Management, Conformance Audit of the entire solution through STQC, Internal Capacity building of MCA through the Empowered Committee, Programme Management Committee and one to one interactions with the Minsitry consultants and other stake holders. Technical assistance is being provided to other Ministries as per requirements indicated by them.

(b) Upgradation of Skills

Recommendation (Para No. 45)

The Committee observe that another problem being faced by the Government Departments is the requirement of continuous upgradation of skills of IT professionals engaged by them. They further note that the Department of Personnel and Training, NIC and NISG have been conducting training programmes for the benefit of the Government employees and support is also being provided for creating in-house training facilities to meet the growing requirements of ICT literate people. Recognizing the paramount need of continuous upgradation of skills of the technical manpower, the Committee, recommend that a suitable training programme be chalked out specifically for IT skilled workforce for upgradation of their skills on regular basis which could help successful running of all IT related projects of the Government.

Action Taken by the Government

The Department takes note of the recommendations of the Committee. As a consequence of the Capacity Building Guidelines, most State Governments have initiated preparation of a detailed Capacity Building Road Map (CBRM), which has two primarily components — setting up State e-Govemance Mission Team (SeMT) and identifying training needs. As part of CBRM, skill assessment of staff across key departments and States are being undertaken together with Training Need Assessment and strategy for overcoming the current gaps. Implementation of the CBRM would result in creating sustainable capacities at the State Level.

DIT is also taking initiative (at the request of the States) to recruit technical and managerial experts for various states for reducing the overall time required for hiring additional resources. Recruitment to Project e-Governance Mission Team (PeMT) would

be taken up as and when an individual project is taken up for implementation by the State Government.

DIT is currently in the process of preparing detailed guidelines for training to help ensure there is consistency of approach and content in training across the country.

Recommendation (Para No. 46)

Committee further observe that no definite programme has been drawn so far either for recruitment of personnel of specialized skills or for training of existing personnel in different Line Ministries/States. In the Committee's opinion, efforts should have been made, in the first instance, to organize familiarisation/awareness programme for employees of all levels in the line Ministries/Departments/States and subsequently extensive training should be organized for those employees who are actually to be deployed for execution of e-Governance projects. The Committee recommend that an annual training programme for different levels of officials in various Institutes in the country be drawn immediately by the Department in such a manner that all involved in the process acquire the requisite skills to enable the successful implementation of e-Governance projects.

Action Taken by the Government

Training requirements have been classified across the following four broad areas *i.e.*

- General IT awareness,
- Operational
- CIOs and
- Policy makers,

Most State Governments have programmes for General IT awareness in association with DoPT, State owned institutions, NIC etc. Under Capacity building State initiatives for improving the State owned Training infrastructure for long term sustainability of capacity building efforts would be supported. Operational training is largely provided by respective application developers including NIC. Additionally, as a special focus under NeGP, DIT along with NISG and DoPT is supporting training for CIOs and policy makers. It may be noted that as part of this initiatives, an e-Champion training programme has been launched.

DIT has also been supporting requests of State Governments for technical and financial assistance for specific training initiatives/upgradation of training infrastructure.

(c) Requirement of Technical Manpower

Recommendation (Para No. 47)

The Committee observe that there is a growing need for technical and skilled manpower in different Departments and at different outlets for handling information

and communication related activities as well as for implementation of various e-Governance projects. They are, however, perturbed to note that no long term planning has been made by the DIT in this regard despite clear evidence of enhanced requirements of technically qualified people in this area. They are afraid that increasing workload without corresponding increase in the skilled workforce would adversely affect the functioning of the e-Governance projects. The Committee, therefore, recommend that the Department should assess the actual requirements of skilled manpower in different areas of e-Governance projects by taking inputs from various departments so as to make a long term comprehensive planning for recruitments of new people as well as imparting suitable and timely training to the existing manpower.

Action Taken by the Government

The Department takes note of the recommendations of the Committee. It is envisaged that for taking up NeGP at the national level, capacities / qualified manpower would be required at two levels - State Level (State e-Governance Mission Team - SeMT for coordination, standard setting, monitoring & evaluation and programme management) and for managing individual project implementation (Project e-Governance Mission Team - PeMT for project conceptualization and implementation). DIT is also taking initiative (at the request of the States) to empanel technical and managerial experts for various states. This would reduce the overall time required for hiring additional resources at SeMT and PeMT level. Recruitment to PeMT would be taken up as and when the State Government takes up individual projects for implementation. DIT would also have an updated panel of experts that can be used by States for meeting short term and long-term capacity gaps.

(d) High Rate of Attrition

Recommendation (Para No. 48)

The Committee are constrained to note the rising trend in the attrition rate of the IT skilled workforce in the Government sector. The reason for high staff turnover is stated to be relatively lower compensation package than those offered by the private sector companies. As brought to the notice of the Committee, the IT professionals join the Government organization and after gaining experience leave these organizations and join the private sector for better salary. The Committee, therefore, recommend that the DIT should work out a strategy to retain the technically qualified manpower in the Government sector and for this purpose the possibility of providing advanced training, better promotional avenues, adequate housing/medical facilities, and suitable financial incentives may also be explored to encourage them to continue with the Government organization for longer tenure.

Action Taken by the Government

DIT recognizes the above constraint and this has been attempted to be addressed through the Capacity Building Guidelines. The Capacity guidelines allow setting up of

institutional structure that allow for payment of market linked salary to attract and retain the best and the brightest skilled manpower as members of SeMT and PeMT.

(e) Outsourcing of Skilled Manpower

Recommendation (Para No. 49)

The Committee observe that the concept of outsourcing of the services has become a common phenomenon now-a-days and it has proved to be successful in the projects like Municipalities, e-Seva and MCA 21 project. They, however, observe that outsourcing of services is to be resorted to on selective basis as per the requirement of the individual project. The Committee feel that there are broadly two major areas of activities namely core and the peripheral. The core area which governs the key components, safety and security of data, policy initiatives, fixation and achievement of targets should, in the opinion of the Committee, be invariably manned by the in-house people of the organization for strategic reasons; and the activities in the peripheral areas of the project could be got done by outsourcing of services. They, therefore, strongly recommend that the concept of outsourcing may be considered and applied by the user Departments primarily on these parameters as the basic idea should always be to retain the core technology with the Government itself.

Action Taken by the Government

The NeGP strategy is to outsource and adopt PPP models wherever feasible. The decision as to which components should be outsourced is taken by the Department concerned keeping in mind a number of issues including issues relating to sensitivity of data, security of data, the nature of job which the department is doing, the need to retain control over the more sensitive and critical functions, so that they do not become overly dependent on the service provider, the financial justification for outsourcing etc.

While implementing various projects/components under the NeGP, all necessary efforts would be made to retain Core technology with the Government. All concerned agencies would be advised suitably in this context. Outsourcing of activities in the Peripheral areas are generally encouraged and resorted to. For example, in the Data Centre set up by the Government of Karnataka, all non-core area services are either outsourced or planned to be outsourced.

VII. AWARENESS CREATION AND RE-ENGINEERING

(a) e-Readiness

Recommendation (Para No. 50)

The Committee observe that e-readiness is the degree to which a country is prepared to participate in the networked world and it is based on the level of adoption of important applications of ICTs in offering interconnectedness among Government, business and citizens. The value of the e-readiness at the State level reflects the capacity

of a State to participate in the networked economy vis-a-vis other States. The Committee observe from the categorization in the ladder of preparedness that while Karnataka, Tamil Nadu, Andhra Pradesh, Maharashtra and Chandigarh are placed in the position of leader, Lakshadweep, Manipur, Tripura, Arunachal Pradesh, Andaman & Nicobar Islands, Bihar, Daman & Diu, Dadra & Nagar Haveli, Nagaland are the least achievers. The other remaining States/UTs are in the different states in the middle level. The Committee are of the view that e-readiness index reflects the actual preparedness of the State for adoption of IT and delivery of IT Enabled Services (ITES) and seen in this background, the most of the States are yet to bring them to the required level of e-readiness to be capable to deliver the citizen centric services of e-Governance projects. In such a situation, the Committee are apprehensive about the desired success of e-Governance projects in near future. They, therefore, recommend the DIT to persuade all the States/ UTs and also the Ministries/Departments for vigorous process re-engineering and deployment of additional resources for achieving at least the requisite level of e-readiness for successful roll out of citizen centric services through e-Governance projects. The DIT may also extend their full support and guidance to them in this regard.

Action Taken by the Government

The Department takes note of the recommendations of the Committee.

Recommendation (Para No. 51)

The Committee are dismayed to note that out of 102 countries, India ranks at 45th position in the e-readiness index as per 2003-04 Report of World Economic Forum. Aiming at improving the e-readiness of the States, the core infrastructure projects being implemented under NEGP are the Common Service Centre (CSC) which aims to have 100,000 CSC's across all States in the country by year 2007, State Wide Area Network (SWAN) which will enable the States to have the data connectivity of 2 MBPs up to the block level; and State Data Centre (SDC) which aims to have a centralized storage and access of core data, with sharing facility by many e-Governance applications and the capacity building program at the State level to improve the Human Resource skills and to have the necessary structures in place for faster implementation of e-Governance projects. The Committee desire that all these infrastructures which are the backbone of the e-Governance projects be established in a time bound manner so as to bring the country as well as States at higher level in e-readiness index which would ultimately facilitate the early start of delivery of Information Technology Enabled Services (ITES) to the general public.

Action Taken by the Government

The Department takes note of the recommendations of the Committee. The CSC scheme has been appraised by the EFC and will be put up to the Cabinet for consideration shortly. The Scheme envisages the CSCs coming up within a period of 18-24 months from approval of the Scheme.

The core infrastructure projects like SWAN, CSC are going on as per the time schedule contemplated. SWAN Projects are being approved in phases as and when submitted and considered with 18 months of implementation time after approval of the proposal. So far, SWAN projects from 22 States/UTs have been approved. CSC Scheme envisages setting up of 100,000 Common Service Centers across the country by the year 2007. These projects are being monitored closely at DIT for timely completion. For SWAN projects, a Program Tracker has been designed for monitoring and has been put up on the DIT Website. As availability of Network / Connectivity and IT enabled service delivery platform at the front end have significant bearing on the e-Readiness index of any country, it is expected that overall ranking of India in the global e-Readiness index would go up significantly after these two Schemes i.e. SWAN and CSC are implemented by end of 2007.

(b) IT Education/Publicity of e-Services.

Recommendation (Para No. 52)

The Committee note that the NeGP includes a component on awareness for educating the masses about the benefits of e-Governance and the method of utilizing these services. However, IT education of masses has not been included in the present scope of NeGP. Since most of the people across the country are not very much aware of various services being/to be provided through e-Governance projects, the Committee feel that there is a need to initiate measures for demystifying the e-Governance Projects. They desire that the DAR & PG which is primarily engaged in awareness programme should give wider publicity of various e-services through implementation of e-Governance projects to be provided well in advance so that people can make up their mind and start availing of the services as soon as they are commenced to derive maximum benefits out of them.

Action Taken by the Government

This recommendation has again been communicated to the DARPG and will also be taken up in the monthly coordination and review meeting of DIT and DARPG, for follow up of actions taken and planned. Department of Administrative Reforms & Public Grievances (DAR&PG) in collaboration with DIT, State Govts., industry and various organizations has been conducting Workshops/Conferences on e-Governance, from time to time, at various places in the country, as part of the regional and national e-Governance strategy which serves as a forum for discussion amongst all stake holders in the e-Governance domain. DAR&PG has been giving Awards for exemplary implementation of e-Governance initiative and contributions during National Conferences. DAR&PG also proposes to produce a series of documentary films on e-Governance titled, "Information Technology in the service of people".

Recommendation (Para No. 53)

The Committee are informed that the ability to derive benefit of e-Governance is limited in our country because of various reasons including unwillingness among public

to adopt the new technology, resistance due to ignorance, resistance to change the procedure etc. Admittedly, the slow progress is attributable to some extent to non-fulfilment of the requirements of educating the people and changing their mindset. The Committee feel that a project could be considered to be successfully implemented if the common man starts fully availing of all the services being delivered through such projects. Taking into account the demographic composition, geographical terrain, literacy rate and the apprehensions expressed, the Committee recommend the Department to design a well defined plan to make these projects acceptable to the common man through organizing awareness camps particularly in villages and far-flung areas. They would further like to suggest that the DIT may consider associating the local representatives of the people and also the NGOs in such campaign to ensure whole-hearted participation by the public.

Action Taken by the Government

The Department takes note of the recommendations of the Committee. The NeGP has a component of awareness and assessment under the NeGP. The EGPMU has also been augmented with private sector resources to develop an awareness campaign for the NeGP and this would be rolled out shortly. It may also be pointed out that even the CSC Scheme has a significant component of awareness building amongst citizens about the possible benefit of the CSC Scheme. An awareness campaign targeting Citizens would also be launched under the CSC Scheme.

Comments of the Committee

Please *see* Para No. 32 of Chapter I

VIII. INSTITUTIONAL PARTICIPATION

(a) Public Private Partnership (PPP)

Recommendation (Para No. 55)

According to the Committee, there is no doubt that the implementation of e-Governance projects is a gigantic task which would require huge resources viz. financial, technical of personnel. In traditional economy, these resources for any government project were used to be provided by the Government alone. However, taking into account the increase in population, economic development and people's aspirations, the Committee anticipate massive demands to avail e-services. They feel that there is an urgent need to look for a combination of the Government and private sector resources for timely and effective implementation of e-Governance projects. The Committee are apprised of the benefits of Public-Private-Partnership (PPP) model such as the Government would not have to make the initial investment and would be paying only when they get the services. Requirements of different types of personnel would be met easily by the private sector and monitoring of the projects will be done through service level agreements and only then they will be paid. In the opinion of the Committee, while

engaging the private sector, a better system can be evolved and many of the constraints faced by the DIT can be easily addressed. They are, therefore, of the considered view that there are numerous advantages of implementing the e-Governance Projects through suitably devised PPP model primarily from the point of optimising and rationalizing of the resources and the advantage of having the flexibility to hire that IT skilled workforce on need basis thus avoiding the overhead cost to the Government organizations.

Action Taken by the Government

The Department takes note of the recommendations of the Committee. The NeGP recognizes the possibility and potential of implementing Projects in PPP mode and the same has been suitably incorporated in the implementation strategy of the NeGP. In fact projects like CSC, MCA etc. have been designed with a specific PPP emphasis.

Recommendation (Para No. 56)

The Committee observe that the projects dealing with security of the country of similar other sensitive areas, requiring control of technology are required to be handled fully by the Government without any private participation. Even in the projects on PPP model, the Government has to maintain their control in critical areas of the particular project. The Committee hope that a balanced view needs to be taken into consideration while finalizing the PPP model for different projects. They desire that the DIT should take care of these aspects while adopting PPP model and the mandate should be made clear on what terms they have to work and the goals related to the needs of the citizens should also be very specifically spelt out.

Action Taken by the Government

The Department takes note of the recommendations of the Committee. While the NeGP proposes the use of PPP models for implementation of NeGP MMPs, the actual implementation modality has to be worked out by the implementing department taking into account issues relating to security, sensitivity of data being handled as well as ownership of core processes.

Recommendation (Para No. 57)

The Committee are satisfied to learn that Public-Private Partnership (PPP) models have either been successfully implemented or being explored in the projects viz. Municipalities, Property Registration, e-Procurement, Citizen Service Centres (CSCs) etc. The Ministry of Company Affairs (MCA-21) project is also being implemented on PPP model. Further, the guidelines for SWANs have specifically mentioned PPP model as one of the options for establishment of the network by the States and the implementation of SCS is also being envisaged in a PPP entrepreneurial model. While no major operational difficulties are anticipated as long as PPP model would be meeting the financial and sustainability requirements, the Committee desire that the National Institute for Smart Government (NISG) having expertise in the area of PPP Models should continue to give their guidance in this regard in all the e-Governance projects.

Action Taken by the Government

The NISG has been specifically created to work in the area of developing PPP models for implementation of e governance projects and the DIT is enabling the NISG to continue to play this role.

(c) Role of NIC, NICSI, NISG and C-DAC

Recommendation (Para No. 59)

The Committee note that the National Informatics Centre (NIC) is providing network backbone and e-Governance support to Central Government, State Governments, UT Administrations, Districts and other government bodies. It offers network services over high-speed long distance and local leased line Ku-band (RDMA, FTDMA, IPA and DVB and SCPC VSATs), Wireless, Metropolitan Area Networks (MANs) and Local Area Networks (LANs) with NICNET gateway for Internet resources, facilitating informatics services for decentralized planning, improvement in Government services and wider transparency of national and local Governments. NIC assists in implementing Information Technology. The Committee further note that National Informatics Centres Services Incorporated (NICSI) was basically conceived for providing logistic support to NIC and various e-Governance projects. NIC has initiated several MMPs such as road transport, land records, commercial taxes, gram panchayats, police, treasuries etc. and the NICSI's role is to facilitate smooth execution of these projects at grass-root levels in various States of the country. The basic concept in most of the projects is to focus on citizen service delivery, centralized initiatives and decentralized implementation. The Committee further note that the NISG has been created as a public-private partnership in collaboration between the Government and the private sector as a facilitator to lead private sector competencies into the e-Governance efforts. It was further mentioned that NISG's vision is to establish itself as a Centre of Excellence in an e-Governance as several other countries are also looking to India and also to leverage private sector resources through PPP made for spread of e-Governance. The strategy is in the major areas viz. planning a project, Project Development and Capacity Building through holding Training Programmes for Policy Makers viz. Political Leaders, Senior Civil Servants and Members of e-Governance Business Units in IT Companies. The Committee observe that the projects undertaken by NISG are e-Seva (Government to Citizen Interface) started in Andhra Pradesh and e-Biz (Government to Business area). Similarly, the Committee find that C-DAC has successfully developed and deployed its solutions for various government offices in States like Maharashtra, Karnataka, Punjab, Tripura, Orissa, Kerala, Andhra Pradesh, Madhya Pradesh, Goa and Uttar Pradesh, successful statewide computerization of the Department of Registration and Stamps, Integrating its Language Technology expertise with its e-Governance proficiency, C-DAC also develops important solutions in Indian languages, which impact the users in the Government and the citizens. C-DAC has undertaken several projects, which have been systematically implemented and effectively executed. C-DAC has deployed its software in over 600 offices spread across thousands of miles, thus establishing an unmatched ability in this domain. The Committee appreciate the large variety of informatics services

being provided by the premier institutions like NIC, NICSI, NISG and C-DAC to the Government Ministries/Departments, States, and UTs etc. in successfully carrying out their IT projects. The Committee recommend the DIT to undertake a scientific assessment of the potentials of these Institutions so as to assign them a definite role and responsibilities for effective and efficient implementation of various e-Governance projects under NeGP. The Committee also recommend that these institutes of excellence should be further assisted to enhance their capacities and capabilities for delivering the increasing expectations from them.

Action Taken by the Government

All the institutions viz (NIC, NICSI, NISG & CDAC) have been promoted by the DIT and have largely distinct roles. NIC is an attached office of the DIT to provide technical and infrastructure support to all government departments for implementation of e-Government projects; NICSI is a section 25 company meant to serve as a front end to the NIC for contracting projects of commercial nature; and CDAC is an autonomous society engaged primarily in R&D activities including development of Super Computers, Grid Computing, Local Language computing, software solutions etc. NISG is a section 25 company promoted by the Government jointly with the Private sector, with a view to channelise private sector resources and competencies into the national e-Governance efforts. DIT, as promoter of these institutions, has been reviewing their performance and carrying out periodical assessment of their potential & capabilities. They are being assigned roles, which they can optimally discharge and which are within their charter. The advice of the committee regarding the need to undertake scientific assessment of the potential of these initiatives, assign definite roles and responsibilities to them and enhance their capacities/capabilities is noted and necessary action is being taken in this regard.

IX. CONSTRAINTS/PROBLEMS

Recommendation (Para No. 60)

The Committee are informed that the major constraints which are anticipated are the poor and inadequate definition of project outcomes in terms of services, poor project development in terms of capturing the expectations of all stakeholders and incorporating them into project deliverables, inadequate project implementation strategy including appropriate PPP/procurement models, inadequate internal capacity to conceptualise and manage the change, lack of continuity of project team, lack of relevant skills of project leaders, lack of empowerment of project team to make necessary process changes and financial constraints. The other constraints are stated to be the poor data connectivity, poor literacy rate, poor affordability by masses, need for multiple languages interface, successes in islands, no institutional mechanism for mass deployment, capacity constraints within government staff to fully comprehend the potential of e-Governance and to manage its deployments including change management, stability of tenure of key persons/implementation teams, Lack of standards (for inter-operability and integration

of different applications) need to secure data and maintain its privacy, lack of necessary high-level political and bureaucratic support for the programme.

Action Taken by the Government

The Department takes note of the recommendations of the Committee and necessary corrective measures have been introduced in the NeGP strategy.

Recommendation (Para No. 61)

As informed to the Committee, a draft Note to seek approval of the competent authority for the Approach and Key components of the NeGP, in order to address the above issues has been prepared and circulated for comments to Central Line Ministries concerned and State Governments. The Committee observe that the constraints identified above though *prima facie* appear to be serious hurdles before the Department but most of them, in the Committee's opinion, are basically integral part of the core issues required to be addressed under NeGP. The Committee have examined most of these issues separately in this Report and has given their opinions and recommendations. They would, therefore, like the DIT to gear up its machinery to address these issues in the light of the various observations of the Committee in a time bound manner in consultation with all concerned implementing Ministries, Departments, State Governments and other agencies.

Action Taken by the Government

The DIT has noted the valuable suggestions of the Committee as indicated in the above Recommendations. The Department is currently seized of all the issues, which have been so clearly highlighted in the valuable recommendations of the Honourable Committee. The DIT has geared itself considerably to effectively meet the challenges relating to the National e Governance Plan; and would constantly look forward to the guidance and support of the Honourable Committee, in order to effectively meet these challenges.

CHAPTER III

RECOMMENDATIONS/OBSERVATIONS WHICH THE COMMITTEE DO NOT DESIRE TO PURSUE IN VIEW OF THE REPLIES OF THE GOVERNMENT

(B) Mission Mode Projects (MMPs)

Recommendation (Para No. 6)

The Committee observe that the Consultants engaged by DIT for extending their support to concerned Government Departments in defining scope for the MMPs in terms of services and service levels have visited a few States and held interactions with most of the Line Ministries. They also studied international benchmarks for similar services to arrive at a definition of services and service levels for the various MMPs. According to the Department, the Consultant's Report has recently been circulated to all the concerned Line Ministries and a proper assessment of the Consultant role would be decided only after obtaining the reaction of the Ministries. The Committee would like the DIT to take up the matter with the Ministries for early submission of their comments so that the need and necessity of further retention of the Consultant could be examined by the Department and also the precise role could be defined in case of further retention of the Consultant.

Action Taken by Government

The Consultants have submitted their report on the core services and service levels and the same has been circulated to the Central Ministries concerned in 2005. The Ministries were requested to incorporate the services and service levels into their respective MMPs. They were also told that if they had any disagreement with the report they could send their responses within 15 days so that a view on the same could be taken by the Apex Committee. A few Departments have raised some issues on the report and these are being resolved through discussions at the appropriate levels. As regard the issue of further retention of the consultants, the consultants were appointed for a specific task, *i.e.* to conduct the study, and the assignment of the Consultants has not been seen as open ended. The studies commissioned through the consultants have been completed; hence there is no need for further retention of these consultants, for the specified task.

III.   FINANCIAL MANAGEMENT AND CAPITAL INVESTMENT

Recommendation (Para No. 16)

The Committee are informed that the requirements of funds to meet the expenditure for implementation of NeGP have not been finalized yet, the reason being that most of

the projects are under various stages of formulation. The DIT is still discussing the detailed requirement of funds with the concerned Line Ministries/Departments which are nodally responsible for implementation of various Mission Mode Projects. The finalization of requirement of funds is stated to take another 3-4 months time. Similarly, the total requirement of funds for each Mission Mode Project is also being worked out. The Committee is further apprised that sharing of funds among DIT, Line Ministries/Departments and the State Governments vary from project to project. The Committee observe that financial management being a critical area need to be strategically managed well in advance for successful completion of any project. They, therefore, recommend that DIT should take immediate steps to prepare and finalize the estimates of not only the total requirements, of funds for NeGP but also those required for each individual Mission Mode Projects/Key components under the NeGP with a well defined sharing pattern of funds among Line Ministries/Departments and the State Governments. The Committee further desire that planning for funding mechanism for e-Governance projects should be based on the annual maintenance charges for both the system and the software.

Action Taken by Government

In the implementation framework proposed for the NeGP, the programme management is with the Apex Committee, of which the DIT is the secretariat, financial sanctions for projects are based on financial proposals submitted by the concerned line Ministry to the competent authority. The DIT has been requesting the departments to finalise their projects and initiate implementation of the same, and the same has also been emphasized in the meetings of the Apex Committee. However, it is not possible for DIT to quantify the fund requirements until and unless the line Ministries finalise the scope of their projects. Thus, in some cases, the cost of a particular project including the maintenance cost is known precisely *e.g.* MCA 21 outlay is Rs. 331 crores, SWAN scheme outlay is Rs. 3,334 crores, CSCs cost estimate is Rs. 5742 crores; in others, the actual cost is still not known on account of the fact that the detailed project has not been prepared/finalised. A rough estimation of the Programme Cost has been made by the DIT and the same can be seen at Appendix. It may however be pointed out that the actual cost of the NeGP may vary on account of two factors. Firstly on the actual scope of each MMP and how it is finally defined. Secondly as can be seen from the figures, the National Citizen ID project of the Ministry of Home Affairs (MoHA) (excluding the card) is estimated to cost Rs. 4000 crores. However, as on date no final decision on whether to go ahead with the project has been taken.

Recommendation (Para No. 18)

The Committee note that a decision was taken on 22.12.2004 in a meeting of Planning Commission that NeGP should clearly indicate how the Plan would link-up transfer of 2-3 per cent of Plan funds allocated to Line Ministries for e-Governance and IT related activities and how 2-3 per cent would come from the Ministries where there is no Plan funding like Ministry of Finance and how they would be accommodated in NeGP. A clear direction was given in the said meeting that DIT could go for approval only after ascertaining clear cut funding pattern and process re-engineering method appropriately

incorporated in NeGP. The Committee note with displeasure that even after a lapse of almost one year, admittedly, the concept note is still at the stage of discussion and no agreed position has emerged regarding pooling of resources and creating a single fund for NeGP. The Committee, in view of the urgent need of funds for NeGP, strongly recommend that the DIT should immediately move a proposal for making provision for allocation of funds for NeGP by all Ministries from their total budgetary allocations instead of confining such allocations from Plan funds only. This would facilitate those Ministries in allocation of funds for IT related activities, which do not operate "Plan" head in their budget.

Action Taken by Government

Under the NeGP, it is not presently envisaged to pool up all financial resources at DIT. For funding of the NeGP, it has been proposed that the Line Ministries/Departments concerned would prepare the project report and steer the MMP for obtaining the financial approval needed. This would apply to MMPs funded through Plan as well as Non-Plan budgetary provisions. The Planning Commission and the Ministry of Finance would make available the required funds for the MMPs from the relevant budgetary heads.

RECOMMENDATIONS/OBSERVATIONS IN RESPECT OF WHICH REPLIES
OF THE GOVERNMENT HAVE NOT BEEN ACCEPTED BY THE
COMMITTEE AND WHICH REQUIRE REITERATION

II. NATIONAL e-GOVERNANCE PLAN (NeGP)

(c) Major Key-Components of NeGP

Recommendation (Para No. 9)

The Committee observe that to sustain the Mission Mode Projects, 8 key components *viz.* Core Policies, Core Infrastructure, Support Infrastructure, Technical Assistance, R&D, Human Resource Development & Training, Awareness & Assessment and Organizational Structure have been identified for implementation. While expressing their unhappiness over non-submission of a precise reply with regard to specific initiatives being taken by DIT in respect of each of the above-mentioned key components of NeGP, the Committee would like to be apprised of the factual position in this regard at the earliest.

Action Taken by Government

Key Components:

Core Infrastructure: State Wide Area Networks (SWANs): The SWAN projects of 22 States/UTs, out of total 35 States and UTs, have so far been approved by the Empowered Committee with an estimated Deptt. of IT (DIT) share of Rs. 1507.8 crores, out of the total estimated DIT share of Rs. 2005 Crores. Five States are implementing the project through NIC while remaining seventeen are using PPP model. Two States *i.e.* Mizoram and Meghalaya have initiated pre-project activities. Project proposals received from three States *i.e.* Bihar, Pondicherry and Lakshadweep are under scrutiny and revision. Deptt. of IT is discussing with the remaining States/ UTs to expedite the initiatives on the SWAN project.

Support Infrastructure: The Common Service Centre Scheme has been formulated and appraised by the EFC. The draft Cabinet Note has been prepared by the DIT and circulated to the required agencies. The CSC Scheme would be placed before the Cabinet by July 2006. A National Level Service Agency has been appointed to assist the DIT in carrying out the work of Project Development for the CSC Scheme.

Core Policies: The Core Policies on the roles and responsibilities, approach and implementation Strategy for the NeGP have been detailed in the Cabinet Note on the

NeGP. Further, core policies on SWAN and CSCs have been framed. Guidelines and Policies on State Data Centres (SDCs) and Standards are currently being worked out. A lot of work has been done in defining the Service Levels and implementation framework of the NeGP. Further, an Apex Committee on standards has also been formed under the Chairmanship of Secretary, DIT to approve, notify and enforce standards.

Recognizing the critical role that well-designed Standards play in the rapid growth of e-Governance in the country, DIT has also set up an Institutional mechanism and put in place processes to evolve, approve and notify Standards. The Standards will be evolved in consultations with all the stakeholders (Industry, Academia, Associations, Central and State Governments etc.)

Comments of the Committee

Please *see* Para No. 14 of Chapter I

(d) Implementation Strategy

Recommendation (Para No. 10)

The Committee observe that various Central Ministries/ Departments and State Governments are involved in the implementation of the NeGP and therefore, the DIT have proposed separate role and responsibilities for them. As proposed by the DIT, the Apex Committee would be overseeing the programme and providing policy and strategic directions for its implementation and resolving inter-ministerial issues. The Line Ministries/Departments would be responsible for implementation of the assigned Mission Mode Projects (MMPs)/Components. The State Governments would be responsible for implementing State Sector MMPs under the overall guidance of respective Line Ministries. The DIT would be the facilitator and catalyst for the implementation of NeGP by various Ministries and State Governments. The DAR&PG would be responsible for the generic process re-engineering, change management, Human Resource Development and Training, and the Planning Commission and the Ministry of Finance would allocate funds for NeGP through Plan and non-Plan budgetary provisions. The Committee feel that the role and responsibilities proposed under the Plan appear to be too general in nature and, therefore, there is a need to evolve an integrated coordinating mechanism which could precisely define the functional responsibilities of each Department in regard to step-wise completion of NeGP within a definite timeframe and also could review their assigned role and responsibilities regularly to suitably redesign them to meet the requirement of changing scenario.

Action Taken by Government

The roles and responsibilities of the various agencies have been proposed based on the allocation of business rules and after extensive consultations with Departments. The allocations of roles and responsibilities have also been endorsed by the Committee of Secretaries in its meeting held in March 2006. Further, a detailed implementation Schedule leading up to the formal launch of the NeGP has also been approved by the

Cabinet. In order to meet the requirements of the changing scenario, the DIT and the DAR&PG have agreed to hold a monthly coordination and review meeting to deal with changes required.

IV. CREATION AND SHARING OF INFRASTRUCTURE

(c) State Wide Area Networks (SWANs)

Recommendation (Para No. 26)

The Committee observe that the DIT is primarily responsible for establishing the shared core backbone infrastructure identified in NeGP. Policy Guidelines have been issued laying down the modalities for technical and financial support that will be provided by the DIT to the States for establishing State Wide Area Networks (SWANs). These include the technical and administrative norms to be followed by the States, depending on the implementation option adopted by each State to establish the SWAN. The DIT proposes to establish State Wise Area Network (SWAN) and NICNET to provide seamless connectivity to Line Ministries/Departments which would be progressively leveraged to provide services electronically to citizens at the village levels by extending its reach through wireless and other technologies relevant for the last mile. The Committee, however, are disappointed to note that only 17 proposals from the States have been received, considered and approved by the Empowered Committee and the proposals from other States/UTs are yet to be submitted. In view of the fact that setting up of SWAN network is the basic requisite for running the e-Governance projects and admittedly any delay in the implementation of the SWAN would have direct bearing on the implementation of the e-Governance projects, the Committee recommend that DIT being the nodal Department for implementation of NeGP should take the matter with all seriousness with the remaining States/UTs to expedite submission of their SWAN proposals. The Committee would also like the DIT to bring out at the earliest an appropriate Policy Framework keeping in view the recently announced Broadband Policy.

Action Taken by Government

Since March 2005 till date, SWAN projects from 22 States/UTs with estimated Deptt. of IT share of funding for Rs. 1507.8 crores have been approved in accordance with the provisions of SWAN Policy Framework and guidelines issued by DIT in October 2004. Five States are implementing the SWAN project through NIC while remaining seventeen are using Build-Own-Operate-Transfer (BOOT) or Build-Operate-Transfer (BOT) model. Two States *i.e.* Mizoram and Meghalaya have initiated pre-project activities. Project proposals received from three States *i.e.* Bihar, Pondicherry and Lakshadweep are under scrutiny and revision. Deptt. of IT is discussing with the remaining States/UTs for expediting initiatives on the SWAN project.

Comments of the Committee

Please *see* Para Nos. 21 & 22 of Chapter I

Recommendation (Para No. 27)

The Committee observe that one of the eligibility criteria for the States to prepare and submit SWAN proposal requires implementation of at least three major e-Governance projects that may require SWAN connectivity. According to the DIT this eligibility criterion with respect to the preparedness may have caused some delay from some of the States/UTs to prepare and submit their proposals. The Committee are, therefore, of the view that if the eligibility criteria happens to be one of the reasons for delay in submission of SWAN proposals by the States, the Department should review the same with a view to finding out, whether any, modification, in the eligibility criteria keeping the spirit of the policy intact, would help the States in early submission of their SWAN proposals.

Action Taken by Government

The eligibility criteria for the SWAN Infrastructure project for the State/UT have been kept in order to ensure that SWAN Infrastructure, once created, is utilized properly and gainfully and does not lie idle. It was also envisaged that this condition would enhance and catalyse the e-Governance initiatives at States/UTs. It is also a fact that no State/UT has so far approached DIT requesting for any relaxation of the eligibility condition to avoid any delay in submission of its SWAN proposal. However efforts are being made by DIT for formulation of the proposals from the remaining States/UTs by providing them necessary technical guidance required for formulation of the proposals.

Comments of the Committee

Please *see* Para Nos. 21 & 22 of Chapter I

VIII. INSTITUTIONAL PARTICIPATION

(b) Solution by IT Services Solution Providers

Recommendation (Para No. 58)

The representatives of various IT Services/Solution Providers have given various suggestions for speedy and effective implementation of e-Governance projects. Some of the important suggestions are related to the need for a paradigm shift in the thought process, capital investment by private sector, utilization of available expertise and technical skills in the private sector, Public Private Partnership (PPP), need for sharing of infrastructure, concerted efforts for capacity building, change in process and process reengineering, standardisation of technology for better operability, high penetration and usage of IT in the country, identification of successful e-Governance projects and replication thereof, designing self sustainable mode, strengthening of intellectual property rights, publicity of e-Govemance success stories, guidelines for outsourcing etc. The Committee note that representatives of the IT Services/Solution Providers have given some important and valuable suggestions from their perspective. They, therefore, recommend that the DIT should thoroughly examine these suggestions

with a view to exploring the possibility of translating them into practical reality keeping in view the observations of the Committee on different issues in this Report. They would like to be apprised of the precise action taken by DIT in the matter. The Committee are of the view that DIT should have frequent interactions with the IT service/solution providers to solicit their suggestions to increase the pace of implementation of e-Governance Projects.

Action Taken by Government

Frequent interactions are held by the DIT with the IT services/ solutions providers and their input/suggestions taken to help accelerate the pace of implementation of e-Governance projects. For instance, in the Municipalities MMP, several solution providers who have implemented projects in the Municipalities have been contacted and their applications are being assessed and evaluated for speedier implementation. Solution providers have been advised to have their solution certified by STQC to facilitate wide spread implementation and roll-out using these solutions.

Comments of the Committee

Please *see* Para No. 38 of Chapter I

CHAPTER V

RECOMMENDATIONS/OBSERVATIONS IN RESPECT OF WHICH REPLIES ARE OF INTERIM NATURE

VII.   AWARENESS CREATION AND RE-ENGINEERING

(c)   Process Re-engineering and Change Management (need for suitable changes in laws and administrative process)

Recommendation (Para No. 54)

The Committee observe that the age old statutes and regulations governing the manual process will not be suitable for governing the electronic processes which require altogether a different set of legal framework and guidelines to make the e-Governance successful. They are of the strong opinion that the legal and regulatory changes in the processes would be able to deliver the services more efficiently and effectively and remove a lot of other hurdles of manual regulatory mechanism. The Committee, therefore, recommend that a comprehensive review of all relevant statutes and regulations should urgently be done to bring about suitable changes therein so as to make them compatible with the cyber age technology enabling the citizens to obtain maximum advantage of e-Governance projects. They further recommend that possibility of bringing a new legislative mechanism may also be explored, if need be, to ensure that the implementation of e-Governance projects delivers the citizen centric services in an effective and successful manner.

Action Taken by Government

The DIT along with DARPG will jointly examine and review relevant statutes and regulations and the possibility of a new legislation in order that the citizens obtain maximum advantage from NeGP. This will be taken up in the coordination meetings of DIT with the DARPG.

Comments of the Committee

Please *see* Para No. 35 of Chapter I

NEW DELHI;	NIKHIL KUMAR,
13 *December,* 2006	*Chairman,*
22 *Agrahayana,* 1928 *(Saka)*	*Standing Committee on*
	Information Technology.

APPENDIX

PROJECT COST ESTIMATES OF IMPLEMENTING THE
NEGP MMPs : DIT ESTIMATES

Mission Mode Project Name	Implementing Department/Line Ministry	Cost Estimates (In Crores)	Available/ Approval Period	Remarks
1	2	3	4	5
CentralMMPs				
National ID Project	Census Commission, Ministry of Home Affairs	5,098	No	Estimate ranges between Rs. 5098—14957 crores, depending on the implementation Strategy & the number of persons to whom the card would be issued. For purpose of the costing exercise the minimum cost has been considered
Excise & Customs Board	The Central Borad of Excise and Customs	167	Yes	
Income Tax	Central Board of Direct Taxes	350	Yes	
DCA 21	Department of Company Affairs	331	Yes	
Immigration	Immigration Department	220	Yes	
Passport, Visa and	Ministry of External Affairs	NA	NA	Yes
e-Courts	Judiciary	854	347	Revised financial approval being sought.

1	2	3	4	5
State Government MMP's				
Land Records	Ministry of Rural Development	521	Available	
Property Registration	Ministry of Rural Development	386	No	Quick Estimate
Road Transport	Department of Road Transportation and Highways	177	No - PPP Models being proposed	Quick Estimate
Agriculture (Agrisnet)	Department of Agriculture	456	NA	Quick Estimate
Treasuries	Department of Finance	700	NA	Quick Estimate
Municipalities	Ministry of Urban Development	1188	No	
Panchayats	Department of Panchayati Raj	1036	No	Quick Estimate
Commercial Taxes	Department of Revenue	745	No	Quick Estimate
Police	Ministry of Home Affairs	600	No	Quick Estimate
Employment Exchange	Department of employment & Training	214	No	Quick Estimate
Integrated Services				
EDI	Ministry of Commerce	Not Available		
E-Biz	Department of Industrial Policy & Promotion	30	Yes	Yes
India Portal	DIT	24	Yes	Yes

1	2	3	4	5
National E-governance	DIT	12	Yes	Estimated
State Government MMP's				
Land Records	Ministry of Rural Development	521	Available	
Property Registration	Ministry of Rural Development	386	No	Quick Estimate
Road Transport»	Department of Road Transportation and Highways	177	No - PPP Models being proposed	Quick Estimate
Agriculture (Agrisnet)	Department of Agriculture	456	NA	Quick Estimate
Treasuries	Department of Finance	700	NA	Quick Estimate
Municipalities	Ministry of Urban Development	1188	No	
Panchayats	Department of Panchayati Raj	1036	No	Quick Estimate
Commercial Taxes	Department of Revenue	745	No	Quick Estimate
Police	Ministry of Home Affairs	600	No	Quick Estimate
Employment Exchange	Department of Employment & Training	214	No	Quick Estimate
Integrated Services				
EDI	Ministry of Commerce	Not Available		
E-Biz	Department of Industrial Policy & Promotion	30	Yes	Yes

1	2	3	4	5
India Portal	DIT	24	Yes	Yes
National E-governance	DIT	12	Yes	Estimated
Service Delivery Gateway				
E-Procurement	Director General Supply and Disposable/DGS&D	20	Yes	No
MMP Total Cost		13,129		
Program Component Activities				
		Cost Estimate (Rs. in crores)		
Core Policies		100		
Core Infrastructure				
1. State Wide Area Network (SWAN)	Department of IT/DIT	3334	3300	GoI Share 2200 Crores
Common Service Centre	Department of IT/DIT	5742	No	(Capex and opex over 5 years) Govt. funds would be of the order of Rs. 1929 crores, rest from PPP
Integrated Services	Department of IT/DIT	150	Partial	
Technical Assistance	Department of IT/DIT	100		
Human Resource, Development and Training	Department of IT/DIT & DAR&PG	550		

1	2	3	4	5
R&D	Department of IT/DIT	100		
Organization Structure	Department of IT/DIT	100	Partial	
Awareness and Assessment	Department of IT/DIT & DAR&PG	280	Partial	
Programme Component Total		10,456		
Mission Mode Projects Total Cost		13,129		
NEGP Total Cost		23,585		

MINUTES OF THE FIFTH SITTING OF THE STANDING COMMITTEE ON INFORMATION TECHNOLOGY (2006-2007)

The Committee sat on Wednesday, the 13th December, 2006 from 1500 Hours to 1615 Hours in Committee Room 'E', Parliament House Annexe, New Delhi.

PRESENT

Shri Nikhil Kumar — *Chairman*

MEMBERS

Lok Sabha

2. Shri Nikhil Kumar Choudhary
3. Shri Sanjay Shamrao Dhotre
4. Shri Sohan Potai
5. Shri Tathagat Satpathy

Rajya Sabha

6. Shri Vijay J. Darda
7. Shri Praveen Rashtrapal
8. Shri A. Vijayaraghavan
9. Shri Shyam Benegal

SECRETARIAT

1.	Shri P. Sreedharan	—	*Joint Secretary*
2.	Shri Raj Shekhar Sharma	—	*Director*
3.	Shri Cyril John	—	*Under Secretary*

2. At the outset, the Chairman welcomed the Members to the sitting of the Committee. The Committee then took up for consideration the following Draft Reports and adopted the same with some modification:—

(i) Draft Report on Action Taken by Government on the Recommendations/ Observations of the Committee contained in their Twenty-Second Report (Fourteenth Lok Sabha) on 'Implementation of e-Governance Projects' pertaining to Department of Information Technology.

(ii)   **   **   **   **   **

(iii)   **   **   **   **   **

3. The Committee, then, authorised the Chairman to finalise and present the above mentioned Reports to the House on a date and time convenient to him.

The Committee, then adjourned.

ANALYSIS OF ACTION TAKEN BY GOVERNMENT ON THE
RECOMMENDATIONS/OBSERVATIONS OF THE COMMITTEE
CONTAINED IN THEIR TWENTY-SECOND REPORT
(THIRTEENTH LOK SABHA)

(i) Recommendations/Observations which have been accepted by the Government :

Paragraph Nos.: 1-5, 7, 8, 10-15, 17, 19-25, 28-53, 55-57, and 59-61

Total : 53
Percentage : 86.88%

(ii) Recommendations/Observations which the Committee do not desire to pursue in view of the replies of the Government:

Paragraph Nos.: 6, 16 and 18

Total : 03
Percentage : 4.91%

(iii) Recommendations/Observations in respect of which replies of the Government have not been accepted by the Committee and which require reiteration:

Paragraph Nos.: 9, 26, 27 and 58

Total : 04
Percentage : 6.55%

(iv) Recommendations/Observations in respect of which the replies are of interim nature :

Paragraph No.: 54

Total : 01
Percentage : 1.63%