16. GOVERNANCE, ACCOUNTABILITY AND TRANSPARENCY
Introduction

“Tamil Nadu will nurture a culture of responsive and transparent Governance that ensures progress, security, and equal opportunity to all stakeholders “

- Vision Tamil Nadu 2023

Governance relates to the management of all such processes that, in any society define the environment which permits and enables individuals to raise their capacity levels, on one hand, and provide opportunities to realize their potential and enlarge the set of available choices, on the other. The State is responsible for creating a conducive environment for building individual capabilities and encouraging private initiatives.

Efficient governance requires efficient institutions and the efficiency and effectiveness of institutions, in turn, depend on their adopted delivery mechanism and the supportive framework of rules and procedures. Each of these needs to work in harmony with the other to discharge the functions for which the institutions have been created. Only then one would expect the institutions to fulfill their stated objectives and carry out their assigned responsibilities in managing the affairs of the society. Agenda for improving governance includes improved participation of people, effective decentralization of governance, involvement of civil society especially voluntary organizations and the crucial right to information.

The agenda also includes civil service reforms, reform of revenue system, judicial reforms with a view to hastening the process of delivery of justice. The operational decisions that would lead to better governance are as follows:

(a) Stability of tenure
(b) Transparency and Curtailing the menace of Corruption
(c) Controlling expansion of bureaucracy and improving the productivity
(d) Involvement of NGOs/ community in Government programmes
(e) Strengthening of Panchayat Raj Institutions (PRIs) and decentralization of Planning  
(f) Promoting use of IT  
(g) Effective monitoring of development programmes  
(h) ‘Single window clearance’ procedures and ‘Investor assistance cells’  
(i) Human Resource Development

**Need for Good Governance**

The Twelfth Five Year Plan aims to recognize the need for good governance to achieve more inclusive, sustainable and accelerated growth for overall development. Effective service delivery mechanisms, more transparency and accountability in the functioning of the state and corruption free administration could contribute to achieve the desired goals to eradicate poverty, unemployment and other serious problems which are faced today. It is recognized that the good governance includes the following distinct dimensions:

- A feature of good governance is the constitutionally protected right to elect government at various levels in a fair manner, with effective participation by all sections of the population.
- Government at all levels must be accountable, transparent and corruption free.
- Government must be effective and efficient in delivering the social and economic public services, which are its primary responsibility. This requires constant monitoring and attention to design the programmes.
- Governments at lower levels can only function efficiently if they are empowered to do so.

“Governance is (i) the process by which governments are selected, held accountable, monitored, and replaced (ii) the capacity of Governments to manage resources efficiently, and to formulate, implement, and enforce sound policies and regulations; and (iii) the respect for the institutions that govern economic and social interactions among them”.

-Kaufmann, Recanatini and Biletsky, World Bank.

An overarching requirement is that the rule of law must be firmly established. This is relevant not only for relations between the government and individuals but also enables the individuals to demand their legitimate rights. Finally, the entire system must function in a manner, which appears to be fair and inclusive.

The Department of Administrative Reforms and Public Grievances have proposed a framework for good governance in the form of a Code of Governance. The main components of this Code are: (i) improving Service Delivery; (ii) Development of Programmes for Weaker sections and Backward Areas; (iii) Technology and System Improvement; (iv) Financial Management and Budget Sanctity; (v) Accountability and Transparency; (vi) Public Service Morale & Anti-Corruption; and (vii) Incentivising Reforms.

The State needs to focus more on these issues during the Twelfth Plan period and tune up the administration at all levels to meet the desired goals. The specific initiatives will be discussed in detail.

**e-Governance**

The objective of the e-Governance system is to ensure responsive and transparent governance, which will ensure that the citizens are provided with equal opportunities and the means to access the facilities. Improving the quality of governance and transparency in the working of the
government institutions is both an outcome of the vision and an important enabler in achieving the vision. The role of the government would be one of a policy maker, facilitator and regulator. Tamil Nadu will create strong and independent institutions that ensure the regulation and management of the different sectors. The state will also bridge the urban-rural digital divide by providing high speed broadband connectivity to every village. The common service centres operating in rural areas will be extended to cover the entire state facilitating easy interface between the citizen and the government. The state will also have a strong e-governance framework where the web will be the interface between the citizen and the government. All transactional and information requirements of the citizens will be satisfied through an electronic interface obviating the necessity to visit government offices.

Tamil Nadu is a front-runner among the States in ICT enabled Governance, by successfully implementing various e-Governance programmes of the State Government and also the schemes under the National e-Governance Plan (NeGP). It is planned to ensure that the services are made available to the common man in his locality through common service delivery outlets with efficiency, transparency and reliability.

Building on the various levels of computerisation which have been achieved by several departments, the State has decided to select the departments having high level Citizen-Government interface, for comprehensive computerisation with process re-engineering on a mission mode.

e-Governance initiatives will improve delivery of services to citizens, business and employees, and will also engender re-engineering Government processes, making it more efficient and increasing transparency in the working of the government departments. This will ultimately enable the transition of our society to an empowered society. It is proposed to take a giant stride towards providing transparent, efficient and speedy service in Governance by taking advantage of ICT tools.

Infusion of technology and bringing in world class ambience will naturally bring about a shift in attitude among our Government servants to work for and serve the citizens. The vision is to ensure that the citizen should not visit any Government office for any service rather he/she should be able to avail these services through the internet. The web should be the interface for the citizen with the Government for availing routine Government Services. A focused public policy with a guided approach is necessary to improve the productivity levels within the Government. It is proposed to bring in a comprehensive e-Governance policy to provide visible parameters and a clear vision for Governance.

**Tamil Nadu e-Governance Agency (TNeGA)**

Tamil Nadu e-Governance Agency (TNeGA) is a State Nodal Agency for all e-Governance initiatives of the Government of India. It also acts as the support agency of the Government of Tamil Nadu in all areas of e-Governance and help in Programme Management of the schemes with Capacity Building.

- The Tamil Nadu e-Governance Agency (TNeGA) has been functioning to spearhead the e-governance initiatives of the Government departments.
- State e-Mission Team (SeMT) is sponsored by Government of India and functioning under TNeGA. The SeMT is handholding all the departments to initiate e-services.
- Project e-Mission Team (PeMT) is formulated in the Mission Mode Departments (MMD) for Project level support.
- The Agency would be strengthened and developed into a Resource Centre on e-governance initiatives.
E-Governance Projects

Pilot e-District

Districts are the primary delivery channels for Government administration to deliver a large number of services to the citizens; therefore e-Governance can significantly improve Government service delivery at the grass root level. e-District has been envisaged by Government of Tamil Nadu as automation of workflow and internal processes of District Administration with the possibility of seamless integration of various departments including Revenue, Adi Dravidar and Tribal Welfare, Backward Classes & Most Backward Classes Welfare, Social Welfare, etc., for providing services to the citizens. This project is of paramount importance to Government as it would help in creating an automated workflow system for the district administration and help in providing efficient department services. This is implemented initially in the five districts of Ariyalur, Perambalur, Coimbatore, Tiruvarur and Krishnagiri. The Nilgiris District has also been included as Pilot e-District. Under this project the District Collectorates, Revenue Divisional offices and Taluk offices/ Block Development offices are computerized and connected by State Data Centre through Tamil Nadu State Wide Area Network. Hardware have been supplied and installed in all these offices. The Revenue Inspectors and the VAOs would also be provided with computers. Several applications have been developed for delivery of Government services through internet and Common Service Centre. Under the e-District Project, the services of various departments are provided to the citizens.

Common Service Centres (CSCs)

Realizing the basic needs of the common man the State has taken steps to provide all Government Services to the common man in his locality through common service delivery outlets and ensure efficiency, transparency and reliability of such services at affordable costs. Accordingly, the State is taking steps to establish sufficient number of Common Service Centres in rural areas.

Capacity Building

The Capacity Building scheme is intended to draw e-Governance roadmap for departments and Training component for Government Officials to self-sustain the e-Governance projects. There are certain Mission Mode Departments identified by Government and roadmap have been prepared. Various levels of Training like e-Governance Sensitization, Project Management, Computer orientation program are covered. A State e-Mission Team (SeMT) has been created in TNeGA with a group of Consultants to assist the Government in implementing Capacity Building.

State e-Mission Team (SeMT)

SeMT is established to help the line departments to implement their e-Governance initiatives that are aligned with NeGP goals. SeMT will act as an internal advisory body to all mission mode departments and work closely. The following are the functions of the State e- Mission Team:

- SeMT will assist the department in the creation of Project e-Mission Team or e-Team to augment the rollout of citizen services in online modes and through CSCs.
- Help department to create e-Governance road map and departmental e-Governance action plan with time line for roll out of all its citizen services phase by phase through online and CSCs.
- Assist the departmental employees in building their capacity to handle all the rollout of services through online and CSC modes in specific time frame by taking complete ownership.
Department-wise e-Governance Initiatives

Adi Dravidar & Tribal Welfare Department

A web based scholarship system for Adi Dravidar & Tribal Welfare Department is in operation. The system has been implemented in all the Districts covering 3,470 institutions benefiting more than 2.60 lakh students.

Agriculture Department

Tamil Nadu Agriculture Information Service Network (AGRISNET) is web portal of Agriculture department which provides updated information. e-governance in agriculture keep farming community on knowledge updation of latest farm crop technologies and other cultivation approaches through new initiatives such as Farm Crop Management System (FCMS), Touch Screen Kiosks, new software modules-such as farmers data base collection through mobile application, agro advisory services, farmers data updation through Interactive Voice Response (IVR), Scheme Benefit Tracking System and Online booking of Farm machinery hiring system for effective farm planning, management of inputs and speedy transfer of extension activities under AGRISNET platform. (http://www.tnagrisnet.tn.gov.in/ website /index.php)

Animal Husbandry, Dairying & Fisheries Department

In order to ensure the safety and security of the fishermen venturing into high seas, the Government of Tamil Nadu have introduced “Seamless Radio Communication Network” by fixing Very High Frequency (VHF) set fitted with Global Positioning System (GPS) in each fishing craft. Under this scheme, installation of seamless communication network in 13 coastal districts would be undertaken in two phases. Three base stations along with High mast towers at Pamban, Thondi and Chinna Erwadi have been established. Hand held marine VHF radios will also be distributed to the fishermen for safety.

BC,MBC & Minorities Welfare Department

The District Backward Classes Welfare offices in the pilot e-Districts have been computerized making the grant of Post-metric scholarships to Backward Classes and Most Backward Classes students totally online. The students by using their ID can verify the status of their application at any Common Service Centre. This transparent approach enables the department to know the number of scholarships granted/ pending and also resolve any grievances of the students.

Free Cycles Distribution has been extended to IX std and ITI students of BC & MBC Communities. All the Government and Government aided schools can directly log into the system and feed the information of the students enrolled in their schools. This application paves way for expeditious and easy assessment of the requirement, procuring and monitoring the distribution.

Co-operation, Food & Consumer Protection Department

Online Public Distribution System allotment software designed with the help of NIC has been put to effective use. This system has enabled uniformity in compliance to allotment procedure by every Taluk Supply Officer/Assistant Commissioner of Civil Supplies who provide shop wise allocation of commodities for distribution under PDS. Besides the said procedure leads to substantial transparency in allocation of commodities and monitoring.

The web site of the civil supplies Department (www.consumer.tn.gov.in) has the provision for any consumer under PDS.
to register his /her complaints/suggestions on line. Besides, by registering the e-mail address and the details of fair price shop, any card holder will continuously get allotment details for their fair price shop every month through e-mail. Handheld billing machines have been installed in all the fair price shops in the city of Chennai. These devices enable real time monitoring of sales and stocks in every shop. It is proposed to extend this facility to the entire State.

In Tiruvallur and Krishnagiri districts, vehicles carrying essential commodities from godowns to fair price shops are provided with GPS equipment for tracking of movement which prevents enroute diversion. It is proposed to extend the facility in a phased manner to the entire State. Online surveillance system at fair price shop level is being in operation on a pilot basis and it will be expanded. The accounts relating to every fair price shop is being placed for social audit by the family card holders during ‘Grama Sabha’ meeting conducted so as to enable every cardholders to view the transactions made by them.

Tamil Nadu Civil Supplies Corporation has implemented Online godown monitoring system in all the 225 godowns, enabling online capture of all transactions in godowns. A scheme of end-to-end computerization for PDS is being evolved along with re issue of existing family cards as ‘SMART CARD’ based on bio-metric data of card holders. This will help to eliminate bogus cards, bogus billing and other misconducts.

Commercial Taxes & Registration Department

The Commercial Taxes Department has entrusted the task of developing and hosting application software enabling the Commercial Tax Dealers to register and file their monthly VAT Returns online to ELCOT and the software is now under pilot run by the Commercial Tax department. The URL, http://tnvat.gov.in provides the dealers, to file their online VAT monthly Returns along with the facility for e-payment. They can also track the status of applications submitted online so as to avoid visit to Commercial tax Offices.

Energy Department

Government of India has launched a “Re-Structured Accelerated Power Development and Reforms Programme" (R-APDRP), in which Power Finance Corporation of Tamil Nadu has been designated as the Nodal Agency for the programme. The programme envisages an IT backbone for Data Acquisition at Distribution level and based on the results monitored, steps would be taken to strengthen Electricity Distribution system.

Computerisation of Low-tension Billing and Collection has been implemented in Metropolitans, Corporations and Municipalities under Project BEST (Billing of Energy Services in TNEB) Scheme.

Environment & Forests Department

NIC, Chennai, has developed a web based application for online filing of application for consent for the Tamil Nadu Pollution Control Board (TNPCB). www.pcboac.tn.nic.in. This software helps the industries to submit the applications anytime anywhere. The system also has the facility for the District offices to enter the details of each application at every stage of the back office operation.

Finance Department

The “e-Pension” System developed for the Pension Pay Office is an Intranet based workflow model system which handles all the stages of processing right from the receipt of Pension application from AGs office till the sanction of Pension for the Pensioners.
Automated Treasury Bill Passing System (Karuvoolam-ATBPS): A web-based application has been developed for the Department of Treasuries and Accounts. This application simplifies the work and the bills can be audited across the counter and passed on the same day. Manual register can be dispensed with as e-Reports are generated.

Health & Family Welfare Department

Health Management Information System (HMIS) is a centralised web-based application for all Government run secondary care hospitals and medical colleges under Tamil Nadu Health Systems Project developed at a cost of ₹60.00 crore. The broad objective of the project is to use ICT in improving the ability to collect, store and analyze accurate health data across the State. The project was conceptualized to provide critical health data across the health chain for quick and timely intervention by Health Department. Currently, 43 secondary care hospitals have been brought under TNSWAN connectivity and is expected to connect more hospitals during the Plan period. The system enables creation of electronic patient records and Management Information System (MIS) for doctors.

Pregnancy and Infant Cohort Monitoring & Evaluation System (http://picme.tn.nic.in): An online monitoring system has been developed, which helps to monitor the health status of Pregnant Women registered with any Primary Health Centre (PHC) in the rural areas of Tamil Nadu and also the infants born to these women.

Higher Education Department

A system has been created which helps the Citizens to get the basic details of around 450 Polytechnic Colleges and 525 Engineering Colleges. This web-based application was designed and hosted with the data provided by the Directorate of Technical Education (DoTE). This portal has interfaces for students, Citizen and the Polytechnic Colleges. (http://intradote.tn.nic.in)

Home, Prohibition & Excise Department

Crime and Criminal Tracking Network System (CCTNS) has been approved as one of the mission mode Project under NeGP. It aims at creating a comprehensive and integrated system for enhancing the efficiency and effectiveness of policing through a nationwide networking infrastructure for evolution of IT enabled state of the art tracking system around ‘Investigation of crime and detection of criminals’. This covers all the Police Stations in the State.

Housing & Urban Development Department

Directorate of Town and Country Planning (DTCP) has entrusted the development of application software with ELCOT for automating its operations in the area of Layout Approval and Building Plan Approval.

Highways and Minor Ports Department

Highways Department is in the process of standardizing and computerizing all the processes like traffic survey, estimation and preparation of BOQs, bidding, preparation of tender documents and agreements, measurements, billing, accounts, audit, etc. GIS is being used for Tamil Nadu Road Sector Project and also for Road Accident Data Management System.

Information Technology Department

ELCOT has customized an ERP (Enterprise Resource Planning) solution in Linux open platform, enabling all operations of ELCOT anytime anywhere. This application would be extended to other Government departments after due assessment and customization.
The State has developed a State Portal & Content Management System (CMS) ([http://www.tn.gov.in](http://www.tn.gov.in)): The objective behind the State Portal is to provide a single window ‘Any Time, Any Where’ access to the information and services of the State Government at all levels from State Government to District Administration or Panchayat level for the citizens and business. The State Portal is developed based on State Portal Framework proposed by Department of Information Technology and National Portal content structure, following the web content accessibility guidelines.

State Portal, State Service Delivery Gateway (SSDG) & e-Forms Project: Government of Tamil Nadu through TNeGA is adopting a State Service Delivery Gateway (SSDG) which will act as an interface between Government and Citizen for the exchange of information and to deliver integrated Government services to the citizens. State Portal and e-forms would ensure a seamless interface between the Government and Citizen.

Labour & Employment Department

An online web portal has been exclusively developed for the Employment Directorate, to facilitate the registration of job seekers, vocational guidance, periodical collection and compilation of data and implementation of unemployment assistance scheme. Apart from this, to avoid the serpentine queues at the Employment Exchanges, an online registration system has been introduced whereby the students can register through internet from their school itself and get the seniority on the same day. About 12 lakh students have benefitted through this initiative during the Eleventh Plan. A web-based software application has been developed for the Construction and Manual Workers' Welfare Board for executing the various welfare assistance schemes and pension schemes.

Legislative Assembly Department

All Members of the Tamil Nadu Legislative Assembly have been provided with email IDs, to enable the public to contact them at any time to redress their grievances. The MLAs can make use of the e-mail IDs by accessing the website - [http://mail.tn.gov.in](http://mail.tn.gov.in)

Municipal Administration & Water Supply Department

A comprehensive web application for Chennai Corporation covering a wide range of activities ranging from Municipal accounting, Works Management, Property Tax, Asset Management, Inventory and Stores Management, Land and Estate Management etc has been put into use.

Planning, Development and Special Initiatives Department

Chennai Metro Rail Limited has developed *Data Management system for Chennai Metro Rail project*. This application software provides for document and information sharing among all project participants. It will ensure the document storage, retrieval, consulting, reviewing, communication etc.

The basic objective of *Chennai Utility Mapping* project is to develop a City wide Spatial Data Infrastructure (SDI) with capabilities that will deliver maximum benefits to the utility agencies and to meet the current pressing needs of the City Administration in their respective areas. Various government organizations make use of the information available.

Public Works Department

The Tamil Nadu Irrigated Agriculture Modernization and Water Bodies Restoration Management (IAMWARM) project is a multi-disciplinary project conceived by the Water Resource Organization (WRO) with the aim
to improve the performance of irrigated agriculture. The project uses an Enterprise Information Management System (EIMS) for efficient implementation.

**Revenue Department**

Web based systems have been developed for improved and efficient delivery of services to citizens by providing connectivity to Taluk Offices. The services that are offered to the citizens are view and apply Chitta Extract, view and apply register extract, apply for Patta Transfer, view the application processing status etc.,


The basic objectives of the Collab land software are:

- To capture the details of the Ladder table
- To Print / View the FMB (Field Measurement Books)
- To handle transactions like Sub Division and Merging
- To integrate with the Tamil Nilam non-spatial information of the land – application so as to provide both non-spatial and spatial information of the data to the citizen.

The Department also developed Anytime/Anywhere Land Records [http://eservices.tn.gov.in](http://eservices.tn.gov.in) to provide details on plots of land in Rural areas to citizens over the Web. Online Grievance Redressal System developed by NIC, provides a facility to citizens to file a petition to the District Administration. The system also handles the necessary back office processing. The system enables effective monitoring of the grievances submitted by the Citizens to the District Administration. The web based Open source application is implemented in 27 Districts and more than 5.32 lakh petitions have been received so far. Web based Certificate Management System [http://taluk.tn.nic.in/eservicescms](http://taluk.tn.nic.in/eservicescms): This system takes care of Birth / Death registration at all Villages of Tamil Nadu. It also provides a facility to record details of Community Certificate, Nativity Certificate, Legal Heir Certificate, Income Certificate.

**Rural Development and Panchayat Raj Department**

This web based system [http://nrega.nic.in](http://nrega.nic.in) helps to effectively implement and monitor Mahatma Gandhi National Rural Employment Guarantee schemes (MNREGS) in Tamil Nadu. This Software has been implemented in all the 385 Blocks and 31 Districts. The Village level data is being captured at Block levels.

[Online Scheme Monitoring System](http://www.tnrd.gov.in): helps to monitor various projects implemented by Rural Development and Panchayat Raj Department. More than one lakh projects are executed across the state every year and the amount spent on these projects is around ₹9000 Crore.

**School Education Department**

This web based system disseminates exam results and marks details for Higher Secondary and SSLC Examinations including Supplementary Exams and Special Supplementary Exams which is published six times in a year. [http://dge2.tn.nic.in](http://dge2.tn.nic.in) & [http://tnresults.nic.in](http://tnresults.nic.in)
Through e-Service Register System service details of 1,03,712 Teachers pertaining to Directorate of School Education is being computerized. Apart from the 6,892 schools, all the 32 Chief Educational Offices and 68 District Educational Offices are provided with User-IDs to feed the non-teaching staff information. Details including general particulars, service details, family details, nominations, qualification details are available in the system. Each school has been provided with a user-ID for entering the details.

Micro, Small and Medium Enterprises Department

The objective of the Online filing of Entrepreneur system (http://www.msmeonline.tn.gov.in) is to facilitate the entrepreneurs to file online application for Entrepreneurship and Capital Subsidy along with the necessary back office processing by the District Industries Centre.

Social Welfare and Nutritious Meal Programme Department

The District Social Welfare Offices in the pilot e-Districts have been computerized and the beneficiaries can avail the assistance under the schemes online through e-District Project by TNeGA such as Poor women Marriage Assistance Scheme, Widow Remarriage Assistance Scheme, Marriage Assistance Scheme for daughters of poor widows, Marriage Assistance Scheme for orphan girls, Inter-Caste Marriage Assistance Scheme, Girl Child Protection Scheme. This transparent approach enables the beneficiaries to know the status of their application. The Government can also monitor the number of applicants benefited under various schemes.

Tourism and Culture Department

Various services of this department have been computerized and the following services are offered to the Citizens:

- Online Reservation System
- Website For Tamil Nadu Tourism
- Hotel Management System (HMS)
- Tours Management System (TMS)
- Centralised Reservation System (CRS)
- Boat House Management System

Transport Department

The following online services are available for the benefit of the Citizens, enabled through e-services of Transport Department (http://tnsta.gov.in)

- Online filing of Learner’s License Applications by Citizens
- Online filing of New Vehicle Registration applications by Dealers of Vehicles
- Online filing of Hire Purchase Agreement (Form – 34) and Hire Purchase Terminations (Form-35)
- Online issue of Heavy Vehicle Driver’s Training Course Attendance Certificate
- Online booking of Appointments to visit RTOs for Driving License related activities
- Online registration of Grievances and track the status of Grievance
- Evaluate the Skill Test for Learner’s License (STALL) through System to create more awareness of the Traffic signals and symbols.

Government e-Procurement System of NIC (GePNIC):

NIC has developed Government e-Procurement system, for implementation in the government offices across the State with the following applications:

Online Enrolment of the bidders, Tender creation & Publishing, Publishing of Corrigendum, Publishing of pre-bid
meeting documents, Online bid submission/re submission, Two Factor Authentication, Facility for Online payment collection through bank payment gateway, Encryption of bids submitted by the bidder using Digital Signature Certificate (DSC), Facility for single/two/multiple cover bid system, Withdrawal of online bids, Tender opening online, Automatic evaluation of the financial bid, Updation of the committee recommendations at each stage of the tender process, Mail/SMS communication at various stages to bidders/Government officials, Digital Signing file documents using DSCs and Award of the Contract (AOC).

The e-procurement system established by NIC, adheres to the guidelines of Central Vigilance Commission, Asian Development Bank & World Bank.

It is proposed to introduce an Integrated Financial Management System so that the receipts and expenditure are monitored through Automated Treasury Management System, which will take care of end to end computerisation of the State receipts, expenditures and budgeting process. A treasury portal serving as a common payment gateway for remittance of all Government receipts will also be put in place. This would bring in better control over tax receipts and expenditure in different departments.

New initiatives

Chief Minister’s Award for Excellence in e-Governance

Government of Tamil Nadu has envisioned that all Government Services are to be delivered to Citizens at their doorsteps. All Departments should strive hard to deliver all their services to Citizens through e-Governance. As a mark of recognition and encouragement, the departments which strive towards this task successfully will be awarded with the “Chief Minister’s award for Excellence in e-Governance” every year. Apart from this, to create an awareness on e-Governance among the youth, students and e-Governance enthusiasts, a competition for development of innovative e-Governance software applications will be held every year and the winners will be honoured with the “Chief Minister’s award for Excellence in e-Governance” every year.

Disaster Recovery Centre at Madurai

While the State Data Centre (SDC) enables the State Government and its departments to host their software applications/services in a secured environment, there is a need for comprehensive Business Continuity Planning (BCP) which will ensure data security. The Disaster Recovery Centre (DRC) would be set up at Madurai at an estimated cost of ₹60 crore. The Disaster Recovery Centre will be a mirror image of the State Data Centre (SDC) which will ensure zero data loss in real time application service delivery.

Supply of Cloud based Computers to Village Administrative Officers and Revenue Inspectors (VAOs & RIs)

Cloud Computing is a model for enabling convenient, on-demand internet access to a shared pool of configurable computing resources (e.g. networks, servers, storage, applications and services). Cloud Computing differs from the classic Client-Server model by providing applications from a server that are executed and managed by a client’s web browser, which does not require any installed client version of an application.

It is proposed to provide cloud computing based Personal Computers to Village Administrative Officers and Revenue Inspectors so that they can work on the e-District applications, maintain Computerized Village Accounts and other utility services from their own offices. Initially the pilot e-Districts, viz., Krishnagiri, Ariyalur,
Perambalur, Thiruvarur, Coimbatore and The Nilgiris Districts would be covered at an approximate non-recurring cost of ₹1.50 crore and a recurring cost of ₹1.70 crore.

Provision of Broadband connectivity to Village Panchayats

Computers were provided to all 12,618 Village Panchayats of Tamil Nadu in the year 2005. The State has now decided to provide Broadband connectivity to all these Village Panchayat Offices. The cost per broadband connectivity works out to ₹7,000/- per annum and the total recurring cost for all the Village Panchayats approximately works out to ₹10.00 crore.

Citizen Contact Centre

In order to furnish details required by the Citizen, enhance the Citizen – Government interaction and also to deliver the services of various departments to Citizens, Government has decided to set up a Citizen Contact Centre at Chennai. The approximate cost for setting up this Centre is estimated at ₹6.00 crore. Services like Grievance Redressal, providing clarifications on Government Schemes, contact details of Government Offices, status of applications/petitions seeking services, etc., will be offered through the Citizen Contact Centre.

IT Training to Rural College students

IT Training would be imparted to college students from rural areas by technical experts to equip them with the necessary skill-set required for competing in the global market and secure an employment in Multi-National Companies. This scheme envisioned by the State would brighten the future of rural youth. Approximately 2500 students would trained in a year.

Computer Training for Staff of the State Secretariat

Secretariat being the axe of the State Administration, it is essential that the work at Secretariat be carried out speedily. Hence, it has been decided to include Computer Training as one of the subjects in the “Foundational Training” given to the Staff of the State Secretariat, which will ensure speedy, efficient and timely execution of work at Secretariat.

e-Governance Awareness Campaign

To change the present scenario of “People approaching the Government”, Hon’ble Chief Minister has envisaged a situation where “Government reaches the People”. The role of e-Governance is indispensable to implement this vision. In order to create awareness among the poorest of the poor in our society about e-Governance, it has been decided to conduct e-Governance Awareness Campaigns at the Block level, which will be a “People’s Movement”.

Administrative Reforms

The Government had constituted an Administrative Reforms Committee under the Chairmanship of Justice Dr. A.K. Rajan, Retired Judge of Madras High Court with ten Members and a Member-Secretary for suggesting the ways to ensure corruption free and transparent administration from the Secretariat down to the village level. Orders have been issued for implementing most of the recommendations contained in the first report and second report. The Head of Departments have been requested to take appropriate action on these recommendations.

Centre for Good Governance

Efforts would be made to establish Center for Good Governance at the State level during the Twelfth Plan Period to ensure the achievement of the state in various fields are documented and disseminated to the stakeholders. The main objectives of the center would be (i) To coordinate with government departments and stakeholders in identifying issues related to governance, service delivery and reforms in the state; (ii)To act as a think tank and help translate government goals
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to ensure good governance and encourage best practices adopted in the state; (iii) To help in formulating key policy decisions of the government and provide assistance in implementing the same; (iv) To document best practices by various departments, ensure proper documentation and develop methodologies for various governance reforms and e-governance initiatives; (v) To support change management and management development programmes in government to effectively carry forward governance reforms and to develop a reform communication strategy for wider implementation; (vi) To provide technical support and advisory services to State and local governments, in the areas of research, action research, change management, design and implementation of governance reforms, including administrative reforms.

The following would be the Focus areas of the Centre:

• Simplify government procedures and improve service delivery mechanisms

• Improve Accountability in the Government and guarantee services to citizens

• Ensuring Transparency in Financial Management

• Enhance capability of policy-making in government and improve the performance of public functionaries

• Undertake preventive, educative and enforcement measures to control corruption in public life

• Develop systems to improve performance based on a scientific performance management system

• To develop effective change management training modules for delivery by government departments

• To apply tools of information technology to simplify cumbersome processes and procedures of government departments and agencies and to reduce the interface of the public with government officials

• Strategy, Performance & Innovation - To support the creation and operationalisation of Strategy Performance & Innovation Units (SPIUs) in key government departments to assist them in fulfilling their role in leading governance reforms; To collaborate closely with SPIUs to help them deliver departmental reform action plans through the use of CGG and other resources.

The initial outlay to establish the Centre for Good Governance would be ₹10 crore with annual recurring expenses of ₹2 crore.

Decentralisation and PRIs

The 73rd and 74th Amendments of the Constitution mandated the establishment of Panchayats at the district, intermediate and village levels. The 74th Constitutional Amendment Act mandated the establishment of the District Planning Committee (DPC) for consolidating plans prepared by Panchayats and Municipalities in the district into the Draft District Plan. The strengthening of local governments would enable and sustain greater access to basic services, as well as ensuring participation in the decision making process. A proper plan can emerge only if sufficient steps are taken to strengthen these institutions. Presently, the focus is on sectoral approach to the planning.

Strengthening people’s participation

A mechanism would be evolved to ensure participation of all the stakeholders such as elected representatives, line departments, SHGs, Village leaders belonging to different groups and other civil society organisations at the grassroots level at the time preparation of shelf of projects at the village level in rural areas and at the ward level in urban areas. This would
ensure better participation including women and socially disadvantaged groups in the planning process and preparation of district plans. Preparation of District Plan should be a co-ordinated exercise by harmonising the priorities and needs of various stakeholders. The implementation of State Balanced Growth Fund would shift the district centric approach to block centric approach to address backwardness and disparities more effectively.

**Harmonising Administrative Units**

At present, various departments have various types of geographical and administrative hierarchy which is different from one department to another. For example the Rural Development Department have their Village Panchayat, Panchayat Union, District Panchayat as its units whereas, the Revenue Department has Revenue Village, Firkka, Taluk, Revenue Division, Revenue District as its units. Highways, Public Works Department, Department of Co-operation, Agriculture, Animal Husbandry, Police, Education, Registration, Health, etc., have their own geographical and administrative units within a district at various levels. If a meaningful, integrated plan is to be made, it is imperative that all these different geographical and administrative units should be reworked and the geographical divisions of every department, quasi Government organizations within a district shall be made co-terminus. Attempt would be made in this direction to harmonize the administrative units during the Twelfth Plan Period.

**Habitation based Planning**

Equitable distribution of resources to all the habitations in a proportionate manner alone shall mark ‘just & impartial development’ of the habitations and allay the disparities in development. The introduction of Tamil Nadu Village Habitations Improvement (THAI) Scheme is a paradigm shift in the approach towards the development process of rural areas. A detailed survey undertaken to ascertain the availability of basic needs and assess the further requirement of basic infrastructure for the habitations is expected to provide better inputs for planning process at micro-level thereby paving way for bridging the regional imbalances. The database gathered during this elaborate survey would be made available in the public domain. This online database would become the basis for the formulation of shelf of projects by various sectoral and line departments. Further, the various parameters that are covered in the Census data and the Socio-Economic Census data are expected to provide high potential inputs for the planning process both at Micro level and Macro level.

**Transparency and Accountability**

In public administration, transparency refers to unfettered access by the public to timely and reliable information on decisions and performance of governmental institutions. Accountability refers to the obligation on the part of public servants to report on the usage of public resources and answerability for failing to meet the stated performance objectives. Integrity refers to honesty or trustworthiness in the discharge of official duties, serving as an antithesis to corruption or abuse of office. For the last three decades or so, the values of transparency, accountability and integrity have been the dominant paradigm in public administration. Sound public administration involves public trust. Citizens expect public servants to serve public interest with fairness and to manage public resources properly on a daily basis. Fair and reliable public services and predictable decision-making inspire public trust, translate into improved lives for the poor and vulnerable, and also, create a level playing for the private sector, thus contributing to well-functioning markets and economic growth. Transparency, accountability and integrity of public administration are pre-requisite to, and underpin, public trust as a keystone of good governance.
Right to Information

Right to Information is the key to strengthening participatory democracy. The Right to Information Act, 2005 came into effect on 12.10.2005. The aim of this Act is to promote transparency, accountability, predictability, and participation and to secure the citizens' access to information from public authorities. The State Information Commission has been constituted to exercise the powers conferred on it and to perform the functions assigned to it under the said Act. The Government of Tamil Nadu has sanctioned one State Chief Information Commissioner and six State Information Commissioners in the State Information Commission.

According to RTI Act, 2005, “Right To Information” means right to information accessible under the Right to Information Act, 2005 which is held by or under the control of any public authority and includes the right to-

- Inspection of work, documents, records;
- Taking notes, extracts or certified copies of documents or records;
- Taking certified samples of material; and
- Obtaining information in the diskettes, floppies, tapes, video cassettes or in any other electronic mode or through printouts where such information is stored in a computer or in any other device.

The Anna Institute of Management, Chennai is giving training to the Public Information Officers and other officials under RTI Act, 2005 in order to know the Act in the correct perspective. Public Information Officers, Assistant Public Information Officers and Appellate Authorities have been appointed in each department to furnish the information to the information seekers.

The time period for disposal of petitions received under Right to Information Act is given in the Table 16.1.

Table 16.1 : Time for Disposal of RTI Applications

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Nature of Petitions</th>
<th>Time frame for disposal</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Life or Liberty cases</td>
<td>48 hours</td>
</tr>
<tr>
<td>2</td>
<td>Other than life or Liberty cases</td>
<td>30 days</td>
</tr>
<tr>
<td>3</td>
<td>Third Party cases</td>
<td>40 days</td>
</tr>
</tbody>
</table>
| 4     | If an application is received through State Assis-
    tant Public Information Officer               | 30 + 5 days             |
| 5     | Information relating to allegations of human
    rights violations in the case of exempted organiza-
    tions                                        | 45 days                 |

Transparency

In essence, Transparency is about opening up government’s records to public scrutiny, and arming citizens with a vital tool to tell them about what the government does and the effectiveness of governance. Transparency in government organisations makes them function more objectively thereby enhancing predictability of decision-making and ruling out arbitrary decisions. Transparency enables citizens to participate in the governance process effectively. In that sense, transparency becomes the key to strengthening participatory democracy and ushering in people-centred governance. It empowers the poor and vulnerable to get information about public policies and actions and leads to their welfare. Initiatives in e-Governance and RTI would go a long way in ensuring the transparency in the functioning of the system.
The State would take up adequate measures during the plan period to develop and organise educational programmes to advance the understanding of the public, especially disadvantaged communities, on various e-Governance initiatives as also regarding how to exercise the rights contemplated under the RTI. The State would also create a Beneficiaries Register which will be hosted on the website which would contain the details of all the beneficiaries who have been assisted under different development programmes both in rural and urban areas. This would also include the list of beneficiaries who have been provided not only the assets but would also include those who have received subsidies and scholarships etc.

Social Audit

The right to information has opened up and made possible the whole new area of social audits. The process of social audit requires free and open access to information, where the information is placed in the public domain in a focused and verifiable form. In recent years, several steps have been taken to institutionalise social audit in government programmes and schemes. Two of the flagship programmes - NREGA and NRHM- have built in voluntary disclosures and social audits as mandatory safeguards legitimising direct citizen engagement in ensuring transparency and accountability.

Way Forward

Transparency and accountability are, no doubt, important but an ethics infrastructure is incomplete without ethics. Ethics are those values, which we use in making decisions. They help us to decide whether our actions are right or wrong. When we think of ethics, we usually think in terms of people making decisions about difficult personal situations. Organisations have ethical standards, too. These standards help the individuals working in the organisation to maintain a consistent approach in carrying out their responsibilities and making decisions in difficult situations. They also ensure that members of the organisation maintain a consistent and appropriate level of behaviour towards one another and towards the clients of that organisation.

On the whole, an ethics infrastructure is grounded in the principle that citizens expect civil servants to serve public interest with fairness and to manage public resources properly on a daily basis. The primary concern of citizens is that their government must be fair and good. For a government to be good, it is essential that the systems and subsystems of governance are efficient, ethical, and equitable. In addition, the process of governance must be just, reasonable, fair, and citizen-friendly. And the administrative system must also be accountable and responsive. In the ultimate analysis, the test of good governance lies in the general perception of the people about the quality of functioning of public servants; their attitude and behaviour towards the people; and their sincerity, honesty and their commitment towards serving the public interest.

The concepts of transparency, accountability and integrity can be combined into an ethics infrastructure, which, if realised, would not only translate into improved lives for the poor and vulnerable but also lead to fair and reliable public services, predictable decision making and creation of a level playing field for businesses, thus contributing to well-functioning markets and economic growth. The effects of lack of transparency, accountability and integrity-leading to corruption and misconduct-can be demoralizing because it will undermine and even public trust deficit in the process of governance. The focus in the Twelfth plan is to address some of these issues and use of technology has been envisioned for faster delivery of services. Further it would also be ensured that proper documentation and dissemination of information takes place that would lead to good governance. The governance reforms also focus on
Governance, Accountability and Transparency

transparency and accountability by ensuring increased participation of the community in the decision making process. This has been approached holistically, as the threads of transparency, accountability and integrity knit together will uphold all public administration and, ultimately, governance reforms.

**Summary**

The Twelfth Plan focuses on formulating effective governance reforms aimed at improving the service delivery through transparent, accountable and corruption free initiatives. It is proposed to improve the service delivery mechanisms by strengthening and extension of e-Governance initiatives and also by providing an opportunity to the citizens to avail the services at the right time. The initiatives also provide a platform for the community to participate in the decision making process by strengthening the planning mechanisms. All efforts would be made to build the capacity of elected representatives and functionaries by formulating suitable strategies. Techno-centric approach has also been envisioned to make the administration transparent and accountable to achieve the goals of the Twelfth plan.

**Plan Outlay**

Governance reforms is not restricted to any department and hence reforms would be attempted in every department. It is proposed to strengthen and expand governance reforms to new areas during the Twelfth Plan period. The funds for these reforms will be met out of the outlay earmarked for the respective departments.

Fig 16.1: Characteristics of Good Governance