

# e-Mitra

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## ABSTRACT

e-Mitra, is an ambitious e-Governance initiative of Government of Rajasthan which is being implemented in all 32 Districts of the state using Public-Private Partnership (PPP) model for the convenience and transparency to the citizen to deliver the services almost at their door steps. It aims to use an e-platform to provide all Government information and services to rural and urban masses under one roof through centres and kiosks on a PPP model. The scope of services that can be provided through e-Mitra centres/kiosks is not limited to State Government domain but it may also include services of Central Government departments and also private sector organizations like LIC, BSNL, ICICI Prudential, Mobile phone service providers, Internet Café and many more. In private domain, it will provide services like cable TV, insurance, ticket booking, gram haat, tele-medicine, tele-education, Internet access, etc.

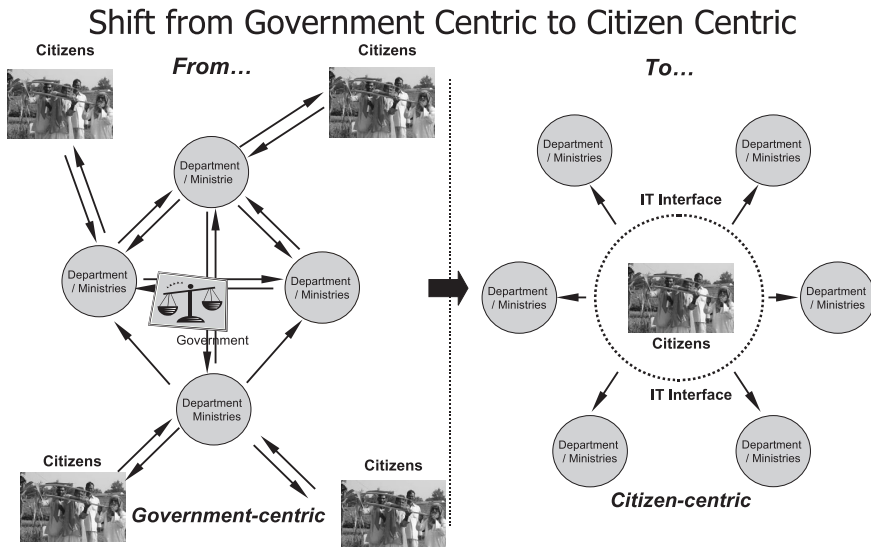
## 1. Introduction and Background

### *Project vision and objective*

A vision for Rajasthan defines that the State leverages information technology to attain a position of leadership and excellence in the information age and transforms itself into a knowledge society. The idea has been to use information technology to improve the quality of life of its residents and help them achieve higher incomes and employment. It also seeks to accelerate e-Governance at all levels of Government to improve the efficiency, transparency and accountability at the Government- citizen interface.

The vision of the State Government has been manifested through a series of well delineated steps beginning with launching a comprehensive IT Policy in the year 2000. The objectives of this policy were to:

Fig. 1



- promote Rajasthan as a preferred location for IT and ITeS industry,
- strengthen IT and telecom infrastructure,
- build core competencies in HRD,
- promote e-Governance

The objective of e-Mitra is to provide wide range of citizen friendly Services of different departments under one roof so that the citizens do not have to run around various departments. Its aim is to deploy information technology (IT) for the benefit of the masses.

## 1. Introduction

There are two major components of the **e-Mitra project**. One is Back Office processing and the other is Service Counters.

### *Back office*

- Includes computerization of participating departments and establishing an I.T. enabled hub in form of mini data centre at district level.
- The district level data centre (e-Mitra data centre) will be the platform on which customized software will run to ensure service access for citizen.
- The e-Mitra data centre will be managed by a Facility Management Service Provider (FMS) on behalf of the district e Governance Society (under the chairman ship of district collector).

- All the participating departments and service counters will hook on to e-Mitra data centre to make the system work.
- Financial resources for the purpose will have to be provided by government.

### *Service counters*

- The counters to be set up in rural area will be known as JanMitra kiosks and in the urban area LokMitra Centres.
- Citizen will get registered on the counter.
- Citizen will be able to avail of services related to multiple departments/organizations at the same counter.
- Right from deposition of application to financial transaction to final deliverable collection, every activity will take place at these counters. Only for the cases where there is some statutory requirement of personal verification, will the citizen be required to go to the concerned government functionary.
- As many activities as possible out of complete cycle will be I.T. enabled but where ever there are legal limitations, the activities will be carried out manually. The main objective is to prevent common man from harassment of running to multiple points in the government offices for getting his work done.
- To make this contact point efficient, either the interface will be through web or counters, which are managed by private partners (Local Service Providers).
- The service delivery will be on charge basis so as to make the system self-sustaining. For services that any government department/organization wants to avail of, like bill/taxes collection and awareness generation, the payment of service charges will be made by the concerned department. While in case of services which are rendered on citizen's demand, e.g., Caste Certificate, Death/Birth Certificate etc. the payment will be made by the citizen himself.

Besides the State Government domain services, LSP is encouraged to introduce additional citizen centric, Government-to-Citizen services and private sector services, for example:

- Central Government Services, e.g., services of Regional Passport Office
- Private sector services, e.g., sale of insurance services, loans, ATM services, mobile bill payment, credit cards and drop boxes
- STD/ISD
- Photocopy, fax and courier services
- Internet café
- Hospitality Services, e.g., coffee/tea/cold drinks counter, sale of movie tickets

*LSP can offer any number of services via the counter and kiosk except those services which are prohibited by Government. Given below is an indicative*

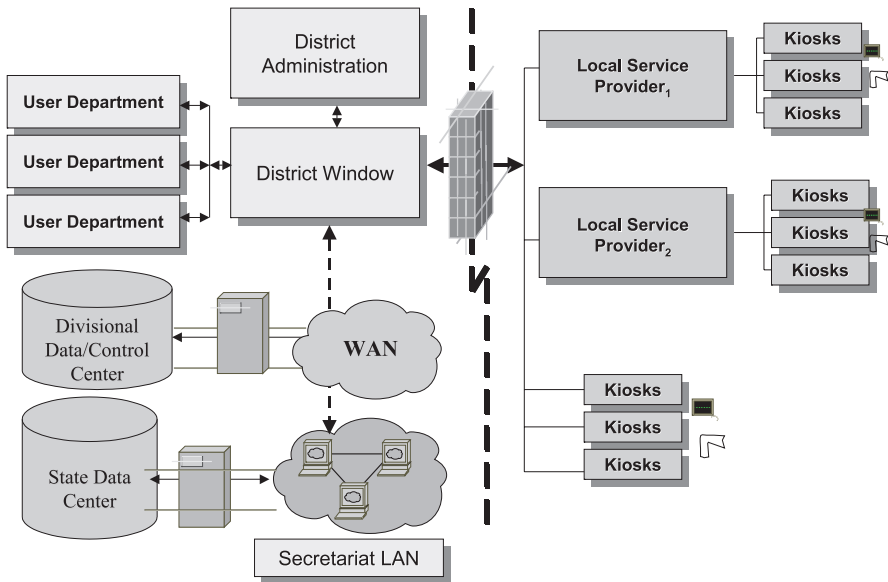
*list of prohibited services:*

- Sale of lottery tickets
- Gambling
- Any other services banned or restricted by GoR or Government of India or which is against the provisions of the law of the land.

## 2. Project Plan

The State's e-Governance framework developed by the government is represented as below:

**Fig. 2**



The e-Mitra project is an integral part of this framework. In the picture above, the left hand side depicts the integrated ICT infrastructure created and owned by the State Government. This will include state level and district level data centres interconnected with Secretariat Network and enterprise networks of various departments (District Collectorates, agriculture, registration and stamps , and transport departments.) over a statewide WAN. This is going to be the integrated IT enabled back office of the State Government.

The right hand side of the picture denotes the e-enabled service delivery channels of the e-Mitra model. Citizens are going to interface with the State Government through these access points. These e-Mitra front offices are going to be owned and operated by private partners on a sustainable revenue model.

### Stakeholders

Given below is the description of various stakeholders in the aforesaid e-Governance framework.

**Table 1**

Sl.	Role player	Relationship
1.	District e-Mitra Society	<ul style="list-style-type: none"> <li>– Main owner and driver of e-Mitra project in a district</li> <li>– Appointing authority of LSP</li> <li>– Will sign the SLA with the LSP</li> <li>– Will coordinate and monitor the functioning of LSP</li> <li>– Will be the owner of e-Mitra's main bank account. LSP will deposit all cash/cheques collected from citizens in this account. Society will thereafter forward the amount due to the concerned department.</li> <li>– Can inspect LSP's centres and authorized kiosks</li> <li>– Will issue guidelines for publicity material, uniform of LSP's counter personnel, etc.</li> <li>– Will vet all MIS reports generated by the LSP</li> </ul>
2.	District administration	<ul style="list-style-type: none"> <li>– District Collector will be the chairperson of e-Mitra Society</li> <li>– Will identify and provide space for LokMitra Centres in Government owned premises</li> <li>– Will allow and finalize conditions in case LSP wants to open LokMitra Centre at any place other than Government building</li> <li>– Will address all issues related to grievance redressal</li> </ul>
3.	Participating departments	<ul style="list-style-type: none"> <li>– Will provide base information in the form of printed manual data and in electronic format like master files, forms, procedures, etc.</li> <li>– LSP has to reconcile accounts with the participating departments</li> <li>– LSP will send the applications and related documents to the concerned participating department and follow up for any action required</li> </ul>
4.	Department of IT and C	<ul style="list-style-type: none"> <li>– Will ensure timely disposal of cases referred</li> <li>– Main trustee of the e-Mitra project</li> <li>– Developer of the e-Mitra application software including database structures</li> <li>– In case of any modification/enhancement</li> </ul>

**Table 1** (Continues...

Sl.	Role player	Relationship
5.	e-Mitra Data Centre	<p>required in e-Mitra application software, LSP will request e-Mitra Society which in turn will forward the same to DoIT and C.</p> <ul style="list-style-type: none"> <li>– Main hub for recording of all electronic transactions</li> <li>– LSP's centres and authorized kiosks will hook on to the e-Mitra Data Centre through appropriate medium for all transactions, data transmission, generation of MIS</li> <li>– All logins, passwords, authorizations for LSP and for its authorized counters will be maintained at e-Mitra Data Centres.</li> <li>– e-Mitra Data Centre will be under the control of district collector and will be governed by the policies laid out by DoITandC.</li> </ul>
6.	Counters (LokMitra Centres/JanMitra kiosks)	<ul style="list-style-type: none"> <li>– Owned or authorized by LSP</li> <li>– Will be set up by LSP or local entrepreneurs selected and authorized by the LSP</li> <li>– LSP will be accountable for working of its authorized counters in terms of SLA, security of financial transactions, document receipt and transmission, etc.</li> </ul>

### 3. Implementation Plan

With a view to deploy IT for the benefit of citizens of the State, the State Government of Rajasthan had launched two ambitious e-Governance projects in the year 2002, namely **LokMitra** and **JanMitra**. The pilot LokMitra centres were established at Jaipur and catered to the needs of the urban populace. The JanMitra project was piloted at Jhalawar and catered to the needs of the rural populace. These projects have provided an integrated e-platform through which urban and rural population of Rajasthan can get desired information and avail services related to various government departments under a single roof. The LokMitra-JanMitra operational model is a participative project having various stakeholders like District Administration, State Government Departments, NGOs, public sector organizations like BSNL, financial institutions and private entrepreneurs, etc.

The success of these initial pilots has now led the government to enhance and expand the scope of these projects, both in terms of geographical reach and number of services. This vision has given birth to the **e-Mitra Project**. The e-Mitra framework is based on integration of LokMitra and JanMitra

models in to a unified platform aimed at bringing Government closer to citizens in a '**multi-service**' - '**single-window**' mode.

LokMitra and JanMitra projects were launched to bring together all the departments under one single umbrella and give citizens of the State a '**multi-service**' - '**single-window**' experience. The key objectives were to:

- Provide for hassle free one-stop solution to the citizen
- Minimize multiple interaction points for the citizen and hence reduce the wastage of valuable time
- Provide for better turn around time in receipt, processing and issue of services
- Provide efficient and transparent contact point through private partnership.
- Increase access to Government services by providing Government at doorstep.
- Implementation of 'Right to Information' in right earnest.

LokMitra-JanMitra projects have significantly contributed to improved overall productivity of citizen because of the facility of anytime, anywhere services and information.

#### *Legal set-up-general (Applicable to both urban and rural areas)*

- LSP will set up registration Counters for registration of citizens where the process of registration gives a unique identity to a citizen. LSP shall also recruit necessary skilled and experienced manpower at its own cost in such numbers as may be necessary.
- LSP will pay all operational expenses like electricity and water bills and any other levies dues for the electricity consumed by it at the Centres and at its authorized kiosks.
- LSP will open at least one Central Back Office where all cash/cheques and other documents may be collected from its different counters. In case of rural areas this may be done at Tehsil level where day-end sorting and dispatching of forms/documents/material to the respective departments will be done.
- e-Mitra Society would have right to inspect and audit LSP's LokMitra Centre or any of its authorized kiosk.
- LSP could add private domain services other than government domain services to e-Mitra service basket for the sustainability of the model in conformity with law of the land and in conformity with guidelines issued by District Administration from time to time. LSP or its authorized Kiosk owner would be accountable for rendering these services..
- LSP shall not allow Government's data to be misused or abused by its personnel, and will protect it from being misused or copied by any of its employees. LSP will indemnify e-Mitra Society from any claim or suit for damages that may be filed against it for breach of privacy laws by LSP's employees or authorized personnel.

- LSP/Kiosk owner would maintain a hard copy record of all the transactions at his end for proper verification in case of misplacements and other mishaps.
- LSP will get the signatures of the authorized kiosk owners and its other functionaries authenticated with the e-Mitra Society. Copies of the signatures will be stored electronically in the e-Mitra database.

#### *Legal set-up-applicable for urban areas (LokMitra Centres)*

- The personnel deployed by LSP for duty in Centres will wear distinctive uniform and photo ID cards duly signed by the competent authority of the e-Mitra Society and as provided by the LSP.
- LSP will put up signage on Counters for guidance of visitors and the helpdesk shall deal with all the visitors in a polite manner and guide them appropriately.
- LSP will keep a complaint and suggestions book at a prominent place inside the LokMitra Centre to enable the members of the public to make complaints and suggestions in writing. This book will be sent to the Nodal Officer of e-Mitra Society every week for his perusal and such action as may be considered necessary.
- Wherever and whenever required, LSP shall provide suitable space and facilities at LokMitra Centres/kiosks for government functionaries.

#### *Applicable for kiosks*

- LSP would assist individual entrepreneurs in obtaining loan facility from the suitable agency for setting up Kiosks and would help Kiosk owner in procuring and installing required computer hardware and communication equipments. LSP would assist kiosk owner in training on e-Mitra application software.
- LSP would provide necessary connectivity in rural area for e-Mitra Kiosks to connect to e-Mitra data centre. It will also make fallback alternative connectivity arrangements between e-Mitra data centre and Centres so that minimal disruption is faced if the original link is down due to some technical problem. LSP would also arrange for standby H/W for the kiosk owner in case of hardware failure.
- LSP would arrange and help Kiosk owner in getting the telephone connectivity for e-Mitra Kiosks

#### *Financial set-up*

- In case of collection of payments of utility bills and other government levies, LSP will not charge the citizens any additional fee but will get the pre-decided service charges/transaction fees reimbursed from the department/organization concerned through e-Mitra Society.
- In case of all other services, the LSP would charge the pre-decided transaction fees from the citizen as decided by e-Mitra Society.



- LSP shall deposit, at the end of the working hours, money collected by its personnel at the Counters of Centres and kiosks with the e-Mitra bank account with details of payments collected. It shall retain its share of transaction fee and deposit the remaining amount with the bank. In respect of money collected through cheques, demand drafts and credit cards/debit cards or such electronic payments that might include transaction fee, e-Mitra Society will open an escrow account with its designated bank from where the amount collected as transaction fee will be credited to the LSP's account within 24 hours.
- LSP will carry out reconciliation of all financial transactions carried out by its centres and kiosks with e-Mitra Society and designated banks on weekly (or as may be required) basis.

### *Business modeling*

The LSP will be able to charge for services rendered through counters as per following schedule:

**Table 2**

Type of service	Amount	From
Utility bill payments and Government levies	Rs. 3.95	Concerned department
Grievances	Rs. 5.00	Citizen
Applications processing (caste certificate, birth and death certificate, land records, etc.)	Rs. 10.00	Citizen

## **4. Issues and their Solutions**

Online accessibility of stored information from remote locations to government officials to serve any citizen from a government office located in any part of the state.

LokMitra–JanMitra significantly contributes to improved overall productivity of the government officials as it ensures faster interaction instead of moving paper files and letters.

The information base of e-Governance integrated for the purpose of LokMitra–JanMitra helps planners and decision makers to perform extensive analysis of stored data to provide answers to the queries of the administrative cadre. This facilitates taking well-informed policy decisions for citizen facilitation and accessing their impact over the intended section of the population. This in turn helps them to formulate more effective strategies and policies for citizen facilitation.

LokMitra–JanMitra models use the integrated information approach for keeping all information at one place in electronic form.

To summarize, the issues and their solution may be depicted as below.

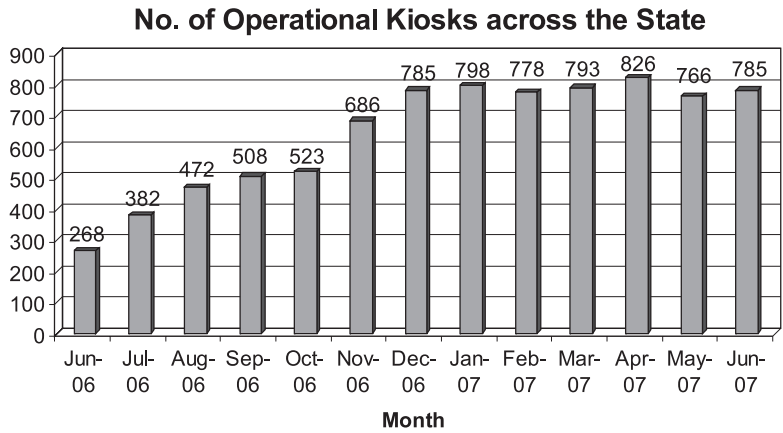
Table 3

Citizen/Business View	Government's View
Speedy service	Efficiency
Fair trial/audit-ability	Transparency
Accessibility/Spread/Regional language	Equity/Social justice/Inclusion
Affordability, value proposition	Cost effectiveness
User-friendliness, self-service	Simplicity
Interactivity	Responsiveness
Consultations, democratic	Participative
Trust	Security
Expect-ability	Consistency
Convenience, cost and time saving, citizen centric	Integration/Collaboration

5. Current Status

Till date the Project has been implemented in al the 32 districts and 800 kiosks are operational across the State. The graphical representation of the progress of the project is as under .

Fig. 3



The Government has already taken necessary steps to roll out CSC project in Rajasthan as an extension of e-Mitra project to increase the reach of e-Mitra at village level. NeGP and MMP of the department are also making route to e-Mitra services basket. e-Mitra is also considered as attractive option by various private partner for enjoying the benefit of ever increasing footfall in e-Mitra Centres.

Fig. 4

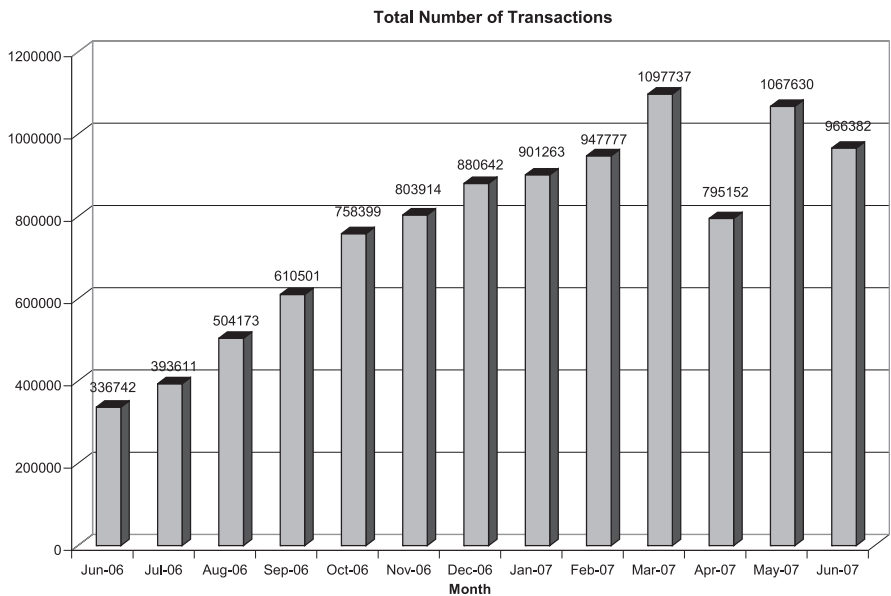


Fig. 5

