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# SWARNIM-RTO

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## Courtesy By

Shri J.P.Gupta, IAS  
Commissioner of Transport,  
Transport Department,  
Gandhinagar, Gujarat

## Editorial Team

Dr. Neeta Shah  
Ms. Monali Shah



Transport is an integral part of day to day life and hence plays an important role in the overall development of the society. In order to cater to the basic needs of health, education, improved standard of living and for other economic reasons, mobility of people and goods has increased.

Gujarat is developing at a fast pace. Particularly, during the last decade the rate of growth, whether industrial or agricultural, has been higher compared to the national growth rate. In fact, in agriculture, the growth rate is more than double that of the national average. The Human Development Index (HDI) has also shown significant upward growth.

This rise in mobility has resulted in an increase in demand for transportation and more vehicles. Compared to 4.32 lakh vehicles registered in 2001-02, 11.22 lakh vehicles were registered in the State in the year 2010-11. Corresponding figures of driving licences issued are 7.79 lakh in 2001-02 and 10.16 lakh in 2010-11 which indicate

## Background

Motor Vehicle Department is entrusted with the task of monitoring of Motor vehicles and drivers; and taking road safety initiatives in the country. The department carries out its' mandate with the help of the Regional Transport Offices (RTOs) spread across the State. With the growth in the economy and rising social standards, the demand for vehicles and mobility has grown manifold. The last decade has particularly witnessed a heavy growth in both number of vehicles and drivers. For example, the number of registered vehicles in Gujarat has risen significantly from about 60 lakhs in 2001 to around 129 lakhs in 2011 indicating that the vehicle population has almost doubled in the state in a decade.

Increased vehicle population has put tremendous strain on the existing resources of the department which caters to the needs of the public under the Motor Vehicles Act. The main functions of RTO include:

- Registration of Motor vehicle and subsequent changes in the details of registration during its' life cycle;
- Issuing of Driving Licenses and changes therein;
- Collection of Motor Vehicle taxes;
- Road safety initiatives;
- Miscellaneous Functions like issue of permits etc.

About 60 lakh people visit RTO Offices per year (figures of the year 2010-2011) for various purposes as stated above. The RTO is one of the front line offices of the Government that acts as a huge public interface particularly for the young people who visit Government for the first time. In order to service such a large number of people effectively while maintaining service standards, it was decided to do comprehensive Process Re-engineering in the department.

## Objectives

The Project aimed to establish the following objectives in order to facilitate the process of issue of Driving Licence to citizen:

- Simple and easy processes;
- Paperless and IT savvy environment;
- Speedier, efficient and transparent services;
- Faceless administration to the extent possible;
- Stringent standards and full proof system
- Service orientation with better infrastructure for citizen centric services.

## Situation before the Initiative

A large number of citizens, more than 60 lakh per annum, come to the RTO to fulfill their requirements/obligations under the Motor Vehicle Act and the Gujarat Motor Vehicle Taxation Act. Under the old system, an individual was required to approach different windows that were catering to a small segment of overall process of Driving Licence. A person was required to move from one window to another and wait for his turn at every window in order to get his work done. The system resulted into long and multiple queues and was a time consuming and tiring system with lot of hassles and inconvenience. Wastage of precious man-hour or human resources with consequent contempt for the process and importance of Driving Licence was the result of such a process.

To devise an Information and Communication Technology (ICT) enabled system which expedites the process of candidate selection for government job with speed and transparency.

## Strategy adopted

The project is very big in its conceptualization and implementation and required meticulous planning for implementation with focused approach in order to bring lasting changes. The scope of the work undertaken in the project encompassed all the processes and was implemented throughout the State. It required intensive participation of all stake holders. The project strategy for this purpose was as below:-

- Consultation with all stakeholders:
- Legal changes and Budgeting:
- Re-engineering of processes:
- E-governance:
- Phase-wise implementation:
- Purpose and Priorities of the Initiative:

## Results achieved

The project has benefited all stakeholders in varying degree. Not only has there been a significant improvement in the delivery time of services but beneficiary feedback has also been very positive. The simplification of procedures has broadly resulted in reduction of paper work, elimination of queues and

better civic amenities. Overall reduction in time taken to service an applicant has resulted in the psychological satisfaction of the applicants, particularly the youth.

A comparative analysis of key criteria, performance indicators and impact before and after the implementation of the Project is indicated below: -

**Outcome of the Project: Comparing Past to the Present**

Key result area	Change
Paper work (attachment by applicant)	Saving of 12 pages per application resulting in annual saving of 12 million pages approx.
Paper works by Department	Saving of almost 1.2 million pages every year along with saving in manual effort involved in writing
Time in Queue	Saving of 3 hours per person on average basis resulting in an annual saving of 3 million man-hours
Time in services	Saving of 25 min per person to both system and person
Time to get delivery of documents	Improvement in delivery system substantially
Road Safety Awareness	Road safety messages are delivered to aspiring drivers without additional effort
Service Orientation	Better citizen satisfaction and improved performance
Error free document	Customer dissatisfaction reduced to a large extent
Feel good factor	All stakeholders feeling good leading to better interaction

**Salient Features: -**

The project has many distinctive features which have resulted in a significant value addition to the whole process. Some of the important features are

**I. Single window system:**

*In Existing system,*

- Individual process based windows wherein a person is required to move from one window to another and wait for his turn at every window in long queues
- Time consuming and tiring system with lot of hassles and inconvenience

- The multiplicity of windows was one of the main reasons that resulted in the prevalence of middlemen and touts that had a huge disruptive effect on the system and encouraged non-transparent behaviour at times.

*The new system envisaged the following: -*

- Single window where all processes relating to an application like receiving application, scrutiny, fee collection, bio-metrics etc. is done.
- Multiple counters depending on number of applicants, for a particular process like licence, etc.
- Sitting arrangement for applicants in front of the window/counter while his application is being processed.
- Elimination of queues with controlled flow by on line appointment/token system.
- Introduction of special features like high back chairs for comfort and better quality of photograph, double monitors for participation of applicants in data processing and reduction of errors



*Due to the single window system, the whole process has become more efficient, transparent and citizen friendly. It ensures better citizen services and at the same time increases efficiency and effectiveness of the system many fold.*

## II. Process Re-engineering

The existing processes were complex, cumbersome and full of redundancies and were required to be simplified and standardized in order to reap full benefits of e-governance. As a matter of fact, this was the pre-condition for e-governance, therefore re-engineering of different processes was initiated. For example, the whole process of issuing driving licenses has been re-engineered which has resulted in significant improvement in efficiency.

The table below shows the old process and the new process that has been initiated:

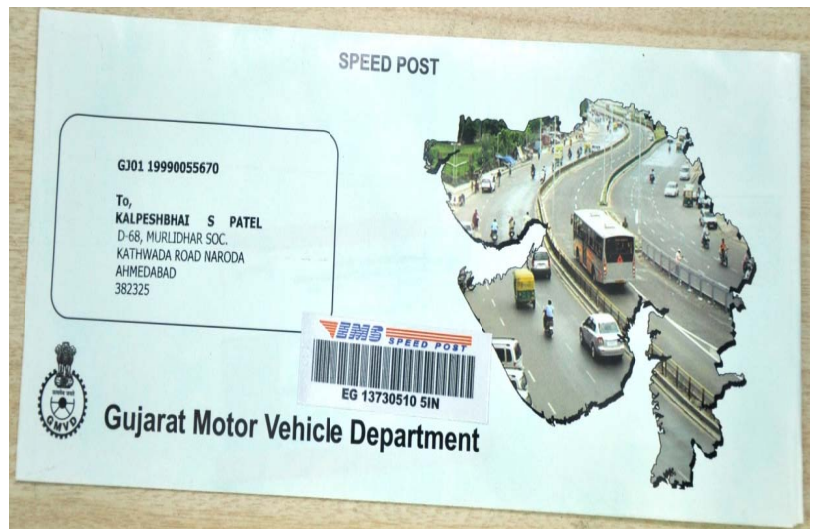
Process	Old	New
Application	Twice	Single
Attachments	Twice	Once
Fee	Twice	Once
Bio-metrics	Twice	Once
Test	Two Type	Two Type
Method of submission	Manual	Primarily Online
Waiting	Long queues	Token/online appointment system

Similarly a number of steps have been initiated and the process of registration, issue of permits etc. has also been re-engineered.

### III. New Document delivery initiatives

A large number of people come to RTO to get vital documents. The vital documents issued by RTO include driving license, registration book and permits. It is important that documents are not only error free but are given in a format and shape that is durable and convenient to carry. All documents should also be delivered in time and without hassle. Considering these, the Government took a series of steps to facilitate delivery of these documents to the citizen in a timely manner. These initiatives included re-designing of Learning License from a paper based format to I-card shaped format.

The delivery of driving licenses is made mandatory through speed post thus stopping hand delivery totally. Speed post delivery has ensured that the address of the applicant is verified while delivering documents, thus satisfying an important security aspect. The home delivery of documents by speed post is done without taking any extra charge from the applicant.





The document is delivered with a road safety kit and a message from Hon. Chief Minister urging the applicant to follow road safety norms. Simultaneously, an online tracking system and SMS intimation system is also initiated to facilitate prompt and accurate delivery of these documents to the citizens. The delivery initiative is an important step in reducing delays and increasing transparency in the whole system.

**IV. Stringent testing procedure:**

A person desirous of obtaining a driving license is required to undergo tests in order to prove his knowledge of traffic signage and road behaviour. He is also required to appear for a driving test in order to prove his driving skills. Unfortunately, the testing methods for both lacked stringent norms and were having manual interface resulting into bias and non-transparent behaviour. It was decided to change the system and introduce stringent test methodology while keeping it user friendly. The changes introduced are as under:



**Knowledge Test**

- A compulsory computerized knowledge test having objective type questions
- 15 random questions to be answered in 10 minutes wherein the questions are picked from a bank of more than 200 questions.
- In order to pass, a candidate has to answer 11 questions correctly.
- No two candidates have similar set of questions
- Instantaneous declaration of result
- Computerized tracking of the results

**Driving Test:**

- 37 Automated driving test tracks at 16 locations for LMV and 2-wheelers
- 5 automated test tracks for Commercial vehicles on zonal basis
- Online registration system for driving test

*The driving test project is currently under implementation and it is expected that the first track will be functional shortly. One of the key features of the test is its scope. It is totally IT based with testing by sensors, monitoring by cameras and is without any human interface.*

*It is expected that such a stringent test will improve standard of drivers in the State and will benefit the country.*



# e Governance News

## CSI - Nihilent e-Governance Awards 2011-12

Computer Society of India is the largest association of IT professionals in India started with less than 50 likeminded professionals as a computer user group now is 90000 strong. The membership consists of Software Developers, Scientists, Academicians, Project Managers, CIO's, CTO's & IT vendors etc. It has over 71 chapters spread all over the country. Goal of the Society are scientific and educational, directed towards advancement of theory and practice of Computer Science & ICT

The Computer Society of India has instituted a series of awards for recognizing the contributions made in the field of e-Governance in the country. These awards have been sponsored by Nihilent Technologies Pvt. Ltd. The awards are given for recognizing the efforts made in e-Governance area at the State, Department, District and Project level.

The nomination process was on-line. The judging process was exhaustive to cover the understanding at various stages of nominations. The selection committee members have been drawn from all the stake holders covering Government, Industry and Academics.

**The CSI-Nihilent eGovernance Award 2011-12 Ceremony was held on December 1-2, 2012 at Science City, Kolkata. Gujarat has won following six major awards:**

Sr. No.	Winner	Category
1	<b>Swarnim RTO: A new Service paradigm, Ports and Transport Department</b>	Award of Excellence -Department Category
2	Using Technology for strengthening targeted Public Distribution System- <b>Food and Civil Supplies Department</b>	Project Category-G2C
3	m-Governance, <b>Rajkot Municipal Corporation</b>	Project Category-G2C
4	eProcurement, <b>Industries and Mines Department</b>	Appreciation for Sustenance





5	VAT Information System, <b>Commissionerate of Commercial TAX</b>	Appreciation for Sustenance
6	Food and Drug Department	IT Excellence

- **The Computer Society of India (CSI), the principal body of computer professionals in the country, conferred its prestigious 'Patron' Honour to Shri Ravi S. Saxena, Additional Chief Secretary, DST, Govt of Gujarat at its 47<sup>th</sup> Annual National Convention recently concluded on Saturday at Kolkata.**
- Speaking on the occasion Shri M. D. Agrawal, Chairman of CSI Awards Committee expressed that the Award recognizes Shri Ravi Saxena's outstanding contribution to CSI and his work in promoting Information and Communication Technology (ICT) for the benefit of the masses.



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*For electronic subscription to the  
bulletin, please email us with  
your email address at:*

*[webmaster@gujaratinformatics.com](mailto:webmaster@gujaratinformatics.com)*

*or visit us at:*

*[www.gujaratinformatics.com](http://www.gujaratinformatics.com)*

**Contact Address:**

**Gujarat Informatics Ltd.  
Block No. 1, 8th Floor,  
Udyog Bhavan,  
Gandhinagar - 382010  
Phone: 079 - 23256022  
Fax: 079 - 23238925**