



GOVERNMENT OF INDIA
Government of India

Digital J&K

A Vision and an Approach

Department of Information Technology
UT of Jammu & Kashmir

Vision of Digital J&K

The Government of the Union Territory of Jammu and Kashmir is dedicated to the cause of good governance and public welfare. The key attributes of good governance are efficiency, effectiveness, transparency, responsiveness, and inclusivity in the all the functions and activities of the government. Widespread use of digital technologies is one of the important tools to achieve these goals. The challenges posed by the size and diversity of the geography of the State accentuate the need for leveraging the digital technologies, and at the same time, present enormous opportunities to make a paradigm shift.

While several efforts have been made to extend the benefits of technology to the society, it is felt essential to adopt a strategic approach to accelerate the digital journey of the State. The goals of good governance and public welfare are multi-dimensional by nature and require a multi-pronged approach. To this end the Government has envisioned **Digital J&K** as a policy instrument that can propel action on multiple fronts required to enhance the delivery of public services and to realize digital transformation. Digital J&K is designed to be in consonance with the Digital India program of the Government of India, which aims 'to transform India into a digitally empowered society and knowledge economy'.

The Vision of Digital J&K is *'to enhance the efficiency, effectiveness, transparency and equitability in the delivery of public services and all the functions of the government and to empower the citizens, by leveraging the power of digital and emerging technologies.'*

The aforesaid vision is proposed to be translated to reality over the next five years by pursuing a set of SMART objectives along **six dimensions**, namely, Policy Framework, Architecture, Infrastructure Development, Process Transformation, Capacity Building and Service Delivery.

The programs proposed to be undertaken along these six dimensions are specified below. All the departments of the government shall endeavor to design, develop, and implement these programs, by mainstreaming Digital J&K in their functions. An outcome-based approach shall be adopted to realize the new paradigms of **'Line to Online'**, **'Queue to QR'**, **'Ask Only Once'**, **'Cashless, Presence-less Services'** and **'My Data'**, guided by the underlying goal of citizen empowerment. Digital J&K shall be realized in a phased manner, following the principle of *'Think Big, Start Small, Scale Fast'*.

The Government envisions that Jammu & Kashmir is among the top leaders in the adoption and promotion of IT and the new technologies through the concerted efforts to implement Digital J&K.

A. Policy Framework

A sound and robust policy framework is pivotal to any large-scale effort of digital transformation. Policies form the foundation of credible, accountable, and sustainable actions. To this end, Digital J&K envisages notification of a set of policies specified below.

A1. Rules under Public Services Guarantee Act

J&K has been one of the earliest states to bring out a legislation on public service delivery in the form of the Public Services Guarantee Act, 2011. The Act provides for the delivery of services to the public within the stipulated time. The recent amendments include the provision of e-services. It is expedient to design a comprehensive set of Rules under the section 17 of the Act to provide for the norms and procedures for realization of the goals of Digital J&K set out in this document. These include the specification of digital services, their respective service levels, the modes of digital delivery, and the digital architecture, infrastructure and human resources required to support the same. It shall be the endeavor of the Government to bring out these Rules in a consultative manner **within a period of six months**.

A2. Data Governance Framework and Data Management Policy

Data is the core asset on which digital transformation is to be founded. It is essential, therefore, that data is created, stored, secured, used, updated, shared and managed following the applicable standards and adopting the best practices. This intent shall be observed uniformly and rigorously by all the departments and service providers of the Government.

To achieve the objective of efficient and effective treatment of data as an asset, systematically and uniformly across the government, and to inculcate data discipline at all levels, the Government shall design and enforce two instruments – Data Governance Framework and Data Management Policy. These are described below.

Data Governance Framework

Data governance is the process of ‘planning, oversight, and control over management of data and the use of data and data-related sources.’ The objectives of a Data Governance Framework are to minimize risks of data loss or data breach, implement compliance requirements, increase the value of data, to reduce costs, and above all, to facilitate the delivery of efficient, real-time services to the stakeholders.

Data Governance Framework involves identification of high-value datasets of the departments, defines roles for its creation, maintenance, sharing and securing for ensuring that data is managed systematically. These roles include Chief Data Officer, Data Management Officer, Data Stewards, Data Protection Officer and data administrators. The framework shall also provide for capacity building, which is a critical requirement for sustainable digital transformation.

Data Management Policy

Data Management complements data governance. It defines the processes used to plan, specify, enable, create, acquire, maintain, use, archive, retrieve, control, and purge data. The proposed Data Management Policy shall provide specific technical methods in the areas

like data modelling, interoperability, master data, data quality and the principles and processes for data sharing.

Both the Data Governance Framework and Data Management Policy shall adhere to the applicable laws and regulations relating to data protection.

A3. Information Security and Privacy Policies

Digital Transformation involves enormous amount of data, some of which is sensitive and critical. This makes data security and privacy an integral and vital responsibility. Security-by-design and Privacy-by-design are axiomatic. In the absence of coherent policies relating to these important considerations, the progress of Digital Transformation is bound to be slow, and fraught with several risks. The Government, therefore, intends to bring in robust policies as specified below.

Information Security Policy

Information Security connotes *'the protection of information and information systems from unauthorized access, use, disclosure, disruption, modification, or destruction in order to provide confidentiality, integrity, and availability'*.

The **J&K Information Security Policy** shall be developed, and notified, as a as a compendium of the following 'Security Policies', applicable to all the government departments and agencies.

1. Acceptable Use Policy (including employee Internet use)
2. Anti-virus policy
3. Data Archival and Destruction Policy
4. Digital Signature Policy
5. Disaster Recovery and Business Continuity Policy
6. E-Mail Policy
7. Network Security Policy (including Remote Access and VPN Policy)
8. Mobile Device Management Policy
9. Password Policy
10. Security Audit Policy

The Government also envisages formulation of appropriate Cyber Security Framework and development of Information Security Management Systems (ISMS) in line with the national and global standards and practices. In addition, a program of building awareness on cyber security and cyber hygiene will be promoted. A Centre of Excellence in Cybersecurity would be established.

Privacy Policy

The J&K Information Privacy Policy will be notified for protection of Personally Identifiable Information encompassing the principles of Notice, Purpose, Consent, Security, Disclosure, Access and Accountability. All the departments and agencies of the Government and their service providers shall be required to comply with such privacy policy (i) by

defining suitable processes for implementing the principles and (ii) publishing their privacy policies on their websites.

A4. Policy on Procurement for Digital Transformation

Most projects relating to Digital Transformation are impeded at the procurement stage, despite the best intentions and consequently the opportunities for transformation remain unrealized. Thus, there is an acute need to undertake procurement reform in this area to bring about innovation and flexibility in designing and implementing projects and to meet the requirements of new business models.

Keeping the above need in view, a 'Procurement Policy for Digital Transformation' will be developed and notified to overcome the existing bottlenecks and barriers and to enable the departments to implement innovative, citizen-centric projects in an agile manner, and in compliance with the finance code. The proposed policy will provide for the following.

- a. **Outcome-based procurement**, which involves defining the outcomes expected of the initiative rather than 'prescribing' detailed requirements and specifications in a 'conventional manner'. The payment(s) to the implementation agency/ partner would be in proportion to / linked to the quantity and quality of results produced after the project is launched.
- b. **Agile Procurement**: The agile procurement methods recommended in the Agile IndEA Framework notified by the Govt of India will be adopted with such improvements and modifications as needed in the context of Digital J&K.
- c. **Value-based and citizen-centric design**: The objective of digital transformation projects is to create **new value** and to be citizen-centric. The accent is on cashless, presence-less, and paperless services. All the existing major projects will be critically appraised, using the 3 lenses – cashless, presence-less and paperless nature of the services. The existing processes will be transformed to meet these 3 criteria. All new projects shall be designed around value and citizen-centricity in general, and to satisfy these 3 criteria.
- d. **Innovative Solutions**: Promoting innovative solutions is a good way to create citizen-centric, cost-effective services that can scale rapidly. Appropriate provisions will be incorporated in the new procurement policy for selecting proven, innovative solutions that involve an investment within a specified limit, through a quick process. An appropriate institutional mechanism supported by a set of criteria for selection will be included in the procurement policy to ensure transparency. Access to data required for innovation shall be provided to enhance Ease-of-Doing-Innovation. A start-up ecosystem will be promoted following the good practices.
- e. **PPAP**: A framework for Public-Private-Academia Partnership for digital transformation will go a long way in accelerating the march towards Digital J&K. The Procurement Policy will incorporate the principles that foster such partnerships and support technology incubation, development, and adoption.

B. Architecture and Standards

An aspiration like the Digital J&K cannot be envisaged without the strong foundation of Architecture and Technology Standards. To this end, multiple parallel efforts shall be initiated as outlined below.

B1: Digital J&K Enterprise Architecture

Adoption of the principles of Enterprise Architecture ensures the alignment of IT initiatives with the goals of good governance as envisioned in Digital J&K. To this end, the IndEA (India Enterprise Architecture) framework notified by the Ministry of IT, Government of India will be leveraged, and customized to the requirements of the State. As a corollary, the Agile IndEA Framework will be adopted to ensure that the development and implementation of the Architecture shall proceed in speedy and iterative cycles.

The technology standards contained in the IndEA framework shall be updated, customized and published for reference and adoption by the departments in all major projects of digital transformation. This would enable interoperability and vendor independence, while ensuring that the access to data is controlled and regulated as required by the domain departments.

B2. Adoption of Ecosystem Architectures

The ecosystem architecture frameworks published by the Ministries of Government of India shall be adopted by the respective departments of the Government of J&K. The National Digital Health Blueprint (as being implemented by the Aayushman Bharat Digital Mission), NDEAR (National Digital Education Architecture), and the Agri Stack (currently being designed by GoI) are examples in point.

Establishing sectoral digital platforms at ecosystem level would considerably accelerate the development of digital services and would give a fillip to the innovation ecosystem.

B3. Digital J&K Core

A Federated Architecture Model shall be adopted, whereby, only the core and common building blocks are established centrally, and the departments shall have the degrees of freedom to leverage the same, while retaining the e-Governance projects they have already implemented. This approach would enhance flexibility and agility in IT implementations, while ensuring reuse of the core and common assets, besides enabling interoperability between multiple departments to provide integrated services to the citizens and businesses.

The **Core Building Blocks** of Digital J&K Core include the following:

- a. A federated digital ID ecosystem
- b. Directories and Registries containing master data
- c. An API Gateway (for managing open and internal APIs)
- d. A repository of architectural artefacts, reference applications and reusable code.

Government of UT of J&K envisages to create a UT family database as an authentic, verified and reliable data of all families in J&K. The database would identify each and every family in J&K and would collect the basic data of the family, provided with the consent of the family, in a digital format. All the applicable laws and regulations in respect of data protection shall be complied with in the management of the data. Each family will be provided with a unique alpha numeric code called a JK Family-ID. The data available in Family database would be used to determine eligibility through automatic selection of beneficiaries for receiving social benefits. The vision is that, once the database of families is created, families or individuals need not apply to receive benefits under each individual scheme. Also, once the data in the JK Family-ID database is authenticated and verified, a beneficiary will not be required to submit any more document to avail a service.

The **Common Building Blocks** of J&K Enterprise Architecture would be developed only once and be shared across the services which include digital identification, address verification, digital payments, e-Sign/e-Seal, QR code, digital notification (SMS, eMail, App Store), digital issuance and verification of certificates, feedback, Public Services Guarantee Act layer, and a performance dashboard.

The combined use of Core and Common Building Blocks would reduce dependency on technical coders, minimize service development time, eliminate redevelopment of common components, and thereby reduce UT wide development cost on each service and effort significantly.

B4. Adoption of Global Standards

Leveraging the benefits of digital technologies would be facilitated and accelerated by adopting the global and national standards. It would enhance rapid development of products, and ensure interoperability, sustainability and cost-effectiveness. To begin with the standards notified by the Government of India will be adopted. These include the e-Governance Standards, the India Digital Ecosystem Architecture, the Digital Service Standards and the Agile IndEA framework.

The Government will establish an Expert Committee to update and customize the Standards referred above, and more importantly, to evaluate the global best practices and standards with a view to leapfrog the progress on Digital J&K.

Adoption of the architectural approach stated above requires significant effort that involves coordination between the departments, competency development, as also partnership with the industry and domain experts. The institutional structure envisaged in **section D4** of this document will have to be shaped with appropriate technical and managerial expertise.

C. Development of shared ICT Infrastructure

UT-wide Digital Transformation requires a robust, UT-wide ICT infrastructure that

can be shared by all the departments for cost-effectiveness and convenience and speed of deployment of applications. The core ICT infrastructure consists of the State Data Centre (SDC), Wide Area Network (WAN), Network backbone (BharatNet), besides a State Portal that acts as the unified interface to the citizens and businesses. The approach for development of these components of infrastructure is outlined below.

C1. State Data Centre (SDC)

The following approach will be adopted for enhancing the State Data Centre.

- a. The architecture and size of the existing SDC would be reviewed and streamlined to act as the single source of computing infrastructure for all Departments of the UT with utmost professionalism.
- b. Government cloud environment would be established in the existing SDC to host all Government applications and data securely and cost-effectively. The guidelines of Meghraj issued by Govt of India would be followed in this regard.
- c. The compute and storage (low/high) would be provided by the SDC on demand to all the Departments.
- d. A near disaster recovery centre (N-DRC) will be established within 10 KM of the existing SDC to protect from downtime and to maintain business continuity of notified critical applications.
- e. A remote disaster recovery centre (R-DRC) will be established in a different seismic zone to protect from data loss in real disaster situation with full business continuity.
- f. The Departments would be discouraged from building parallel data centres/servers/storage/security.

The above approach would provide highly available shared infrastructure to support high performance applications in a cost-effective manner.

C2. Digital Connectivity

The success of Digital J&K is dependent upon robust connectivity within and across the government departments and agencies as also across the society. While the connectivity across the society is to be partly fulfilled by the optical fibre network of BharatNet, the internal connectivity within the government is fulfilled by JKSWAN. The combined power of these two is foundational to the evolution of a connected community and a connected government. These plans for establishing/ enhancing these two components are outlined below.

BharatNet

- a. Strategically it is important to lay digital super-highway to traverse through districts, tehsils and connected up to Gram Panchayats for mainstreaming Digital J&K rapidly. The progress of BharatNet is critical in this regard.
- b. A high-level Committee, chaired by the Chief Secretary, will be constituted to

- (i) review the progress of BharatNet within the UT, identify the implementation bottlenecks at policy level and the field level
- (ii) take appropriate decisions to accelerate the progress of BharatNet within the UT
- (iii) prepare a sustainable business plan, including a PPP Model, for effective utilization of the bandwidth for various services of public and private sector and
- (iv) monitor the utilization of the infrastructure in terms of number of connections, no of active users, services operating on BharatNet and bandwidth utilized.

JKSWAN

- a. JKSWAN would be extended horizontally at District, Tehsil and Block HQ. More Point of Presence (PoPs) would be established to cover the major public-facing departments like Revenue, Police, Urban local bodies, Registration, Agriculture, Industry, Health, Education.
- b. Secretariat LAN would be established at Jammu and Srinagar
- c. District LAN would be established at District HQ
- d. The Government Wi-fi/Intranet would be made seamless at all Government offices including J & K House at Delhi.

C3. JK Portal

JK Portal will be designed, developed and established as a one-stop-shop for accessing all the digital services by the citizens and businesses. The following principles will be adopted in designing the portal.

- a. An established portal architecture would be adopted.
- b. The portal would be developed using open-source components.
- c. The services will be organized as per stakeholder categories, like citizen, business, student, farmer.
- d. The services would also be organized along the relevant life-cycle events within each stakeholder category.
- e. A single-sign-on (SSO) facility would be provided to the users.
- f. The portal would be designed to deliver services on a self-service mode or through the network of Citizen Service Centres.
- g. The architecture would support API-based integration for ease of onboarding of the digital services provided by multiple departments.
- h. Very high levels of SLAs will be prescribed for the onboarding of services, uptime, response time, security, and privacy.
- i. GIGW guidelines notified by the Government of India shall be followed in the design of the portal and its services to ensure/ enhance accessibility and usability.
- j. Digital Service Standards (DSS) notified by the Government of India shall be adopted for assessing existing and new services to conform to the highest level of maturity of

the digital services.

D. Processes for Digital Transformation

Digital Services are as good as the process underlying them. Pace of launching digital services depends on the efficiency and effectiveness of the institutional structures and processes for approvals and monitoring progress. Digital J&K, therefore attaches a very high importance to these aspects, detailed below.

D1. Government Process Transformation

The quality of services offered after a holistic Digital Transformation exercise depends critically on the care with which the underlying government processes are re-engineered. To this end, the following steps are envisaged.

- a. An inter-departmental committee would be formed for Government process re-engineering (GPR) and standardization of forms. The committee will have the mandate to accomplish the following activities.
 - i. Every existing form – paper-based and electronic - would be reviewed to assess its current relevance, preciseness, minimality, user-friendliness and regulatory compliance. Re-engineered forms would be published in a progressive manner.
 - ii. Common information would be standardized and would be made uniform across all the forms.
 - iii. Correlated activities would be integrated to reduce the tedium of filling multiple forms, though such activities may relate to different departments.
 - iv. Attachments that seek documentary proof would be eliminated or their number minimized. Automated online validation would be made the preferred choice to authenticate any information collected in the form, in lieu of submission of attachments or scanned copies of physical papers.
 - v. A similar approach of Elimination, Simplification, Integration, and Automation would be adopted in respect of all the related workflows and processes.
- b. The number of levels of scrutiny would be reduced, through appropriate delegation of powers to the field level officials.
- c. Departments and Services would be prioritized depending upon the number of transactions and existing complexity of the processes, so that the entire exercise of GPR would progress to generate the maximum impact in the shortest possible time.
- d. The frequency of GPR would be on need basis to match technology advancements and to deal with long-standing institutional barriers. The process simplification would no longer be considered as an option.

Adherence to above steps in GPR in letter and spirit by all citizen-facing departments would ensure deriving the full benefits of next generation systems and would enhance citizen satisfaction. This would further lead to enhanced efficiency and effectiveness in the delivery of public services.

D2. Streamlining certificates by using Digi-Locker

- a. A policy would be formulated whereby any certificates or other similar documents issued by one Department must not be sought by other Department if it is issued electronically and verifiable universally.
- b. The Digi Locker system of the Government of India will be implemented for all certificates. The Departments would become both issuer and requester related to certificates and their verification.
- c. The Digital locker would be leveraged in all services for promoting online validation/verification of soft documents.
- d. Citizens would be encouraged to use Digi Locker facility as a hassle-free way of storing their certificates.

D3. Effective Grievance Redressal Systems

- a. An inter-departmental committee will be constituted to review the existing systems for grievance redressal in the major public-facing departments and to make appropriate recommendations to improve their uniformity across departments, responsiveness, and compliance to timelines for effective redressal of grievances to the satisfaction of the citizens.
- b. A UT-level digital dashboard will be established to monitor and review the progress in disposal of grievances by the departments at multiple levels, like UT, District and sub-District.
- c. A citizen-friendly Digital Service Quality App will be launched to enable citizens to register their grievances relating to any department with ease and to know the status from time to time. This will be the single touchpoint for the citizens who want their grievance redressed. The App would also enable the departments to seek the feedback on the quality of any digital service availed by the citizens. This would enable the departments to continuously improve the quality of their services.

D4. Institutional Structure for Digital Transformation

As already alluded to, Digital Transformation is a complex, multi-pronged exercise, spread over 5 years that requires significantly large efforts in coordination, direction, monitoring and facilitation. Establishing an effective and empowered institutional structure for managing digital transformation is of pivotal importance. The degree to which the vision of Digital J&K is realized depends almost entirely on the effectiveness of such a mechanism. The following steps are envisaged in this regard.

Establishing Digital JK Authority

Digital J&K Authority will be established either as a statutory body under the PSGA or as an administrative body. It would basically be a facilitator and enabling body responsible for coordinating the activities of various departments and agencies associated with digital

transformation. It would issue directions and guidelines to all department on matters relating to architecture, standards and frameworks required to implement various initiatives under the Digital Jammu and Kashmir program, besides coordinating, monitoring and de-bottlenecking.

The functions of the Authority would be facilitating the following actions.

- i. Development of the core architectures of Digital J&K
- ii. Supporting the departments and agencies in the design of architectures of digital systems and digital ecosystems.
- iii. Supporting the development of policies, frameworks and guidelines required for Digital J&K.
- iv. Facilitating the formation of the appropriate Digital Missions in priority sectors, including sourcing of experts
- v. Monitoring the capacity building and training programs, with special focus on developing e-Champions.
- vi. Enabling the conduct of audits and assessments of the Digital Governance projects for conformance.
- vii. Organizing surveys for obtaining citizen-feedback on the e-Services/ digital services
- viii. Organizing seminars, webinars and consultation workshops relating to digital transformation, adopting a multi-stakeholder approach
- ix. Promoting innovation and value-added services.

Digital J&K Authority would be an autonomous authority, to be established under the legislation or administratively. It will be a thin organization. The top positions consist of a CEO, CTO, Experts in Enterprise Architecture, Design Thinking, Data Protection, Information Security, Agile Methodologies, PPP Models, Capacity Building and Finance.

Empowered Committees in Departments

All major citizen-facing departments will be required to constitute Empowered Committees headed by the Principal Secretary of the department and consisting of the heads of department, technical and domain experts. The Empowered Committees will be authorized to take all the major decisions relating to the implementation of Digital Transformation projects of the department.

Emerging Technologies wing

Emerging Technologies wing will be established in the IT Department. It will be dedicated towards exploring, promoting, and adopting emerging technologies like Big Data Analytics, AI, ML and Distributed Ledger Technology (Blockchain) for establishing a wide range of services in the public sector. The wing shall be lean consisting of experts in the new technologies. The academic institutions will be encouraged to work proactively in the application of these technologies to make a difference to the citizens in their interface with the Government agencies.

E. HR and Capacity Building for Digital Transformation

Availability of human resources with the right knowledge, skills and experience is critical to the success of any Digital transformation initiative – existing or future. The new age technologies and implementation models require expertise of a special kind – like enterprise architecture, ecosystem architecture, agile development methodologies, DevOps, cybersecurity, data protection, new delivery models and emerging technologies like AI/ML, IoT, DLT, AR/VR. Most of these competencies do not exist in the public sector currently. Keeping this in view, it is considered expedient to strengthen and reinforce the departments, especially the IT Department, with the requisite HR for Digital Transformation.

E1. HR for Digital Transformation

The salient features of the proposed HR approach are indicated below:

- (i) **Adopting a Mission-mode:** Digital Transformation initiatives are to be implemented in a Mission Mode to produce the desired impact in time. Digital Missions will be created on major themes, like, Primary Sector, Education, Agriculture, Rural Development, Welfare, Public Safety, and Performance Management. Each Mission would be responsible to develop the digital ecosystem in its sector, comprising all the related departments. For instance, the primary sector would comprise of the departments of Agriculture, Horticulture, Animal Husbandry, Fisheries and Food Processing.
- (ii) Each Mission would be led by a Mission Leader, at the level of a Secretary/Commissioner to work on a dedicated basis.
- (iii) Each Mission would have a Mission team which includes at its top, a CIO, CTO, SME, Enterprise Architect, with supporting professional staff.
- (iv) The experts (other than SMEs) would be drawn from the **market at prevailing compensation** to attract the best talent. A transparent method of selection would be prescribed.
- (v) A cadre of **Digital Transformation Champions** would be developed through a special program of intensive training for 3 to 4 months, by selecting candidates from the constituent departments with specified entry criteria and 10-12 years of experience in the domain. This program would be specially designed and implemented in partnership with GoI and the Industry.
- (vi) Continuous training programs would be taken up at the HRD Institute of the UT to build capacities on Digital transformation among the mid-career employees. A blended learning model would be adopted.
- (vii) All mid-career employees of the departments falling within the purview of the Missions, would be encouraged to undergo shortlisted online training courses relating to various aspects Digital Transformation. The course fee would be reimbursed to the employees obtaining certification.
- (viii) A continuous series of seminars and webinars would be conducted on the subject.

E2. Knowledge Portal

A comprehensive knowledge portal would be adopted to suit the needs of Digital transformation, with a focus on the aforesaid Digital Missions (in E1). The existing LMIS portal of the Ministry of IT, Government of India would be leveraged, and customized to meet the specific capacity building needs of the UT.

The content of the Digital J&K Knowledge Portal shall be related substantially to the practice of Digital Transformation instead of its theory. It shall contain a compendium of case studies of recent origin, as also videos of successful projects and short interviews of practitioners. The 'HOW TO' aspects of citizen-centricity and value-based design will be focused on. The portal would also contain knowledge relevant for the technical cadres, including reference applications/ code.

E3. Digital J&K Awards

To promote excellence in the field of digital technologies, a system of annual awards would be instituted to incentivize the personnel to strive for commendable technological interventions in public services delivery system. The UT awards would be announced prior to NeSDA (National e-Services Delivery Assessment) submissions such that the aspiration levels are set high.

F. Delivery of Digital Services.

The proof of the digital transformation initiative is in the delivery of services. To ensure that the volume and quality of digital services is of very high standards, and is rated as such by the citizens, a series of initiatives will be taken at the cutting-edge level, as specified below.

F1. Strengthening the system of assisted delivery of services

- a. The goal is to make government services available to citizens at the nearest physical assisted service Centres. To this end, one digital service centre in each village and one centre in each urban ward will be established.
- b. A network of multi-counter service centres will be established with at least one such centre in all the district and taluq headquarters. This is aimed at provision of various government services under one roof with basic civic amenities, ambience, seating arrangements for good citizen-experience.

F2. Mobile First approach

To improve the accessibility of various government initiatives, government services would be made easily accessible over mobile and internet. A 'Mobile First' approach shall be adopted by all the departments whereby, every digital service shall be designed to be accessible on the mobile phones. Responsive methods of development shall be followed to enable the same.

F3. Unified Call Centre for support

a Unified Call Centre would be established to serve as a single point mechanism for providing support to the citizens w.r.t the government services provided by all the citizen-facing departments. This would reduce the complexity of the government processes. Citizens would thereby be enabled to easily access the services with convenient reach, greater efficacy, and efficiency.

F4. Interactive Chat bots

Interactive chat bot services enhance the quality of citizen engagement and thus lead to better governance and service delivery outcomes. The chat bot services will be provided in prioritized departments initially.

F5. Digital Literacy and Awareness

A campaign of digital literacy and another on awareness of the services offered by Digital J&K will be undertaken. These are expected to increase the uptake of digital services across the state. Special focus will be laid on targeting economically and socially disadvantaged segments of the population.

A special program will be designed to extend connectivity to the remote and hilly areas to extend the reach of digital services to these areas.

The above programs serve the cause of inclusivity, which is one of the basic tenets of Digital J&K.

Phased implementation of Digital J&K

A program of the magnitude and complexity of Digital J&K can be implemented necessarily in a phased manner, following the principle of 'Think Big, Start Small, Scale Fast'. The program consists of 22 specific initiatives and interventions, which are proposed to be realized in 3 phases, namely **1-year, 3-year, and 5-year**. A high-level picture of the phased implementation is shown in the Annexure. The IT Department is requested to prepare a detailed plan of action in consultation with the line departments, to fulfil the targets.

Conclusion

Digital J&K is an ambitious plan to provide the benefits of modernization and use of digital technologies to the people of the Union Territory. The vision can only be realized by a collective and coordinated movement by all the entire machinery in collaboration with the industry and academia. The IT department will act as a coordinator, enabler and facilitator in this endeavor. The details of all the 22 components of Digital J&K envisaged in this vision document will be worked out by the IT Department in a consultative manner

Annexure (Phasing plan for Digital J&K)

Component of Digital J&K	Target for Year 1	Target for Year 3	Target for Year 5
A. Policy Framework	A1- Rules under PSGA	A2 – Data Governance & Management Policy	
	A3- Information Security & Privacy Policies		
	A4- Procurement Policy for Digital J&K		
B. Architecture & Standards	B1- Digital J&K Architecture (Preliminary)	B1- Digital J&K Architecture (Comprehensive)	B2- Ecosystem Architecture
	B3- Digital J&K (Core building blocks) B4- Adoption of National Standards	B3- Digital J&K (Common building blocks) B4- Adoption of Global Standards	B3- Digital J&K (Comprehensive)
C. Shared ICT Infrastructure	C1- Enhancement of SDC	C2- 30% coverage of BharatNet	C2- 80% coverage of BharatNet
	C2- Extension of JKSWAN	C3- J&K Portal	
D. Process Transformation	D1- GPR (preliminary/ prioritized departments & processes)	D1- GPR (All citizen-facing departments)	D1- GPR (Government-wide)
		D2- 30% of certificates in DigiLocker	D2- 80% of certificates in DigiLocker
		D3- Grievance Redressal System	
	D4- Institutional Structure (Empowered Committees)	D4- Institutional Structure (Digital J&K Authority)	
E. HR for Digital Transformation	E1- HR for Digital Transformation (Initial)	E1- HR for Digital Transformation (Intermediate)	E1- HR for Digital Transformation (Comprehensive)
	E3- Digital J&K Awards	E2 -Knowledge Portal (prelim)	E2 -Knowledge Portal (advanced)
F. Delivery of Digital Services	F2- Mobile First Strategy	F1- Strengthening CSC network	F3- Unified Call Centre
		F4- Chat Bots	
	F5- Digital Literacy & Awareness	F5- Digital Literacy & Awareness	F5- Digital Literacy & Awareness



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