ASSESSING THE GATEWAYS OF e-GOVERNANCE IN DELHI

Submitted to

Centre for Civil Society

By

Cheistha Kochhar

Working Paper No 212

Summer Research Internship 2009

TABLE OF CONTENTS

INTRODUCTION

Extensive work and innumerable efforts have been taken by the Delhi government in the field of E-governance. As per the roadmap of the ICT Policy of Delhi, the government has been successful in taking ICT across all its departments, local and autonomous bodies and to the public. Today, the NCT of Delhi has 81 Websites for its various departments. However, the question of how many of them are actually functional and helpful will be answered later in the paper. More citizen-centric projects are in the pipeline. The state has developed a portal from which one can access individual departments.

In 2003, MCD launched a Citizen Service Bureau titled "Sugam Kendra", a one-stop kiosk to avail all the services offered by the government. Details of the same have been covered in this paper. Other projects include online registration for 11 kinds of certificates in the DC offices and for registration of societies, online registration of vehicles, etc.

There is also a plan for setting up a unified call centre for all departments of government of Delhi which will serve as a one-stop point for all queries on government schemes, status of applications, government structure, government services, places of tourist interest, etc.

To the extent it sounds good, is not the same till where it is actually all that efficient. Other than the main problem of only a handful of the citizens knowing about it, there are problems with the Citizen Service Bureaus- the gateways of e-governance to the public, which is what the paper seeks to analyse and provide feasible solutions.

OBJECTIVE

The paper aims to answer the following questions:-

1. Are the number and the facilities provided by the Citizen service Bureaus sufficient

2. Is the cost of a CSB more than its benefits

3. Are people aware of such centres, if not; why

If yes, how comfortable are they in using it

4. Can these centres and similar centres under the state government converge with the CSCs in NeGP; is there a overlapping that can be avoided

5. Role of local bodies

6. Comparison with Common Service Centres

7. Comparison with models under Mission Convergence

8. Are these centres also facing the brunt of the failure of E-governance

9. A better Model which seeks to inculcate the pros of status quo and eliminate the cons

The initiatives taken by the government, especially the Delhi government have been quite a few to enumerate. However, due to various reasons, the government departments haven't yet been able to computerise themselves sufficiently to be able to provide all the services to the citizens under one computer. On the other hand, majority of the citizens don't even know about what they have been offered and the ones which do don't know how to use it.

With these, and a lot more threats that e-governance faces in our country, such service centres haven't been much of a success and investing further in it without resolving these problems may be a sunk cost.

How do we turn it upside down and make it profitable, useful and efficient for all the people and departments is what this paper seeks to achieve.

Several such initiatives have been taken in various states under the ICT policy of India. Various nomenclatures e.g., Common Services Centre, ICT Kiosk, Community Information Centre, e-Community Centre, Rural Service Delivery Points, Village/Rural Knowledge Centre, etc. currently exist in the country for such Integrated Service Delivery Centres, providing similar services to citizens.

The initiative under Delhi is the 'Citizen Service Bureau'.

ABSTRACT

Under the ICT policy of the Indian government, there is a plan of setting up approximately Ten lakh Common Service Centres in the nation, across all parts.

As an initiative in the same regard, the Municipal Corporation of Delhi introduced 13 Citizen Service Bureaus/ "Sulabh Kendra" in Delhi as a one-stop-shop for the citizens to access all the facilities that they earlier could get only by physically travelling to a government department. It is all set to introduce 134 such CSBs in the capital, with one in each Ward.MCD has recently contracted out the project of building two thousand to 'Bartronics Ltd' within the next nine years, under the roof of a Public private Partnership with BOO model(Built-Own-Operate).

However, Citizen Service Centres and bureaus are terms only a very few have even heard of and exceptionally few have used it. In such a scenario, where it is envisaged as gateways of better governance for the citizens, these centres need to be researched and modified so as to be able to serve the purpose efficiently for which they were built.

STAKEHOLDER'S NEEDS AND EXPECTATIONS

In the process of drafting the vision of the State for e-governance and developing gateways for the same in the form of Citizen serice Bureaus/Sugam Kendra and centres, etc, needs and expectations of major stakeholders have been taken into account. These include citizens, businesses and other stakeholders consisting of government departments and related establishments, financial and educational institutions and NGOs. The various needs and expectations of these stakeholders are elaborated in the sections below:

Citizens

1.   The citizens of NCT of Delhi require the basic troika of infrastructural facilities of **water, power, transport**, that are high quality, modern and are accessible, available and affordable to all. They want a complete re-look into areas of water resources, civil supplies and urban development, and desire increased involvement of private sector into operations of these domains

2.   There is a need for better **Healthcare facilities** like Institutional deliveries, protection against prevalent diseases, family planning, AIDS control, care Housing, age related problems and protection against prevalent diseases, etc

3.   The citizens want the **education** to be available to all, contemporary and skill-centric with strong linkages to changing demands of the regional and global economies

4.   **Road and public transport infrastructure** needs to constantly updated according to the growing development in other sectors

5. As a high crime rate is a threat to the state, improvements are sought in providing a **safe and secure environment**

6. The youth of the state looks at government for more **Employment opportunities**, whereas the Senior Citizens & special segments of the society look at government for **Financial Support**

7. Citizens want the prompt and effective **disaster management system** in the State with inbuilt preemptory mechanisms. People desire that issue of social welfare be dealt via development plans based on contemporary socio-economic and behavioral studies ensuring maintenance of local identities and autonomies

8. There is a need for **timely delivery of quality government services at economical rates, possibly through a single window access promoting transparency and fairness while providing government services**

Businesses

1. Businesses desire the State Government to bring **efficiency** in its functioning and create a more **conducive environment for a competitive and vibrant market** in the State.

2. A **single window clearance** and **friendly administrative procedures** for conducting business is sought. Further simplification of procedures for assessing revenues, filing returns and obtaining refunds is required.

3. **Transparency** in dealer accounting process, procedures of enforcement agencies and a Consultative approach in policy making is also sought.

4. **Augmenting existing infrastructure** and creating more infrastructures for commercial activities. Capacity augmentation of parking facilities in commercials areas and creation of alternate corridor for movement of commercial vehicles. Facilitating the implementation of environmental policy and procedures in terms of waste disposal.

Government Departments

The lack of manpower resources and modern tools to transact with the stakeholders are hampering the government officers to effectively manage their respective mandates and this is resulting in common citizens not getting the benefits of various plans and policies. Access to contemporary and modern tools and technologies to aid in the process of plan and policy implementation, management and monitoring is paramount to the departments.

1. **Government process re-engineering** coupled with intelligent systems developed on the basis of incremental modernization is important need for the Government departments.

2. **Improved Interdepartmental co-ordination, sharing of information and common framework for administrative tasks** to remove duplicity of procedures and ride on common shared infrastructure of the Government.

Other Stakeholders

(NGOs, Bilateral and Multilateral donor agencies, Financial Institutions etc.)

1. Suitable policy initiatives for the beneficiary, rights empowering the NGO to undertake key activities, encouragement of donations and contributions through Tax rebates and deductions

2. Financial support services: Donations, soft loans for PPP programs and timely allocation of funds

3. **Transparency and clear communication**, enhanced information sharing.

4. Single window quick interface with no red-tapism

5. Protection of worker's rights and commensurate compensation structure

INTRODUCTION TO THE CITIZEN SERVICE BUREAUS

After we have looked at the needs of the various stakeholders in e-governance, we are now in a position to evaluate the Gateways Delhi government has planned to the stakeholders for accessing E-governance and its benefits.

The following section aims to answer the following questions in as much detail as possible and required:

1. What are they
2. Under whose jurisdiction and how well justified
3. What are their functions
4. What aren't their functions and why
5. Number of CSBs in Delhi vs the population
6. List of Delhi CSBs; how a location is decided
6. Budget
7. Co-ordination with local bodies like RWAs
8. Role of private sector
9. Reality Check

1. What are they, under whose jurisdiction and how well justified

MCD, with 97% of the Delhi population under them, started this unique path breaking IT initiative to deliver electronically its services to citizens of Delhi through a Citizen Service Bureau set up in each Zone. These Bureaus are run by a consortium of IT companies namely ECIL & Sark Systems Ltd. All these 12 Citizen Service Bureaus, one in each zone and one at Town Hall, are connected through RF Network with ISDN lines as back up. Further it is planned to open 134 CSB's (one in each ward).

The concept behind establishing Citizen Service Bureau is to provide all municipal services under one roof in air-conditioned comfort on payment of a very small transaction fee. The transaction fee that is charged for all municipal services, other than payment of property tax, depends on value of transaction. The table indicating transaction fee and the value of transaction is given below:

Value of Transaction (in Rs.)	Transaction Fee (in Rs.)
1-500	5/-
501-1,00,000	10/-
Over 1,00,000	100/-

MCD also proposes to connect senior officers, about 250 of them, and provide them e-mail through the same RF Network. This will enable all citizens to get in touch with officers for any complaints that they may have about our municipal services.

2. What are their functions

The services that have been offered in these Citizen Service Bureaus are as follows:

1. At Citizen Service Bureaus (CSB)

- Registration of births & deaths and issue of certificates
- Accepting applications for issue of all kinds of licences and issue of licences once the approval is received from the concerned office
- Booking of parks for holding private functions. For holding public functions you will have to go to the Zonal Deputy Director of Horticulture to obtain permission.
- Renewal of licences.
- Receiving all kinds of payments.

2. Over Internet

- Registration of information relating to births & deaths
- Applying for issue of licences
- Booking of parks
- Registration of complaints and their status
- Accepting payment of municipal due through use of credit cards over secure payment gateway.

3. At Crematoriums

- For your convenience, we have made arrangements to register deaths in computerized system at our six crematoriums in the first phase. These crematoriums are:
- Nigamboth Ghat, Kashmere Gate*
- Electric Crematorium, Bela Road
- Crematorium, Panchkuian Road
- Crematorium, Punjabi Bagh

- Crematorium, Subhash Nagar

- Crematorium, Sat Nagar

  * At Nigambodh Ghat MCD also issues death certificates for deaths that are registered at that particular cremation ground.

  Charges for the same have been given below, which is charged by the company to whom the centers are outsourced to be built and operated, currently which is Bartronics Pvt Ltd:

Type of Services	Description	Service Charge
A	Receipt of Payment	Rs. 7* per bill/transaction, if transaction amount is below Rs. 500 Rs. 12** per bill/transaction if transaction amount is equal or above Rs. 500
B	Receipt of Application Form for Issue of Certificates or Grievances	Rs. 5 per application form
C	Information Dissemination – after downloading and printing	Re. 1 per page of A4 size
	Sale of Printed & Prices Application Forms/Information Booklets	5% of cost of form subject to minimum of Re.1 per form
In case a citizen opts for delivery (at mentioned place of residence in application) of Certificate for application submitted to the respective CSB Centre then citizen will have to pay then applicable Speed Post Charges plus Rs. 5/- as handling charge		

Out of this Rs. 5 per transaction will go to the service provider i.e. ECIL-SARK; Rs. 2 as stationery cost to be printed on high security paper + cost of collection cash/cheque from CSB Centres + Service Tax

** Out of this Rs. 10 per transaction will go to the service provider i.e. ECIL-SARK; Rs 2 as stationery cost to be printed on high security paper + cost of collection cash/cheque from CSB Centres + Service Tax

3. What aren't their functions and why

The Citizen Service Bureaus don't provide any other service other than the ones under MCD. Though it has envisioned making it a one-stop-shop kiosk for the citizens where they can avail all the services available to them by the Delhi government under one roof, at present the 12 running CSBs and the 134 proposed CSBs intend to carry on with their current tasks, which are extremely limited in scope.The following are the services these bureaus intend to incorporate but have given no commitment:

➢ Receipt of Application for following certificates:

- o Registration of Marriage Certificate
- o Certificate of Schedule Caste (SC)
- o Other Backward Classes (OBC) Certificate
- o Surviving Member Certificate
- o Domicile of Delhi Certificate
- o Orders for Birth Certificate
- o Orders for Death Certificate
- o Handicap Certificate
- o Income Certificate
- o Nationality Certificate
- o Solvency Certificate

➢ Filing of grievances
➢ Grievances

➢ Receipt of Issue/Renewal of Trading License (Health)

➢ Receipt of Replacement Meters Applications

➢ Receipt of Payment of Bills

➢ Receipt of Filing of Grievances

➢ Receipt of new connection Applications

➢ Receipt of Factory License

However, on finding the different E-governance initiatives (services that are available online by the Delhi government), the ones which can be easibly and practically available at centres like the bureaus, or even the common service Centres or GRCs(discussed later in the paper), have been marked with an asterisks sign. It was noticed that out of every 20 services that can be provided to the citizens through such centres, only 1 is being provided/planned to be provided.. The table below shows the results:

S. No.	Name of the Initiative	Description	Status /Reach / Future Plan / Other details
Chief Electoral Office			
1.	Automation of Chief Electoral Office	Electoral Roll Management Software to manage Electoral Rolls & Issue of Photo Identity Card (EPIC) to the General Electors of NCT of Delhi through EPIC Software *	Online Services Currently include: 1. Facility to search for name* 2. Online slotting for preparation of EPIC (Developed by CMC)
Delhi Financial Corporation			
2.	Automation of Delhi Financial Corporation	Financial Accounting System Computerised S/w for calculation of interest and re-casting of customer ledgers for quicker	Developed by IDBI Intec

		issuance of NOC and final clearance of accounts.* S/w to support asset classification at year end.	
Delhi Jal Board			
3.	Automation of DJB	Water billing and cash collection has been computerised* Digitisation of water/sewer lines of Delhi using GIS*	• Further functionality planned: • Online Billing* • Online customer service / grievance handling* • Intranetworking of DJB Offices • Automation of sanction / installation / maintenance of water connection*
Delhi State Industrial Development Corporation Limited			
4.	Automation of DSIDC	Inventory management of 85 odd liquor shops Inventory Online Filing for applications for overseas employment bureau*	Other projects: Online Status of application of allottee for plots of different location Online ordering for home delivery of liquor* Internet based sale of Handicraft items* Integration of Information system at liquor shops
Delhi Tourism & Transportation Development Corporation Limited			
5.	Automation of DTTDC	Liquor Inventory Management System Financial Accounting System	Other Projects in progress: Tour Package Reservation through internet /Citizen Service Bureaus*
Delhi Transport Corporation			
6.	Automation of DTC	Computerisation of Bus Pass centres under PPP* DTC Website with updated information Automated Vehicle Tracking System	AVTS pilot completed, installed in 200 buses

		(AVTS)	
Directorate of Agricultural Marketing			
7.	Departmental Website	Daily Rates of agricultural produce is available online*	Rates updated on a daily basis*
District Administration			
8.	Land Records Computerisation (Indraprasha Bhoolekh)	Digitisation of all records of agricultural land completed and computerised ROR being issued Mutation module is under trial phase*	Proposed: Issue of ROR from Tehsil Office To make Khautani data of all villages available on web* Khasra Girdhawani (record of crops) directly into the system by Patwari (village revenue officer)*
9.	Registration of documents	Delivery of original document on same day Electronic record of transactions kept.	Proposed: Storage of scanned images of documents Issue of non encumbrance certificate by system Online availability of information on sale transactions of immovable properties / mortgaging of properties, etc.*
10	e-Dastavej (Certificate Issue Management System)	Backend process fully mapped Enables people to find status of their application using Internet, Telephone, or cell phone*	Filing of applications on line in progress*
District Courts			
11	Automation (Web Based)	Current Facilities: Filing of cases (both centralised and court room) Recording the daily proceeding of the case Preparation of Cause List Copies of orders/ judgements Pending Case Details*	In progress/Planned: Software for tracking complete life cycle of case* Tracking status of case online / via telephone* Storage Management and Inventory Control Systems Digitization of old records

		Online Services: Cause lists* Orders and judgements passed by district courts are available on website* Intranet base Personnel information System	
Directorate of Education			
12	Automation	Internet based system for HR & Finance, * Students: Data digitised, results online, admission online*	Running across 100 schools
Environment & Pollution Control			
13	Automation	Following online services are available: Projects sanctioned to various NGOs / research and academic institutions Status w. r. t. consent applications Supreme court orders regarding industrial pollution Information regarding pollution standards Status of authorisations of hospitals in respect of Bio-Medical Waste in Delhi	In Progress: Online submission of various application forms*
Department of Excise			
14	Automation	Current services: Automation of Issue of Transport/Import Permit* Application S/w containing 14 Modules Information on collection of various taxes computerised Issue / renewal of various licenses computerised*	In Progress: Online generation of Transport Permits Online payment of all taxes / duties* Online submission of information on entertainment tax collection by cinema halls*
Department of Food, Supplies and Consumer Affairs			
15	Ration Cards	Preparation of Computerised ration cards (Annapurna card – All 170 Cards; Antyodayacard – All 31,123	In Progress: Interlinking of AC offices with HQ

		cards; BPL Card – 4.06 lakh cards) Web based query to check the status of ration card (BPL)* Online submission of application for renewal of BPL cards*	
Department of Health and Family Welfare			
16	Department Website	Online Information on: Medical Facilities available in hospitals of Govt. of Delhi*	
17	Automation of Hospitals (GTB & GP Pant)	Feature include: Registration, Central Admission and Enquiry, etc.* Establishment of Medical Information* Centre and Medical Illustration Department. Computerisation of blood banks and online query and booking system	In Progress: Application s/w for non hospital components OPD registration in six hospitals on outsourced model.* Telemedicine linkage b/w central and peripheral hospitals as a pilot project Proposed: Development of Common Health Information System for Government of Delhi Computerisation of regional blood banks
Department of Industries			
18	Automation	Online Registration of Society, Partnership firms, Small Scale Industries, Lubricating oil & grease manufacturing / processing unit* Land Management & Loan Recovery* Online Status of Application for alternative Industrial Plot*	Computerisation of Group Insurance Scheme for Handloom Workers, Weavers Welfare scheme*
Department of Land & Building			
19	Land Acquisition Management System	Fully integrated web based system Entire process from receipt of indent to framing of award and handing over of land has been mapped* Complete electronic record of fund	Connecting land and building department and all land acquisition collectors on nine districts.

		received and disbursement made to land owners, including enhanced payment Monitoring of connected court cases	
20	Alternative Plot Allotment	Web based application software which shows status of required documents and those awaited from applicants* Decision of alternative plot allotment committee, Village wise list on which search can be made on name of applicant and file number*	
21	Housing loan recovery	Web based application s/w which maintains data on loan disbursed and repayment made Calculates liability for different types of loans given at different rates of interest All loanees can see their account on the net*	
22	Government House Allotment	Web based application system which maintains seniority, wait list etc. Allotment of allocation through this system*	
Municipal Corporation of Delhi			
23	Citizen Service Bureaus	Birth and Death Certificates (Also online) Factory License* Property Tax (Also online) Booking of parks and community halls (Also Online)	13 operational CSBs in Delhi. Proposed to be extended to 134 integrated CSBs*
24	Geographical Information System	GIS Cell being set-up for better management of property tax, collection of garbage and refuse and in planning for civic services in the long	Project is in development stage

		run	
New Delhi Municipal Council			
25	Automation	Grievance redressal using IVRS* Computerisation of: - issue of birth and death certificates - sanction of building plan (Online Application) and monitoring of unauthorised construction* - bills for electricity and water (Online Query Facility and application)* - property tax* - Palika parking* - Housing and estate department* - Health Licenses* - Vigilance department* Centralised Library Information System*	In Progress: -Citizen Facilitation Centre -Payment Gateway -Vehicle Tracking for Garbage Collection* -Integrated Health Service System - GIS System
26	Automation of Power Distribution System	Computerised availability based tariff project*	Project is in progress
27	Centralised File/Document Tracking System	Current status of file, letters of citizen of the citizen and VIP references, reports of the movement during last month/fortnight.	Project is in progress
Department of Pay & Accounts			
28	Automation	-Payroll & Accounts - Pension Management	Currently in 304 DDOs and 10 PAOs to be extended to remaining 12 Planned: WAN collecting all offices Online viewing of salary and other personnel information
Department of Planning			
29	e-Yojna	Application to monitor plan schemes being implemented by various departments of Govt. of NCT and local	

		bodies* Monitoring of resource position of Govt. of NCT of Delhi*	
Department for the prevention of Food Adulteration			
30	Automation	Web based application s/w is in use for monitoring public complaints, report on food sample lifted, etc	Proposed: Online publishing of results of samples*
Registrar of Co-operative Societies			
31	e-Sahkarita	Database of all societies having more than 12 lakh records made operational and dynamically linked to website Online Status tracking of new applications Details about Societies* Daily Cause list of cases of this office*	In Progress: Full computerisation of the RCS office Plugging of data gaps of elections, audit and arbitration.
Department of Sales Tax			
32	DOST – Application Software	- Computerisation of the process for registration, filing and processing return, details of taxes deposited, issue and receipt of forms, etc. * - Modules dealing with the assessment, recovery, law and judicial, enforcement and personnel information system are partially implemented -All offices connected via LAN	
33	Departmental Website	- Registered Sales Tax Dealers can view their tax, statutory form details and other dealers' particulars - People as well as taxpayers can file grievances online	
Department of Social Welfare			
34	Pension Disbursement	- 1,19,390 Old Age Pensioners are getting their pension to their bank/postal account through ECS - Status of payment in respect of old	Planned: - Integration of application software operating at districts - Software development of

		age pension scheme available on-line* - Web based missing child information system having name, age, photo, etc. - Application software for financial assistance schemes for widows, old age, pension, etc* - Online query on old age pension disbursement* - Online Query on other financial assistance disbursement*	institutional services if the department - IT education for inmates of correction homes* - IT education for children residing in slums and resettlement colonies*
Tihar Prison			
35	Automation	-LAN Connecting all seven jails, Hospital, Court Room and factory with Prison Headquarters - Prison Management System	In Process: - Visitor Management System - Hospital and Information Management System Planned: - Biometric Identification - Videoaconferecing
Department of Transport			
36	Automation	-Registration of Vehicles* -Road Tax Collection* -Issue of Driving License* -Issue of Permits* -Fitness of Commercial Vehicles* -Enforcement of Provision of Motor Vehicle ACT & Rules	In Progress: - Online Tax Clearance Certificate* - Smart Card based driving license - Online filing of driving license forms* - Online appointment for various types of work at Zonal Offices* - Computerisation of Inter State Bus Terminals
Government of NCT of Delhi*			
37	Web Portal	- Link to all departmental websites - Online registration of new Private vehicles - Information about old vehicles for buying selling purposes	

		- Tender Notice Information System - Online filing of applications for 11 certificates - Online birth, death, marriage certificate - Online booking of community halls/ parks -etc.	

4. Number of CSBs in Delhi vs the population, List of Delhi CSBs; how a location is decided

The criterion for deciding the location of the bureau is the zones at present. Each zone must have one CSB and in future, MCD has planned to construct 134 CSBs, one in each ward. On calculating the population and the number of such Bureaus, it was found that at present, for every 10, 65,423 people in Delhi, there is one Citizen Service Bureau. Even as per the roadmap of MCD, with 134 CSBs, there will be one bureau for every 1, 03,361 people, which is highly insufficient.

Also, the criterion for selecting the location needs a re-thought. As of now the number of colonies in each zone varies greatly, with 185 in south zone to 199 in North Zone to 87 in Central Zone. Hence assuming that one CSB per zone as sufficient can't be rational. The same continues in every ward too, with high variability. The following table shows the number of colonies in each zone and ward respectively, showing the amount of variability:

Name of Zone	NC*

City Zone	87
Central Zone	190
South Zone	185
Karol Bagh Zone	71
Sadar pahar ganj	59
West Zone	278
Civil lines zone	192
Sh. South Zone	269
Sh. North Zone	199
Narela Zone	167
Najafgarh Zone	445
Rohini Zone	187
Unclassified	5

Ward Name	NC*	Ward Name	NC	Ward Name	NC	Ward Name	NC
Adarsh Nagar	17	Hari Nagar	1	Manohar Park	1	Rana Pratap Bagh	22
Alipur	41	Harkesh Nagar	10	Matiala	81	Rana Pratap Nagar	18
Ambedkar Basti	5	Hastsal	14	Maujpur	7	Rithala	51
Anand Parbat	4	Hauz Khas	15	Mayur Vihar	11	Rohini	1
Anand Vihar	3	IP Extn	1	Meetha Pur	1	Rohini East	15
Ashok Vihar	5	Isapur	57	Mehrauli	25	Rohini South	24
Aya Nagar	1	Jaffrabad	4	Milap Nagar		Rohtas Nagar	1

Babar Pur	13	Jagat puri	36	Minto Road	2	Roshanpur	1
badarpur	34	Jama Masjid	5	Model Town	12	Saboli	9
Badi	4	Janakpuri	19	Moti Nagar	16	Sadar Bazar	9
Badli	23	Jangpura	10	Mundaka	5	Sagarpur	6
Bakhtawarpur	1	Jhilmil	1	Mustafabad	55	sagarpur west	22
Ballimaran	10	Kakrola	1	Nand Nagri	26	Sahibabad Daulat Pur	10
Balswa Jahagirpuri	6	Kalkaji	11	Nangal Raya	10	Said ul Ajaib	4
Bankner	2	Kamla Nagar	12	Nangli Sakravati	1	Saket	12
Bawana	31	Kanjhawala	61	Nangloi	42	Sangam Park	19
Bazar Sita Ram	6	Kanwar Singh Nagar	2	Naraina	6	Sangam Vihar	1
Beedanpura	8	Karala	1	Narela	28	Sarai Pipalthala	27
Bhagwanpur Khera	13	Karam Pura	16	NAzafgarh	1	Saraswati Vihar	6
Bharat Nagar	9	Karawal Nagar	12	New Ranjit Nagar	1	Seelampur	15
Bhogal	16	Kashmiri GAte	2	New Seema Puri	1	Seema Puri	2
Bijwasan	38	Kasturaba Nagar	1	Nithari	1	Sewa Nagar	10
Binda Pur	3	Kaundli	1	Nizamuddin	17	Shahdara	10
Budh Vihar	3	Keshav Puram	9	Okhla	34	Shahpur Jat	10
Burari	59	Khayala	13	Pahar Ganj	10	Shakarpur	6
Chandni Chowk	27	Kirari Suleman Nagar	1	Pahladpur Bangar	25	Shalimar Bagh	1
Chattarpur	28	Kishan Ganj	13	Paschim Vihar	14	Shastri Nagar	15
Civil Lines	11	Kohat Enclave	1	Patparganj	1	Shiv Vihar	1
Dabri	24	Kondli	7	Pipalthala	1	South Patel Nagar	20

Dallupra	8	Kotla Mubarak Pur	1	Pira Garhi	8	Sri Niwaspuri	10
Darya Ganj	10	Krishna Nagar	14	Pitam Pura	5	Subhas Nagar	14
Defence Colony	14	Lado Sarai	2	Pitampura North	1	Subzi Mandi	15
Deoli	7	Laxmi Nagar	21	Pooth Kalan	2	Sultanpur Majra	9
Dev Nagar	12	Libas Pur	2	Prahladpur, Bangar	15	Tagore Garden	12
Dilshad Garden	7	Madangir	5	Pratap Nagar	36	Tilak Nagar	9
Dr. Ambedkar Nagar	4	Madanpur Khadar	1	Preet Vihar	3	Timarpur	75
East of Kailash	1	Madhu Vihar	12	Pul Pehladpur	4	Tri Nagar	9
East Patel Nagar	6	Madipur	14	Push Vihar	6	Trilokpuri	3
G.T.B Nagar	19	Mahavir Enclave	4	Qadam Shariff	4	Tughlakabad	1
Gandhi Nagar	15	Mahipal Pur	24	Qasabpura	11	Usmanpur	26
Geeta Colony	12	Malka Ganj	1	R.K. Puram	11	Uttam Nagar	16
Ghonda	1	Malviya Nagar	18	Raghubar Pura	16	Vasant Vihar	9
Gokalpur	30	Manak Pura	13	Raghubir Nagar	9	Vikspuri East	1
Greater Kailash I	20	Manasarovar Garden	1	Rajendra Nagar	2	Village Huaz Rani	14
Greater Kailash II	10	Mandavali	9	Rajouri Garden	9	vishwas Nagar	1
Gulmohar Park	22	Manglapuri	6	Ram Nagar	11	Vivek Vihar	14
Guru Nanak Nagar	7	Manju Ka Tilla	1	Ramesh Nagar	13	Yamuna Vihar	15

*Number of Colonies

Hence if MCD is supplying citizens with CSBs, then the demand of that area must be taken into account. An analysis of the kind and the number of people living in each area is a vital area that MCD has ignored, and assuming evenness in areas by allocating one CSB in each ward/zone is highly irrational.

The addresses of the Bureaus that have been set up in each zone and Town Hall are as follows:

Name of Zone	Address of CSB
Central Zone	Property Tax Bldg., Ring Road, Lajpat Nagar-III, New Delhi.
South Zone	MCD Office, Green Park, Near Uphar Cinema, New Delhi.
West Zone	MCD Office, Rajouri Garden, New Delhi.
Rohini Zone	MCD Office, Sector-V, Rohini, Near Rajiv Gandhi Cancer Hospital, New Delhi.
City Zone	Under Ground Car Parking, Asaf Ali Road, New Delhi.
Sadar Paharganj Zone	MCD Office, Idgah Road, Sadar Paharganj, New Delhi.
Karol Bagh Zone	MCD Office, Desh Bandhu Gupta Road, Karol Bagh, New Delhi.
Civil Line Zone	MCD Office, 16, Rajpur Road, Civil Lines, Delhi
Najafgarh Zone	MCD Office, Main Najafgarh Road, New Delhi.
Narela Zone	Primary Health Center, Narela, Delhi
Shahdara North Zone	MCD Office, Near Shyam Lal College, Delhi.
Shahdara South Zone	MCD Office, Karkardooma Court, Delhi.
Town Hall	MCD Office, Town Hall, Chandni Chowk, Delhi.
Kalkaji	Community Centre Kalkaji near Krishna Market

GK-1	JE Store in front of E-344, GK-1
Vasant Vihar	JE Store near Guru Harikishan Public School Poorvi Marg, Vasant Vihar

5 Property Tax Collection Centres have also been established, addresses of these are as follows:

Name of the Centre	Address of the Centre
R K Puram	Near Sangam Cinema, R K Puram, New Delhi
Peetam Pura	Sector-17, MCD Building
Keshav Puram	Community Centre, Hathoda Park, Lawrence Road, Keshav Puram
Geeta Colony	House Tax Building, Block-18, Geeta Colony
Joshi Colony	Near Community Centre, Joshi Colony, Patparganj

6. Co-ordination with local bodies like RWAs

At present, RWAs haven't been involved at all for efficient operations of the Bureaus. On one hand where they ould have been a vital resource for the MCD to actually make their bureaus efficient and meaningful for the purpose for which they were set, that is bringing services to the citizen's doorsteps. On one hand, where the RWAs could have been a valuable asset for the MCD to actually make these bureaus efficient and driving them down to each citizen, the MCD has conveniently ignored the role of RWAs in better governance through these bureaus.

The following are the ways in which the RWAs could have contributed in better operations by the bureaus:

1. The RWAs can play a very proactive role in disseminating information to the people about what all services are available to them at the bureaus, so that they can access it without having to travel to the department and giving bribes, etc.

2. The RWAs could help MCD analyses the type and the number of people in their colony, and also that what portion of the population uses what all services that the bureaus offer. This will help take a more rational and demand-based decision regarding supply of CSBs in a particular area of Delhi than uniformly distributing it in each zone or ward. Hence this is one area that must be tapped. Also, the advantage this will have will be that it will also force a more organised structure in RWAs, which will also make their participation in other state decision making things like the master plan, more relevant.

7. Role of private sector

The Citizen Service Bureaus under the MCD are outsourced to private players under the BOO model. There are various forms of partnership that the government has to choose from while outsourcing the work to a private player, main ones of which are enlisted below:

1. Build-Own-Operate-Transfer (BOOT)**:** The service provider is responsible for design and construction, finance, operations, maintenance and commercial risks associated with the project. It owns the project throughout the concession period.
The asset is transferred back to the government at the end of the term, often at no cost.

2. Build-Own-Operate (BOO): Operates similarly to a BOOT project, except that the private sector owns the facility in perpetuity. The developer may be subject to

regulatory constraints on operations and, in some cases, pricing. The long term right to operate the facility provides the developer with significant financial incentive for the capital investment in the facility

3. Build-Own–Transfer (BOT): Operates similarly to a BOOT project, except that the private sector does not operate the facility after building the same

4. Build-Own-Maintain (BOM): Involves the private sector developer building, owning and maintaining a facility. The Government leases the facility and operates it using public sector staff

Presently these Bureaus are run by a consortium of IT companies namely **ECIL & Sark Systems Ltd** under BOO Model.

Details of the contract agreement are given in the annexure.

REALITY CHECK

There were two citizen service Bureaus which were studied as case studies to check the reality, namely the ones in Green Park and Vasant Vihar. The parameters on which the ureau was assessed on are compiled in the following table:

(i) GREEN PARK

S.No	Parameter	Results
1.	Number of operational years	Five(since 2004)
2.	Approximate number of visits per day	100-150
3.	Most Demanded service	Birth Certificates(App 75% asking for that)
4.	Approximate Revenue per day(for MCD)	1125
5.	Number of people under this ward	10,97,833
6.	% of people under their area accessing the services(per day)	0.01%
7.	Help desks	Not available
8.	Staff (w.r.t Directions they gave, language used, training received and awareness about the CSB functions)	Rude and unhelpful; not trained; didn't even know their PPP partner's name
9.	Number of operational Counters	2 out of 5
10.	Number of employees	3
11.	Seating capacity	12-15 people
12.	Services offered	1. Birth and Death certificate 2. Booking of parks and halls 3. Licence issuing and renewal
13.	Services that the counter person knew of	Birth and Death Certificates
14.	Any kind of database/register maintained	NO
15.	Location (within MCD)	Extremely difficult to find
16.	Promotional activity undertaken to make CSBs more accessed	No such initiatives undertaken

(CSB, Green park; placed in a very inaccessible corner with no signboards to direct people there)

(CSB, Green park; 2 operational counters, out of 5)

(ii) VASANT VIHAR

The Vasant Vihar CSB is not operational, with no substitute to replace it. Though it has been recently closed, the status shows as if it has been shut for years. However, MCD site shows Vasant Vihar as an operational CSB.

The picture below shows the scenario more clearly:

(CSB Vasant Vihar; shut only for 2 months but seems it was never functional)

COMMON SERVICE CENTRES

This section of the paper studies the Common Service centres, envisaged under the NeGP(National e-Governance Plan). It aims to answer the following heads/categories:

1. Brief description

2. Project description

3. Project genesis

4. Vision

5. Objectives

6. Stakeholders

7.Service provided

8. Implementation details

1. Brief Description

The Government of National Capital Territory of Delhi (GNCTD) has taken up an ambitious e-Government initiative with the project "Jeevan"/"Sarkar Aapke Dwar" which seeks to redefine public service delivery. Jeevan's focus is on significantly enhancing the quality of services available to the citizen and to enhance the ability of the citizens to interact with the Government on a regular basis with speed, convenience, transparency, certainty and accountability. All services are intended to be provided through a 'One-Stop-Shop' concept with 'Any-Time-Any-Where' facility

2. Project Description

As part of the project, the National Institute for Smart Government (NISG) undertook to provide Consulting services to identify the departments, conceptualize and design the citizen centric services that would be made available through CSCs, . NISG have done the need assessment, identified list of prioritized services to be launched through CSCs. Preparation of functional & technical architecture, business mode, RFP for selection of Implementation Agency also part of the consulting services. NISG also supported the GNCTD in evaluating the received bids. The key deliverables of NISG are:

- Need Assessment & List of prioritized Services
- Functional & Technology Architecture
- SLA Metrics
- Business Model
- Delivery Channel Strategy
- RFP for selection of Implementation Agency
- Support GNCTD in evaluation of Bids.

GNCTD has identified Citizen Service Centers (CSCs) (Single window service delivery channel for Government services) for enabling the citizens and businesses in the state to avail all the Government services at one place. This would be achieved through the deployment of approximately 500 centers and kiosks, where appropriate, throughout Delhi in all the wards.

3.Project Genesis

Government of India (GoI) has approved the National e-Governance Plan (NeGP) that seeks to lay the foundation for the long term growth of e-Governance in the country. NeGP is aimed at improving the quality, accessibility and effectiveness of Government services to citizens and businesses with the help of Information and Communication Technology (ICT). Considering the nature and scale of the e-Governance initiatives planned under NeGP, the role of the State Governments in managing these initiatives is seen as critical. The Government of National Capital Territory of Delhi (GNCTD) is keen on expanding the scope and role of e-Governance in the State. GNCTD recognizes the need of the citizens to access anytime anywhere services in an efficient, reliable and transparent manner while at the same time wishes to significantly improve the service delivery capability of the Government. To create wide spread deployment of e-Governance in Delhi, the Department of IT, GNCTD has engaged NISG as consultant for this project.

4. Vision

'Single window service delivery physical channels for Government to Citizen (G2C) & Government to Business (G2B) services for ensuring accessibility, convenience, transparency and timeliness in service delivery'.

5. Objectives

- The objectives of Jeevan portal include:
- To be a single window physical channel at every citizen's neighbourhood to provide easier
- Access to the current and complete Information related to the functions and services provided by GNCTD and its constituent departments to the citizens, businesses and other interested users
- To educate the citizens and businesses with access to information such as expected service fulfillment timelines for the Government services, business processes, applicable rules and legislations, key points of contact within the
- To empower and educate the citizens, businesses in the State about the schemes offered by the Government, eligibility requirements for availing these benefits & schemes etc.
- To provide services of Government to all citizens irrespective of demographics, accessible in their locality and social status, overcoming the barriers of digital-divide.
- To enable the Government departments and agencies to focus on their core functions and responsibilities by freeing them from the routine operations like collection of taxes & fees, issuing of certificates etc, and thereby enhance the overall productivity of the administrative machinery.

To enable the Government departments and agencies to focus on their core functions and responsibilities by freeing them from the routine operations like collection of taxes

& fees, issuing of certificates etc., and thereby enhance the overall productivity of the administrative machinery.

6. Stakeholders of the project

The key project stakeholders include the IT Secretary - GNCTD, participating departments of the Government of NCTD, implementation partners including the official bankers selected to provide Citizen services, business houses offering their services and finally citizens of the Delhi & National Capital Territory.

7. Services provided

The key services currently provided under Jeevan project include:

- Payment of water, electricity, telephone bills etc as well as receipt of applications for new connections related to such services.
- Payment of Holding tax
- Issue of birth/death certificates etc.
- Filing of grievances
- Issue/renewal of driving licenses
- Booking of railway and airline tickets.
- Payment of Telephone bills.
- Other B2C services

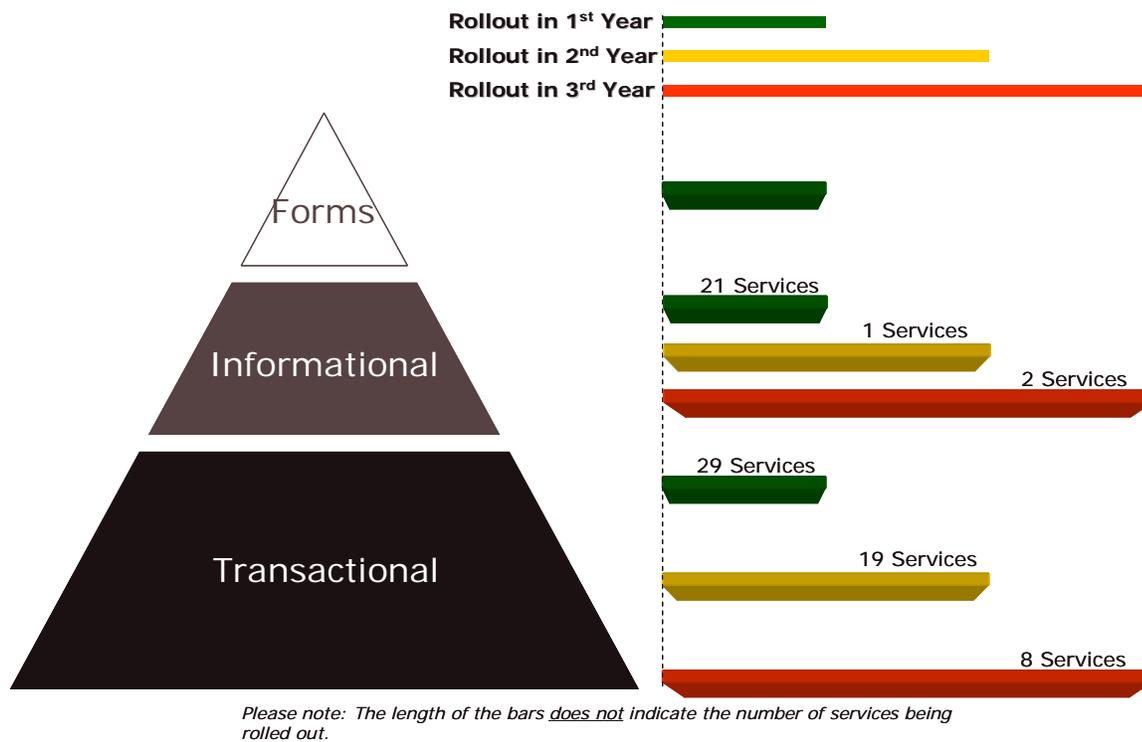Service Prioritization has been arrived at by rating the services on the following criteria:

- **Service Preparedness / Effort Required**

Service Preparedness is judged on the basis of effort required for providing the service through CSCs. The overall effort required is judged on the basis of effort required for putting in place IT systems, Process Re-engineering and Legal changes required.

Classification	IT	Process	Legal
H	Either no Automation or if in process will take > 2 years	GPR required for entire Department	Major Legislative changes required
M	Automation in progress expected to be completed within 1-2 years	GPR required specific to Service	Simple G.O. / Administrative order required
L	Currently Online / Backend Automated	No Major GPR requirements	No Legal changes required

- **Current Service Charges**. This consists of the following categories:
    - Charges levied by the Government for providing the services
    - Charges levied by existing CSC initiatives
- **Current Service Volumes**. This covers
    - Frequency of transactions
    - Transaction volumes
- **Current Service Levels**. This covers
    - Current mode of delivery (whether online/over the counter)
    - Time taken by the department to deliver the service

Based on the above we have prioritised the services, in terms of which services can be provided in the first year, second year or it is envisaged that it will three years or more to provide the service through the CSCs. A snapshot is of the number of services that can be rolled out is given below:

Rollout in 1st Year
Rollout in 2nd Year
Rollout in 3rd Year

Forms

Informational

Transactional

21 Services
1 Services
2 Services

29 Services
19 Services
8 Services

Please note: The length of the bars <u>does not</u> indicate the number of services being rolled out.

Forms to be provided in first year

8. Implementation Details

The Jeevan project is being implemented on a Build, Own, Operate & Transfer (BOOT) model. In the BOOT model, the IA obtains exclusive rights to finance,

build, operate, maintain, manage and collect transaction fees for a period of 6 years to recover his investment. At the end of 6 years, the title to all the equipment of the Jeevan Project, purchased, installed and operated by the IA including the hardware/software will transfer to the GNCTD.

The components of Jeevan projects are - Jeevan Portal, CSCs and Jeevan Data Center. These are interdependent on each other for achieving the overall integrated service delivery objectives. In addition, the project components are required to interoperate with the NIC State Unit to extend the services of the information systems hosted in Data Center to the Citizen Service Centers and other service delivery channels

The CSCs are categorized into three types. Type I and Type II (showcase), centers having a minimum of twelve and five counters respectively. Type III CSCs will have a minimum of one counter. The Type III CSCs are to be operated in a franchisees based model. A three phase strategy is adopted to implement the Jeevan project. In phase I includes the implementation of 45 services from 16 departments within first 16 departments, setting up of Jeevan Data center, operationalizing the Jeevan Portal. Phase II includes adding of 59 services from rest of the departments, further b2C services after PMU approval. This Phase II includes adding 5 services every month based on requirement, B2C services.

The CSCs will offer the services all through the year from 8 AM to 8 PM. Citizens can access any service from any center. The citizen centers are designed to handle redundancy, additional load, offline services and disaster recovery. Citizens and business entities can pay in cash or through card/cheque/demand draft. Queues are managed electronically in every center, which has seating space for visitors.

GNCTD selected M/s 3i Infotech as Implementing Agency through tender process.

MISSION COVERGENCE- DRC/GRC

This section of the paper discusses the access centres for citizens to the facilities available to them from the government. These centres were initiated under Mission convergence, working in cooperation with the civil society and NGOs. The section covers:

1. Brief introduction

2. Objectives

3. Mode of achieving objectives

4. Access routes to the citizens under mission convergence

      (a) Samajik Suvidha sangam

      (b) District resource Centre

      (c) Gender resource Centre

5. Reality Check

1. BRIEF INTRODUCTION

The Government of NCT of Delhi (GNCTD) is committed to improve the quality of life of its citizens especially the most vulnerable and disadvantaged sections of the society. For this, it has initiated Mission Convergence called Samajik Suvidha Sangam to converge various welfare entitlement schemes and services with the objective of making entitlements reach the poor through a single window system in a hassle free manner. Samajik Suvidha Sangam will be the interface between departments, DCs office and Nodal Agencies and NGOs. To fulfill the objective, Samajik Suvidha Sangam is engaging NGOs and CBOs in a partnership mode.

The mandate of the Mission is to bring together to a common platform the plethora of schemes to eliminate duplications,error records and strengthen the implementation mechanism by use of IT enabled system, rationalize administration, and incorporate partnerships with civil society organisations for more effective delivery. The long-term objective of this project is to package useful social sector welfare schemes focusing on empowerment of the vulnerable population together at delivery level thereby maximizing their impact and efficiently utilizing scarce financial resources through active involvement of community in a concerted and focused manner.

The Mission strives to enhance the visibility of schemes to all targeted communities; enhance the control/influence of the community/service recipient over the welfare schemes; strengthening the Organisations (GRC/NGOs/Government line Dept.) and its processes related to prompt service delivery; and incentivise and reinforce appropriate mechanisms for receiving/providing services.

2. OBJECTIVES

Global thinking on development now converges on the idea of making services for the poor work. The failure of welfare programs may not simply reflect failings of design, or the larger plan within which they are ensconced, but of issues within the local setting of service delivery. Upon its deliberations, the Government of NCT of Delhi (GNCTD) come to the considered view that it needs to reorient its strategic thinking with respect to implementation of social sector programs if it is to improve the quality of life of its citizens especially the most vulnerable and disadvantaged sections (women) of society. The current initiatives of the government are characterized by a multiplicity of initiatives, spread across over departments, with implementing agents often duplicating the efforts of the each other. This is further complicated by the fact that there are no converging nodes close to the point of service delivery.

For the needy citizen, who should have been the beneficiary of the Government's welfare thinking, such a situation translates into endless running to various government Departments, and engaging with procedures. The most vulnerable also lack the capacity to engage with the Government to access entitlements. Further, overview mechanisms fail to accurately estimate either the numbers or who the beneficiaries are. The writing on the wall is to simplify government, enhance its effectiveness at the field level, and increase citizen involvement.

To achieve this vision, the Government of Delhi has created **Samajik Suvidha Sangam**, registered as a Society for effective implementation of the objectives of the Mission convergence.

The initiation of the SANGAM Mission aims at convergence of various departmental efforts for bringing about positive change in the lives of the urban poor communities. It

is the intention of Government of National Capital Territory of Delhi to spend all available resources for the betterment of the urban poor.

To operationalise the convergence mission the specific objectives would be to:

(i) Enhance the visibility of social sector/welfare entitlement schemes to all targeted communities.

(ii) Enhance the control/influence of the community/service recipient over these schemes.

(iii) Strengthening the Organisations/Structures (DRC/GRC-SK/Government Line Dept) and its processes related to prompt service delivery.

(iv) Incentivise and reinforce appropriate mechanisms for receiving/providing services.

(v) Development of robust IT enabled MIS system for real time monitoring and tracking.

The mission will be achieving its goals by improving the key indicators as mentioned in the Delhi Development Goals:

Goal 1: Eradicate extreme poverty and hunger

Goal 2: Achieve universal elementary education

Goal 3: Promote gender equality and empower women

Goal 4: Reduce child mortality

Goal 5: Improve maternal health

Goal 6: Combat HIV/AIDS, malaria and other diseases

Goal 7: Ensure environmental sustainability

Goal 8: Strengthen Bhagidari

---

3. MODE OF ACHIEVING OBJECTIVES

The Government of Delhi has worked on a new set of criteria for defining poverty based on a multi dimension urban vulnerability index rather than relying on purely income criteria. These include most vulnerable who often have been denied welfare entitlement schemes for various reasons. A new survey called Samajik Suvidha Sangam Survey, 2008 has been carried out for the urban poor by involving the Civil Society Organisations and other agencies to develop a computerized common database.The computerized uniform database thus created will generate an unique ID for each individual covered under the survey with respect to their families. Hence, this unique ID will be the new identity of the individuals to access their entitlement benefits from the govt. schemes.The database so generated also helps the Government to plan for its social policies with realistic estimates of numbers, needs and geographic spread. Three factors are seen in determining vulnerability:

1.Location of stay	Houseless (including precariously housed), Non-Notified Slums, Notified Slum, Resettlement colonies (F, G, H colonies).
2.Social Vulnerability	Old people, Disabled people, Single women, Women Headed households, Single unprotected children, Child headed households and People with debilitating illness.
3.Occupational Vulnerability	[Rag picker, Construction Labour, Porters & *hamaals*, Casual daily wage labour, Street vendors/hawkers, Casual domestic workers, Cycle rickshaw drivers, Workers in small household enterprises, Workers in household industries.

4. ACCESS ROUTES TO CITIZENS UNDER MISION CONVERGENCE

(i) Samajik suvidha sangam

The Samajik Suvidha Sangam is registered as an autonomous society and is the main facilitating agency for the Mission Convergence for the different departments who currently operate various entitlement schemes. Samajik Suvidha Sangam will be the interface between departments, DCs office and Nodal Agencies and Field NGOs.

At the district level, the Deputy Commissioner heads the district nodes. The Deputy Commissioner through the help of Mission Convergence provide required secretariat, monitoring and other incidental assistance for smooth implementation of the Project. DC will be the head of this programme at the district level and will issue necessary instructions to all converging departments through the principal secretaries of the converging participating departments.

The line/field staff of all the converging schemes/departments would also directly report to respective DCs. Any interpretational or other matters in this regard will be resolved by the Empowered Committee, whose decision will final. Every department will also identify a district level nodal officer to assist the DC and Program Officer for smooth functioning and implementation of the project. The DC will have powers to review the progress, modify or improve the district micro-plan after every six months, and can request any partner department to improve/make changes in its delivery system.

Objectives of Samajik Suvidha Sangam is to:

1. Establish, manage, operate, maintain and facilitate the welfare programme throught the NCT of Delhi for providing welfare services in an integrated manner to the under-privileged citizens in an efficient, transparent, convenient, friendly and cost effective manner.

2. Identify and recomment the welfare services which can be provided in consultation and co-ordination with the converging departments.

3. Workout and implement the action plan for the welfare schemes in the NCT of Delhi in collaboration with the private sector, NGOs, or Public Private Partnership (PPP) or other innovative methods as per the requirements of the specific areas.

4. Rationalize and streamline the implementation of the schemes related with social services.

5. Generate awareness on the welfare schemes and programmes amongst masses.

6. Facilitate and promote public-private partnerships and community onership in efficient service delivery of social services.

7. Improve access of the poor to get the maximum benefits of the welfare schemes.

8. Promote women empoerment.

(ii)   District resource centres

District Resource Centres are District level structures of Mission Convergence (Samajik Suvidha Sangam) based at the office of the Deputy Commissioners of each district as 'front office' of the DC office, and act as a single window for the community for welfare entitlement/schemes. These will be lead interfaces between the community and the government departments, through the Deputy Commissioners and District nodal officers of the concerned departments, in consultation with GRC-Suvidha Kendras and DC office, and would give the beneficiaries a platform to discuss their grievances and seek immediate redressal.

These structures will also act as a Data base of knowledge and information on services, schemes and programmes of the Government and update it at regular intervals, disseminate information on various schemes and benefits through outreach and community mobilization.

List of District Resource Centers		
Sn	Name of DRCs	District
1	Nirmana	North-West
2	Prayatn	South-West
3	St. Stephen's Hospital	North-East
4	Prerna	Central
5	Urban Health Resource Center	North
6	Center For Advocacy & Research	South
7	Datamation Foundation	East
8	Hope Foundation	West
9	Prerna	New Delhi

The DRCs will be responsible for review and submission of completed forms with the help of GRC-Suvidha Kendras of their respective districts; for verification of the completed forms through the GRC-Suvidha Kendras; provide, access to benefits of the schemes of different department through single E-entitlement card.

These DRCs would also monitor and collate the district level report for the performance of community based structures of Samajik Suvidha Kendras of their respective districts.

Gender resource centres

The Mission Convergence incorporates the previous Gender Resource Centres, which function much nearer to the community, in its implementation structure and has added a Suvidha Kendra to each GRC, redefining the scope of a GRC viz. not only its name.

Essentially the Gender Resource Centre was formed to take care of all dimensions related to women empowerment in a holistic manner, and are envisaged as instrument to bring Social, Economic, and Legal empowerment of Women particularly those belonging to the under privileged sections of society.

The activities of Gender Resource Centre are to encompass Social Empowerment, Legal Rights, Economic Initiatives comprising of skill building, Micro enterprise and entrepreneurship Development, Health Aspects, Information Sharing and Networking Aspects, and Non formal functional literacy and Women empowerment.

The GRCs were established with the objectives:

- To act as a catalyst for making Delhi safe for women through social legal and economic empowerment
- To improve Health of women
- To impart skill for specific trades and to provide forward and backward linkages enabling women to be a part of productive work force obtain good remuneration.
- To provide facilities with linkages for school drop outs to return to mainstream and to provide non formal functional literacy

- To establish a mechanism for linking existing government schemes for women and to enable women to access it better.
- To raise awareness on issue of relevance and provide legal literacy about women rights.
- To set up a documentation center which will act as a clearinghouse for information of women and will work towards a system of affiliation of the organization working on the same issue

With Mission Convergence, GNCTD has decided to enhance the role of the GRCs so that it becomes a truly robust instrument of community outreach, with the SSK at each GRC becoming the first interface-'for the people of the community.

With the integration of SSS the scope of work, as well as the responsibilities of the GRCs, have increased. The GRC-Suvidha Kendra have,to look after the needs of the whole family, children, adolescents, youth, senior citizens, differently abled, etc, besides women who are already covered under GRCs. There has to be special emphasis on the most vulnerable people like the homeless, women and children headed families, families involved in certain trades like rag pickers, sex workers etc. NGOs role will include direct intervention through the existing GRC components like Health, Nutrition, Non-Formal Education training, Formation of Self Help Groups, Nutritional awareness etc and facilitator role like creating awareness about government entitlements and empowering them to come to SSKs to avail the benefits.

The SSK at each GRC becomes the first interface for the people of the community and is expected to fulfill the following responsibilities:

1.   The GRC-Suvidha is responsible for ensuring the authenticity of information captured during the household survey is being conducted to identify the vulnerable families to be assisted to avail their rightful entitlements.

2.   Involvement of formal and informal Community Based Structures structures, like Community Based Organizations (CBO), Resident Welfare Associations (RWA), Self Help Group (SHG) federations, Mandals, Mohalla Samitees etc. as integral part of all strategies for implementation of SSS

3.   Involvement of voluntary leadership, through formation of local management committee comprising of local community members, in decision making process for sustainable interventions in the community.

4.   Involve children and youth through formation and promotion of Youth and children clubs in the area of operation and provide a platform for exhibiting their talents their utilisation for community mobilization and IEC activities.

5.   The GRC should have a separate space earmarked for SSK -there has to be sufficient space for the staff and beneficiaries to transact their business. It should be easily accessible and have friendly ambience, and should have space for displaying IEC material distributed by PMU and MNGOs from time to time.

6.   Involving several outreach strategies, to ensure that its services reach the most vulnerable families, like -identifying outreach points in the community, developing Mobile kiosk points, that occupy less space and can be setup instantly in different locations on specific days in the community.

7.   Disseminating information about the facilities at SSK to the communities through regular meetings and IEC strategies to be conducted for which community mobilizers and SHG outreach worker have to be assigned srpecific responsibilities.

8.   Providing information through the information desk in SSK manned by thoroughly trained staff, expected to treat the community members with proper care and compassion, having thorough information of all government schemes implemented through Mission Convergence; their procedures, conditions and formalities. They should

be able to guide beneficiaries to complete the forms required for availing benefits. SSK is.

9. Ensuring the authenticity of information given by beneficiaries while completing various forms, through verification with the database of the survey conducted at the beginning, or through home visits in cases of discrepancies or lack of data.

10. The NGO will be responsible for managing the records of application received at SSK. There has to be proper documentation of all records, and it has to be made available for verification and inspection, and to be forwarded to DRC for further processing. The progress of applications has to be monitored and reported to the MNGOs and PMU in case of any difficulties.

11. To ensure reach to maximum number of families through their activities. The intention should be to broaden the benefits of schemes to more people.

12. The NGO should develop a robust Grievance Redressal Systems to handle the feedback and grievances of the community.

13. Each centre has to submit MIS reports as prescribed by MNGOs/DRC/PMU.

14. The NGO functionary to interface with DCs office (including the DRCs) on a regular basis and attend all important meetings called by Mission Convergence and Mother NGOs is envisaged.

Sr	Name of NGO	GRC-Suvidha Kendra Address	Catchment Areas
	SOUTH		
1	CASP	D-141/142, JJ Colony, Madanpur Khadar, New Delhi-110076	Madanpur Khadar JJ Colony
2	PRAYATAN	Opp. MCD Primary School, Next to New DC Public School, Raj Nagar, Ph-3, Madanpur Khadar, JJ Colony, New Delhi-110076 *	Okhla Industrial area Phase 2
3	JAI SHANKAR	B-210 /1	Madanpur Khadar Village, Abdul Fazal, Shaheen

	MEMORIAL CENTER	Near M. M. Public school, Near Samosa Chowk, Madanpur Khadar Extn., ND-76 *	Bagh, Jasola Village
4	HEALTH FITNESS SOCIETY	GRC Centre, II Floor, MCD Community Bhawan, DDA Flats, Kalkaji New Delhi-110019	Kalkaji and Govindpuri,Navjeevan camp,Bhumiheen camp,Nehru camp, Transit camp, Manav Sudhar Camp
5	SAAKAR OUTREACH	A124, Om Nagar, Harsh Vihar, Meethapur, Badarpur, New Delhi-110044	Molarband Village,Molarband Vistaar, Bilaspur Camp,Gaddha Colony, Jaitpur Part 1,Meethapur, Harsh Vihar
6	MAMTA HEALTH INSTITUTE FOR MOTHER & CHILD	265/16, Karnal Farm, Tigri, New Delhi	Tigri Slum
7	NEW OPPORTUNITIES FOR WOMEN (NOW)	B-1/(B), Hari Nagar, Ashram East, Near Shalimar Cinema, New Park, New Delhi-110014	Ashram,Hari Nagar, Sunlight Colony
8	KALYANAM	D-1/143, Babu Bhai Market, Ratia Marg, Sangam Vihar, New Delhi-110062	Sangam Vihar, I, J, K blocks
9	CASP PLAN PROJECT		Sangam Vihar, F-3 to J-3, G block, K-2, L, L-1. The Gurudwara at F-3 to serve as division point between casp plan and Kalyanam
10	EFRAH		Areas between Agra canal & Mathura Rd

11	NAV SRISHTI	H. No. 306, Village Neb Sarai, New Delhi 110068 Ph. 011-29534937 Email:- navsrishtidel@rediffmail.com	Neb Sarai,Maidan gadi,Rajpur village,Indira camp,Harijan basti, Chattarpur enclave
12	NAVJYOTI DEVELOPMENT SOCIETY	Basti Vikas Kendra, (behind Chawla Dhaba), C-38, Okhla Industrial area, Phase-II, New Delhi-110020. Tel (new) 011-26384186 & 011-26384187 Plot-E/33, New Sanjay Camp, Okhla Industrial area, Phase-I, New Delhi-110020	Okhla Industrial area Phase 1 (Bengali camp, Gola Kuan, Indra Kalyan, Churiya Mohalla, Mavi Mohalla, Allah Mohalla, Tehkhand)
13	SAAKAR OUTREACH		Ambedkar Nagar
14	SHAPE INDIA		Sara Kale Khan - Nizamuddin
15	JAMIA MILLIA ISLAMIA UNIVERSITY		Jamia Nagar
	EAST		
16	CARING FOUNDATION	C-465, Gali No. 23, Road No. 3, Mullah Colony, Ghiroli Extn., New Delhi	Mullah Colony, Ghiroli Extn. Ghiroli Dairy Farm, Ghiroli Village, Rajveer Colony, Kondli Village, Kondli Extn. Dallupura
17	ADHAAR	C-251, New Ashok Nagar, Near Water pump – Park, Vasundhara Enclave, Delhi-96, Ph. 24505560	New Ashok Nagar
18	AIWEFA	Office of the Distt. Social Welfare Officer (East), Block No. 10, Near Maharishi Valmiki College Geeta Colony, Delhi	Geeta Colony, JJ Clusters of Safeda and Budh Bazaar
19	DR. BHIM RAO	Basti Vikas Kendra, Block-13, 14,	Kalyanpuri,Kotla Village

	AMBEDKAR DALIT UTTHAN AVOM SHIKHA SAMITI	Kalyanpuri, New Delhi-110091	
20	DCVS	16/32, Bhikam Singh Colony, Vishwas Nagar, Delhi	Bholanath Nagar,Vishwas Nagar,Vishwas Nagar Extn,Bihari Colony,Kanti Nagar,Jhilmil Colony, Arjun Nagar East,Arya Nagar,Karkardooma Village
21	SAVERA SOCIAL WELFARE SOCIETY	Old B-15/3, West Vinod Nagar, Behind Mangalam Hospital, Delhi-110092	Mandawali,Joshi Colony, Vinod Nagar (West)
22	AMBA FOUNDATION	B-94/4 1st floor, Joshi Colony (near I.P.Extn), Mandawali, Delhi-110092	East Side of Hanuman Rd. upto Railway Track upto Engineers Apt, East Vinod nagar, Kalyanvas upto Khichripur Rd, karkadi Mod Rd. upto railway track and upto Ghazipur Rd.
23	SADIK MASHI MEDICAL SOCIAL SERVENT SOCIETY	1) Basti Vikas Kendra Block No. 09, Trilok Puri Delhi-91. 2) Basti Vikas Kendra Block No. 15-16, Trilok Puri Delhi-91 3) 11A/122,123 Trilok Puri Delhi-91.(Rented)	Block 1-35 Trilokpuri, Village Dalupura,Chila,Kotla
24	SAVERA SOCIAL WELFARE SOCIETY		Jagatpuri, Jitarpur, Anarkali colony, New Govindpura, Brijpuri, Mausam Vihar, Ghondli, Pandit park.
	WEST		
25	SAI CHARITABLE SOCIETY	N-57, Gurudwara Road, Mohan Garden, Uttam Nagar, New Delhi-110059	Shyam park, pratap ngr, rama park,DK road,kumhar colony,sainik enclave, Nawada, shakti vihar, ram dutt enclave, mansa ram park.

26	GARGEE	Community Centre, Tilak Vihar, Tilak Nagar, New Delhi-110018	Harijan Colony, Shahpura, Old sahibpura, Guru Nanak Nagar, Tilak vihar, keshopur gaon, choukhandi jj colony, krishna park, mahavir Nagar
27	SWAMI SIVANAND MEMORIAL INSTITUTE	Punjabi Bagh (East), Road No. 31, East Avenue, New Delhi-110026	Punjabi bagh, Karampura, Shakurpur, New Motinagar
28	WARUDA	D-165, Arya Samaj Road, Uttam Nagar, ND-59 Target Areas – Nand Ram Park, Shish Ram Park, Jeevan Park and Binda Pur	Target Areas – Nand Ram Park, Shish Ram Park, Jeevan Park and Binda Pur
29	MANCH	N-163, Raghuvir Nagar, New Delhi-110027	Raghubir Nagar,Kirti Nagar JJ Cluster, Khyala
30	ALL INDIA PARIVARTAN SEWA SAMITI	2190, Chaupal Wali Gali Shadi Kampur, West Patel Nagar, New Delhi-110008	Pandav Nagar,Kathputhli Colony,JJ Colony Ranjit Ngar,Inderpuri,Baljit Nagar,Prem,nagar,Baba Farid puri, Moulana Azad Colony, Sangam Colony (Patel Nagar)
31	GDS SOCIETY		Nangloi Jat,Naresh park extn,Amanpuri,Adyapak Nagar,Shriram park,Nihal vihar,Lekshmi park,Saini Vihar,Vandana Vihar, Chandan Vihar,Rao Vihar,Hanuman enclave,Shiv enclave,Asok Mohallah
32	STREE SHAKTI	Khasra No. 76, Nangloi Nagafgarh Road, Near MCD School, Opp. Shiv Mandir, Ranholla Village, New Delhi - 41	Ranhula Village,Tilankpur Kotla, Vikas nagar,Rizala garden
	SOUTH-WEST		
33	MAHILA VIKAS SANSTHAN	CB-64 A, Naraina, New Delhi	Naraina Village, Barrer Square, Sonia Camp, JJ Cluster Near Sangam Colony, Majdoor Kalyan Camp, Rajiv Gandhi Camp, Block-Z adjoining Naraina Vihar , Indra Camp, Inderpuri, Budh Vihar
34	MRYDO	A-64,Jai Vihar ,Phase –I Nazafgarh, New Delhi	Jai Vihar Ph-1 ,II,III , Baprola , Das Garden, Nirmal Vihar, Dhichon Enclave, Laxmi Vihar, Chanchal Park, Nangli Sakrawati, Nagli Vihar, nanda Encl ,

			Dairy Park
35	MANAV PAROPKARI SANSTHAN	Panchayat Ghar, Old Roshan Pura, Nazafgarh, New Delhi	Anaj Mandi, Anand Park, Prem Nagar, Gopal Nagar, Chawla, Roshanpura, Shyam Vihar, Shyam Enclave, Hira Park, Dindarpur, New Roshnpura, Old Roshanpura, Roshan Garden, Dharmpura ,Kamla Enclave, Laxmi Garden , Goyla Dairy /Goyla Village/Colonies
36	SC/ST WELFARE AND DEVELOPMENT SOCIETY	RZH-330B, Street No-11, Raj Nagar II , Palam Colony, New Delhi	JJ Colony Sec-7, Dwarka, Badiya Mohalla, Palam Village
37	URIDA	13, Kakrola Housing Complex, Old Palam Colony	Kakrola Village , Sec-15, 16, Bharat Vihar, Vikas Vihar, Tara Nagar, Patel Garden, Suraj Vihar
38	BAL VIKAS DHARA		Rangapuri Pahari, Ranga puri Nalapar,Masoodpur,Kishanpura, Kishanpura extn,Bandha camp,Israel camp,Sanakr camp,Kusumpur Pahadi
39	RAWAT	RZ - 222, Shiv Block, Raghu Nagar, Opp. Janak Cinema, Pankha Road, New Delhi - 110046 www.ngo-rawat.org, rawatorg@gmail.com, rawatorg@yahoo.com, Phones- 25382526, 9312412055	between Sagarpur palam rd and Shaheed Balwan Singh Solanki Marg including areas of sagarpur west,rajiv park, syndicate enclave,Vashsisht park, mangla puri phase 2
40	GUILD OF SERVICES	Munirka Kunj, Opp. D.K. Properties, Village Dinpur, Najafgarh, New Delhi 110043	Goyala Khurd,Qutub Vihar,Samta enclave, Tajpur Khurd,Chawla,Syam Vihar,Roshan pura (> 1lakh)
41	VIKASINI	39, Institutional Area, D-Block Janakpuri, Pankha Road, New Delhi-58	Brahampuri, Padam Basti, Saadh Nagar, Indra Park, Sagarpur East & Khajan Basti
	NORTH-EAST		
42	DATAMATION FOUNDATION CHARITABLE TRUST	H.No-1140, Lane No-37, Jaffrabad Delhi	Seelampur Jhuggis, Seelampur , Jaffrabad

43	ANCHAL CHARITABLE TRUST	House No-1187, Gali No-32, Jaffrabad, Seelampur Delhi	Welcome, Janta Colony
44	SAVE	E-49 , Jhilmil Colony	Jhilmil Colony, Jwalla Nagar, Kasturba Nagar, Mukesh Nagar, Rajiv Camp, Pratap , Shiva and Govind Khand , Vidhwa Colony, Ambedkar Camp , Vivek Vihar, Janta and Balmiki Basti
45	SEWA BHARAT	G-4/24, Sunder Nagari New Delhi-93	Sunder Nagari E,F,G,K,I,H,G,M,N,O, Blocks
46	DELHI BROTHER HOOD SOCIETY	Vidhya Sakshi Public School, F-46, Tukhmirpur, Dayalpur	Shiv Vihar, Ambedkar Nagar, Karawal Nagar, Sadatpur
47	ACTION INDIA		Seemapuri
48	NIRMANA		Sonia Vihar, Rajiv Nagar, Sri Ram Colony.
49	UHRC		Khajuri khas, Sherpur, Mustafabad, Nehru Vihar, Prem Vihar
50	CFAR		Mandoli, Saboli, Mandoli extn., Meet Nagar
51	SAYA		Nand Nagri, Amar Colony, Ashok Nagar, Areas between Ambedkar college & Ashok Nagar
	NORTH-WEST		
52	JEET	E-19, Sharma Colony, Budh Vihar Ph-II	Azad Colony, Kalu Colony, Harsh Dev Park, Mange Ram Park, Sharma Colony, Shyam Colony, Sector-24, Rohini, Veer Singh Colony, Chandu Colony, Budh Vihar I, Vijay Vihar
53	RAY WELFARE SOCIETY	H.NO.40, Sultanpur Majra, Main Road, Sultanpuri, Near Dharam kanta	Prem Nagar-1,2,3; Inder Enclave, Baljit Vihar, Gorav Vihar, Anand Vihar.
54	RAY WELFARE SOCIETY		Savda Gavra JJ Colony, Gavera Village, Savda Village, Upkar Colony, Savda Village, Nijampur Village
55	JAN JAGRITI EDUCATIONAL SOCIETY	F-7, Basti Vikas Kendra, Sultanpuri	Sultanpuri Resettlement Area, F1- F7, E1-E7, H1-H4, G and P Block, HGI and Labour Colony, 80 Gaj jhuggi, West Friend Enclave, Hari Enclave
56	BHARTIYA	Community Centre, K-Block,	Sakurpur Resettlement Colony,Sakur Basti

	NAVDEEP SAMITI	Shakurpur, Delhi	
57	DR. AVBM TRUST	Basti Vikas Kendra L-Block Mangolpuri Resettlement Colony New Delhi - 110 083 011-27010350	Mangolpuri(K-U,X)
58	EFICOR	House nos.93 – 97, B Block, Metro Vihar, Holambi Kalan, Delhi – 110082	Holambi Kalan, Metro Vihar, Bawana Industrial Area
59	JAN UTTAN SANGH	Basti vikas kendra (bvk), opposite a-103/2 ,a block, shaheed sukhdev nagar, wazirpur industrial area, Delhi -110052.	Wazirpur Industrial area, Wazirpur Resettlement Colony
60	NAVJYOTI INDIA FOUNDATION	E-2Y, DDA Flats(Punjabi camp), Block – A, Jahangiruri.	Jahangirpuri (Block A & adjoining area upto GT Rd, Block B, C, K, J, Metro Apt, Bhalaswa Vill., Sanjay enclave, Ramgarh)
61	NISHULAK MAHILA PRISHIKSHAN SAMITI		Mangolpuri(A-J & Y), JJ clusters
62	SAMPURNA	334, Gali no. 6, Chopal wali Gali, Shalamar Village	Shalamar village, Hydarpur
63	SOCIETY FOR SOCIAL SERVICES	D-463-64 Jahangir Puri Delhi-33 Ph. 01127632694-01127637512	Jahangirpuri (Block D, E, EE, F, G & H), Mahindra Park, Area upto Jahangirpuri Rd (South side), Azadpur Rd. (East Side), Outer Ring Road (North Side)
64	PRAYAS	A-Block Community Centre, JJ Resettlement Colony, Narela Road, Bawana, Delhi	JJ Resettlement Colony, Bawana
65	CHILD SURVIVAL	Community Centre, Pocket-11,	Narela Pocket -4,5,7,8,11,13,14,, Red & Yellow Flats , Kureni , Pana Paposhiya, Punjabi Mohalla,

	INDIA	Sector A-6, Narela	Pana Udyan, Mamurpur, Gandhi Ashram Colony, Punjabi Colony, Sanjay Colony
66	SAMARTH	Multipurpose Community Centre , Shahabad Daulatpur	All Blocks and Village , Shahabad Daulatpur
67	ARADHYA	A-379-80, Gujar Chowk, Bhalaswa Dairy	Balswa Dairy, Vishvnath , Kalander , B.D.P.Nagar,JJ Colony, Balswa , Rajiv Nagar, Shardanand Colony, Harijan Colony, Balswa Gaon
68	ANMOL		Prem Nagar-1,2,3; Inder Enclave, Baljit Vihar, Gorav Vihar, Anand Vihar.
69	JANHIT SOCIETY FOR SOCIAL WELFARE	D-9, Mahendru Enclave Near Hans Cinema Delhi- 110033	Lal Bagh, Azadpur
	CENTRAL		
70	SPOWAC	1st Floor, Community Centre, Sadar Thana Raod , Street No-11, Multani Danda, Paharganj	Multani Danda-Gali No-1 & 12 , Motia Khan, Saddar Baazar , Nabi Karim
71	INDIAN MEDICINE DEVELOPMENT TRUST		Lal Khua,GB Road,Bali maran,Chawari Bazar,Seeta ram bazar, Ajmeri Gate, Ross Av, Kh. Mir Dard, & JJ clusters along railway line
72	SUR NIRMAN EDUCATIONAL AND CULTURAL SOCIETY		Jama Masjid,Dariya Ganj,Matia Mahal, Turkman Gate,Delhi Gate, hospital area, Valmiki colony, I.T.O
	NEW DELHI		
73	SARTHAK	Multipurpose Community Centre , 1ST Floor,	Sanjay Camp, Vevekanand Camp, Sankar Camp, Bapu Dham, JJ Cluster Near Gole Market, JJ Cluster near Nagaland House, Near Khan Market, Near Zoo, Near Nahar Chand Khanan Market, JJ Cluster Near Nehru Stadium, Cluster Near Netaji Nagar, Cluster near Moti Bagh, Cluster Near Jam Nagar

			BapuDham Chankyapuri	
	NORTH			
74	BARD			Jhakira, Adjoining JJ cluster areas
75	SOUBAGAYA-ALL INDIA FOUNDATION FOR SOCIAL WORK			Inderlok JJ Clusters
76	DELHI SCHOOL OF SOCIAL WORK SOCIETY			Burari
77	NARI RAKSHA SAMITI			Majnu ka Tila, Aruna Nagar, Timarpur JJC, Indra Vikas Colony JJC, Harijan Colony.
78	NAVLOK			Burari Jharoda Majra, Jharoda Dairy, Bengali Colony, Kamal Vihar, Baba Nagar
79	PRAYAS			Wazirabad JJC, Gopalpur, JJC near Gandhi Vihar
80	EKTA SHIKSHA SANSTHA			Mukunpur, Sant Nagar, Tomar Colony.

REALITY CHECK

The GRC studied as case study to check the realityis sarthak, located in chanakyapuri. The parameters on which the GRC was assessed on are compiled in the following table:

(i) Sarthak, Chanakyapuri

S.No	Parameter	Results
1.	Number of operational years	One year, one month
2.	Approximate number of visits/enrolments per day	437
3.	Most Demanded service/skill	Embroidery and arts & Craft
4.	Approximate Revenue per day(for MCD)	Not for revenue; Expenditure per month by govt= 60,000
5.	Number of people under this GRC	31,14,806
6.	% of people under their area accessing the services(per day)	75%
7.	Help desks	Available and functional
8.	Staff (w.r.t Directions they gave, language used, training received and awareness about their functions)	Extremely helpful, fully aware, very cooperative and polite
9.	Number of operational Counters	6 out of 6
10.	Number of employees	12
11.	Seating capacity	20-25 people
12.	Services offered	1. Vocational courses 2. Schemes directed for rural women 3. Self Help Groups 4. Filling and submitting government forms and documents 5. Other services mentioned above in the section
13.	Services that the counter person knew	All of the above

	of	
14.	Any kind of database/register maintained	Yes, with the details of all the people under their area in a very systematic way
15.	Location (within MCD)	The board is hidden behind a tree, but inside the building, it's easy to find
16.	Promotional activity undertaken to make CSBs more accessed	Non-formal education centres in each colony under them

(GRC, Vasant Vihar; a lively environment with a helpful staff)

SUMMARY: KEY POINTS

PROBLEMS:

1. Extremely limited scope in services being provided; hence under utilization of the services being provided by such centres

2. Ill-maintained and misplaced centres, with a lot of difficulty being caused to the citizen to reach them

3. No database maintained, due to which each time a person comes, the details have to be re-filled

4. Lack of awareness amongst the people w.r.t knowing that whether such centres exist or not, and where, and for what

5. A lot of human and paper work, leading to inefficiencies

6. Non-involvement of local bodies like the RWAs to involve the people in efficient operations of the centres

7. Untrained staff, with very little knowledge about the work and as well as the way they should work in

8. A few CSBs have been closed down, but without any replacement

9. The centres are not only insufficient in number, but also there has been no rationalization behind deciding the location of a centre. It's based on geography than demand.

10. Still a lot of paper work is being done, instead of facilitating the citizens with a computerised governance.

RECOMMNEDATIONS

Though there is a Business Model that I'm working on, which can be replicated by corporations, and which doesn't require any new infrastructure but rather improves status quo,and that is the most feasible solution I see to this problem, there are a few immediate steps that the government can take to improve the situation. The model will be available by the end of October, 2009.

The possible and obvious solutions are:

1. More number of comprehensive centres with rationalized supply
   Not only should the number of centres be increased, but also the services they offer should be more comprehensive, inclusive and more facilititating for better governance. Also, there is no point increasing the supply, if the demand is not considered. So centres should be placed in areas with maximum demand, which can be found out after a detailed research.

2. Advertise
   Like the way a corporation advertises its new product in the market to get a customer base, the government needs to advertise the facilities and such centres which are available to the people, in a very efficient manner. For the same, outsourcing it to a advertisement company is the best option. If marketing language is to be used, theses centres need to be "sold" to the public for whom they are set up.

3. Certain areas, services and centres are overlapping. Studies should be made to analyse where they can merge and where they need to converge.

4. Regular maintenance of the centres is highly recommended, with functional air-conditioners, fans and lights, to ask for the least.

REFERENCES

1. http://www.mcdonline.gov.in/mcd/adds/Note_on_CSB.jsp
2. http://www.egovonline.net/articles/article-details.asp?Title=Municipalities&ArticalID=2289&Type=INSIGHT

3. http://www.hindu.com/2008/03/18/stories/2008031859351000.htm

4. http://news.webindia123.com/news/ar_showdetails.asp?id=712310511&cat=&n_date=20071231
5. http://www.delhi.gov.in/wps/wcm/connect/Web%20Content/common/latest_news/jeevan+citizen+service+center+innaugration

6. http://www.delhi.gov.in/DoIT/DoIT_IT/IT%20PDFs/csb.pdf

7. http://www.mit.gov.in/default.aspx?id=875

8. http://www.nisg.org/previewproject.php?client=0&id=127&PHPSESSID=66eff2c746d891dc36ea8e8969f1a500

9. http://www.mit.gov.in/default.aspx?id=115

10. http://www.mit.gov.in/default.aspx?id=115

11. http://www.infibeam.com/Books/info/gupta/promise-e-governance-operational-challenges/9780070583597.html

12. http://www.idrc.ca/fr/ev-68236-201-1-DO_TOPIC.html

13. http://www.nisg.org/previewproject.php?client=0&id=127&PHPSESSID=48b479465c4e6e94a5254a3c49898d6c

14. http://www.egovonline.net/articles/article-details.asp?Title=e-Delhi&ArticalID=1232&Type=REGIONAL%20FOCUS

15. http://answers.yahoo.com/question/index?qid=20071011000242AACbVcY

16. http://jeevandelhi.gov.in/portalweb/login/AboutUs_before.jsp

17. http://jeevandelhi.gov.in/portalweb/login/ContactUs_before.jsp

18. jeevandelhi.gov.in/

19. http://www.hinduonnet.com/businessline/2001/07/16/stories/14161825.htm
20. http://timesofindia.indiatimes.com/articleshow/msid-3266714,prtpage-1.cmshttp://timesofindia.indiatimes.com/articleshow/msid-3266714,prtpage-1.cms

21. http://www.egovonline.net/articles/article-details.asp?Title=Emerging-States&ArticalID=2290&Type=INSIGHT

22. http://www.bsesdelhi.com/new/may08/PressRelease_Apke_Dwar_Janakpuri%2027.html

23. http://karnal.nic.in/sarkar_dwar.htm

24. http://www.bartronicsindia.com/solutions/egovernance.html

25. http://www.amdaindia.org/contactus.asp

26. http://www.ilfsindia.com/projects1.asp?Category=2&Project=14&subLink=58