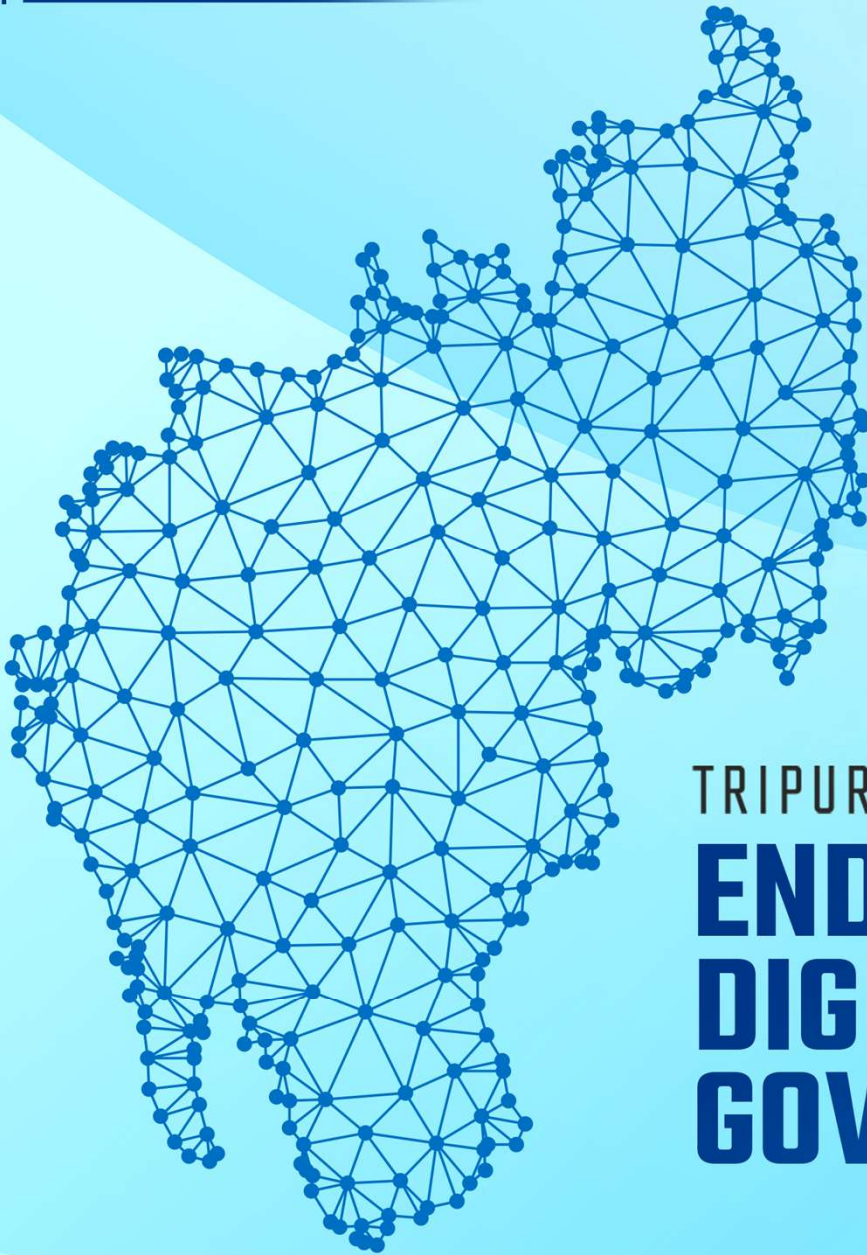


A CASE STUDY ON STATEWIDE IMPLEMENTATION OF eOffice



TRIPURA'S JOURNEY TO **END-TO-END DIGITAL GOVERNANCE**

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ABSTRACT

The transition from paper-based administration to digital governance remains a persistent challenge for public institutions, particularly when undertaken at scale and across decentralized administrative structures. The State of Tripura's implementation of the eOffice platform represents a landmark example of comprehensive, end-to-end digital transformation of government administration, extending seamlessly from the State Secretariat to Districts, Sub-Divisions, Blocks, Field Offices, and Panchayat institutions.

Implemented through a tightly governed, mission-mode approach under Digital Tripura Initiative, Tripura's eOffice rollout was aligned with national public administration reform frameworks, including Digital India, the Central Secretariat Manual of Office Procedure (CSMOP), and the priorities of the Department of Administrative Reforms and Public Grievances (DARPG). The initiative focused not merely on digitizing files, but on redesigning administrative workflows to enhance efficiency, transparency, accountability, and accessibility.

Within a compressed timeline, the State onboarded over 2,480 offices and more than 18,000 officials, created over 2.5 lakh electronic files, facilitated more than 57 lakh digital file movements, and digitized over 1.4 crore pages of legacy records. Independent assessment findings indicate significant gains in administrative efficiency, faster decision-making, high user acceptance, and substantial time and cost savings across all levels of government.

Beyond implementation, Tripura institutionalized sustainability through ePRISM an innovative peer-review and performance management system layered over eOffice ensuring continuous monitoring, leadership oversight, and outcome-oriented governance. Together, these reforms have embedded digital processes into the core functioning of the State, transforming eOffice from a project into the administrative backbone of governance.

This case study presents Tripura's experience as a replicable blueprint for governments seeking to achieve large-scale digital administration while safeguarding institutional accountability, operational continuity, and public trust.

Pull-Quote: *"Tripura demonstrates that scale, geography, and administrative depth are not barriers to digital governance—execution discipline is."*



POLICY CONTEXT & REFORM ALIGNMENT

Tripura's eOffice transformation is firmly aligned with state & national public administration reform frameworks:



Enabling paperless, faceless, and cashless governance.

CSMOP

Standardising electronic file processing & record management.



Pushing for paperless offices, digital service delivery, digital infrastructure.

DARPG PRIORITIES

Standardising electronic file processing & record management.

This alignment ensured that technology adoption translated into institutional reform, not parallel systems.



THE PROBLEM

When Paper Became a Structural Constraint:

Before eOffice, Tripura's administration faced systemic challenges common across governments.



Slow file movement and approvals.



High costs of storage & transportation.



Restricted accessibility beyond office hours



Limited traceability and auditability.



Risks to confidentiality and record integrity.



Heavy paper use led a higher carbon footprint.

Paper had evolved from an administrative tool into a governance bottleneck, limiting responsiveness and citizen-centric service delivery.

Pre-Reform Reality: | *Manual tracking* | *Multiple photocopies*
| *Inconsistent practices* | *High environmental cost* | *Delays*



REFORM VISION:

**Redesigning How
Government Works:**

Tripura's objective was not incremental digitisation, but a system-wide redesign of administrative workflows.

THE REFORM VISION FOCUSED ON:



Location-agnostic
decision-making



Faster approvals with
accountability
safeguards



End-to-end
transparency via
system audit trails



Leadership oversight
through dashboards,
not files



A future-ready digital
governance backbone



Building End-to-End
Digital Capacity

This vision positioned eOffice as a core administrative infrastructure, not only just an IT project.



IMPLEMENTATION STRATEGY:

Designing for Scale and Sustainability

Mission-Mode Implementation Model:

KEY INSTITUTIONAL PROCESS INCLUDED:

DIT was designated as the State Nodal Agency for statewide eOffice implementation.

A SMART Training Centre was established for hands-on training & capacity building.

The eOffice system was upgraded & scaled from 500 to 25,000 users.

An 8-member PMU was constituted for centralized implementation oversight.

Departmental Nodal Officers and Master Trainers were nominated for user support.

Infrastructure gaps were assessed and PCs and scanners were distributed.

Fast-moving and critical legacy files were digitized through a specialized agency.

Users were onboarded through structured role mapping and system configuration.

Module-based training was delivered in STC, by online, and on-site modes.

The State Data Centre was strengthened for secure statewide operations.

The State Record Retention Policy, 2023 was notified for digital records management.

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PHASE ROLLOUT

Phase 1

State Secretariat,
Departments & Directorates

Phase 2

District Headquarters

Phase 3

Sub-Divisions & Blocks

Phase 4

Field Offices &
Panchayat Institutions

The strategy followed a calibrated, stage-wise expansion of eOffice—anchored at the Secretariat, integrated through districts, deepened across sub-districts, and completed at the grassroots—ensuring consistency and statewide adoption.

Each phase consolidated adoption before progressing, ensuring stability and confidence.

Pull-Quote: *“What enabled scale was not technology alone, but governance architecture.”*



CAPACITY BUILDING & CHANGE MANAGEMENT

Recognising that digital transformation is primarily a people challenge, Tripura invested heavily in capacity building:



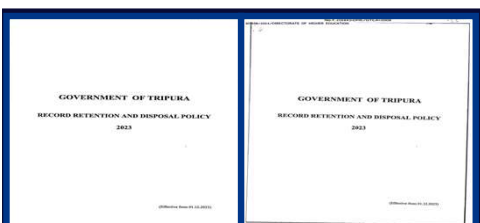
Establishment of a dedicated SMART Training Centre for structured capacity building.

Nomination of departmental nodal officers and master trainers to enable decentralized training and support.



Role-based training with continuous handholding to ensure smooth transition and adoption.

Digitisation of fast-moving legacy files to enable immediate use in eOffice and minimize waiting time.



Strict adherence to the State Record Retention Policy to ensure systematic digital records management.

Training effectiveness exceeded 90–95%, reflecting strong user acceptance.



IMPLEMENTATION OUTCOMES

Phase wise Impact Snapshots

Phase I

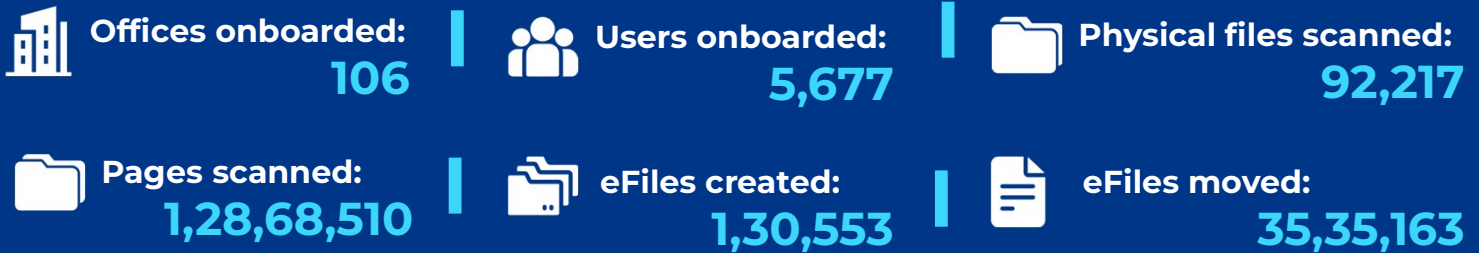
State-Level Rollout

9th May 2023 -
30th September 2023

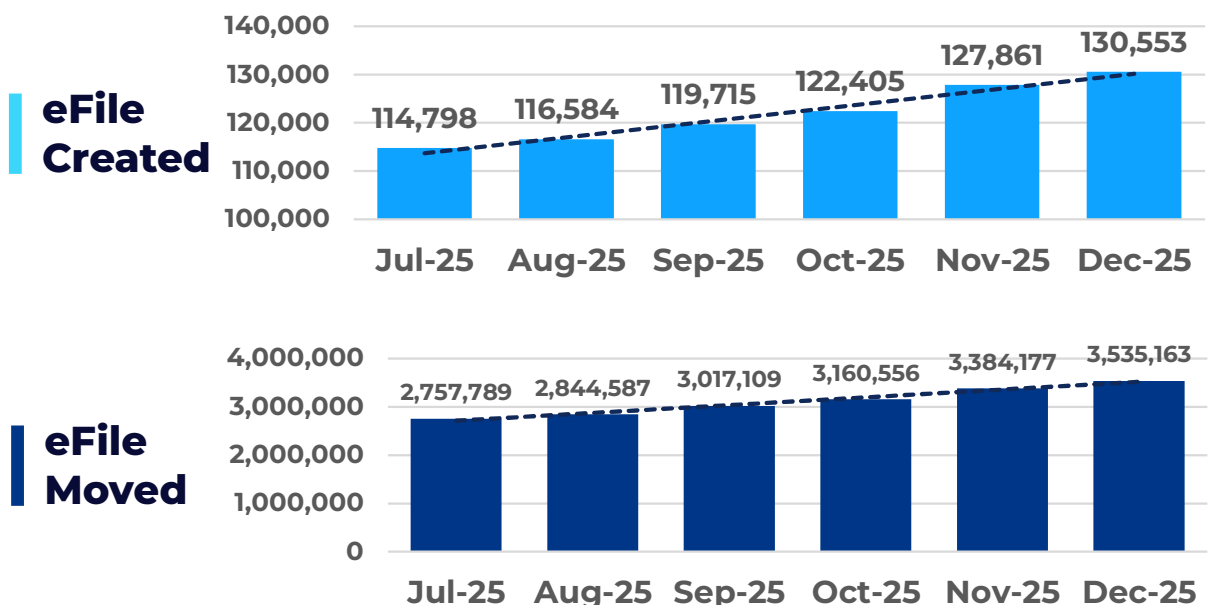
FOCUS AREAS:

- Coverage:**
78 Departments and Directorates
- Target onboarding:**
4,500 users
- Digitization:**
92,217 physical files
1.28 crore pages

CURRENT STATUS AT STATE LEVEL



eFILE STATISTICAL REPORT (LAST 6 MONTHS)



100% eOffice compliance achieved across all targeted Departments and Directorates within just five months, demonstrating rapid adoption and strong leadership-driven execution.

Phase II

District HQ Level Rollout

11th October 2023 –
25th December 2023



FOCUS AREAS:



Coverage:

8 DM & Collector offices



Target onboarding:

817 users



Digitization:

7,186 physical files

12.83 lakhs pages



CURRENT STATUS AT DHQ LEVEL



Offices onboarded:
8



Users onboarded:
923



Physical files scanned:
7186



Pages scanned:
12,83,378



eFiles created:
18,575

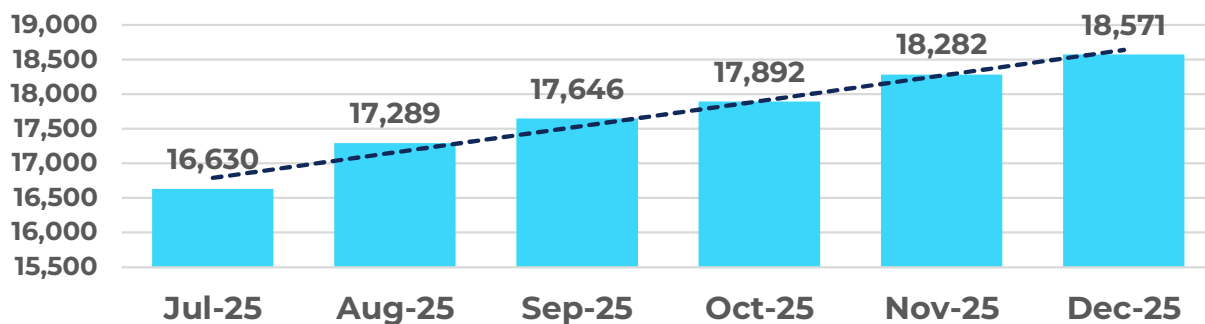


eFiles moved:
5,70,283

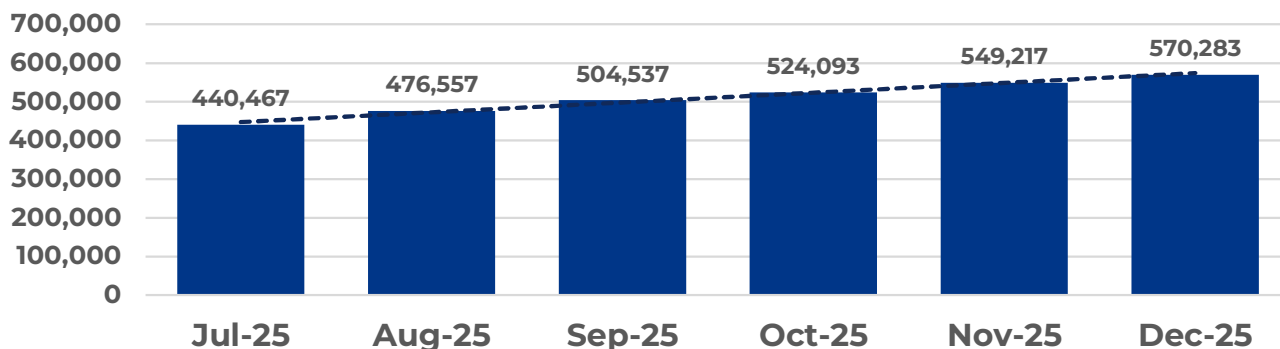


eFILE STATISTICAL REPORT (LAST 6 MONTHS)

eFile Created



eFile Moved



All 8 District Magistrate & Collector offices became fully functional on eOffice by 25 December 2023, achieving 100% operational compliance within the stipulated timeline.

Phase III

Sub-Division & Block Level

(In continuous to the 2nd Stage to 15 March 2024)

FOCUS AREAS:



Coverage:

23 SDM & 58 BDO Offices



Target onboarding:

2,500 users



Digitization:

10,340 physical files

16.0 lakh pages approx.

CURRENT STATUS AT DHQ LEVEL



Offices onboarded:
81



Users onboarded:
2806



Physical files scanned:
10,340+



Pages scanned:
16,00,000+



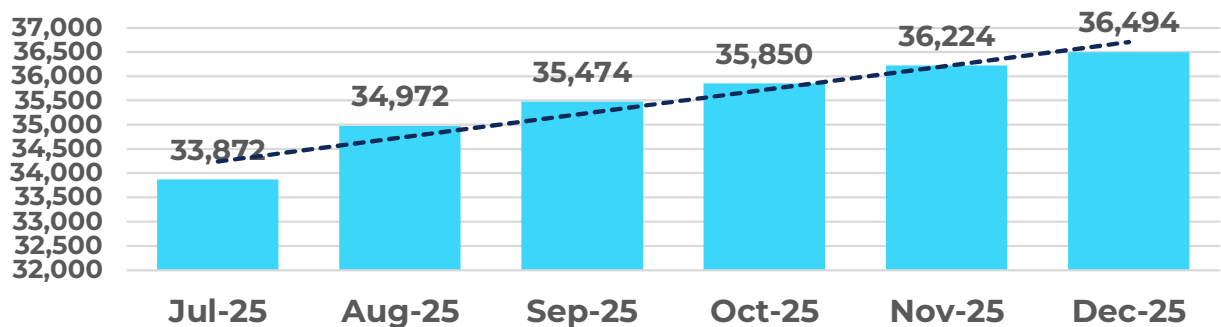
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36,494



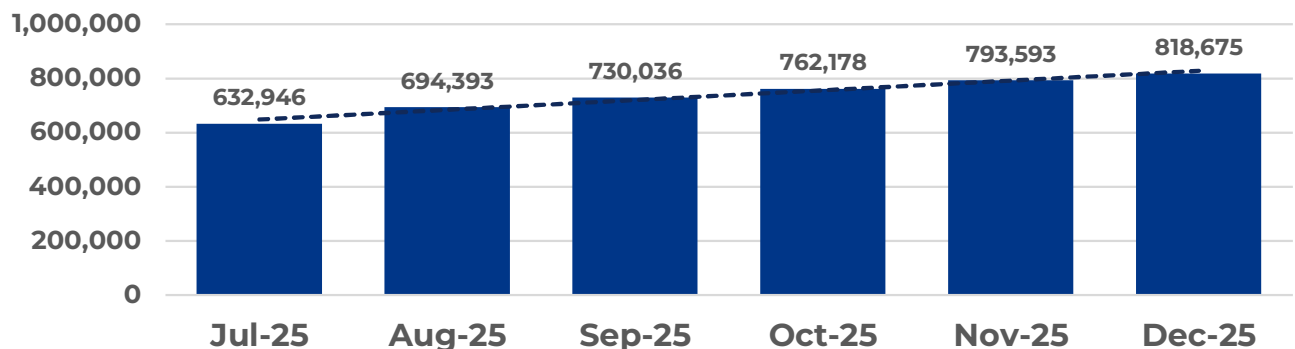
eFiles moved:
8,18,675

eFILE STATISTICAL REPORT (LAST 6 MONTHS)

eFile Created



eFile Moved



All 89 offices (8 DM & Collector, 23 SDM, and 58 BDO offices) achieved 100% eOffice compliance by 15 March 2024, completing full digitization of the district and sub-district administrative hierarchy.

Phase IV

State-Level Rollout

9th May 2023 -
30th September 2023

FOCUS AREAS:



Coverage:

1029 field offices & 1288 Panchayats



Target onboarding:

8,000 users



Digitization:

1 lakh physical files approx.

1 crore pages approx.

CURRENT STATUS AT DHQ LEVEL



Offices onboarded:

2317



Users onboarded:

8856



Physical files scanned:

1,05,123 Approx.



Pages scanned:

1 Cr Approx.



eFiles created:

68,737

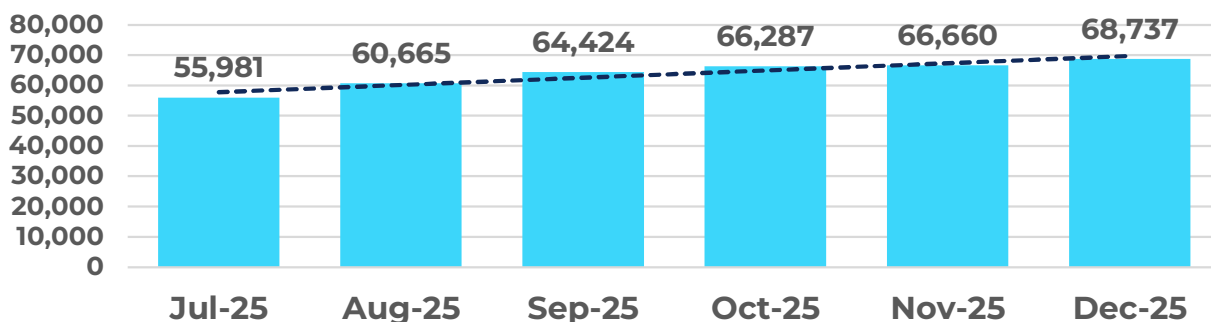


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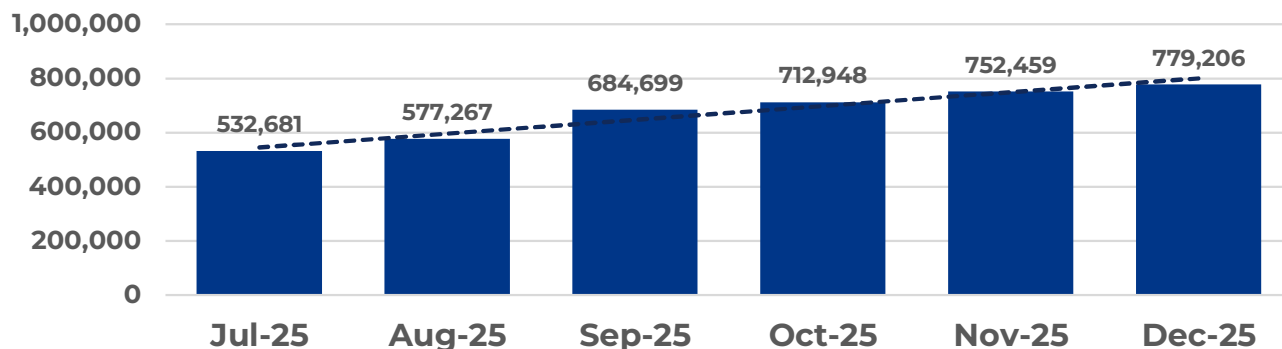
7,79,206

eFILE STATISTICAL REPORT (LAST 6 MONTHS)

eFile Created



eFile Moved



All the 1029 field offices along with 1288 Panchayat Institutions (1193 GPs/VCs, 75 PS/BAC, 8 ZPs, 8 DPOs 1 SPRC & 3 PRTIs) accomplished 100% eOffice by 31st July 2024



AT A GLANCE – STATEWIDE SNAPS



Offices onboarded:
2,484+



Users onboarded:
18,262



Physical files scanned:
2,14,866+



Pages scanned:
1,58,51,888+



eFiles created:
254355+

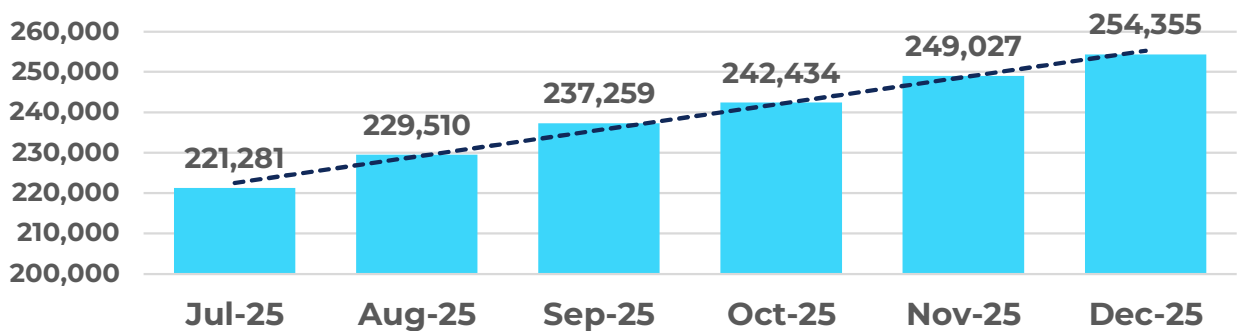


eFiles moved:
57,03,327



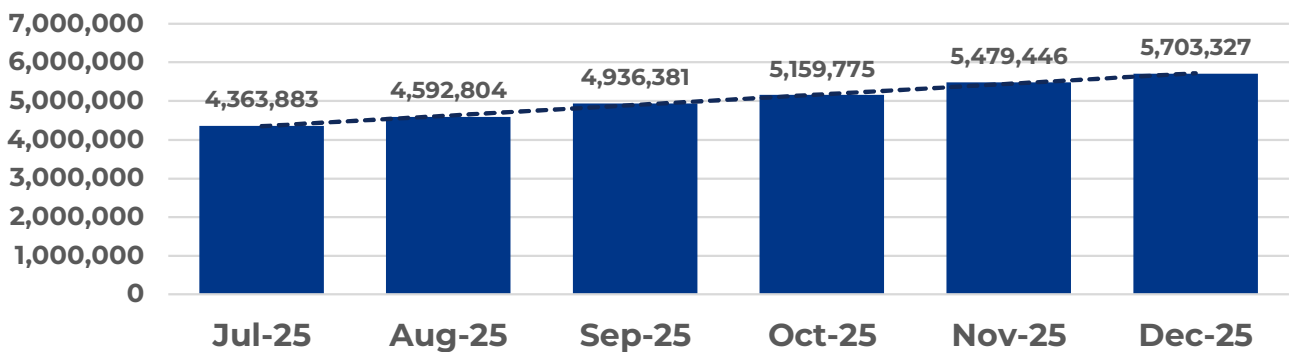
Operational Trends (Last 6 Months):

eFile Created



Continuous month-on-month growth in eFile creation, increasing from approximately 2.21 lakh to 2.54 lakh eFiles

eFile Moved



Steady rise in eFile movements, crossing 57 lakh transactions, reflecting deep institutionalization of digital workflows

High and sustained usage levels indicate user confidence, workflow maturity, and system stability across the State.

STATEWIDE SUCCESS SNAPSHOT



The Director, IT receiving a certificate from the Hon'ble Chief Minister in recognition of Tripura's successful end-to-end implementation of eOffice.



The Director, Information Technology, chairing a review and interaction session with civil service probationers during an eOffice training programme



The Director, IT chairing a review meeting with departmental nodal officers to assess the progress of eOffice implementation.



INNOVATION BEYOND ROLLOUT



To sustain post-implementation quality, the Directorate of Information Technology developed **ePRISM (eOffice Peer Review and Information System for Management)**, a first-of-its-kind digital platform launched on 29 August 2024.

ePRISM enables paperless, data-driven, and standardized peer evaluation of eOffice performance across all administrative levels, institutionalizing transparency, accountability, and continuous improvement.

WHY EPRISM MATTERS ?



Peer evaluation by CS, Secretaries, DMs, SDMs, BDOs



Standardised KPIs across offices



Real-time dashboards for leadership



Automated scoring and comparative insights



“ePRISM has sustained the momentum of Tripura’s statewide eOffice implementation by enabling continuous, evidence-based peer evaluation. It has strengthened performance ownership, timely decision-making, and proactive compliance, ensuring eOffice remains an efficient and accountable governance system.”



INDEPENDENT VALIDATION OF IMPACT

- ❖ Building upon ePRISM-based peer to peer internal evaluation, Tripura engaged National Institute for Smart Government (NISG) for an independent assessment (Feb–May 2025).
- ❖ The independent assessment by the National Institute for Smart Government (NISG) confirmed:



~100% transition to eFiles



98–99% users reported time & cost savings



95–98% faster approvals



17,100+ officials digitally upskilled



Consistently high district-level performance

- ❖ Identified challenges were limited and manageable, with no systemic risk to sustainability.

The final NISG report is yet to be scheduled for official release.



KEY SUCCESS FACTORS

(Lessons for Replication)

1

Mission-mode execution



2

Strong central governance with decentralised execution



3

Leadership ownership at all levels



4

Investment in people before technology



5

Continuous monitoring & learning mechanisms



These elements make the Tripura model scalable and replicable across diverse administrative contexts.

CONCLUSION

Tripura's eOffice transformation illustrates that comprehensive digital governance is achievable when policy alignment, institutional design, and execution discipline converge.

The initiative has moved beyond project status to become the administrative backbone of the State, offering a credible blueprint for governments seeking to modernise administration while safeguarding accountability and public trust.

