

AWARDS SCHEME FOR EXEMPLARY IMPLEMENTATION OF GOVERNANCE INITIATIVES

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NAME OF CATEGORY- 'EXCELLENCE IN GOVERNMENT PROCESS RE-ENGINEERING'

1. Coverage – Geographical and Demographic ()

(i) Comprehensiveness of reach of delivery centres,

All State Government Departments (Budget Controlling Offices) and its field offices(Drawing and Disbursing Officers) , Treasuries, District GPF Offices, Directorate of GPF, Accountant General Office, Treasury Banks

(ii) Number of delivery centres

8696

(iii) Geographical

(a)National level – No of State covered

1

(b) State/UT level- No of District covered

28

© District level- No of Blocks covered

259

Please give specific details:-

All the 212 Block offices are connected over Sate Wide Area Network (JHARNET) and the connectivity to remaining blocks are under process

(iv) Demographic spread (percentage of population covered)

100 % Government Departments, Local Bodies, Governor House and Semi-Government Bodies under Government of Jharkhand.

2. Situation Before the Initiative (Bottlenecks, Challenges, constraints etc with specific details as to what triggered the Organization to conceptualize this project):

Bottlenecks, Challenges and Constraints:

a. During preparation of State Budget, Supplementary Budget and re-appropriation of funds –

- The collection of data by concerned department was a big challenge and time consuming process as the requirements were collected from field offices using their respective computerization process or in form of physical reports.
- The compilation of data received by Budget Section of Finance Department received in non-uniform printed format became a big challenge.
- Misclassification of heads of account led to wastage of time.
- Substantial repetitive and unproductive paper work at all levels (DDOs to Finance Department through HODs/ Administrative Departments) for preparation and consolidation exercise of different reports was being

undertaken manually lead to duplication of efforts

- Since aggregate revenue figures were not available to Finance Department from revenue collecting departments on real time basis, thus resource planning during budget preparation became a challenge
- Expenditures figures of previous financial year required during the budget preparation were not made available on time to Finance department before Budget preparation.
- Even though few departments made the figures available, there were many variations in Treasury expenditure and receipt figures.

b. Allotment of fund to the field offices by the departments –

- There was no digital linkages with budget and allotments released to DDO by Department
- Fund reached the DDO by either Fax or registered post.
- Time taken by registered Post was at least 6-7 days in the remote Blocks. Due to non-availability of FAX at all locations the FAX was delivered to the beneficiary in a delayed manner.
- Centralized checking of Allotments was not possible causing over draws and mis-classification of Budget Heads.
- There was no control of debit of amount from correct budget head. Allotment was sent in a particular heads of account where as draws were made from a different Budget head.
- Delays in release of funds due to non-availability of past expenditure data
- Reconciliation issues between Treasury and Departments.

c. Bill preparation system by DDO –

- Treasury received bills prepared by DDO in physical form with errors in Budget Heads and incorrect plan types.
- Assistants had to do data entry of these bills further making errors in either mentioning incorrect bill number, misclassifying the bill category, or even entry of deductions in incorrect deduction type columns.
- Duplicate bill numbers could not be tracked.
- DDOs were not able to get instant status of bill presented in treasury, expenditure details with Treasury Voucher number and paid date.
- No proper record of objections raised in a bill.
- No proper acknowledgement numbers were provided to DDOs. This lead to pick and choose in passing the bills by Treasury.
- No proper track of bills received in Treasury leading to rise in pendency.
- Non availability of instant MIS reports for DDOs or even they could not view the previously transacted bills unless they referred to the office copy.
- No Salary Slip was provided to Employee Concerned.

d. GPF accounting system for the employees

- Due to de-centralized accounting system monitoring by Finance Department couldn't be done.
- Lead to generation of duplicate GPF accounts for a subscriber for the same Financial Year at a different district GPF Office.
- The accounting was based on the contribution details submitted by DDO

concerned i.e. the collateral evidence submitted by DDO in favor of employee was later found to be manipulated.

- Sometimes even the advances taken by the employee were left out while generating the GPF annual Statement.
- There were data entry errors while updating the monthly contributions and advances in GPF database.
- The category of advances taken was misclassified while doing data entry.
- No transparent method of sanctioning GPF advances and drawl by DDO.
- Settlement of post retirement benefits was beyond one month to even 1 year or even more sometimes.

e. Management Information System and Decision Support System –

- No centralized reports concerning to expenditure and receipt for Finance Department for making checks and control over the allotment released.
- No instant mechanism for other Departments to view the expenditure and receipt reports.
- Budget versus allotment released versus expenditure done by field offices were not available for data analysis and DSS.

f. Interfacing with AG accounting System –

- After month end accounting by Treasury, the vouchers were being re-entered by AG office Accounts division for generating final accounts.
- Corrections of data entry errors were an uphill task.
- Generation of final accounts became a time consuming process.
- State Budget data were entered by EDP Cell of AG Accounts after preparation of State Budget

g. E-Receipt System through Common Payment Gateway –

- Manual Challans made the basis of revenue collections in the State.
- Tax payers had to reach concerned Treasury and the connected Bank for making their Tax payments through Challans
- In-correct receipt heads mentioned on the manual Challans made it difficult to identify the Department to which Challans belonged to.

h. Employee Portal –

- No facility for employees to view their own monthly contribution details, salary details, GPF account data
- No mechanism for employees to apply for GPF advances except the manual process.
- Employees could not know the status of GPF Advances applied for.

i. Finance Portal –

- Common people as well as other departments did not have easy access to circulars/notifications issued by Finance Department.
- They had to move personally to obtain such Circular/Notifications.
- Various stake holders were ignorant of services for which Department of Finance is responsible for.

3. **Extent of Process re-engineered** (Processes that have been re-engineered, services which depend on these processes, analysis/re-design of Process workflows –

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before (As-Is) and after (To-Be) re-engineering; changes in activities and their sequencing; level of automation (Extent of computerization in terms of number of services computerized, Extent to which steps in each service have been ICT- enabled) #)

1. State Budget preparation process –

The collection of data by departments concerned in non-uniform format was stopped. Meetings were held with all departments and agreed upon a common digital format through which the desired allocation needed was raised to finance department. Before finalizing the requirement of budget prior to preparation of Budget, Departments referred to MIS reports on expenditure done during the previous financial year generated from the centralized database connected to the Treasury System (Operational over State Wide Area Network having 99% availability)

A Web Based application connected to Central Treasury database of the state has been developed for online entry of allocation desired by various departments during a financial year. The departments feeds the required allocation as desired and upon subsequent checks by Finance departments with reference to Budget versus Expenditure report from central database, the data is finalized by Budget Section for State Budget preparation during a financial Year. The application also enables the various departments to feed the additional desired budget if any during a financial year. These figures upon assessment and finalization by Finance department are passed during the Supplementary Budget. Treasury and Departments upon finalization of Budget data access the Treasury database for further Transactions. Departments make online fund allocation to DDOs under them. No excess withdrawal is possible as all possible checks with respect to Budget are available while making allotments to DDO.

2. Integrated Fund Management System – (Department – Budget Controlling Office – DDO – Treasury)

- a. Till date Treasury used to do the entry of fund allotments DDO wise against a Budget Head based on the allotment letters received from various departments. Treasury Officer validates the entered fund before the bill is passed.
- b. Department of Finance noticed booking of funds against incorrect Budget Heads prompting the development of a Web application for departments for releasing the allotments against the availability of Budget (upon validation with Budget Heads) DDO wise which flows to the Treasury end digitally.
- c. The application has a complete and instant check on the availability of Budget in central database before release of allotments at various levels.
- d. The application is Role Based. The allotments reach DDO as well as Treasury in a secured work flow.
- e. The application generates the allotment letter having unique allotment access number DDO wise, against each amount being allocated. This access number

is used by various Treasuries for fetching the allotments against a DDO and further validated by Treasury Officers for its usage for transactions.

- f. All allotment letters are bar coded and they also gets mailed to the respective DDOs mail id.
- g. All bills are transacted from correct heads of account as DDO prepares the Bills using the online released allotment containing correct budget heads of account.

3. DDO Level Bill Management System –

A Web Based software “DDO Level Bill Management System” has been developed for DDOs attached to various Treasuries. The DDO module primarily runs on INTRANET (SWAN-JHARNET) . The software is further integrated with the Treasury software where the detailed data of the concerned bill can be digitally extracted on to the screen of Bill Assistant for further course of action, i.e. passing of bill there by reducing the entry effort of the bills presented by DDO.

The site is available on INTRANET (URL - <http://jharkhand.gov.in>) as well as Internet URL - <http://finance-jharkhand.gov.in>.

- i. DDO prepares the Bill on his desk for his employees using their GPF/CPF numbers.
- ii. He uses the central Employee Database maintained with the Treasury system.
- iii. Further the Salary Bills (Gazetted Bills) and the establishment (Non-Gazetted bills) can be generated by DDO and sent to Treasury with a control number. All the bill details are accessible by DDO at any instant of time. These bills contain the correct heads of account as this gets validated with the online allotment received.
- iv. DDO generates a hard copy of Bill, Payroll, GPF/CPF Schedules, Bank Advice note along with a unique Control Number. There was no need to generate the hard copy but AG requires the hard copy of the bills for audit purpose.
- v. All print outs have Bar Code embossed on it to ensure security and authenticity.
- vi. The messenger submits the hard copy of bill in Treasury and receives a acknowledgement number from the Treasury as a proof of receipt.
- vii. The bill data moves to the treasury assistant digitally and displayed onto his screen based on the control number as available on the bill. Instead of entering the control number the assistant can use the Bar code reader for reading the control number.
- viii. The DDO can maintain proper record of GPF / CPS No of individual employees tagged to him.
- ix. DDOs can view their balance allotment from their own desk before preparing a bill.
- x. DDOs are in a position to view the status of Bill or can send SMS to know

- the status of the Bill.
- xi. DDO can generate report on details of transacted bill from their desk. They need not depend on Treasury Officials.
- xii. Salary details of individual employee once entered need not be re-entered to generate the salary bill next time unless there is any change in details.
- xiii. At the end of financial year, DDO can generate Form 16 from their desk.

4. GPF Accounting System –

- a. Online Web Based GPF Accounting system has been developed for catering the needs of a centralized database of GPF accounts of all the State Government employees across the state.
- b. Prior to this the GPF accounts were generated by individual GPF Offices in a decentralized database.
- c. The monthly subscriptions and the advances taken by the employees automatically gets posted to GPF database directly from Treasury database once the Salary bills are transacted by Treasury Office.
- d. No need to do the offline data entry of the monthly GPF subscription and advances of the employee. No human intervention is required.
- e. As on date **no duplicate GPF account** exists in the database.
- f. The Government is able to keep proper track of advances being applied by an employee and its sanction by concerned authority through an online process.
- g. Sanction of advances and application for advances by employees have become hassle free
- h. Retirement benefits are promptly disbursed to the retiring employee on the day of his retirement.

5. Treasury Management Information System – For usage by Dept of Finance, GOJ, Department, Treasury. URL - <http://finance-jharkhand.gov.in/treasurymis>

A Web based application "Treasury Management Information System" is a hub which serves the objective of G2G & G2E functionalities. It provides online reports on transactions done in Government Treasuries and Banks, for various stakeholders. No manual compilation of reports is needed after the development of Web Based application.

- a. Centralized Automated Daily account reconciliation.
- b. Department of Finance is able to know the expenditure/receipt status of whole state at any instant of time against the budgetary provision.
- c. Strict monitoring on Advance Contingent Bill through Desk top Alerts.
- d. Generation of Deduction/Recovery schedules (Treasury wise) for AG.
- e. Personal Account Ledger (financial year wise/ DDO Wise/ Treasury wise).
- f. Instant Budget-Allotment-expenditure reports.
- g. Instant Balance Budget available department wise Plan wise.

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6. *Treasury Information system interfaced to AG Office Voucher Level Computerization –*

- a. An interface known as Treasury Interface to VLC (Voucher Level Computerization of AG) has been developed for transferring the accounted data of Treasury digitally to VLC database.
- b. Treasury completes the monthly accounting every month. The digital data available in the centralized database needs to be transferred to VLC database digitally.
- c. An interface (a Window Application) has been devised for the AG office EDP Cell that accesses the State Data through a secured Web Service.
- d. After proper cross checking at AG level, data gets posted to the VLC production server for further accounting by AG.
- e. Data related to RBI Remittance, LOP/CAC, Voucher Wise data, Challan has been mapped in the structure of VLC Database.
- f. After preparation of State Budget, the budget data is made available at the AG EDP cell into the VLC database through the Web Service over a secured channel. Data entry of such data could be avoided saving a lot of time.

7. *Integration of e-Receipt (through payment gateway) system with Treasury system –*

- a. *Major departments like Commercial Taxes, Transport and Registration have started e-receipt system on their portals.*
- b. *These portals have been integrated with common payment gateway(NSDL) which provides a common gateway to the Tax Payers to pay their Dues / taxes for obtaining a Government service.*
- c. *Treasury has been interfaced with bank and departments through a secured Web Service for obtaining these e-Receipt data.*

8. *Employee Portal - for empowering the Government employee*

An Employee portal has been designed as a common hub of financial information of all the State Government Employees. GPF/CPS Number in the State of Jharkhand has been declared as a unique identity of individual employee. The employee has to register himself on this employee portal in order to view his/her information on financial data. While registering the Employee gets a onetime password (OTP) on his registered mobile for logging onto the Employee Portal with GPF/CPS No as his user id.

URL-<http://finance-jharkhand.gov.in/karmchari.aspx>

It facilitates-

- i. GPF Account Generation – Employee can self generate his annual statement based on the monthly subscriptions and advance data as available on the

- central database. The employee need not go to the GPF Office for obtaining his/her annual Statement.
- ii. Salary Slip generation – Employees can download his/her Salary Slip after salary payment by Treasury. They can view all the deduction as well as recovery details during any financial year.
 - iii. View of archived GPF Accounts – At any instant of time, the employee can process and self generate the GPF annual statement for any financial year.
 - iv. Applying for GPF Advance – GPF advance can be applied by employees depending on the available GPF Balance fund.
 - v. Online approval and sanction of advances – The advances so applied by employees are approved by DDO online followed by preparation of Bill online. The employee can view his/her status of approval of advance.
 - vi. **The GPF rules were amended by Department of Finance in order to bring the Online System in force.**

9. Finance Portal – <http://finance-jharkhand.gov.in>

- a. *The exhaustive details related to department of Finance, Jharkhand exists on the portal.* The details related to circulars and notifications are uploaded by the concerned section through the interface made available to them.
- b. The portal provides relevant links also to the stakeholders.
- c. Complete information on the hierarchy of Finance Department has been made available.

4. Strategy Adopted

(i) Details of base line study done,

- The existing manual process of Budgeting, release of allotments, GPF Accounting System, Interfacing treasury with AG were thoroughly studied by a technical team from NIC with help of the concerned officials of different sections.

(ii) Problems identified,

- On Study of budgeting processes it was found that, non uniform format were used by various departments for collecting the requirements. These requirements were sent physically to budget section of finance departments.
- The assistant of budget section were laying these requirements before the higher officials for its analysis and finalization. While doing analysis it was observed that the base line parameters needed were found to be missing. As a results finance department had to believe the fact and figure as provided by the departments, resulting in no cross verification of the facts and the figures. This used to lead to excess budgetary provision resulting in surrender of unutilized money and improper resource planning.

- On study of existing process of allotments it was observed that the manual allotment letter were printed by referring to the budget books and sent to field level offices. It has been found that the allotment letters did not contain proper budget heads as well as correct classification. This resulted in drawls from treasuries from different budget heads for which transaction was not meant for. It also led to incorrect reporting on expenditures. It was difficult to check if the allotment letters were authentic or forged.
- The study of the previous GPF accounting system depicted that duplicate accounts of same employees existed at different locations. The accounts were processed based on the monthly subscription details provided by DDOs or some times by self declaration by employees. There was no mechanism to cross check these details with treasury data. Sometimes GPF Advance taken was left out intentionally. This resulted in huge revenue loss to the government, and some times loss to the employee as well.

On Study of AG office accounting system, it was observed that AG office used to receive the monthly accounted vouchers from the treasuries. These monthly vouchers were entered into their VLC system by the data entry operators. This resulted in huge data entry error whose correction took enormous time leading to late submission of monthly final account to CAG.

(iii) Roll out/implementation model,

- The modules were rolled out for its usage by the all State Government Departments (Budget Controlling Offices) and its field offices(Drawing and Disbursing Officers) , Treasuries, District GPF Offices, Directorate of GPF, Accountant General Office, Employees of State Government. All the modules are hosted in the present State Data Center and connected to a common Database
- After successful lab testing and black box testing by selected users the Online Budget System and online fund management system were rolled out at once.
- After successful lab testing and black box testing by selected users of GPF offices the GPF Accounting System was implemented in Phased Manner. It was piloted at the Directorate of GPF. After successful usage it was rolled out for rest of GPF Offices.
- To support the GPF accounting system in an efficient manner the Employee portal was rolled out after proper testing for usage by employees.
- After successful lab testing and black box testing by EDP Section of AG office

users, the AG Interface module was installed at AG office.

- Consequent upon implementation, the valuable feedbacks from users were continuously admitted and same was incorporated in the software after analyzing its feasibility. The changed patches in the software were implemented after successful testing.

(iv) Communication and dissemination strategy and approach used.):

- A web based application was developed for Comprehensive Budgetary Transaction monitoring system. Series of trainings were imparted to all the BCOs and their computer operators.
- A web based Fund management System was developed. Series of trainings were imparted to all the BCOs, DDOs, Treasury officers and their computer operators.
- A web based GPF Accounting System and Employee Portal was developed. Series of trainings were imparted to all the GPF officers and their computer operators.
- An Application for AG Interfacing with Centralized database of treasuries was developed. Training was imparted to AG office EDP officials and their computer operators.
- The new changes made to the software are well communicated in advance to users concerned through web portal and user manuals. If desired the hands on training to the concerned users are imparted by project management unit of Finance Department.

5. Technology Platform used-

(i) Description

1. Web based Application.
2. Hosted at present State Data Centre.
3. All users access the Central system through JHARNET (SWAN)/ Internet, using their Browsers.
4. Database: Oracle 10G Clustered on Linux servers.
5. Application: ASP.Net framework 4 on Windows 2012 servers.

(ii) Interoperability

To interoperate with HRMS Portal, AG VLC System, eTaal Portal, Departmental Receipts Portal and Banks the secure Web Services has been developed and implemented on SSL in State Data Center.

(iii) Security concerns

Following are the Security Measures that are taken during the development and implementation of Application Software.

- i. Application level security has been maintained. Parameterized APIs like Stored Procedures; parameterized SQL Queries have been used.
- ii. If a parameterized API is not available, the application carefully escapes special characters using the specific escape syntax for that interpreter.
- iii. Positive or “white list” input validation is also prepared and used.
- iv. Meets all the authentication and session management requirements.
- v. Strong efforts have been made to avoid XSS flaws which can be used to steal session IDs.
- vi. Each Authenticated pages are loaded after verification with access matrices defined for a selected role of the system.
- vii. All URL parameters are encrypted before redirecting the web page.
- viii. There is a process for keeping abreast of and deploying all new software updates and patches in a timely manner to each deployed environment.
- ix. Passwords are stored with a hashing algorithm specifically designed for password protection. Strong Passwords only are accepted.
- x. Application encrypts all sensitive data at rest (cookies) and in transit in a manner that defends against threats.
- xi. Log Management of all critical activities by the users
- xii. Menu Based System is designed and it is controlled by access matrices defined for a selected role of the system.
- xiii. Cross Site Request Forgery is prevented in pre-authenticated pages.
- xiv. Avoid the usage of Component provided by Unknown Third Party.
- xv. Redirection are validated and mapped at server end.
- xvi. Aadhaar based authentication by Treasury officials for logging onto the Treasury system
- xvii. Core modules of Treasury system have been audited
- xviii. SSL Integration

(iv) Any issue with the technology used

Availability of SWAN happens to be 99%. In the event of network failure backup leased line resolves such situations.

(v) Service level Agreements(SLAs) (Give details about presence of SLA, whether documented, whether referred etc. #)

No separate SLA was required. The software has been developed by NIC and all the web based software has been deployed in current State Data Center. Department of Finance has deployed a in-house Project Cell (PMU) for supporting the implementation of the project. All the applications leverage SWAN (Jharnet) for

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providing access to the concerned users. User may arrange for own backup broadband connection if SWAN connection is not available.

6. **Citizen Centricity** (Give specific details on the following#)

(i) Impact on effort, time and cost incurred by user,

Due to web based application the data is available online any time anywhere. For accessing the services departmental user do not incur any cost as all the applications leverage on SWAN. In case government employees access these services beyond intranet (SWAN), they need to have broadband connectivity.

(ii) Feedback/grievance redressal mechanism,

PMU has been setup by department of finance to handle all the feedback and address the grievance of the users. For phone support PMU has been provided with the Land Line as well as IP Phone over the SWAN.

(iii) Audit Trails,

Separate Log management system has been implemented and attached with individual applications. Database level audit trails is also active.

(iv) Interactive platform for service delivery,

All the applications are browser based and user friendly. CDAC SMS Gateway has been integrated for Pull and Push Services. For smart phone users Android App has been developed and implemented for users.

(v) Stakeholder consultation

Stakeholder (Accountant General, Directorate of GPF, Finance, Revenue Departments, Banks) are always consulted before any change management or addition of any new module.

7. **User convenience** (Give specific details about the followings #)

(i) Service delivery channels (Web, email, SMS etc.)

1. SMS integration (PUSH and PULL) with Employee portal, instant SMS flow to employees once salary bill is paid by Bank. Any employee, DDO can send SMS to 51969 to view the status of Bill, GPF balance, Mobile number registration.
2. GPF Statement is being sent over e-mail id of the GPF Subscriber.
3. Expenditure and Receipts reports, Instant Budget-Allotment-Expenditure report, Budget Balance report can be viewed on Treasury MIS portal.

(ii) Completeness of information provided to the users,

As all the modules work in integration, information provided to the users are complete. Since HRMS module is partially complete and is under development phase, information related to employees other than financial details (leave, service history etc) are not available.

(iii) Accessibility (Time Window),

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Due to web based system all the applications are available online any time anywhere.

(iv) Distance required to travel to Access Points

All deliverables are available online for the use by the Users. The service is available from anywhere.

(v) Facility for online/offline download and online submission of forms,

All the forms are available online.

(vi) status tracking

- Status of Bill can be known by sending SMS

- Employees can know their GPF Balance by sending SMS

8. **Efficiency Enhancement** (Give specific details about the following #)

(i) Volume of transactions processed

- Budget Preparation: 40,383
- Fund Allotments: 50430
- GPF Accounting: 771339
- DDO Bill : 1592347
- GPF Advance/Withdrawal Applied : 47387
- Coping with transaction volume growth

Sufficient infrastructure is already available in state data center. Plans for archival of data has been taken care of by SDC.

(ii) Time taken to process transactions,

Online / Instantaneous

(iii) Accuracy of output,

Accuracy is 100%, it all depends on the efficiency of the users. The proper check and balances are incorporated at all level of inputs.

(iv) Number of delays in service delivery

Not Applicable

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9. **Cost effectiveness** (Give details about impact on cost incurred w.r.t. overhead cost, direct and indirect cost, man days/man hour required to do a job etc. #)

	Earlier System	Current System	Effectiveness
Budget Preparation	Collection of data was through manual process. 3-4 months exercise took place for finalization of data.	Within no time.	Departments and Finance can view the reports online. Take appropriate decision in hassle free manner.
Allotment Letter to DDO and Treasury	Time taken was more than a week and due to human intervention. sometimes they were even lost.	Online	Online with all check and balances
Bill Preparation by DDO	Hand written bill took 2-3 days for submission in Treasury	Online	Bill is being received after proper check and balances.
GPF Account Processing	Years to few Days and availability of data was itself a issue and had to depend on account holders.	Few Minutes	Employee himself can generate the Annual Accounts through Employee Portal
GPF Advance Processing	Months together	1-2 Days	Employee can apply for advance online and gets the sanction status on mobile
Reporting and decision making	No true report. Its correctness was in doubt. Due to no proper and timely reporting Animal Husbandry Scam took place.	Instant	Real time data availability for analysis and decision making.
Circulars and notification	Difficult to obtain	Online	Can be downloaded from finance department's portal

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Salary Slip, GPF Contribution, Annual Account Slip etc	Employee had a hard run for obtaining their own salary slip and GPF account details. Took few days to obtain them.	Online	Employee can access their finance related information through Employee portal
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10. Capacity Building and Organizational Sustainability (Give details about hiring skilled staff, imparting training etc.#)

Department of Finance for sustainability of Project has established a PMU by sanctioning certain number of technical posts, to be renewed each year.

At present PMU is equipped with Two Software designer, One DBA, two programmers for Assistant programmers, two web designers and Two Data Entry Operators. The Team is being headed by State Government officer designated as Nodal e-Governance officer. The technical team of PMU is guided by NIC Treasury Team comprising of one technical director, two PSA and One System Analyst.

11. Accountability (Give details about, impact on transparency of process, fixing responsibilities etc. #)

Finance department is solely accountable for any change management after policy changes, if required by any stockholder. Finance Department on discussion with NIC team for its feasibility, implements the requirements. The final decision is communicated to the PMU for system analysis, design development, testing and implementation under the guidance of NIC Team.

12. Innovation (Give details on the extent to which re-engineered process is unique, compared to other common process re-engineering efforts, impact on number of steps required, identification and removal of bottlenecks/Irrelevant steps etc. #)

- Release of allotment to field DDOs are made online with all checks and balances with Budget
- Statement of Budget-Allotment-Expenditure is Online.
- Desk top alerts for Advance Contingent bills are available instantly.
- Employees have the facility to generate their GPF Statement from employee portal themselves.

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- Employees can apply for advance through Employee portal. The sanction of advance and bill preparation are online.

13. **Appropriate Delegation** (Give details on whether a team involving employees from all levels has been deployed for the project implementation and maintenance, can employees be held accountable for their actions, etc. #)

The system is a role based system. The employees of the concerned departments have been trained to use the software as per their roles in the system. These employees have been delegated to work on the online system. They have been held responsible for whatever they do into the system. These employees are identified by their user id, passwords and Adhaar based biometric authentication.

14. **Result Achieved/ Value Delivered** to the beneficiary of the project-(share the results, matrices, key learning's, feedback and stakeholders statements that show a positive difference is being made etc):

(i) To organization

- Planning, user departments and finance can view the reports online and take appropriate decision in hassle free manner.
- Real time data availability for analysis and decision making.
- Frequency of Account Processing has been reduced from Monthly to daily

(ii) To citizen / Employees

- Employee himself can apply for advance online through Employee Portal.
- Employee gets the GPF Advance sanction status on mobile.
- Circulars and notifications are readily available for reference through finance portal.
- Employee can access their finance related information through Employee portal using their personal User Id and Password

(iii) Other stakeholders

- Fund reaches the Treasury online with all check and balances and considered to be more transparent in nature.
- The AG office does not require to do data entry of vouchers in their VLC system.
- This resulted in timely submission of monthly final account to CAG.

15. Extent to which the Objective of the Project is fulfilled-(benefit to the target audience i.e.G2G, G2C, G2B, G2E or any other, size and category of population/stakeholder benefited etc):

- Proper budgeting processing has been adopted with minimum manual involvement
- Online checks has been adopted when department provides allotments to field DDOs through online process with various level of checks with Budgetary provision
- Instant reporting system through Treasury MIS portal for better Fiscal Management by Department of Finance and other Departments.
- DDO is able to prepare bills from his desk with all checks and balances through centralized database
- Employee Database is accessed from central database
- Treasury is able to process error free monthly accounts within minutes.
- AG Office is able to fetch the accounted data of all the 32 Treasuries of the State. They do not need to do the data entry of vouchers, saving a lot of time and enabling AG accounts to complete their finals accounts in a timely manner.
- Exchange of data between AG Voucher Level Computerization database and IFMS database as per need.
- Employees are able to generate their GPF annual statement through Employee Portal.
- Employees can apply for GPF advances through Employee portal, view their archived GPF Statements, Download their Salary Slip, view monthly contributions.
- Circular/ Notifications have been made available on finance portal
- Expenditure/Receipt reports along with budget balance can be viewed by any citizen/department.

16. **Adaptability Analysis**

(i) Measures to ensure adaptability and scalability

- System is developed on n-tier architecture.
- Each tier (Application Server, Database Server, Web Server and Clients) can be scaled up separately.
- Use of Service Oriented Architecture into the system make it more scalable and inter operable.

(ii) Measures to ensure replicability

The system is highly configurable and loosely coupled. So replication can be easily done at new places within the state.

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(iii) Restrictions, if any, in replication and or scalability

As finance is a state specific matter so replication in other state may require lots of customization in business logics.

(iv) Risk Analysis

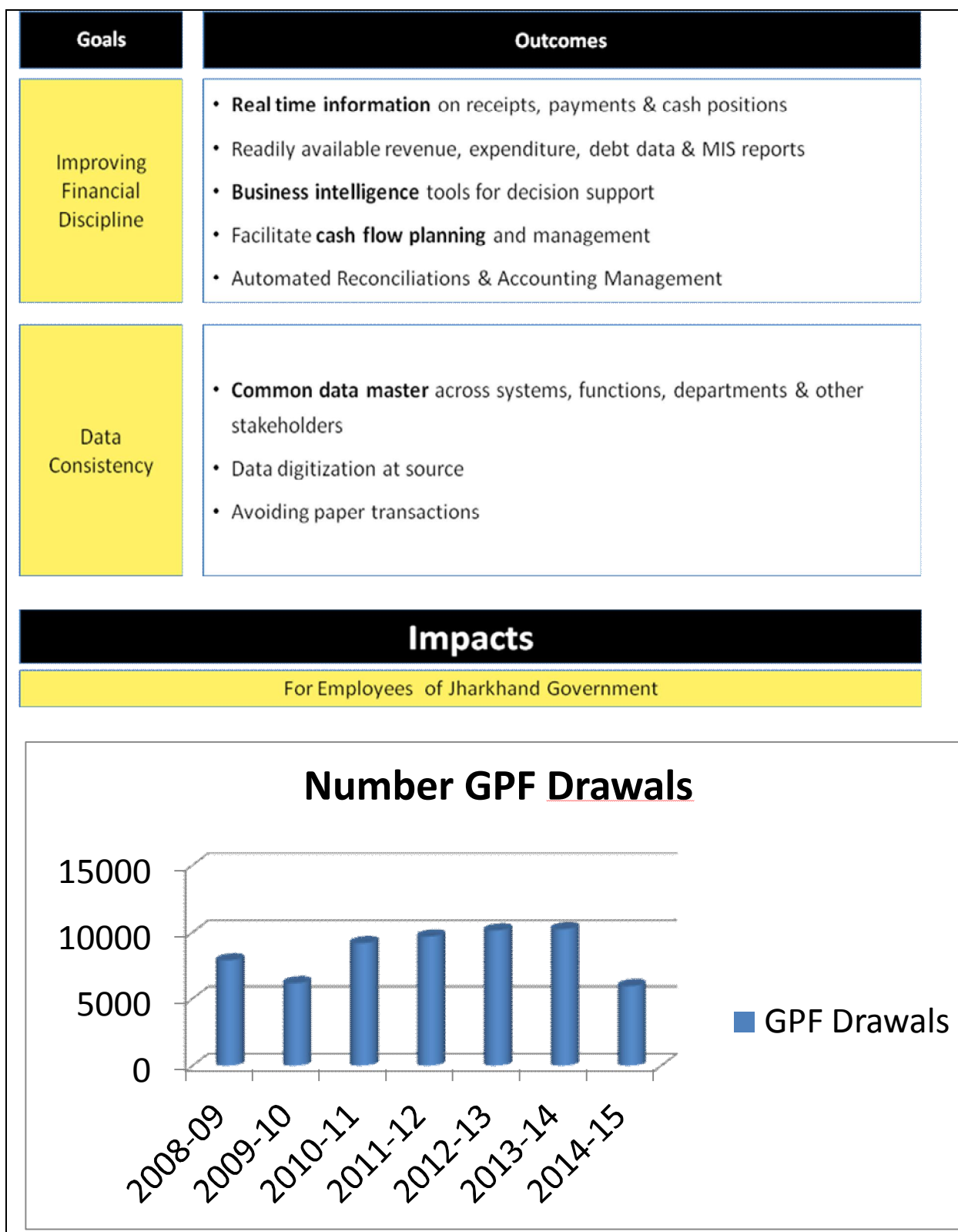
The employees of PMU are recruited on contract basis, so there continuity with the projects is volatile. The department of finance doesn't have its own infrastructure to run and deploy the projects. SWAN and the present State Data center do not have provision for a secondary or a DR instance. The new SDC is up coming. Single point of failure can be a matter of concern. The parallel system generated paper bills and vouchers etc are also being maintained at present.

17. Comparative Analysis of earlier Vs new system with respect to the BPR, Change Management, Outcome/benefit, change in legal system, rules and regulations

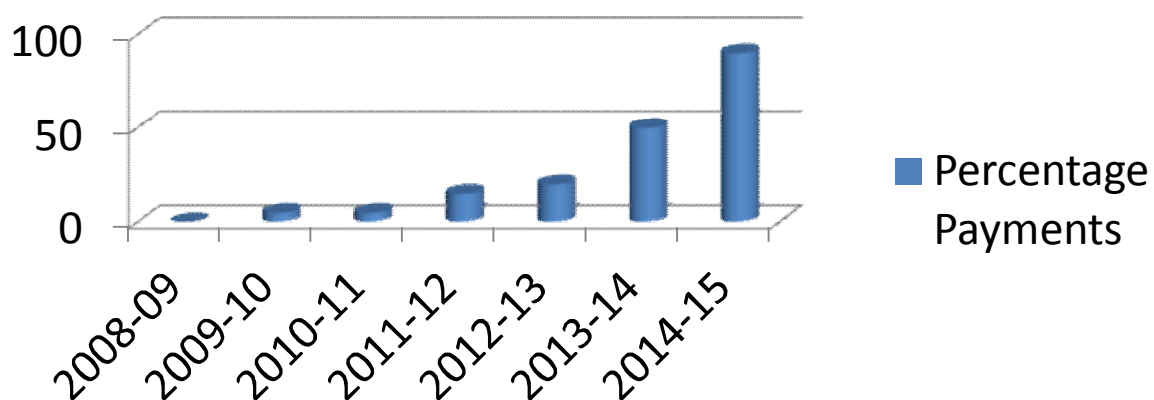
Goals	Outcomes
Full Integration	<ul style="list-style-type: none"> • IFMS has integrated financial functions (Planning, Budgeting, Expenditure management, Revenue management, Pensions, MIS & other functions) • Integration across Government Departments & other Stakeholders (employees, pensioners, RBI, Banks, AG & others)
Enhanced Service Delivery, Governance & Transparency	<ul style="list-style-type: none"> • Provision of e-services especially for employees & pensioners • Increase transparency and accountability across functions and transactions • Improve efficiency and effectiveness in the processes • Reduce time for transactions through process re-engineering & automation

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Retirement Benefits on the Date of Retirement



Impacts

For Department of Finance

- It helped in controlling unnecessary expenditure at the end of financial year.
- Helped in controlling and managing budget with lot of transparency.
- Incorporated the policy changes immediately or even very quickly as per decision

For Head of Departments

- Proper monitoring of expenditures at field level offices
- Control over fiscal planning for any scheme

For Accountant General Office

- Direct access to the treasury accounts from centralized database
- Re-entry of voucher data is not required

Impacts
For Revenue Departments
<ul style="list-style-type: none"> • Revenue collection has increased manifold • Resource planning has becomes more efficient for the state
For Treasuries
<ul style="list-style-type: none"> • Digital data are directly available to the treasury like Allotments, bills and receipts • Submission of accounts to A.G. Office by 5th of every month
mGovernance
<ul style="list-style-type: none"> • Total SMS Sent from July-2014 to 22-Aug-2014 (Pull and Push) 9,25,810
<p><i>IFMS has provided transparent monitoring mechanism and better budgetary control system to the head of departments and budget controlling officers. It has incorporated the policy changes very quickly. It has become employee friendly in dissemination of information regarding their service profile, salary payments, status, GPF annual statement, advances and it has also helped in speeding up settlement of post retirement payments. Now GPF payments are also being made on the date of retirement.</i></p> <p><i>It also helped in controlling unnecessary and avoidable expenditure at the end of financial year. So it has brought transparency in the management of annual budget and all the details are available on real time basis on 31st March of each financial year. It is a transparent and real time monitoring tool with scope of future expansion for better facilities to the employees.</i></p>

18. Other distinctive features/ accomplishments of the project:

1. Allotments reaches DDO and Treasury instantly with all checks and balances
2. Retirement benefits are settled on the date of retirement. The settlement percentage has rose from 50% to 90%.
3. Accountant General Office voucher level computerization database has a instant reach to Treasury Database. No mismatch of accounting data between AG and finance department
4. Employees are able to self generate the GPF Account Statement themselves.
5. GPF advances can be applied online by employees through employee portal.

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#This is just an indicative list of indicators. Applicant can add on more information based on suitability of the project nominated.