

Public Private Partnership - An innovative partnering model

Oracle Apps day
Hungary
15th October 2008

Sudeep Dasbiswas

Director Public Sector Eastern Europe /CIS

Agenda

- TCS Profile
- TCS Oracle relationship
- BOT/PPP
- Case studies
 - AP Online , Citizen Service delivery
 - MCA 21,

Tata Group Summary

- India's best known and most respected business house
- Conglomerate of 98 companies
- Main companies in 7 business sectors
- Largest employer in the private sector in India
- Market cap USD 66.9 billion (As on February 21, 2008)
- Revenues in 2006-07 of \$28.8 billion, equivalent of about 3.2% of India's GDP
- Products and services exported to 85 countries
- Operations in more than 80 countries across six continents.
- International Income 38% of group revenue
- Vision to be "an Indian business conglomerate that is at home in the world, carrying the same sense of trust that we do today". **Ratan Tata, Group Chairman**



Tata Consultancy Services - An Introduction

TCS helps businesses compete with certainty in the global marketplace through

IT Services

- Rich technology skills and integrated processes,
- Delivered across the world with unparalleled rigour and quality

Business Solutions

- Comprehensive strategies, extending from analysis to ideation to solution, drawing upon functional and industry knowledge

Outsourcing

- Superior, scalable services and programs
- From optimising discrete functions to managing entire business solutions and service areas with reduced risk and cost

Vision: Global Top 10 by 2010

Current Global Ranking ...

Ranking by Net Income			Ranking by Market Capitalization			Ranking by No. of Employees		
Rank	Company	Revenue (USD m)	Rank	Company	Revenue (USD m)	Rank	Company	Revenue (USD m)
1	IBM	9,492	1	IBM	141,911	1	IBM	355,766
2	HP	6,198	2	HP	107,433	2	HP	156,000
3	Automatic Data Processing	1,554	3	Accenture	30,003	3	Accenture	140,000
4	Accenture	973	4	TCS	27,716	4	Electronic Data Systems	131,000
5	TCS	950	5	Infosys	26,154	5	TCS	89,419
6	Infosys	850	6	Automatic Data Processing	23,924	6	Computer Sciences Corp	79,000
7	Wipro	677	7	Wipro	18,529	7	Infosys	72,241
8	Capgemini	634	8	Capgemini	14,282	8	Wipro	67,818
9	Capgemini	470	9	Capgemini	12,595	9	Capgemini	64,013
10	Capgemini	368	10	Capgemini	10,987	10	Capgemini	58,000
11	Capgemini	359	11	CompuLink Corp	9,030	11	CompuLink Corp	49,847
12	Time Warner	306	12	Satyam	7,120	12	Procter & Gamble	46,000
13	Satyam	298	13	Affiliated Computer Services	5,435	13	Logica CMG	40,483
14	Cognizant	233	14	Logica CMG	5,382	14	Cognizant	38,800
15	Logica CMG	151	15	Atos Origin	4,617	15	Satyam	35,670
16	CGI Group	128	16	CGI Group	2,555	16	CGI Group	25,000
17	Perot Systems	84	17	Perot Systems	2,169	17	Perot Systems	21,200

TCS ranked # 5 : Net Income

TCS ranked # 4 : Market Cap

TCS ranked # 5 : # of employees

Business Week ranks TCS (the only Indian company) among the Top 10 most profitable global IT companies - with a return on equity of 46 %.

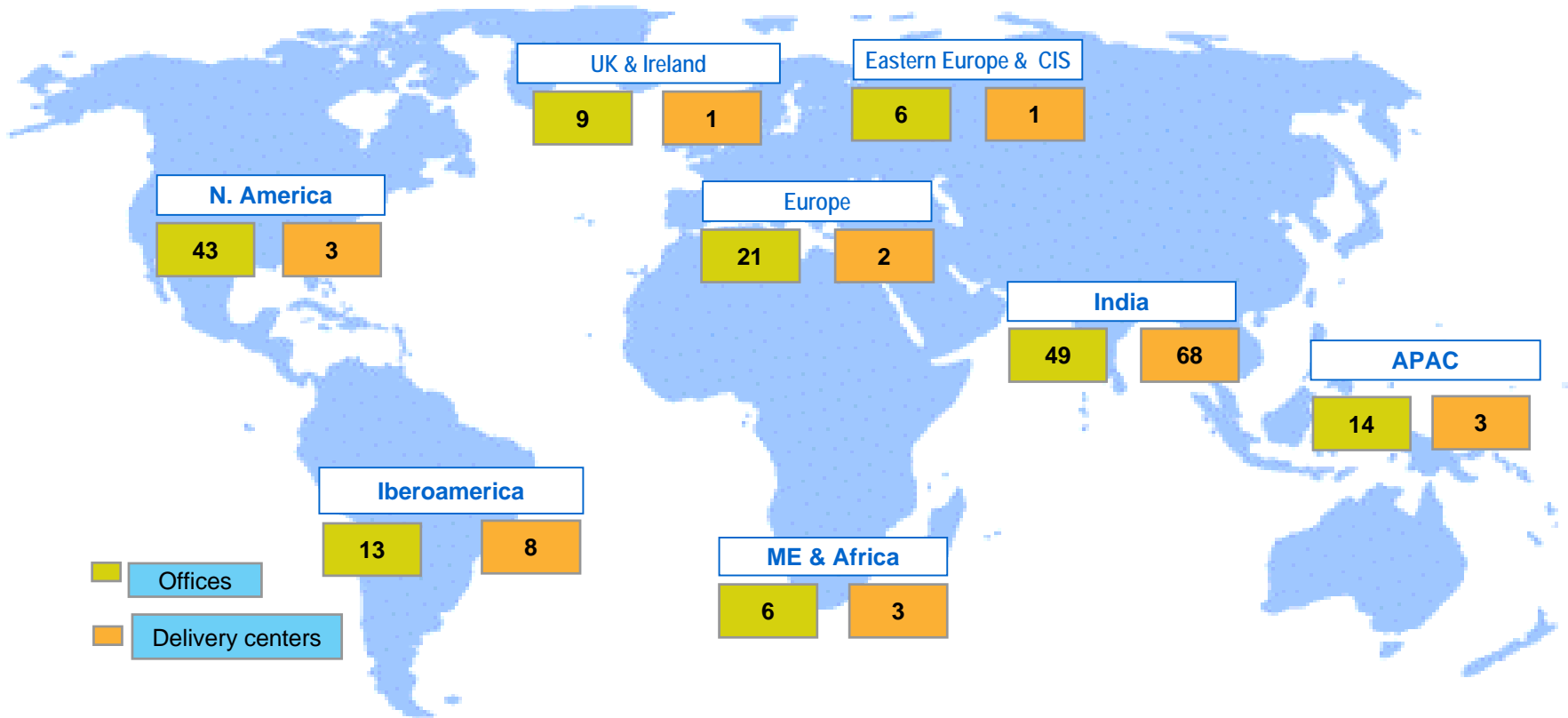
NOTES:

1. Revenue, Net Income and Headcount are for the last reported fiscal year; results reported until 25-April-2007 have been considered
2. Market Capitalisation is as on March 30, 2007, based on prices from the exchange where the companies' securities are primarily listed

Source: Companies, Bloomberg

Truly Global Presence

- 155 Offices in 41 countries
- 89 Delivery Centres in 18 countries



As on 31st December 2007

Businesses We Serve

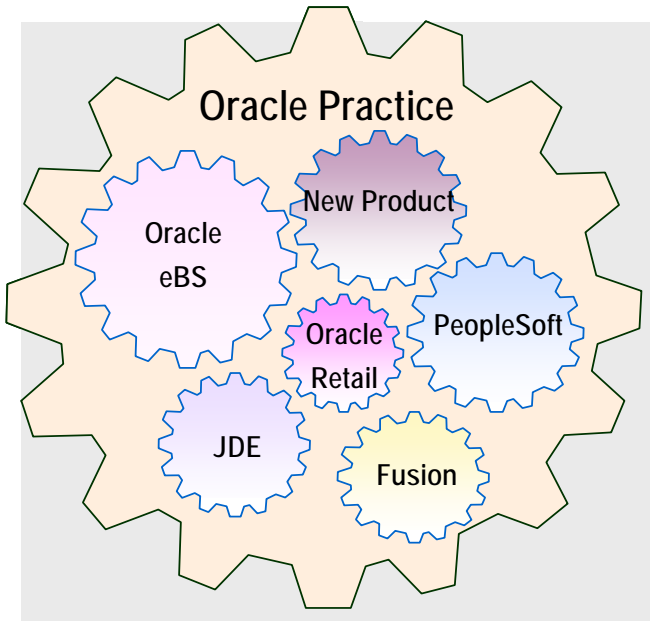
- Banking
- Insurance
- Transportation
- Telecom
- Media and Entertainment
- Government and Public sector
- Financial Services
- Energy and Utilities
- Retail and Consumer Goods
- Hi-Tech
- Manufacturing
- Life Sciences and Healthcare

Unmatched Breadth and Depth in Business Space

Oracle Practise @ TCS

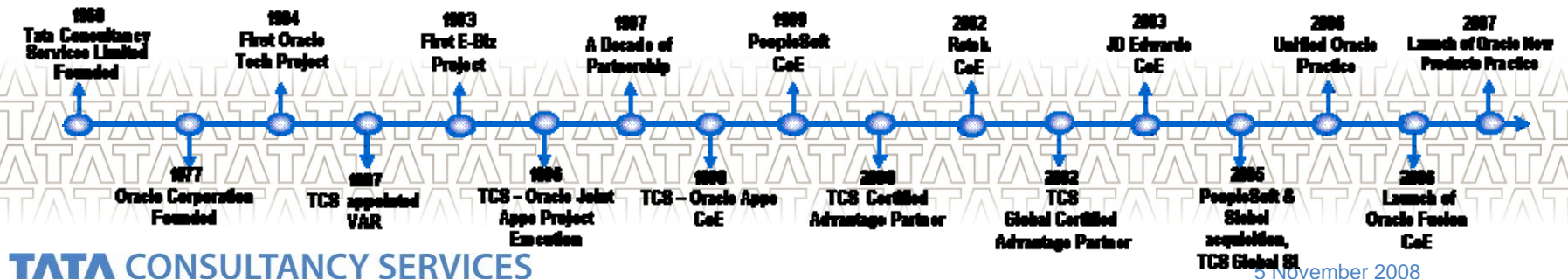


TCS Oracle Practice



Highlights

- Comprehensive knowledge across domain and technology
- Excellent delivery track record
- Deep industry expertise
- Dedicated solution centers
- Investment in Fusion Architecture related technologies
- Single largest ERP Practice among Offshore providers
- Recognized as "Global System Integrator" and "Oracle Certified Advantage Partner" for Oracle



TCS Oracle Practice - Snapshot

Experience



- Established 1998
- 150+ Active Clients
- 600+ Projects
- Presence across BFSI, Manufacturing, Retail, Telecom, HealthCare, Energy & Utility, Media & Entertainment verticals, and all geographies

Delivery



- Global Program Management
- Solutions with Regional Language and Functional Capabilities
- Global Network Delivery Model™

People



- 4500+ Key application experts
- Cross product expertise
- Expertise in Industry & functions
- Continuous Expertise Development

Vision

"To be recognized as the world's leading business solution provider and the partner of choice for our worldwide clients using Oracle's applications and technologies"

Services Offered



End-to-end offerings

- Advisory
- Implementation
- Outsourcing

Alliances



- Global Systems Integration Partner and Certified Advantage Partner of Oracle
- Customer synergies
- Joint go-to-market and business development

Centers of Excellences (CoEs)

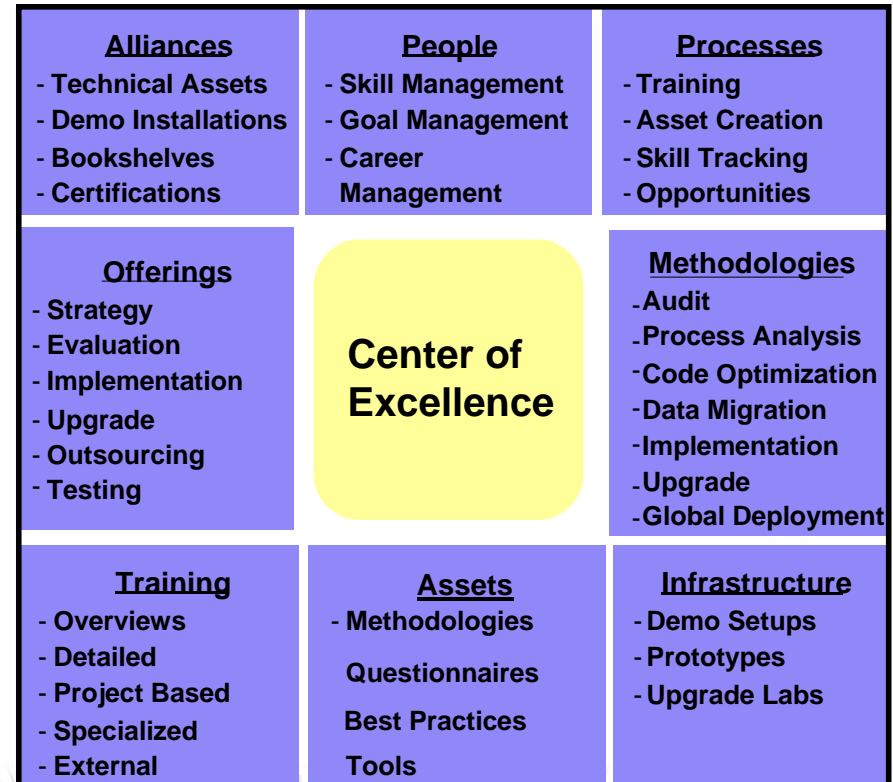
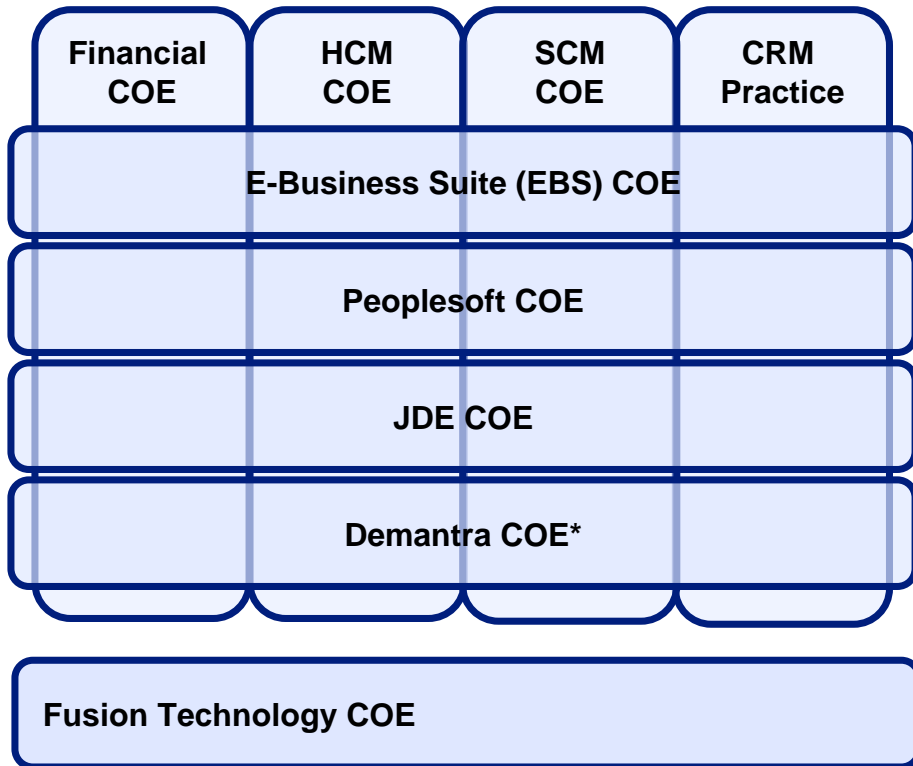


- **Products:** E-Business Suite, PeopleSoft, JD Edwards, Fusion Technology, Retek, Demantra
- **Functional Areas:** HCM, Finance, **Vertical Solution Centers:** Manufacturing, Telecom, Healthcare, Transportation
- **Methodologies:** Implementation, Maintenance & Support, Upgrade, Data Migration

Centers of Excellence

Oracle Practice consists of Functional, Application and Technology COE

COE Functions



* Demantra functions in SCM space only

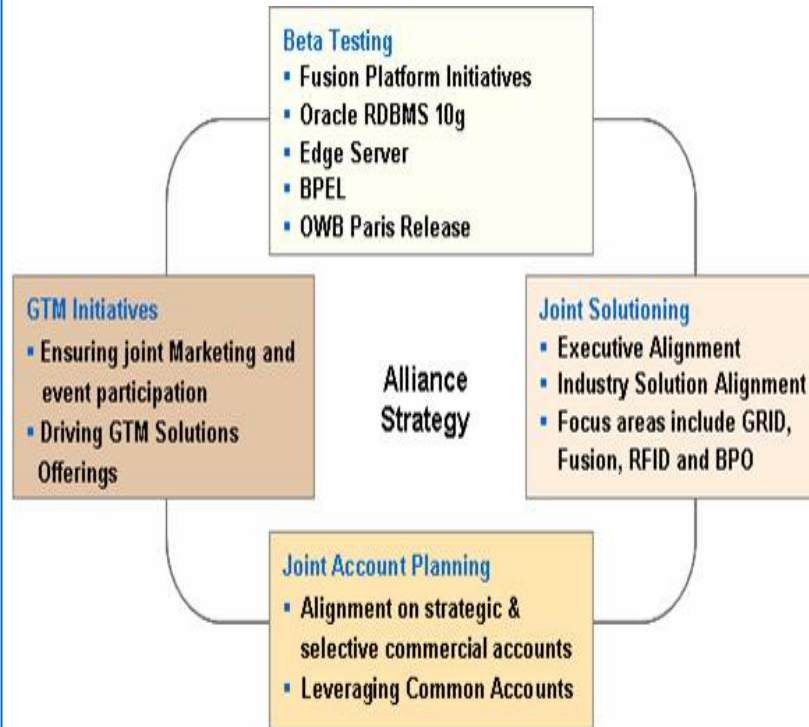
TCS Plans to set up an Oracle COE for EE

Alliance Leverage



Alliance Value Proposition

- Assured higher value, lower time to market and superior delivery across all parameters
- Highest level of Partnership and joint organizational commitment to help customer succeed in their initiatives
- Large pool of highly skilled associates with access to latest Oracle technologies leading to superior customer experience



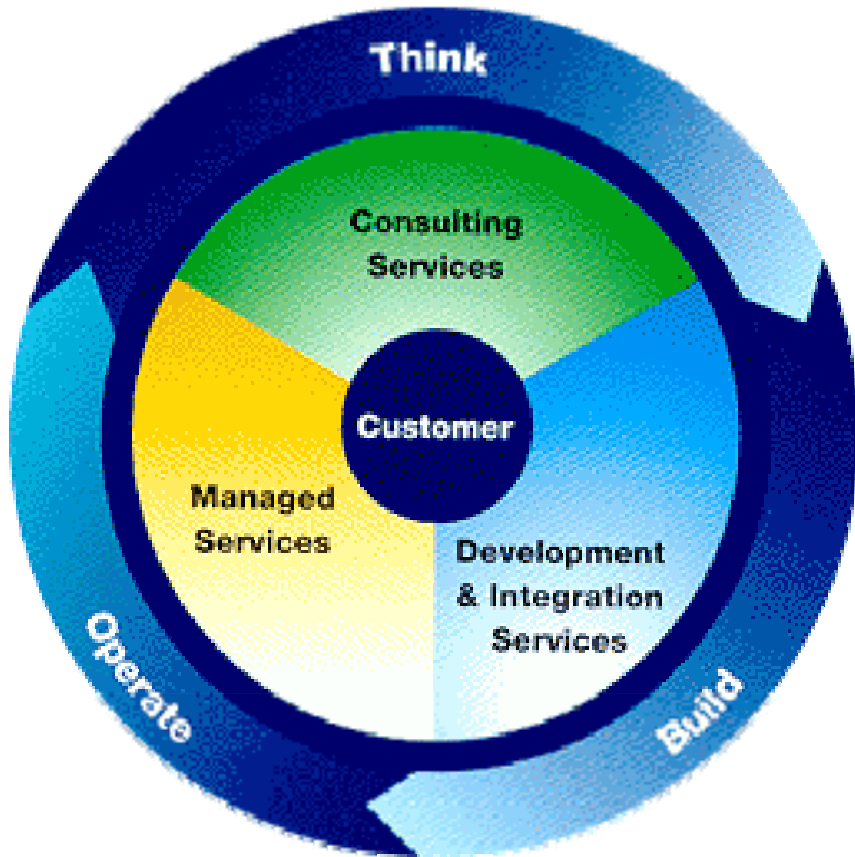
Awards

- 'UK Enterprise Solutions Partner of the Year 2006'
- 'APAC Partner of the Year 2006 for Oracle Applications' from Oracle
- 'Business Excellence' Award from Oracle in Year 2005
- Best Implementation for Oracle Apps in Asia Pacific for the year 2004
- Oracle 11i Largest Solution Provider (India) for 2001, 2002, 2003
- Oracle 9i System Integrator of the year 2001
- Best Partner Award 1993, 2001
- Best Technology Partner for Asia Pacific 2000
- A Decade of Partnership Award 1997

Government offerings



Our Model



*End-to-End Delivery Model
to Governments
offering*

**Consulting
IT services
Frameworks & Solutions
Support**

Our Think Offerings



Management

- ✓ Organizational restructuring
- ✓ Business process re-engineering
- ✓ Institutional strengthening and capacity building
- ✓ Citizen-centric service delivery

Technology

- ✓ E-governance strategy and roadmaps
- ✓ Information systems and technology planning

Our Build & Operate Offerings



System and Application Development

- ✓ ERP implementation
- ✓ Web enabling of legacy systems
- ✓ Bespoke application development
- ✓ Development of portals and websites
- ✓ Customization of various frameworks and products

System Integration and Maintenance

- ✓ Turnkey projects involving hardware, software and network components
- ✓ Maintenance of IT applications, data centers and network operations

Analyst Opinion

32%
share in
Indian Government

1
in India

Top 10
IT Service Provider in
APAC for Government

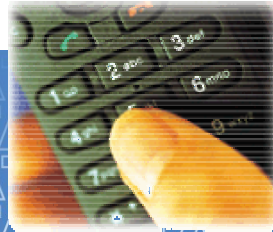
TCS differentiates itself from its competition by focusing its sales messaging on outcomes for government, rather than technology.

----Gartner, IT Services Providers

Top 5 IT service provider in
Eastern Europe by 2010

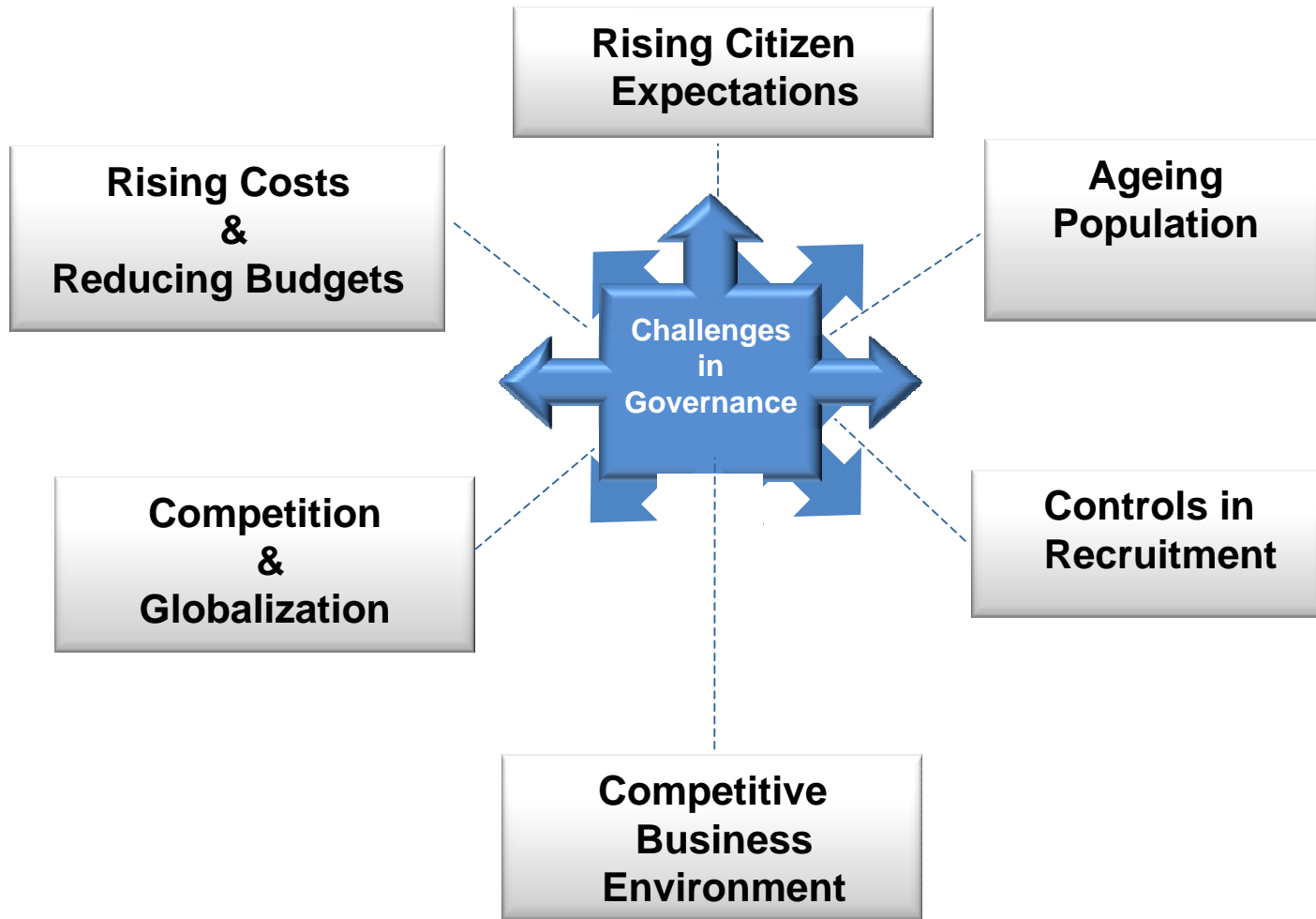
Our Approach



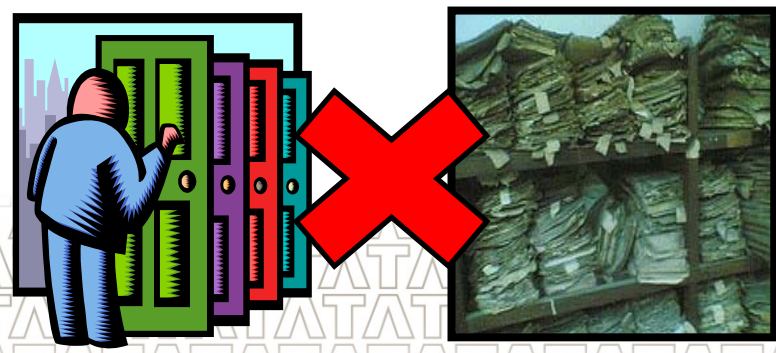
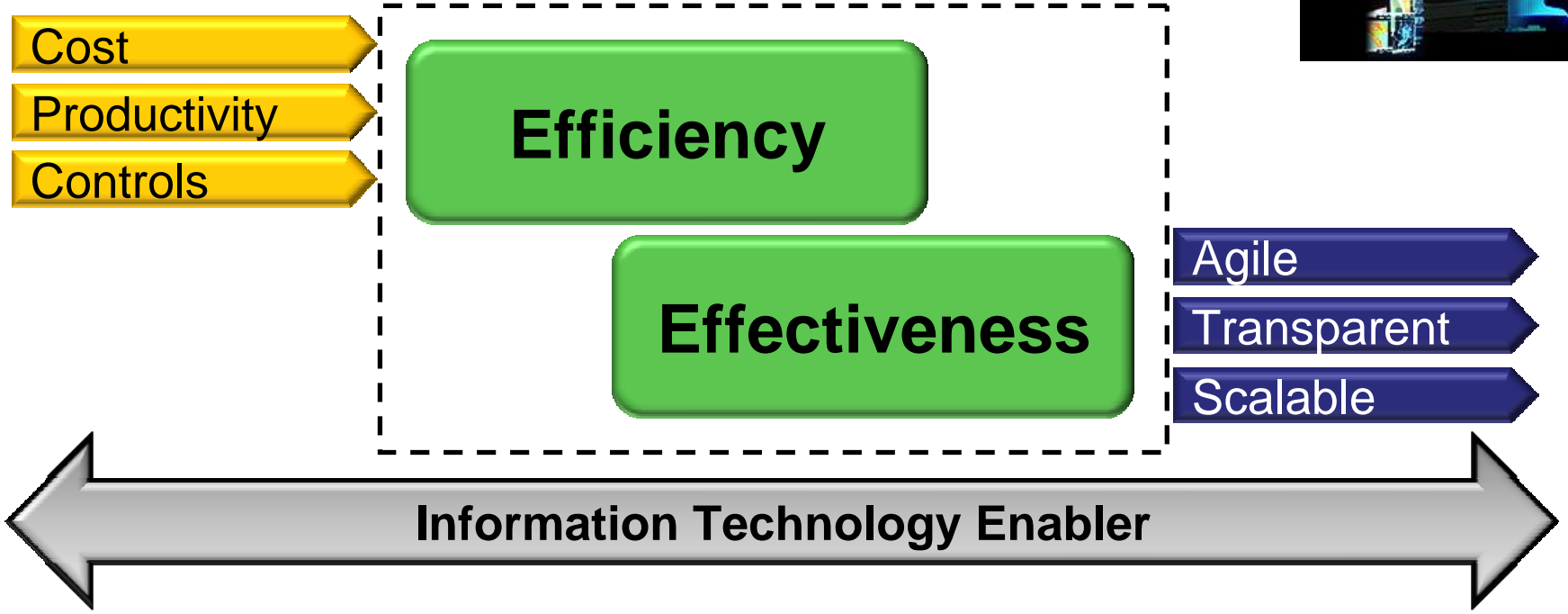


DDD Successful Case Studies by TCS

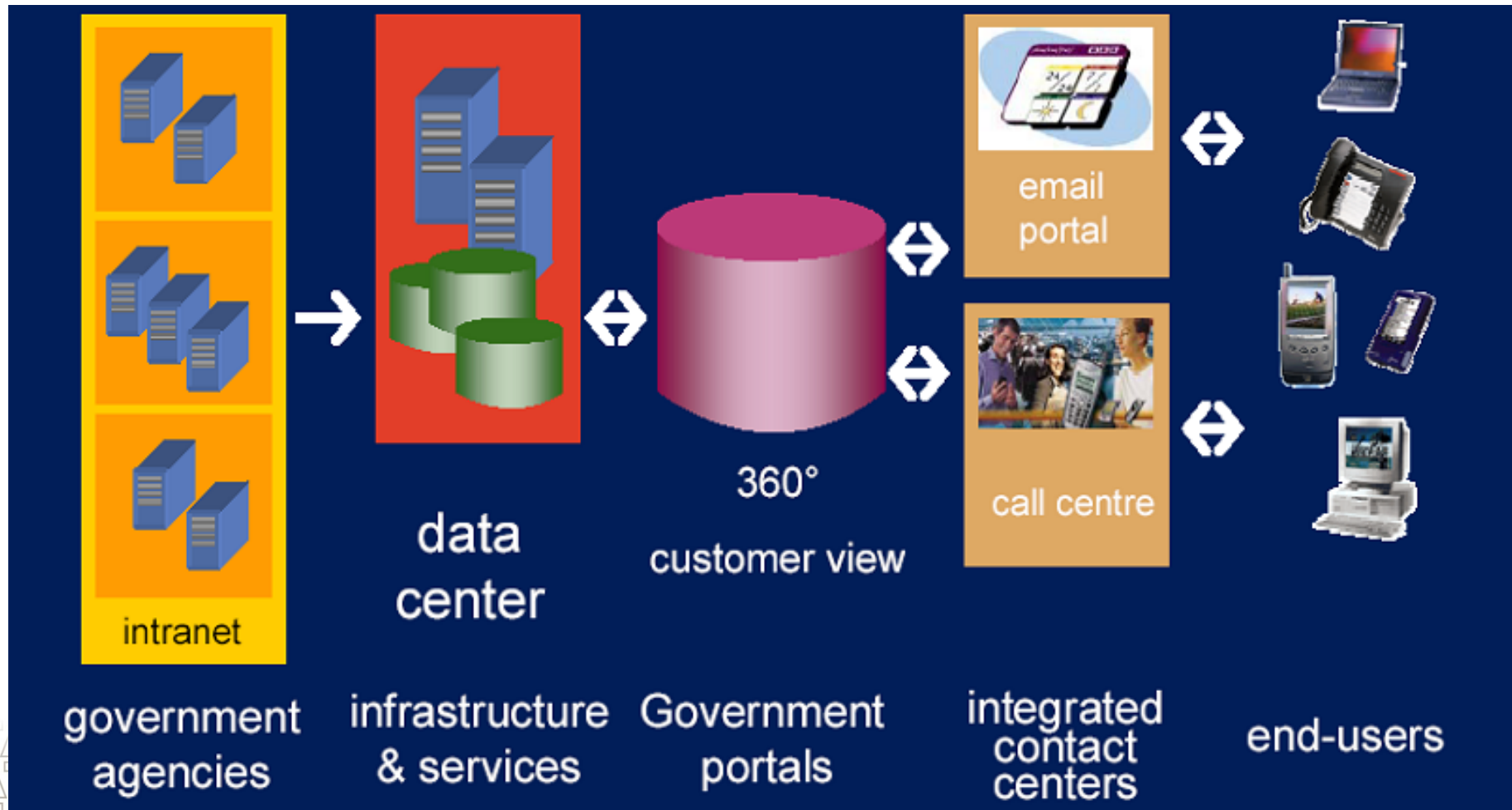
Daunting Challenges in Governance



Transforming to e-Government



The Integrated e-Governance Model



E-Governance projects

- Traditional approaches and limitations

- Vendor – Buyer relationship, Transaction oriented
- Project based , Completion on Go live
- Short term gains
- Focus on technological excellence and not on business results
- No accountability & commitment from vendor
- Limited knowledge of IT delivery
- Govt. has to manage risks -Technology, infrastructure , people , process
- Limitations on Country infrastructure, demographics

The PPP Model



Collaboration

Joint Management

Strategic & Business Driven

Business Results Based

Long-Term



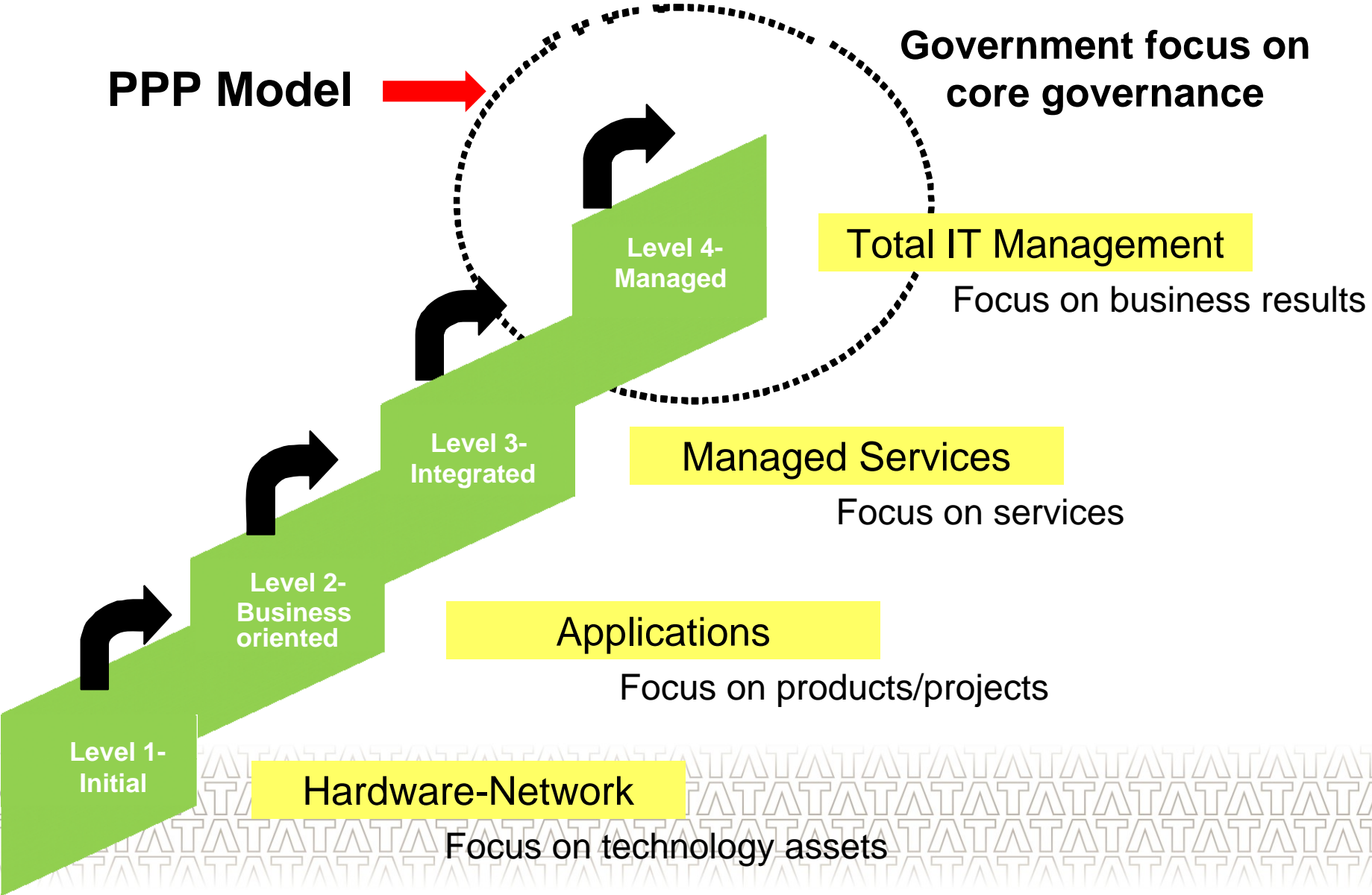
Technology Risk Mitigation



Government focus on
administration, not technology

Technology risk transferred
to IT Partner

Higher Maturity Level



The Private Partner Manages the Entire Technology Stack

SERVICES

- Operations
- SLA Compliance
- Enrichment

HARDWARE

- Procurement
- Maintenance
- Upgrade



SOFTWARE

- Development
- Maintenance
- Upgrade

NETWORK

- Set up
- Maintenance
- Security

Partner is Expected to...

- *Share the Risk*
- *Invest in the project*
- *Ensure Service Delivery as per SLAs*
- *Provide a Single Point of Accountability*
- *Demonstrate long term Commitment*

- *Manage obsolescence*
- *Manage technology stack including hardware, software & networking*
- *Manage services*
- *Monitor and ensure total security*

Advantages to the Governments

- ***Technological obsolescence risk shifts from the Govt. to the partner***
- ***Technology upgrades taken care of automatically***



- ***SLAs ensure service standards with the Govt. paying only for desired service***
- ***Project related risks move entirely to the partner as the Govt. pays only for desired outcomes***
- ***Payments by Government linked to the success of the solution rather than pure IT acquisition***

Case Studies -AP Online

Andhra Pradesh 4th largest state in India by area and population – 76 million

Background before 2002,

- Manual government processes
- Multiple interactions required to obtain a single service
- Led to delays - citizens shied away due to time to navigate the bureaucracy.
- For multiple services, citizens had to interact with multiple offices, multiple times- extremely time-consuming and tedious.
- No visibility on status of applications. File moved physically from each department to another department.
- No mechanism for tracking the time an application spent at each stage
- Result - dissatisfaction amongst the citizens and businesses of Andhra Pradesh

Govt. wanted

- One stop shop /centre for all citizens to interact with the Govt. for all kinds of services throughout their life cycle
- Secure, yet easy to use and reliable
- Promote transparency and quick services

Challenges

- Low PC usage
- Low internet penetration
- Weak Infrastructure
- Getting culture of change across Govt. employees
- Adoption rate across citizens



Life cycle of e-Services



Salient Features of APOnline

- One stop, Non stop services
- Access AP Govt organisations anywhere, anytime
- Integrating portals/marketplaces
- Query facility on Request Status by citizens
- Advanced Search Facility
- Secured e-payments
- Links to other GoAP web sites
- Integration with wireless devices
- Extension services of GoAP
- 45,000 page views per day on an average
- All public examination results published on it- crosses 1 million a day, handling sharp spikes

PPP Model

1. 100% borne by TCS
2. Covers all components
3. 11% stake given to AP Government on a Honorary basis
4. Franchisees appointed by APOne
5. Transaction cost recovered from Government
6. Over 1200 Kiosks currently
7. Half million transactions per month
8. Transaction fee for Electricity bill – Rs. 3 per transaction
9. Fee per transaction is split between-
 - APOne 50%
 - Franchisee 50%



Connect with your Government through APOnline!!!

APOnline

BETA VERSION

Search [aponline.gov.in](#)

Telugu Version

Thursday, April 10, 2008

‘Anytime Anywhere’ services

Single sign-on and single point access to multiple government services

Transparent governance leading to improved image of the government

Scalable kiosks model under Public-Private Partnership mode providing employment to the local citizens

Providing timely and comprehensive services to citizens in remote areas of the state

Andhra Pradesh News

- Indira Awaaz Yojana programme to cover tented beneficiaries ...
- Free EAMCET coaching comes as a boon ...

[CITIZEN LOGIN](#) [GOVERNMENT LOGIN](#)

[Previous...](#)

Chief M

Scalable kiosks model under Public-Private Partnership mode providing employment to the local citizens

[Chief Minister Website](#)
[Events](#)
[CM Relief Fund](#)
[Profile of](#)



Dr. Y.S. Rajasekhara Reddy
 Hon'ble Chief Minister
 Government of Andhra Pradesh

secure access to information under the control of public authorities.

Legislative Assembly...

Key Contacts
 Find contact information of key people within AP Government

Government

Governor...

Council of Ministers
 Find details about the who's who of the AP Government right here

tender notices

recruitments, for admission academic and so on...

High Court
 Know more about High Court

APOnline Trans Search

Government Information

APTS - Last date for submission of Bid is

What's New on Portal...

Performance

Citizen Services

Information

- ✓ Performance of the Government
- ✓ Acts, Rules & Govt. Orders
- ✓ Forms & Procedures
- ✓ Healthcare Info
- ✓ Family Welfare Information
- ✓ Public Works
- ✓ Schemes & Benefits
- ✓ Housing
- ✓ Tourism
- ✓ GIS

Apply Online

- ✓ Registration of Birth & Death
- ✓ Caste, nativity, income certificate
- ✓ Civic Services
- ✓ Title deeds
- ✓ New Power/ Telephone connection
- ✓ Driving Licenses & Reg. Certificate
- ✓ Grievances & Complaints

Payments

- ✓ Utility Bills
- ✓ Land Revenue
- ✓ Property Tax
- ✓ Road Tax
- ✓ Penalties & fines
- ✓ Income Tax
- ✓ Savings

Interactive

- ✓ Birth & death Certificates
- ✓ Valuation of properties
- ✓ Telemedicine
- ✓ Travel Booking
- ✓ Enrolment as voter
- ✓ Check your vote

Benefits

- Information dissemination to citizens
- Creation of citizen profiles
- Single window of access for services
- Faster delivery of services
- Faster, efficient redressing of grievances
- 24/7 access to government services
- Access to government officials
- Effective interdepartmental collaboration
- More accountability and transparency

Awards



MICROSOFT e-Governance
Award for Efficiency (2006)



GOLDEN ICON AWARD (2002-2003)
– Best e Governance portal Govt of India



Golden Web Award 2002-'03
- Web masters association US

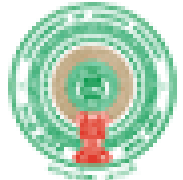
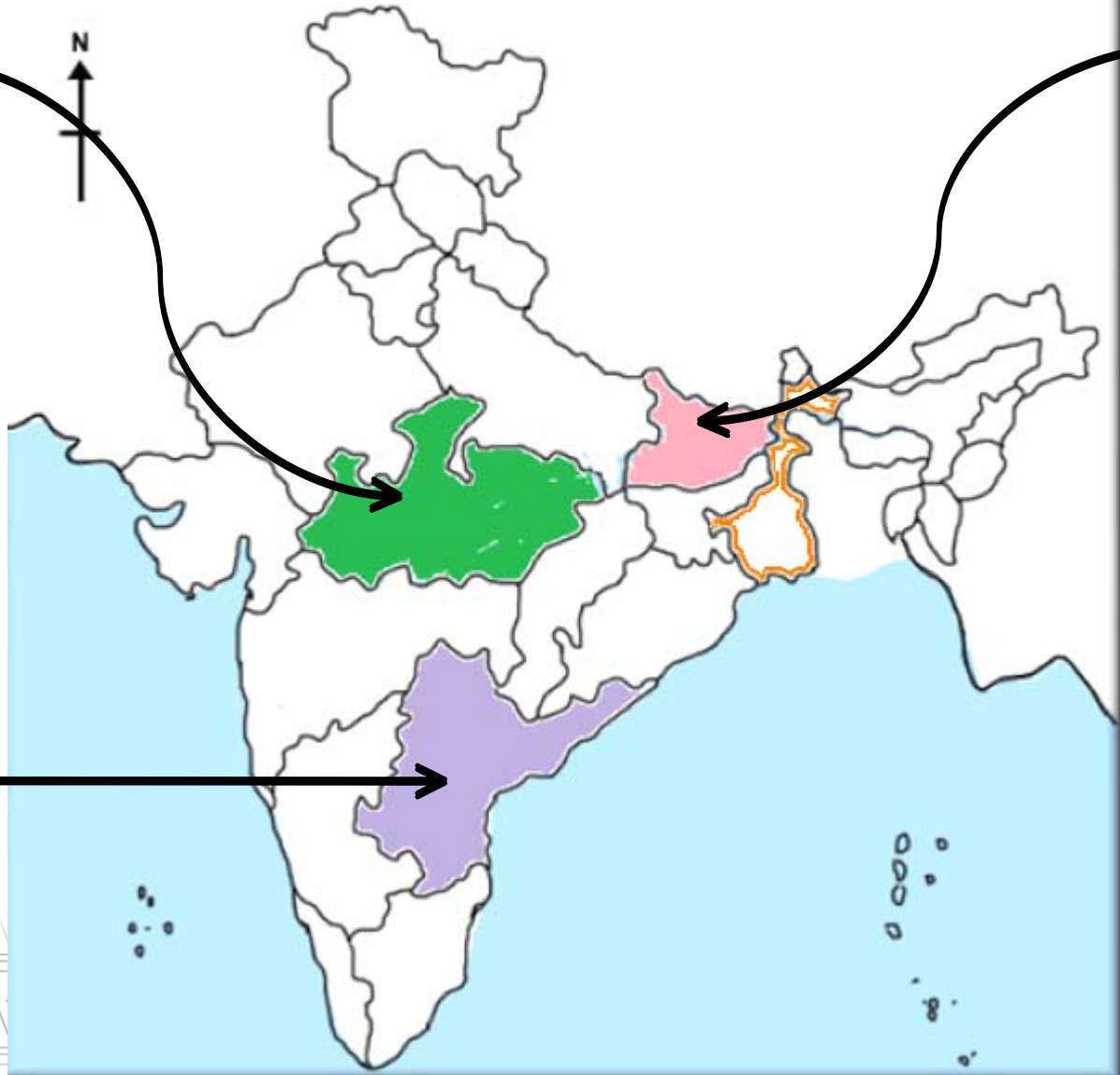
Power of replication - Implemented across other states



Madhya Pradesh



Bihar



Andhra Pradesh



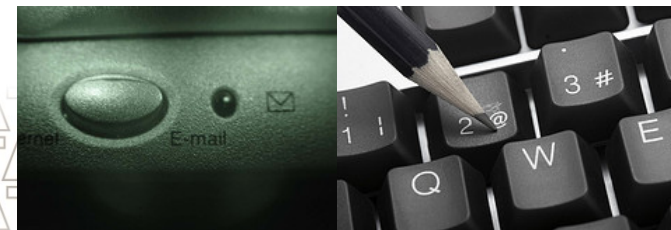


E – Governance delivered by TCS



Case Study – MCA21

India's First and largest Mission Mode e Governance Programme



In India, Impact of ICT can be felt in all Economic and Social Sectors



ICTs being accepted as essential tools of development

World wide, ICT-based Development is Now Measured not by Diffusion of Technology but by Advances in Economic Growth





ICT Enabling an Increase in FDI, at this point, resumes much importance!

FDI...not only provides a country with much needed capital for domestic investment

...but also creates employment opportunities, help transfer of managerial skills and technology, all of which contribute to economic development



Flight of Businesses takes off for Countries that Offer Ease of Doing Business



Ministry of Company Affairs (MCA) - An Overview

Background

- MCA is concerned with the implementation of the Companies Act 1956
- Regulatory body for functioning of the corporate sector
- Regulatory control over professional bodies like Institute Chartered Accountants of India , Institute of Company Secretaries of India , Institute of Cost and Works Accountant of India

Business Areas

- Administration of companies act 1956
- New Companies registration
- Statutory filing
- Charge registration
- Specialized services
- Public inspection of documents and artifacts
- Certified copies
- Investor protection services
- Legislation of companies act 1956

Size

- 20 Registrar of Companies Office across the country taking care of 700,000 corporate entities.
- More than 45 million documents stored in the repository of the registrar of companies
- Regional Directorate offices located in the four zones – Noida, Mumbai, Chennai , Kolkata
- Head Quarter located at New Delhi
- Total number of employees : 1400
- Total number of corporates handled : > 700000

Business Drivers – the need for Change



- More than 700,000 corporates
- About 45 million pages maintained in files
- 100,000 charge registrations per year

- Millions of corporate representatives visit ROC office every year
- Physical presence of company representative required for all transactions

- Mostly one office per state
- Limited access points for service delivery for ever-increasing stakeholder base

- Long queues
- Slow manual collection and verification process
- Unmanageable situation during peak filing season of Oct-Nov-Dec



- Payments were to be made in person
- Only cash or Demand Draft accepted not even check



- Paper overload doesn't permit other value added service
- Paper sorting, storage and retrieval was very cumbersome and time consuming



- Sometime information was just not available
- Information availability to stakeholders was time consuming and inaccurate

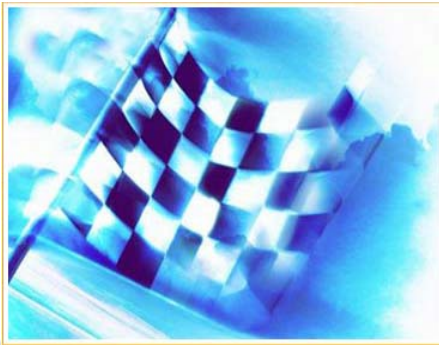
Vision



- **Reposition MCA**
- **To fulfill the aspirations of its stakeholders**
- **To achieve global competitiveness for the 21st century**

Foundation for a healthy business eco system

Goals



- **Business** – Registration of new companies from days to hours
- **Public** – Online availability of Ministry on a 24*7*365 basis
- **FIs**– Easy registration and verification of charges from anywhere in and outside the country
- **Government** – Effective Compliance management & transparency
- **Employees** – Environment conducted to promote efficiency and effectiveness

Ensuring Speed & Certainty in Service fulfillment

TCS was selected after a rigorous international competitive bidding as the partner for the programme, completely responsible for implementation and roll out of MCA21 program within a fixed time frame which addressed holistic end to end transformation covering internal and external stakeholders

Through

BOOT model

(Build Own Operate and Transfer)



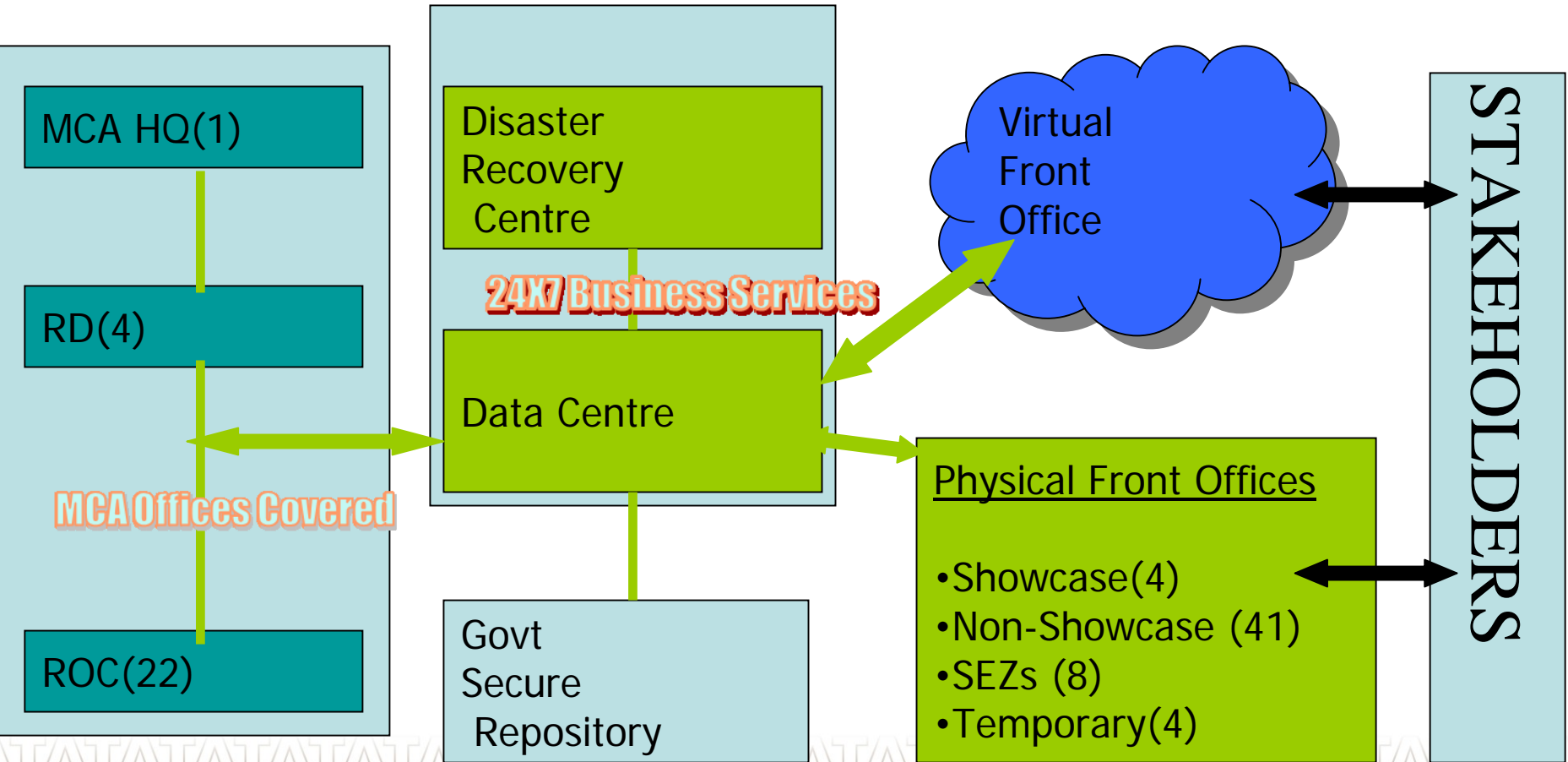
With Total Service and Outcome Orientation

PPP Model

- TCS as the BOOT operator invests in building the entire infrastructure including Data center, Computer hardware and software, Application software, 52 Facilitation centers across India including Customer executives
- The BOOT contract consists of 2 parts
 - (a) Implementation phase and
 - (b) Operations phase for six years after the completion of the Implementation phase
- At the end of the Operations phase, MCA will decide either to transition the project to the Government or would work out a model for operations
- The commercial model of the PPP project consists of
 - One time costs towards application software and digitization (about 10% of total cost)
 - Equated Quarterly Installment (EQI) based revenues over 24 quarters which is based on the actual delivery of services as per pre-defined Service Level Agreement (SLA) model.

Monitoring SLAs on Real Time Basis

- Enterprise Management System tools for analyzing & managing system performance, network performance, call logs, etc., as well as providing the means of monitoring the SLA metrics.
 - This system, at the upper-most level, gives the perspective of the Business Assets and Services not just the individual systems, routers, switches, etc. The drill down detail includes Application Servers, services/components running on them, along with their linkages to the Services at the upper-most level.



Provide Citizen Services covering Front Office (Public Facing) and Back Office (Employee Facing) operations

MCA21 Portal

www.mca.gov.in



- Comprehensive static information about MCA
- Provides facilities for complete interaction with MCA
- Other information needed for stakeholders interacting with MCA
- Provides Any Time, Any Where access to MCA services on a 24X7 basis

The Change

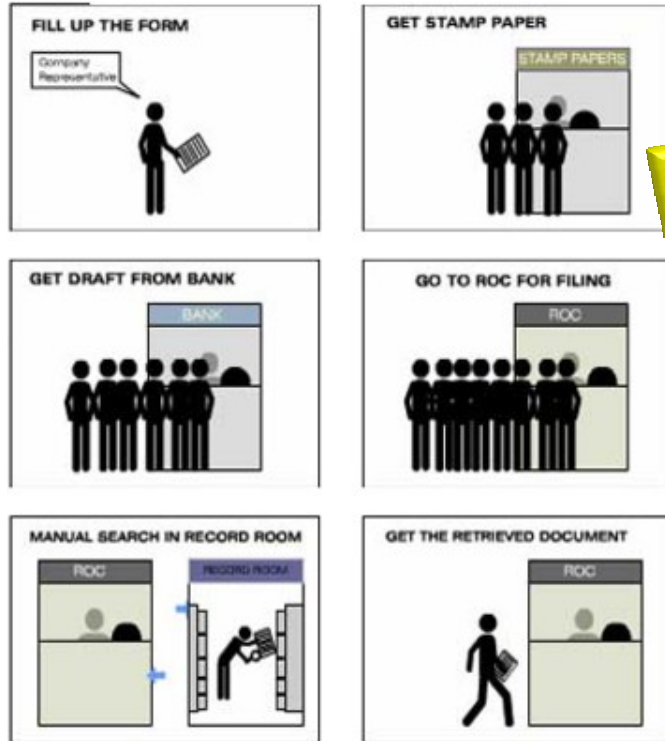


**Secure, Inter-operable
Government Functions**

- Ministry of Company Affairs available to the stakeholders on 24*7*365 through the MCA portal - www.mca.gov.in
- Any where any time filing through MCA portal
- More access points – 53 Registrar's Front offices located across India
- Multiple payment options including electronic payments – credit card, internet banking
- Digital signature based governance – ensures validity of documents in court of law
- Unique identification of companies using Company Identification Number (CIN)
- Migration of 60 million historical documents into electronic repository
- Electronic workflow driven paperless back office for faster and easier processing

**One of the largest transaction based system implementation
In the Government of India**

Previous

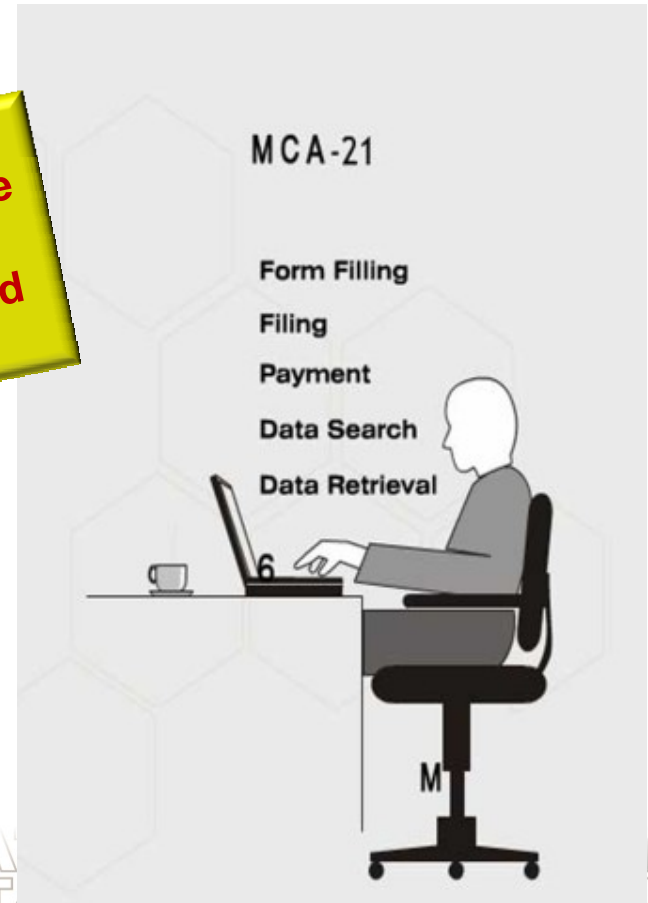


Filing

Retrieval

Current

MCA21 brought about a transformation in the way stakeholders interacted and worked with the ministry



Efficiency in Service Delivery

Nature of Service

	Prior to MCA21	After MCA21
Name Approval:	7 days	1 day
Company Incorporation:	15 days	1 to 5 days
Change of Name:	15 days	3 days
Change Regn. / Modification:	10-15 days	2 days
Certified Copy:	10 days	2 days

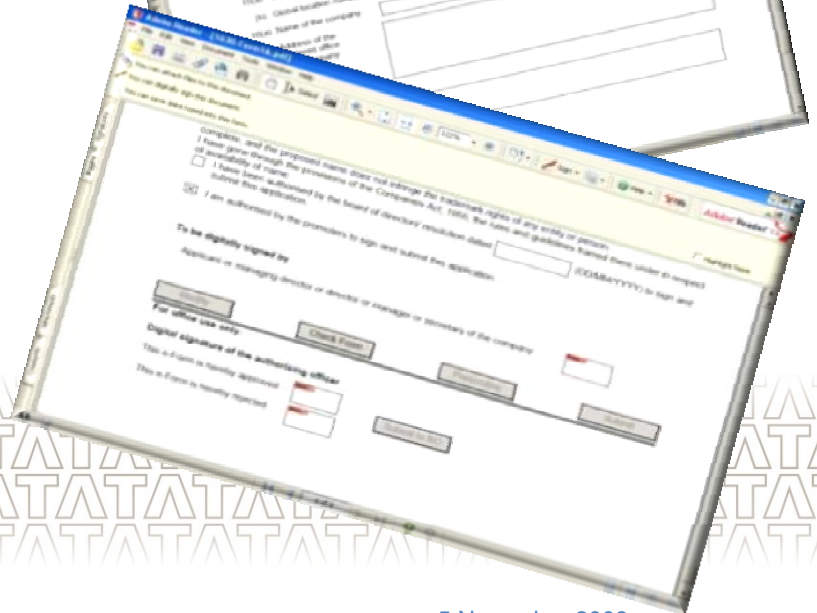
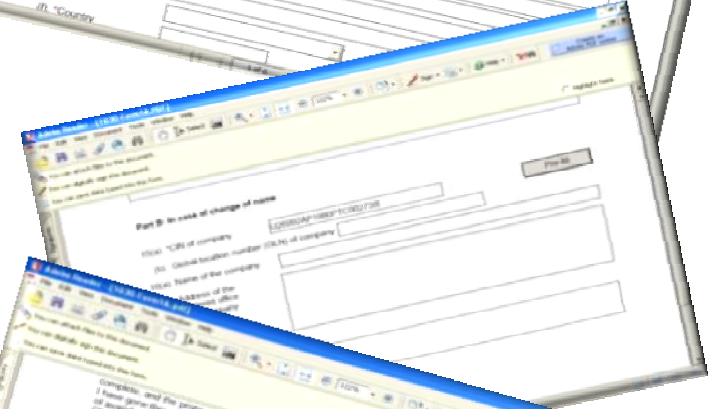
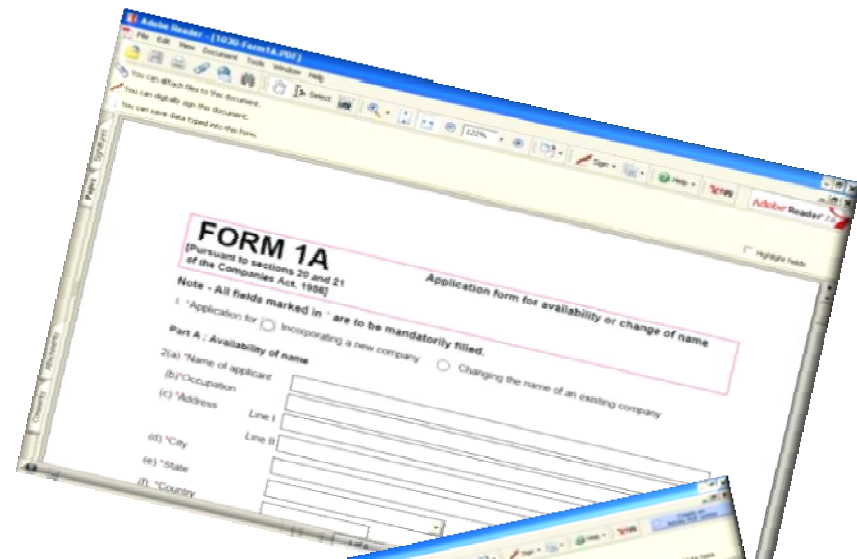
Registration of Other Documents:

Annual Return	60 days	Instantaneous
Balance-sheet	60 days	-do-
Change in Directors	60 days	3 days
Change in Regd. Office Add.	60 days	3 days
Increase in Auth. Capital	60 days	3 days
Inspection of Public Documents		on-line public view

We intend to deliver all services within 48 hours by the end of 2007-08

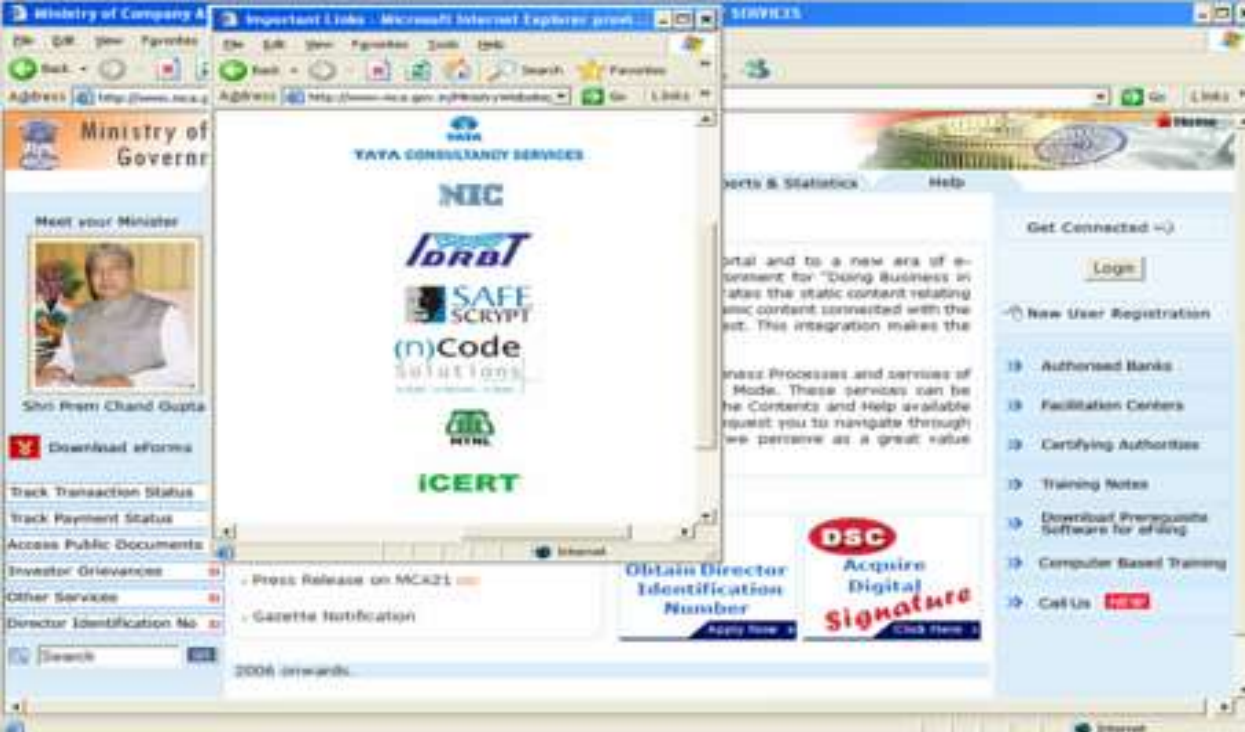
- Peak portal hits 14 mln
- Max docs filed in a day 41800
- Total filings till date 3.4 mln (average 1.2 Mb)
- New Co. registered online 84,000+
- 52 front offices

E Forms



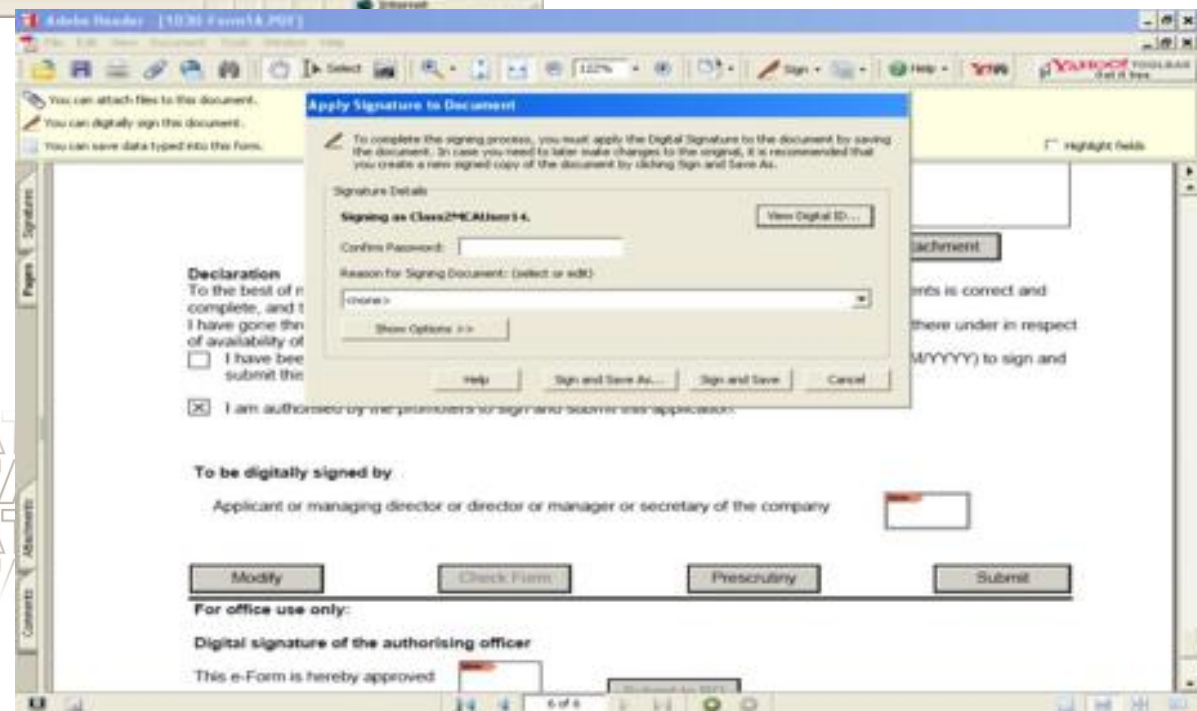
- 61 e Forms as per 1956 Company Law
- Covers all types of interaction
- Ability to pre-fill data from MCA's National Corporate Information Data base
- Ability to check form before being up loaded for processing





**USE OF
DIGITAL SIGNATURE
CERTIFICATES (DSC)**

**LARGEST IN THE
WORLD**



53 Registrar Front Offices all over India



- Manned by Customer Service Executives

- Common service levels

- Common look and feel across offices
- Common processes

Comprehensive Digitization of legacy documents



More than 4.5 million pages of historical documents scanned and loaded into digital repository

Digitization of company records across all ROC offices



Ensured that all relevant historical records are available electronic retrieval

Change Management for employees across India

File Edit View Favorites Tools Help

Google G Go Bookmarks Popups okay Check AutoLink AutoFill Send to Settings

MasterScreen Page Tools

Welcome to the MCA21 FO Portal CBT

- Comprehensive Change management plan



- Walkthrough of the Portal
- User Registration
- General Services
- User Specific Services

Extensive Hand Holding support
(extended from 1 year to 3 years)

- Comprehensive training programme
 - ✓ Class Room
 - ✓ Hands On
 - ✓ CBT

One to One Employee Enablement is the key success factor

Joint Work with Govt. of India and Other Entities

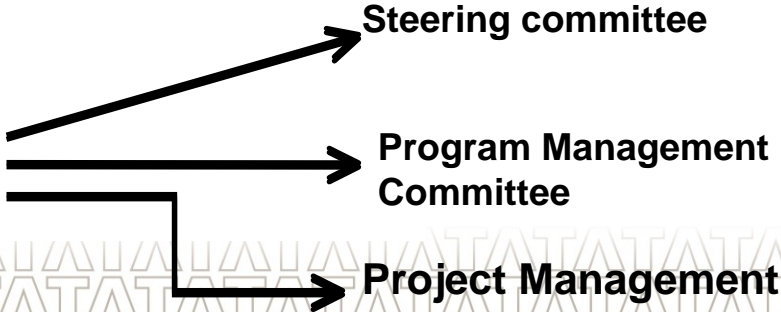
Ministry Of
Corporate Affairs:
Customer

Ministry of
Information
Technology:
Advisor

Independent Testing
& Certification
Agency:
**For certification of
all areas**

Third party audit firm
for concurrent audit

Governance
Organization



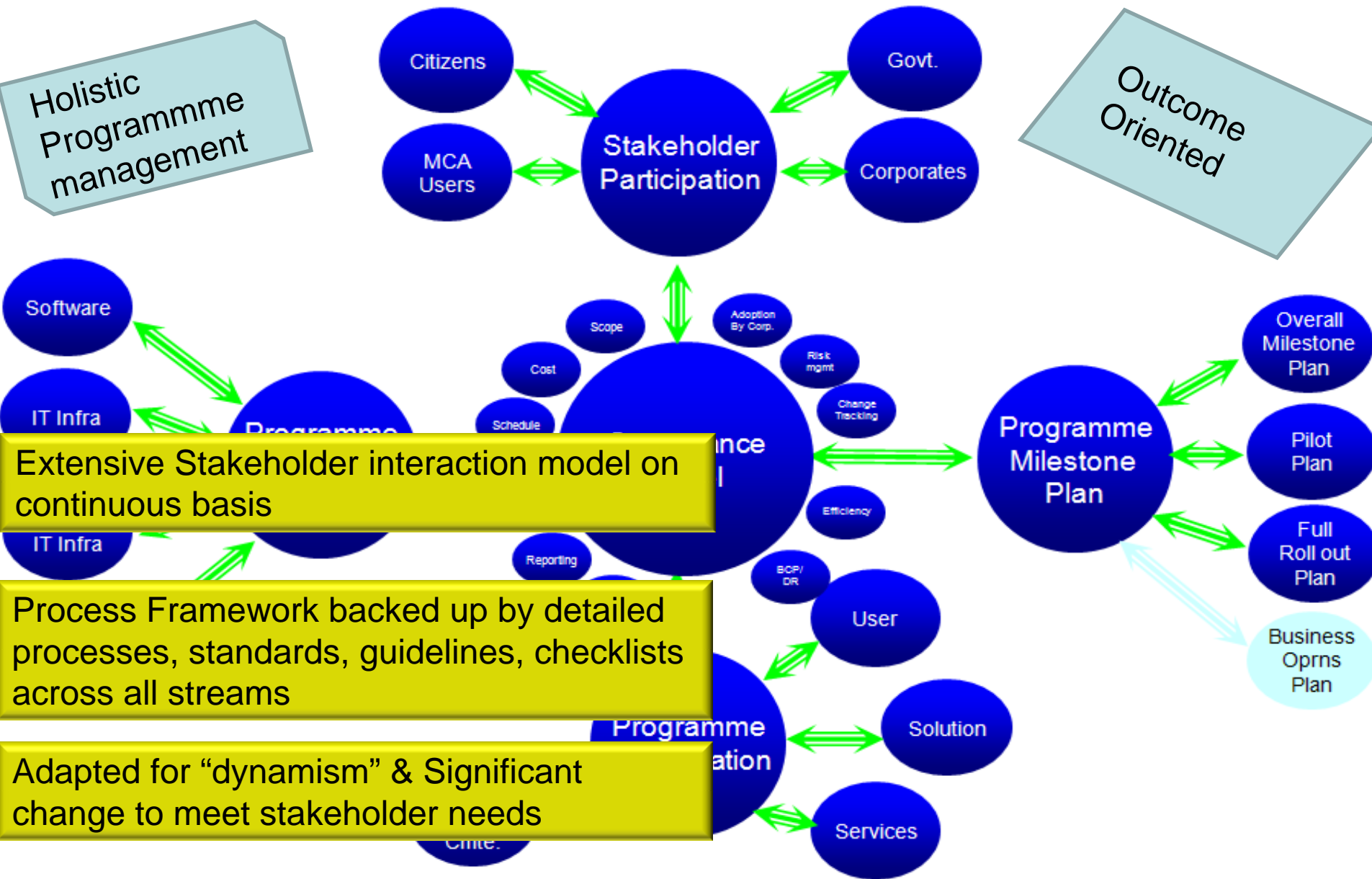
Innovative and comprehensive programme management model used to ensure ...OUTCOME & SERVICE DELIVERY



Innovative and comprehensive programme management model used to ensure ...OUTCOME & SERVICE DELIVERY

Holistic Programme management

Outcome Oriented



Extensive Stakeholder interaction model on continuous basis

Process Framework backed up by detailed processes, standards, guidelines, checklists across all streams

Adapted for "dynamism" & Significant change to meet stakeholder needs

Benefits of MCA21

BENEFITS FOR PUBLIC

- Convenient and instant access to public records of corporate sector for numerous years
- Simple and uniform procedures with regards to:
 - Access of public records
 - Obtaining certified copies
- Saves time and cost

BENEFITS FOR GOVERNMENT

- Service fulfillment to business and other stakeholders
- Foundation laid for joined up services
- Business eco-systems made attractive for new investors
- Ready availability of information for other Govt. organizations

BENEFITS FOR BUSINESS

- Simple hassle free interaction with Government
- Uniform ,single point of filing all compliance related information without location constraints
- Latest information available on-line on the MCA portal
- No special technology investments to comply with the new e-filing requirements
- Multiple and convenient payment options including on-line payment through MCA portal

BENEFITS FOR FINANCIAL INSTITUTIONS

- Online access to information relating to registration of charge
- Enables effective decisions related to credit evaluations
- Reduces occurrence of future NPA's

MCA 21 Program Rolled Out in 77 weeks



Successful realization and roll out of this mega project within shortest possible time frame

Post MCA21...

...FDI has come to Play an Increasingly Important Role in the Economic Growth of the Country



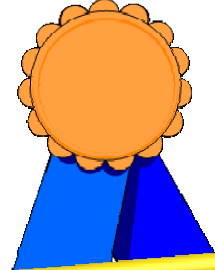
- India received \$20.13 billion as Foreign Direct Investment (FDI) in April-February 2007-08, up 70 per cent from \$11.88 billion that flowed in a year ago
- FDI inflows recorded over five-fold increase in three years, ...from US\$ 2.2 billion in 2003-04 to US\$ 15.7 billion in 2006-07
- Simultaneously, FDI share in India's GDP has increased from 0.8% to 2%
- The share of FDI in total investment had more than doubled from 2.6% in 2003-04 to 6.4% in 2006-07

Source: IBEF, The Financial Express



MCA21 Making Headlines

Awards Won



DATAQUEST Path breaker Award for 2006

National e-Governance Award 2007-2008
for best Govt. Process Re-Engineering

DATAQUEST e-governance Best Vendor Award 2007

Skoch Award for National Significance – eGov
Program for 2007



“ The success of MCA21 is an outcome of the commitment and competence of the extraordinary team consisting of the project conceptualization consultants, the NISG, all the participating officers and officials of the Ministry of Corporate Affairs, Department of Information Technology, **Tata Consultancy Services**, STQC, professionals, and above all, the MCA21 users who have wholeheartedly supported the project.”

Congratulations to all for their involvement and support in this endeavour !

Anurag Goel
Secretary
Ministry of Corporate Affairs, Govt of India



The only parameter
for
e-governance
should be a smile on
a citizen's face



Thank You

