



**ICT enabled Public Service Delivery Centre  
JAN SEVA KENDRA  
at District Collectorate, Gandhinagar  
(Gujarat, India)**

***Ms Sonal Mishra, IAS***

Ex. Collector-Gandhinagar, Currently working as Director, Nagarpalika  
Block No. 14, 3<sup>rd</sup> Floor, Dr Jivraj Mehta Bhawan, Gandhinagar, Gujarat

**"Make all Government services accessible to the common man in his locality, through common service delivery outlets and ensure efficiency, transparency and reliability of such services at affordable costs to realise the basic needs of the common man." - National e- Governance Plan (NeGP), India 2006**

With the above vision, an innovative e-governance initiative was launched at the District Collectorate, Gandhinagar( India) to offer various public services to the citizens in a transparent and efficient manner through an improvised, single interface called the *Jan Seva Kendra*(JSK).

## **Introduction**

Gandhinagar<sup>1</sup> is the seat of the government from where the State of Gujarat is administered through various departments and offices. The revenue department at the district level (District Collectorate) is headed by the District Collector. The Collectorate handles almost 200 sub-branches for a range of public related works. Being the capital city of Gujarat, Gandhinagar posed a serious challenge to the district administration for efficient and effective public services delivery for its denizens mainly comprising of elected representatives, government officials and other citizens. Demanding citizens, coupled with red tapism in revenue administration, resulted in a mismatch between the expectations of the people and the ability of the district administration to deliver.

Collector, Gandhinagar envisaged JSK as an integrated approach to development which focused on access to key services through the e-governance infrastructure, any time, any place, using ICT. This would help the citizens to have a unified and simplified view of government services and information and would allow government employees to access relevant information across all its offices, seamlessly and effortlessly. The

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<sup>1</sup> Gandhinagar has a population of 1.4 million and comprises of four geographical sub-districts or tehsils– Gandhinagar, Mansa, Dehgam and Kalol. It has both rural and urban population mix and the overall literacy rate of Gandhinagar is very high in the State. (76.59 per cent).

effort was to enable the citizen to cut the bureaucratic red tape and gain control of his application and the related process. JSK has led to a significant decrease in time spent on applying for the desired services, and also the costs incurred by the citizens.

The District Collector, Ms. Sonal Mishra, IAS, took up the initiative to set up the model **ICT-driven Jan Seva Kendra** for all Government-to-Citizen (G2C) service delivery. The implementation was duly supported by robust government process re-engineering and change management for efficient public delivery.

Over 97 civic issues encompassing wide ambit of public services like licenses/permissions, various certificates and affidavits, pensions and grants related issues, land revenue issues are processed from the JSK, Gandhinagar as well as the taluk centers since 2006. JSK combines the application of creativity and technology for the benefit of people. *JSK in essence is a tool for, and result of, a changed mindset, attitude towards citizens, and governance culture.*

Some of the unique, innovative and effective practices at the JSK are:

<ul style="list-style-type: none"> <li>• Submission of application to delivery of papers <i>at one spot</i></li> <li>• <i>Robust Process re-engineering</i> for simplified forms and procedures</li> <li>• Standardized forms with clear-cut indication of required documents, concerned office and time-limits</li> <li>• <i>Honorary services</i> from senior citizens and retired officers</li> <li>• <i>Special Assistance</i> to Physically Challenged, Illiterate people, and Senior Citizens</li> <li>• <i>Public-private Partnership</i> for sustainability</li> <li>• Document <i>archives</i> to reduce paperwork, pre-filled forms on basis archived data</li> <li>• <i>Home Delivery</i> of processed papers</li> <li>• <i>Internet</i> based service delivery by Village Camps to reach out to citizens in remote areas</li> </ul>	<ul style="list-style-type: none"> <li>• <i>SMS based, auto-email as well as online reports to senior officers</i> Analyzed information available instantly, accurately and without manual intervention</li> <li>• SMS based <i>Status Check</i> by citizens</li> <li>• <i>Online</i> Status Check &amp; Form Download</li> <li>• <i>24x7 Automated Phone Response</i></li> <li>• Token System for minimum wait</li> <li>• <i>Barcode</i>-based tracking of papers</li> <li>• <i>Biometrics</i>-based Identity</li> <li>• <i>Smart</i> electronic devices for registry</li> <li>• <i>“Citizen ID”</i> based citizen data archives</li> <li>• Pre-filled forms using <i>“Citizen-ID”</i></li> <li>• Information <i>kiosk</i></li> </ul>
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## **Jan Seva Kendra - *From Concept to Reality* (MILESTONES)**

- ◆ Proposal for setting up the JSK costing Rs 3.5 million submitted by the Collector to the State Govt. (January 2006).
- ◆ State Govt. sanctioned grant of only Rs. 0.9 million (February,2006)
- ◆ Shortfall of Rs 2.6 million met by contribution by way of *public private partnerships on the initiative of the Collector.*(Feb. - Mar.,2006)
- ◆ Core committee headed by Collector for appropriate delegation after conceptualization was setup.
- ◆ Completion of advanced and computerized JSK at Gandhinagar with approx. 3500 sq.ft. of furnished area (July 2006)
- ◆ M.O.U. with the technology provider for technology and service delivery on B.O.O.T. basis(March,2006)
- ◆ Strong consultative processes for Standardization of Procedures and Simplification of Forms with *all stakeholders.*
- ◆ Development of software was developed to achieve the targets of *transparency, efficiency and utility.*
- ◆ 8 week “Karmayogi” training to the ITI<sup>2</sup> trained operators (May - June,2006)
- ◆ Formation of the District e- Society headed by the Collector
- ◆ The JSK was dedicated to the public on October 16, 2006.
- ◆ Link-up of distributed service delivery centers at Taluk places.

### **Salient features**

The Jan Seva Kendra, Gandhinagar has approx. 3500 sq. ft. of fully furnished office space in the District Collectorate. The infrastructure at JSK includes Computer Systems with Barcode Scanners, IVRS, SMS, Webcams, Biometrics, etc. Connected to LAN, WAN and Internet. It also has necessary peripheral hardware - printers, electronic trackers for registry, stamp franking machine,

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<sup>2</sup> ITI – Industrial Training Institute which imparts vocational training.

photocopy machine, lamination machine, coin phone and internet servers connected to GSWAN (Gujarat State Wide Area Network) and LAN.

The software **Jan Setu** was developed in ASP.NET and VB.NET on the Windows networking platform with database in SQL Server. It supports online status monitoring, online issue of forms, feedback, single database management for the citizens of entire district, 24 x 7 connectivity with Taluks, Auto-SMS alerts, Queries, Auto-email, barcode based tracking, Biometric fingerprint identification etc.

### **Services at JSK**

Over 97 types of different civic services<sup>3</sup> are processed at the JSK. They can be classified in three broad categories.

#### **Tatkal**

- “While-U-Wait” services with-in 20 minutes to 2 hours
- Affidavits, Ration-card alterations, Land-Revenue payments, etc
- Covers approximately 20% of the applications.

#### **One Day Governance Services**

- Same day delivery (if submitted before 1 p.m.) or the next day
- Caste, Income, Birth, Death, Solvency, Residence, Creamy Layer for OBC and other Certificates, alterations in the ration cards etc.
- Approximately 40% cases fall under this category.
- SMS intimation automatically sent upon completion.

#### **Non One Day Governance Services**

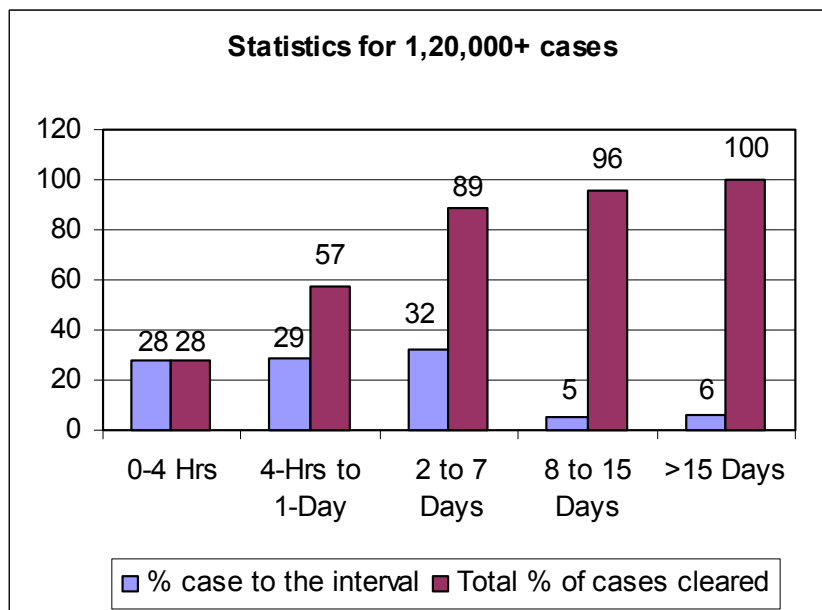
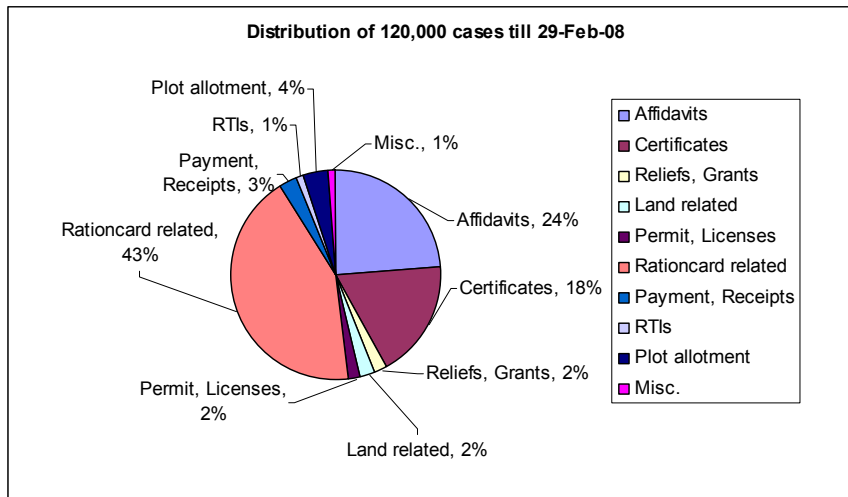
- As per the prescribed time limit from 3 days to 90 days
- Issues related to land allotment, use of land for non-agriculture purposes, weapon licenses, hotel licenses etc.
- JSK does the follow-ups with related departments like NOC from Police, R&B department, etc. The applicant does not have to visit different offices.
- Approximately 40% of the cases fall under this category.  
SMS intimation automatically sent upon completion.

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<sup>3</sup> All 97 Services are listed in Appendix A attached with this write-up.

## Performance Highlights

On an average, 400 applications per day are processed now at JSK. Since the inception, the JSK has successfully processed over 120,000 applications covering wide ambit of civic services with 94% on-time delivery record.



## Time Taken for Disposal of Applications

Issue	Time Savings	Savings in Follow ups	Total days saved
New ration cards	21 days to < 3 days	> 5 visits to <2 visits (One if home delivery)	15 to 20 days
Alteration in ration cards	7 days to < 1 day	> 7 visits to < 2 visits	2 to 7 days
Certificates	7-21 days to < 1 day	> 5 visits to < 2 visits	5 to 20 days
Licences & Land related cases	30-120 days to < 30 days	> 10 visits to < 2 visits	30 to 90 days

Over 29000 ration card cases processed within as less as 2 hours for alteration cases (changes in name, locality, members etc) and an average time of 3 days for new ration cards.



Finger print to generate partly pre-filled forms for helping illiterate citizens



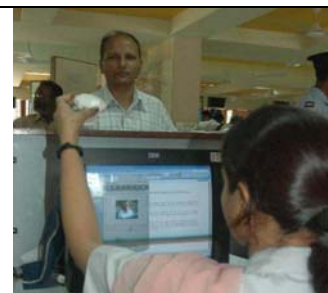
SMS reminders and alerts are sent to the officers by the system to ensure in-time completion of the cases



Help-desks assisted by the Retired Officers



Xerox services offered by a handicapped person

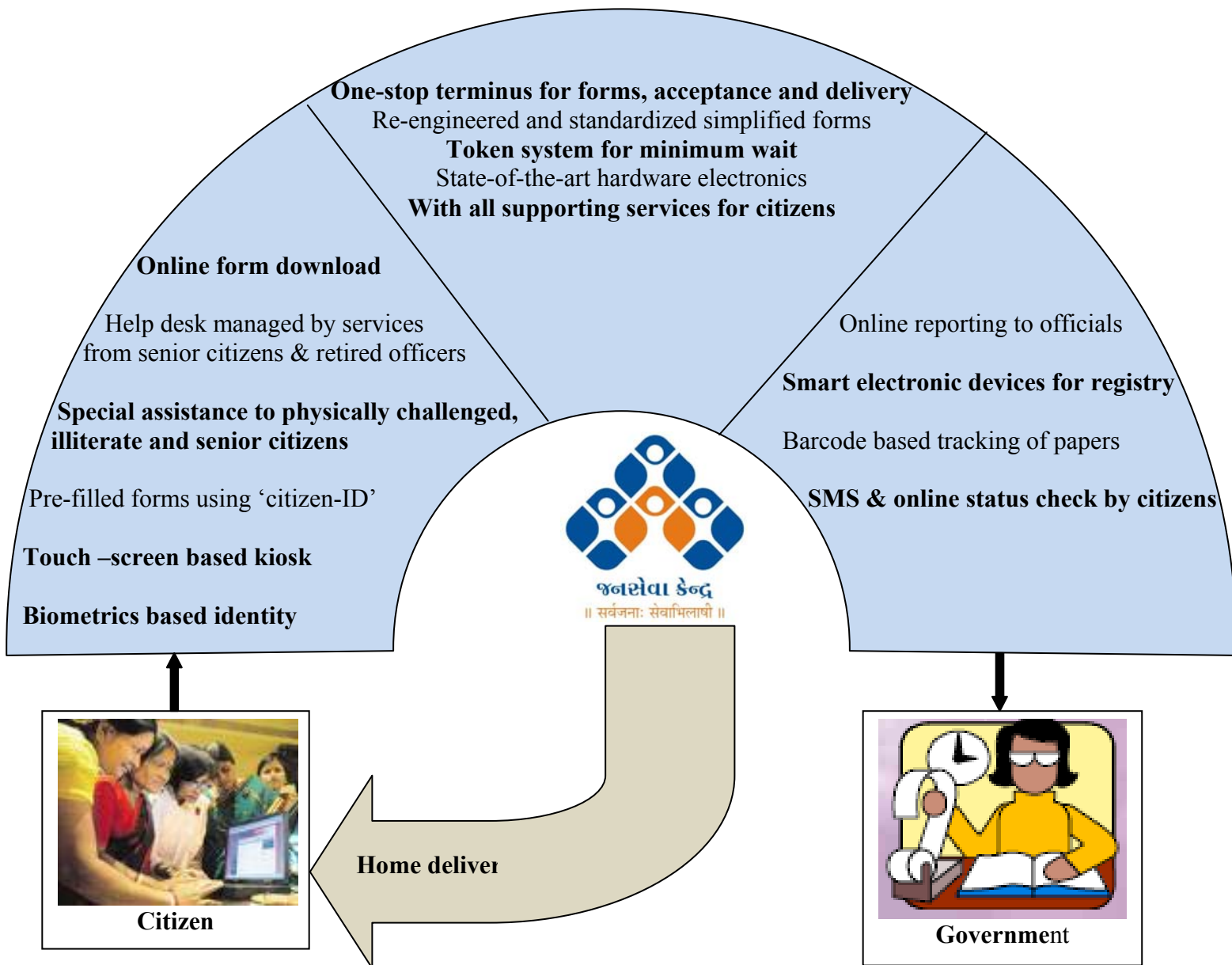


Instant Photos

## The Process

There are different *Application Forms* for the various services. All forms are in the local language and have been simplified for the convenience of the citizens. Each form contains details regarding the authority dealing with the application, and prescribed time limits for disposal; minimum required enclosures etc. Service Charge<sup>4</sup> of Rs. 20/- is levied for every tendered application.

The diagram below depicts the process flow at the JSK.



<sup>4</sup> Service Charge of Rs 20/- per application. No charges for poor persons. Revenue sharing per application is: Rs. 5/- towards software purchase, Rs. 9/- towards service costs and Rs. 6/- for Collectorate.

## Benefits from the innovation

### To the citizens

- (1) *All services at one location*
  - *One stop terminus* for over 97 types of wide ranging civic services with all supporting services. Home delivery of processed papers.
  - JSK is the front-end of the Collectorate. Inter-department follow up done by JSK and not by citizens.
  - Special counter for senior citizens and physically challenged people
- (2) *Queue free operations* - In-turn services, no queues, minimum wait time
- (3) *Elimination of agents or touts*
- (4) *Service to the remote villages at the door-steps of citizens*

Mobile van based services and village camps to reach out to citizens in remote areas. Internet based services are catered on spot.

- (5) *Time-bound completion of paperwork, Mobile Intimation*

Services completed in the prescribed time. Also, the applicants are informed by SMS upon completion.

- (6) *Tracking of work-in-process*  
Status check of applications by IVRS, SMS query, website or JSK help line.

### To the administration

- (1) *Increase in efficiency and convenience*
- (2) *Traceability, accountability and better control*

## Positive Outcomes Resulting from the Project

The JSK has brought in a new outlook among the people towards government institutions.

- ) **Significant change** in the perception of the common man about a government office. (This fact is reflected in over 95%

of several hundred feedbacks received from people during the past one year)

- > **Minimization of corruption** as there is a single, systems driven, computer-based front-end interface for the citizens.
- > **Transparency and Accountability:** ICT-based, anytime, automated and accurate alerts and responses to queries.
- > **Significant increase in the efficiency, Notable change in the attitude of the government officers**
- > **Increased speed of processing**
- > **Inclusivity** - VIPs and dignitaries as well as illiterate and under-privileged citizens of rural areas are all treated in systems-driven and Citizen-centric manner.
- > **Public Private Partnership** - The Collector marketed the concepts of people-centric administration to local industries, organizations who have partnered with the JSK initiative by way of direct contributions, sponsorships for stationery, advertisements, etc. This Project is thus an actual outcome of public - private partnership.

### **Recognition of the Project**

- Ms Sonal Mishra has been selected Finalist in the Stockholm Challenge Award 2008. (<http://event.stockholmchallenge.se/category/Public%20Administration>)
- Awarded the Dataquest e-Governance Champion Award 2008(<http://www.dqegovsummit.net>)
- On 3<sup>rd</sup> -5<sup>th</sup> April, 2007 high level technical team of empanelled consultants from 3i Infotech, Intel Solution Services, Wipro, PWC and TCIL on behalf of the **Department of Information Technology**, Gol assessed the project as a **Model Project in the country for the district level e-governance.**
- Nominated by the Govt. of Gujarat for the **Prime Minister's award for Excellence in Public Administration** for the year 07-08.

## **Sustainability & Replicability**

The JSK initiative has matured over a year and has disposed over more than 120,000 cases. It has continued to deliver despite the transfer of the Project Champion, Ms Sonal Mishra five months ago. Several hundred positive feedbacks from people and visiting dignitaries have strengthened the confidence in the system as a sustainable model. The work processes, the documentation, the technology are well in place. To ensure good financial viability, several add-on facilities and C2C services are being added to the JSK.

The JSK model is being replicated in different districts of Gujarat and it has the potential of being adopted for the different States after local customization. It has rightly been considered as a model for implementation in the districts by the Department of Information Technology, Govt. of India.