

AWARDS SCHEME FOR EXEMPLARY IMPLEMENTATION OF  
e-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

PayManager is a web based System. The main objective of PayManager is to facilitate Government offices in preparation of bills and making payment electronically to beneficiaries that includes Employees, vendors and third parties. The system covers all the Government offices that fall under the treasury system. It has also facilitates treasuries in making payments electronically as well as banks in executing the electronic instructions. It is being used in all the Government offices, Treasuries & sub-treasuries and Banks. The system has enabled Digital Signature mechanism in preparation of files and simultaneously facilitated banks in decryption of files using Digital Signature.

(ii) Number of delivery centres

Any Government Office/Individual having web connectivity can access the PayManager application. Wherever internet connectivity is not available to any Government Office/Individual, he/she may use services of Computer Service Providers (CSP). The rates have been prescribed by the State government. All the treasuries and Sub-Treasuries are the payment authorities and using this system. They have been provided net facilities under this project.

(iii) Geographical

(a) National Level – Number of State Covered

One - Rajasthan

(b) State/UT level – Number of District covered

All 33 Districts

(c) District Level - Number of blocks covered

225 Tehsils having sub treasury Offices

Please give specific details:-

The PayManager System is being used in all the Government Offices falling under treasury system. All Drawing & Disbursing Officers (DDOs) uses this system for preparation of bills and forward online to Treasuries which in turn authorize for payments electronically. The PayManager Systems is also being used in all the treasuries for making payments electronically.

(iv) Demographic spread (percentage of population covered)

100 % Government Offices falling under treasury system is covered under this project.

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

**Process before Initiatives** - The Drawing & Disbursing Officers (DDOs) used to prepare the bills manually. Then, the bills were sent to Treasury/Sub-Treasury for passing and authorization. Thereafter, Treasuries & sub-treasuries used to authenticate and write the Cheque. Later, cheques were collected by the person of the Government Offices and they prepared list of the beneficiaries. The list along with the Cheque was sent to Bank for Payment.

**Bottlenecks -**

- The DDOs have to approach to concerned Treasury/Sub-Treasury for getting Cheque and sometimes they had to visit 2-3 times as Bill passing status were not known to them.
- The DDOs had to visit Bank to deposit cheques.
- DDOs, sometimes, kept the cheque with them for longer period that used to cause delay in payments to beneficiaries.
- DDOs were not aware about the Bill Passing status that caused them to visit treasuries/sub-treasuries multiple times.
- Treasuries/Sub-treasuries had to maintain the records of blank cheques and had to keep the stock of blank cheques in advance.
- Treasuries were required to feed the complete details of the bills that caused delay in bill passing and authorizing the payments.
- Lots of cheques were required to be printed.

**Constraints -**

- The DDOs were bound to deposit cheque only during bank Hours.
- The banks used to send the details of deposited amount along with the copies of the cheques on the next day or even later, that causes delay in Account reconciliation.

**Challenges -**

- Misclassification of accounting head and Budget Control was a major challenge. DDOs used to maintain budget control in register only and Treasuries were completely dependent on DDOs' Statement.
- Getting paid cheques from different banks across the geographically spread area of the state was another issue.
- Reconciliation of paid cheques with authorized bills was a huge time consuming exercise.
- Delay in the payments to beneficiaries was a huge challenge as cheques were not being submitted to banks in time by DDOs.

- Printing of huge numbers of cheques was also a challenge especially in the last days of the month or at year ending.

### 3. Extent of Process re-engineered

All the services that include Bill Preparation and Payments from Government Account have been taken up through this project that covers –

1. **Bill Preparation** – PayManager System facilitates preparation of various online bills that includes Salary, Arrears, Dearness Arrears, Travelling, Scholarships, Fully vouched Contingent, Refunds and Third Party payments etc. Simultaneously it has facilitated DDOs to forward the same online to treasuries. The system has systematize the process of bill preparation and made available the standard bill formats to be presented to treasury so as uniqueness may be maintained. It has taken extensive Re-engineering exercise to standardize the all bill formats. Earlier DDOs were submitting bills in various different formats. Now all the formats have been converted into standard formats.
2. **Electronic Payments** – It is a new service which was not available earlier in the existing system. Earlier, DDOs were receiving cheques from the Treasuries and the same was handed over to banks for making the payments to beneficiaries. DDOs used to prepare the list at their own level and sent to Banks. PayManager system has been made enabled to facilitate Electronic Payments to beneficiaries using Digital signature. It required lot of Business Re-engineering activities at DDOs level as well as Treasury Level. Various process channels have been changed in view of electronic payments that include cashbook management, dispatch procedures, Authorization & Payment Process and Reconciliation Process.
3. **Treasury Process** – PayManager has also extended functionalities of treasury in making and authorizing payments. PayManager System has been linked with Treasury System to enable treasuries for making electronic payments. It has been closely linked with RAJKOSH – A Treasury Automation System for authorization and bill passing system.
4. **Bank Payment Process** – PayManager System has automated the payment functionalities. It has been automated in a way that the banks can make use of it in transferring the payment. The formats of payments files whether ECS or NEFT both have been made available as per the need of agency banks. Seven banks have been authorized for Payments.
5. **Signer & De-signer** - PayManager facilitates Signer and De-Signer functionalities in the system. It enables treasuries to sign and encrypt the payment files through Digital Signature Certificate and convert it into CAB file using Signer functionality. Similarly it allows Banks to use Digital Signature to download the CAB file and use De-Signer utility to decrypt and authenticate the files. The De-signer utility has also been provided to all agency banks.
6. **Budget Control** – PayManager enables DDOs to prepare bills as per availability of Budget Control. The system does not allow forwarding the bills, if DDO is not

allotted sufficient budget. Earlier budget control checks were not implemented in the manual system.

7. **Employees Services** – PayManager System has been extended for Government Employees. PayManager facilitates employees in viewing their Pay Slip, Annual Report and Income tax statement. It has extended log-in facility to each employee of the state. Earlier, Employees were dependent on their DDOs for receiving such information. Now they may view their details on the web.
8. **Department Integration Services**- PayManager provides interface to Departments in using their information for payment purpose. It has facilitated department in making available information in their own format so that the same may be loaded in their local system.
9. **Data Provider Services** – Departments are also being facilitated by providing data in the softcopy to enable them to re-use the same data at their level. Data are also being exchanged in other application through Web Service.
10. **Reporting Services** – PayManager has been enriched by including various MIS and daily routine reports so as the same may be used for analytical purpose as well as daily activities.

**Extent of e-enablement** - Presently State government has made mandatory to use PayManager System for generation of online bills so as the payment may be made electronically and duplicity may be avoided. It has re-engineered various processes that include electronic payments, Standardization of Bill formats, design of Signer & De-signer utility, uniqueness of coding of Allowances & Deductions and Bank Payment formats. As on date, Most of the payment in the State is being done electronically that includes payments for Salary, Arrears, Scholarships, Anganwari and third party payments etc.

#### 4. Strategy Adopted

- (i) The details of base line study done

The complete system study of the existing system was carried out. The Strategy adopted during the study is concluded as :

- Domain experts were identified and associated with the study team. It was ensured that both the team works in a closed manner.
- Field visits were arranged with the offices to know their working and business processes.
- Core Business processes were identified.
- Core Groups were formed including officers from different departments and field staff to discuss and finalize the study reports and processes.
- Processes to be re-engineered were identified and put before higher management.
- Payment processes were discussed several times with banks and methodology were finalized.

(ii) Problems identified

The major constraints and challenges were identified during the field study and the steps to overcome these challenges were suggested and it was tried to re-engineer them at the possible extents. The major problems as identified during the study are as under.

- Various different types of Bills were prevalent in the fields.
- Delay in payments was a major problem especially in the Education Department.
- Reconciliation of Deductions made in the bills was an area where departments were facing huge problem.
- At some places, Agency banks were far away and submitting cheques in such a case was also an issue.
- Printing huge numbers of cheques was a major challenge for treasuries.
- Reconciliation of Paid cheques and corresponding bills was a huge time consuming task.
- Employees were completely dependent on the DDOs for getting their Pay Slips and other reports. Offices not having Drawing & disbursing powers were required to visit another office for such reports.

(iii) Roll out/Implementation model

Rollout of PayManager project was done in a phased manner. The strategy adopted for implementation is as mentioned below.

- Workshops of all departments were conducted to discuss the implementation methodology and how it could be made mandatory.
- Initially only Salary bill and Employees' Data was digitized.
- Electronic payment was taken up in phased manner. In the beginning electronic payment for Salary bills was taken up. Later on, other bill types were included one by one.
- Capacity building programs were organized to train the master trainer and thereafter it was extended up to last users.

(iv) Communication and dissemination strategy and approach used

The strategy adopted for communication and dissemination are as pointed out below.

- Directions were issued by Top Management for making use of electronic payments.
- Number of workshops was organized for Departments, Offices and end user.
- District treasuries were taken as a focal point for disseminations so that end user may be made aware about the system and their uses.
- Workshops were organized at various locations for DDOs.
- Several training programs were held across the state.

- Workshops were also organized with Service providers.

## 5. Technology Platform used

### (i) Description

Application has been developed using dot net technology with the back end SQL Server 2012. Web service technology has been used for exchanging the data and information from Banks and Departments.

### (ii) Interoperability

Application has been kept interoperable. Data & information are exchanged in XML and Text format.

### (iii) Security Concerns

Application can be accessed with valid credentials. The application has also undergone for security audit. Digital Login facility has been extended for making electronic payment instructions. Data are exchanged in encrypted way with banks and Digital Signer utility has also been exchanged with banks.

### (iv) Any issue with the Technology used

No

### (v) Service level Agreements (SLA)

The State Government has signed Agreement with Banks.

## 6. Citizen Centricity

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

PayManager has put a positive impact on effort, Time and Cost incurred by User. It has reduced time, made access easy without any extra cost. Primary users of the PayManager are mainly Government Offices and Employees. However Vendors, Service Providers and third party payments are also made using this system.	
<b>Before Implementation</b>	<b>After Implementation</b>
DDOs were required, first to go to Treasury for collection of Cheque, then prepared the list of beneficiaries and then to go Bank for clearance of the cheque. It took at least two days for getting payments.	There is no need to obtain cheque from Treasury and go to banks. Direct electronic payment is being received in the bank account of beneficiaries. The payment is credited on the same day. It saves Time and efforts.

Vendors, Service Providers and Third Parties were required to visit to DDOs offices for receiving payment cheques and sometimes it took multiple visits.	Now, they are not required to visit and payment is directly credited to their Accounts. They have also been extended facility to access PayManager site to view the payment status.
Earlier, Treasuries were required to feed the details of the bills at their end and it took time to pass the bills and prepare the cheques.	Now, Treasuries are not required to feed the details at their end. The data are directly retrieved from information fed by DDOs. It has facilitated Treasuries in reducing bill passing time and overcome re-feeding process.
Here, two channels were involved in payments, First Treasury to prepare the cheque and DDOs to get the cheque and present to Bank.	It has reduced DDO Channel and payments are directly sent to Bank.
Cheque may be presented to Bank only during Bank working hours.	Electronic Payment may be sent any time to Bank.

(ii) Feedback/grievance redressal mechanism

Online Complaint may be registered in the PayManager application. A Helpdesk facility has also been established at Directorate of Treasuries & Accounts for grievance resressal which is equipped with Computer Systems and phone facility. Simultaneously E-mail details have also been provided on the web site.

(iii) Audit Trails

PayManager system has been developed as per the rules and regulations of the State government. Complete audit trails is maintained in the system. Who and when the system was accessed, are also maintained in the system. System keeps the logs of the changes, if done in existing records.

(iv) Interactive platform for service delivery

Ultimately user has to seek the services from the government Offices, therefore facility to view the payment details have been extended to Offices. Any office may view the payment details or UTR detail by log-in the PayManager system. He has been provided credentials to use the system. End user can interact by dropping simply an E-mail or make a phone call to the help desk whose details are available on the PayManager site. Workshops and training programs are also executed frequently.

(v) Stakeholder consultation

Several brain storming sessions and workshops were organized with all stakeholders to conceptualize the project. The major stakeholders include Departments, Offices, Banks, Treasuries, Sub-Treasuries and Service Provides. The detailed functionalities were discussed during the study and development phase. All the stakeholders were directed to consult with their end users to make aware them about the new system and how it would be helpful and beneficial to them. Regular workshops and training programs are organized with stakeholders. Regular meetings are conducted with banks and department. Departmental applications are being integrated with PayManager applications to ease their functionalities.

## 7. User Convenience

### (i) Service delivery channels

Available Service Delivery Channels are :

1. **Web** - Online Application to prepare Bills and Payments has been facilitated to DDOs and Treasuries/Sub-Treasuries.
2. **Computer Service Providers** – Computer Service Providers have been authorized for feeding details and printing of Bills for the users not having any web access.
3. **E-mail** – E-mail facility has been extended for reporting any query or problem in availing services.
4. **Help Desk** – Help Desk facility has been extended for contact in case of any query.

### (ii) Completeness of information provided to the users

PayManager application has been designed with the feeding of minimum entry. Most of the details are populated on selection. Without feeding mandatory fields, system does not allow to go ahead. The mandatory fields are marked in the system. It ensures the completeness of the information.

### (iii) Accessibility

PayManager is a web based application and may be accessed any time.

### (iv) Distance required to travel to access points

DDOs have to travel to concern Treasuries/Sub-Treasuries to submit the bills. 40 Treasuries and 225 sub-treasuries across the state are established. Treasuries are located at district headquarter while Sub-treasuries are located at Tehsil head quarters across the state.

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

The bills are submitted Online and simultaneously printed copy is also submitted to concern treasury/sub-treasury. The bills may be printed using PayManager site. PayManager has also been facilitated in making available Digitally signed copies of the report to Service Providers.

(vi) Status tracking

Online facility for tracking of transaction is available in the application.

## 8. Efficiency Enhancement

(i) Volume of transactions processed

The volume is constantly growing. The Financial Year wise details are as under:	
FY 2014-15 [April-14 to July-14]	51,81,381
FY 2013-14	1,42,73,922
FY 2012-13	1,00,65,862

(ii) Coping with transaction volume growth

Sufficient server capacity has already been built-in under the project to cope up with the increased volume.

(iii) Time taken to process transactions

Maximum details are available on the selection and response is received in insignificant time interval.

(iv) Accuracy of Output

Accuracy of the output is very high as most of the information is available on selection and only relevant information is displayed for selection. User is required to feed minimum information. Also, the accuracy is always cross checked with respect to different channels and reports.

(v) Number of Delays in Service Delivery

Sometimes slow response is reported in service delivery.

## 9. Cost effectiveness

Finance Department, Government of Rajasthan has entrusted the project to National Informatics Centre, Government of India under NeGP as a part of State Mission Mode Project. The PayManager has introduced new channel of 'Electronic Payment' for

service delivery. Before discussing the cost involved, the concept behind the project is elucidated here. The project aims at providing all the payment related services to the government employees, Vendors and Service Providers faster and more accurately. The cost to benefit ratio of this project cannot be measured merely in terms of Rupees incurred, spent, saved or earned but in terms of improved efficiency leading to improved performance of the DDOs and lowered cost of delivery of services for the government.

There was no cost involved in availing the services for the beneficiaries. The software was developed by NIC on cost plus basis. However availing the services saved significant time for the beneficiaries as well as Government. The cost of delivery of services in the earlier system includes the manpower cost involved in repetitive non-value added services. In the current system, it was deliberately planned to use the internal resources and manpower to the maximum possible extent so that, acceptance is high and risk due to change is minimal. This has been biggest area of the success in this project. The processing time has come down significantly as only minimum changes are required to process and print the bills. Also, availability of the Pay Slips and Other Reports on the net made accessible easy and faster without moving of Employees, Vendors and Third Parties. Electronic Data Exchange with Banks, instead of sending cheques, also saves cost of printing the cheques. Also, printing of reports save lots of time in comparison to writing with hands.

The PayManager has been developed under the umbrella of Integrated Financial Management System (IFMS). The total cost incurred under the IFMS project is Rs. 33 Crores that include development of infrastructure for Network connectivity, Hardware for Treasuries/Sub-Treasuries, Directorate and Finance Department, Software Development and Civil Infrastructure. It has taken around 8 Months time to complete the PayManager. PayManager has reduced time, made access easy without any extra cost. The Cost Effectiveness of the PayManager may be measured based on the benefits as mentioned here.

<b>Before Implementation</b>	<b>After Implementation</b>
DDOs were required, first to go to Treasury for collection of Cheque, then prepared the list of beneficiaries and then to go Bank for clearance of the cheque. It took at least two-Three days for getting payments.	There is no need to obtain cheque from Treasury and go to banks. Direct electronic payment is being received in the bank account of beneficiaries. The payment is credited on the same day. It saves Time and efforts.
Printing of Cheques involves approximate cost of Rs. 85 lakhs per Year.	Electronic Payments has reduced this cost and does not require printing of Cheques. It also saves efforts and time required to write/print the cheques.
It involves indirect cost such as travelling cost to Bank for presenting cheque, time to travels, travelling to Treasury for collection of Cheque.	Electronic Payments have made this cost zero and DDOs are not required to travel to Bank.
Here, two channels were involved in	It has reduced DDO Channel and payments

payments, First Treasury to prepare the cheque and DDOs to get the cheque and present to Bank.	are directly sent to Bank.
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## 10. Capacity Building and Organizational Sustainability

<p>Finance Department, Government of Rajasthan has entrusted the project to National Informatics Centre, Government of India under NeGP as a part of State Mission Mode Project. The application has been developed using dot net technology. The application uses Digital Signatures &amp; encryption technology for data exchange with banks. The Trained staff is not required for operation of the Web Application however maintenance would require technical staff. The online help is available on the home page of the application. The trainings and workshops were organized for capacity building. Several Training Programs were organized at various locations that include Divisional Headquarter, Districts and Treasuries. The DDOs, Departments, Treasuries, Banks and Service Providers were among the participants. The Training and workshops are organized as and when required basis. The training programs were executed as mentioned below.</p> <ul style="list-style-type: none"> <li>• Initially, Training was organized for Master Trainers. Two persons each from treasury and 4 persons from Directorate were selected as master trainers. They were provided training thoroughly and were trained as master trainers.</li> <li>• Master trainers imparted the training from their location i.e. Districts/Treasuries to the manpower of offices falling under their jurisdiction.</li> <li>• Banks and Service providers were trained at the level of Headquarter i.e. Jaipur.</li> <li>• DDOs were imparted training at respective Treasury level.</li> <li>• Continuous training facility is also extended at Directorate level as and when required basis.</li> <li>• Help Desk has also been established in the campus of Directorate of Treasuries &amp; Account.</li> </ul>
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## 11. Accountability

<p>PayManager system has increased transparency and made accountability more effective. All the stakeholders are able to view any detail at any time. PayManager has increased the transparency by introducing the new processes as well as by changing existing processes. The following steps have increased the transparency and accountability in the system.</p> <ul style="list-style-type: none"> <li>• Electronic Payments have made Treasuries more accountable. They are responsible for timely payments.</li> <li>• Service providers, Third party vendors, Contractors, suppliers can view their payment details on the PayManager site. It has increased transparency.</li> <li>• PayManager system has made DDOs more accountable in the sense that it has automated Budget control. Earlier, in manual system, treasuries were not aware of the availability of the Budget at DDOs offices. Treasuries were dependent on the</li> </ul>
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DDOs declaration only.

- Treasuries are more accountable in delivery of government transactions in respect of budget control and electronic payments.
- Employees can view their salary payment status, GA-55, Pay Slip and Form-16 on Site. It has made system transparent in the sense their dependency has decreased on the office and the data are available online.
- PayManager has made tracking of the Bill status easy and transparent. Status of Bills presented to Treasuries may be viewed online. It has made Treasuries more accountable in the sense that they have to pass the bill within time line.
- Payment System has improved and become more transparent. DDOs may view the payment status of the bills sent to bank for electronic payments.
- Introduction of Digital Signature based security has increased responsibility in the system.
- Introduction of Online bill submission has made DDOs more accountable as they are themselves responsible for data completeness and accuracy. Treasuries use the same data for further processing.
- All the MIS and analytical reports has made monitoring effective and hence increased more responsibility and accountability.

## 12. Innovation

PayManager Application has changed the existing processes in a drastic manner. It has completely changed the payment processes. Rajasthan is the pioneer State in implementing the complete electronic transfer of payments in to bank accounts using the Digital Signature Authentication with self developed electronic Signer & De-signer utility. The complete payment process has been automated using digital signature certificate authentication and encryption methodology. It has helped in enhancing the Government planning of financial Inclusion. The PayManager has also enhanced processes by implementing Aadhaar Based Payments. The PayManager has also been augmented for Aadhaar based payments. PayManager system was used a payment medium for the schemes selected as a pilot basis in the districts by Government of India for Aadhaar based payments. Rajasthan is the only State where both the schemes 'Electronic Payments' as well as 'Aadhaar based payments' are being handled through a single 'PayManager' System. The major processes which were re-engineered and improved the processes in overcoming bottlenecks of the existing system are as under.

- Implemented Electronic Payments - Payment through Cheque systems was changed into electronic Payments. Electronic data exchange formats with banks were finalized and emphasized electronic payment transfer. It has removed the need of DDOs to visit bank for presenting cheque. It has also reduced delay in payments as instant payments are transferred.
- Transfer Individual's Payment in Multiple Accounts – PayManager has facilitated in transferring Individual's payment in multiple Accounts through a single bill. It has reduced number of bills required to be prepared.
- Transfer Mechanism – PayManager has been enabled to transfer payments in

three different ways, First Intrabank Transfer, Second NEFT and Third Aadhar based using digital signature authentication and encryption methodology.

- Bulky Formats - Bulky Monthly Salary Bill format were modified so as to ease the printing of bills on computer stationary of A4 Size. Common formats were designed.
- Design of Codes - Unified Coding pattern was adopted. Uniform Codes for allowances and Deductions were designed and implemented throughout the State.
- Uniqueness across the State – PayManager has established uniqueness across the State in the process of preparation of bills and Payments. Earlier bills were prepared either manually or using some local software which were using different formats and processes. Now bills are prepared using only PayManager System and it is unique across the State. It has created IT culture in the State.
- Data Exchange - PayManager has been extended with the interface to exchange the data with other applications such as Treasury Application, Pension application etc. so as the data may be exchanged seamless and repetitive data entry and processing may be saved.
- Pay Bill Preparation is a repetitive job as it is prepared on monthly basis. Therefore, considerable Manpower efforts are saved using this software and DDO can spend more time in other creative activities of the offices.

### 13. Appropriate Delegation

Appropriate responsibility was delegated at each level of the Application development and Implementation. The various project teams were formed to execute the project that includes members from the Top Management to Field staff. The details of the Teams are as under.

#### **Project Teams And Leadership**

**Project Teams – Policy Level:** Principal Secretary (Finance) -> Director Treasuries & Accounts (DTA)(Project Implementation Coordinator w.r.t. administration) -> State Informatics Officer (NIC)(Project Manager).

**On Requirements Basis:** Director Treasuries & Accounts (DTA)(Project Implementation Coordinator w.r.t. administration) -> State Informatics Officer (NIC)(Project Manager).

**Fulltime:** Joint Director Treasuries & Accounts (DTA)(Project Implementation Coordinator w.r.t. administration) -> Scientist 'D' (NIC) (Project Coordinator for Design, Development and Implementation (technical)) -> DIOs of NIC and Treasury Officers.

**Application Certification Team:** Joint Director Treasuries & Accounts (DTA)(Project Implementation Coordinator w.r.t. administration) -> Scientist 'D' (NIC) (Project Coordinator for Design, Development and Implementation (technical)) -> Members of NIC & Treasuries

**Task Specific Team:** Joint Director Treasuries & Accounts (DTA)(Project Implementation Coordinator w.r.t. administration) -> Scientist 'D' (NIC) (Project

Coordinator for Design, Development and Implementation (technical)) -> Members from Departments/Banks

#### 14. Result Achieved/Value Delivered to the beneficiary of the project

(i) To Organization

The PayManager has improved the functionality of the organization significantly. The some of the details are as under.

**Results -**

- It has increased transparency in the system. Now DDOs are in a position to view the status of Bill submitted to Treasury/Sub-Treasury.
- Electronic payments and Data Exchange with banks/Departments saves the paper and make environment green friendly.
- Electronic payments have saved lot of time and efforts of the Treasuries. Treasuries are not required to print lakhs of cheques per year.
- It has reduced one step in payment process i.e. cheques are not required to be handed over to DDOs for presenting to the bank. It has reduced the delay in payment and save the time for processing and printing.
- PayManager has improved the treasury system. Bills are prepared online at the DDO level and treasuries/sub treasuries are retrieving the information instead of feeding it. It has saved efforts and time requires in feeding the data again as well as it increases the accuracy of the information.
- PayManager helped in identifying the duplicity of Employee ID.
- Preparation of salary bills every month is a repetitive job. Therefore, considerable Manpower efforts are saved using this application and DDOs can spend more time in other creative activities of the office.
- Created IT culture in the state as Drawing & Disbursing Officers are spread across the state.

**Key Learning -** Top management support is the key to success the project. High authority's keen involvement in executing the project is a panacea for the success of the project. Use of the right technology in the right place with appropriate administrative decision benefits the masses.

**Feedback/Positive Difference -** It has been appreciated by the DDOs as Salary which was being disbursed during the 1<sup>st</sup> to 15<sup>th</sup> of the month is being disbursed from the morning of the 1<sup>st</sup> of the month. Employees are happier as they are getting their pay slips and other reports online.

(ii) To Citizen

The PayManager has made life easy. Vendors/Service Providers/Third parties are not required to move around offices for payments. The some of the details are as under.

**Results -**

- Electronic Payment has reduced physical movement of Vendors/Service

Providers/Third parties in going to Bank or offices.

- Vendors/Service Providers/Third Parties may view their payment details online using the PayManager.
- PayManager also provides the facility to generate digitally signed reports to service Providers.

**Key Learning** – Training and workshops play a major role in implementation of the project. Extended facilities would always be welcomed by masses. User convenience should be the utmost priority especially to Citizen Centric Project.

**Feedback/Positive Difference** – Constant Positive feedbacks are received from Vendors/Service Providers/Third parties regarding online payments.

(iii) Other Stakeholders

The PayManager has also facilitated other stakeholders that include Departments, Banks. The some of the details are as under.

**Results –**

- Departments are downloading the data in softcopies and using in their own local system.
- Integration of Departmental application has eliminated double entry and they are getting real time payment information.
- Departments are getting reconciled information as they are not required to approach to treasuries for collecting information.
- Electronic Payments has enabled Banks in preparation of Scroll which is sent to treasury after being made payments to beneficiaries.

**Key Learning** – Security is a major concern in exchanging the information between different entities. Coordination between different entities play major role in smooth functioning of the application.

**Feedback/Positive Difference** – Banks have provided positive feedback as they are now not required to again feed the data to generate bank scroll. Departments are also appreciating the efforts as they are getting instant information otherwise they were dependent on the treasury.

**15. Extent to which the objective of the project is fulfilled**

**Stakeholders**

- Offices/DDOs
- Departments
- Banks
- Treasuries/Sub-Treasuries
- AG Office
- Employees
- Vendors/Service Providers/Third Parties

**Size of Stakeholders**

- Finance Department

- All 179 Government Departments
- 22000 offices
- 41 Treasuries and 225 Sub Treasuries
- 345 Bank Branches
- AG Office
- 5.25 Employees
- Vendors/Service Providers/Third Parties working with State Government

### **Objectives**

The main objective of PayManager is to facilitate DDOs in preparation of Bills and their electronic payments directly into the Beneficiaries' Bank Account with a secure way. Simultaneously extending facility to Treasuries and Departments by eliminating duplicity & repetitive processing and faster & error free processing of bills. PayManager facilitates the use of modern electronic payments system for the online payments.

### **Extent of fulfillment of Objectives-**

#### **Government to Government Services (G2G) –**

- Treasuries have stopped re-feeding of information as details fed by DDOs are retrieved automatically. This saves a lot of feeding time and increases data accuracy.
- PayManager has facilitated DDOs in preparation of Bills online and electronic payments. It is one of the biggest applications in the State being used in all the offices falling under Treasury system. It has made uniqueness in the process and formats of the bills as all the offices are preparing the bills using the PayManager Application only across the State.
- Electronic Payments has overcome the necessity of printing the cheques and has made the payment process faster and effective. It saves approximate Rs 85 lakhs in a Year.
- PayManager has extended facilities to Employees in getting Pay slip and Other report online.
- It has reduced the cases of misclassification as no re-feeding is required.
- Integration of Departmental application has eliminated double entry and they are getting real time payment information.
- Departments are getting reconciled information as they are not required to approach to treasuries for collecting information.

#### **Government to Citizen Services (G2C) –**

- Vendors/Service Providers/Third Parties are getting payments electronically. They are not required to visit concerned offices for collecting the cheques. It has made process faster and saved lot of time and efforts.
- Vendors/Service Providers/Third Parties may view their payment status online using PayManager Application.

#### **Government to Business Services (G2B) –**

- PayManager has facilitated Banks in generating scroll as the data are sent in electronic form for payments. Earlier they were required to feed data from the

details mentioned on the cheque. Also, they were required to send the cheque back to treasuries along with the Scroll report.

- PayManager has facilitated banks in making the payment centrally.

## 16. Adaptability Analysis

- (i) Measure to ensure adaptability and scalability

Application has been developed using three tier architecture and is re-usable as well as scalable. The business logics are loosely coupled with the database. The Application is hosted at State Data Centre and it has been leveraged to use shared Government Infrastructure. The PayManager application is the part of NeGP mission mode project. The web service technology has been used to exchange the data among various stake holders. The details being shared in XML format. The Digital Signature based authentication and encryption technology has been used to encrypt the data while exchanging between stakeholders. The application is scalable in the sense that majority of coding is dynamic and integration with the departments is done with minimum code changes. The project is functionally scalable in the sense that its ability may be enhanced by adding new functionality at minimal efforts.

- (ii) Measures to ensure replicability

The application has been tried to keep simple and generalized. Wherever required data exchange, standard methodology of data transfer has been used. The application has already been studied by other States. The documents required to operate and understand the application are available and keep on revising as and when application is changed.

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

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- (iv) Risk Analysis

Minimum risk is involved in adaptability and scalability. The application has already been integrated with Departments and it has been tested thoroughly. Simultaneously data exchange methodology is also well established. Also, application is scalable and adaptable in the sense that business logics are loosely coupled with database.

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

Treasury Rules were modified to include processes for electronic payment and revision in formats of bills and account submission. Electronic Payments in place of writing cheques has been introduced. Interface has been provided to AG and Agency banks. Accounts data are being provided in softcopies to AG. The detail impact is mentioned in the below table.

<b>S.N</b>	<b>Impact Parameters</b>	<b>Before Implementation</b>	<b>After implementation</b>
<b>1.</b>	<b>Improvement in delivery time of services</b>		
(a)	Treasury Functions-Bill passing	3 days- Treasuries were required to feed all the information related to Bills.	Same day – Data entry at the level of Treasuries/Sub-Treasuries has been reduced. Data are retrieved directly from the PayManager fed by DDOs.
(b)	Payment of salary bills	Generally 1 <sup>st</sup> to 5 <sup>th</sup> of month	It can be credited on the same day. 80-90% Salary is credited on the first of each month.
<b>2.</b>	<b>Better Beneficiaries feedback</b>		
(a)	Employee Information	Decentralized and not available in public domain	Provided in public domain and accessible to each employee
(b)	Electronic payment	Manual payment through cheques	Electronic payment which saves time and energy
(c)	Online Bill Processing	Offline bill submission and no Budget Control	Online submission of bills and implemented Budget control.
(d)	Online payment by banks and intimation to treasury. Online account scroll	Banks were making payments based on the cheque details and sending physical scrolls to Treasuries	Electronic payments and online scrolls are submitted by Banks. Banks are downloading the payment files through the system
(e)	Interfacing with AG and Banks	Manual Data Exchange	Interface has been provided for electronic data Exchange.
(f)	Aadhaar Based Payment	Not available	Online system of Aadhaar based payment is available
<b>3</b>	<b>Improvement in measurable indicators</b>		
(a)	Improved treasury system	Treasuries were required to feed all details and there was reasonable chances of misclassification	Online web based system for all Treasury functions effectively implemented in all Treasuries and Sub Treasuries
(b)	Ensure adequate controls to minimize risk of fraud and malpractices	Manual practices involved	Electronic payment directly in to the beneficiaries accounts, Effective control and validations in the system to avoid fraud and malpractices.
(c)	Provide better interface with Agency Banks and	Interface was not available due to offline practices	Automated Treasury functions which are accessible to 7 Agency Banks with 345

	Accountant General		branches and AG.
(d)	Provide better interface to Other stakeholders i.e. Employees, Departments, Vendors, Service Providers and Third Parties	Could not view their relevant information	5.25 lakhs Employee can view their salary details, pay slip and GA-55 on the system. Vendors/ Service Providers/Third Parties may view their bill and payment status. Department may download relevant data.
(e)	e-Payment process	Manual payment through cheques.	e-Payment process has made services faster and efficient.
<b>4. Simplified Procedures</b>			
(a)	Availability of data at central level for monitoring	Decentralized offline system	Online availability of data at central level for monitoring and better planning.
(b)	Amendment in Treasury rules	Unified Processes for salary bills, e-payment was not available.	Rules were modified and simplified so as to incorporate new process of payments and budget control.
(c)	Re-designed Bill formats	Multiple formats of Bills were prevalent.	Simplified and Common formats were designed.
(d)	Bank Scroll Format	Different banks were submitting different format.	Unique format for scroll has been designed and banks are submitting electronic scroll.
(e)	Electronic Data Exchange Format	Not in use.	Electronic Data Exchange formats were designed to share data with banks.

## 18. Other distinctive features/accomplishments of the project

<p><b>Process Details</b></p> <p>Besides the development, Implementing PayManager was also very challenging. Indeed implementation of financial reforms requires an understanding of the entire financial system. It needs an understanding of the institutional arrangements and how these arrangements are carried out across departments. All these practices need business process reengineering which has taken up on top priority by the Government. Treasury Rules were amended accordingly. All Drawing and Disbursing Officers have been provided access in PayManager. They submit online bills to Treasuries and Sub Treasuries and receive all type of information pertaining to bills. Introducing E-Payment was also very challenging task. It required several discussions with Banks with respect to technology, Data Exchange formats and security issues. Implementing common software across all the Departments was again a major challenge. There were various different practices prevalent in the fields and were in use since years. In</p>
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electronic Payments, Treasuries are the unit for processing of e-payments. DDOs are not required to go to bank counters. This process saves at least 3 days time. Now payment can be made immediately after the passing of bill by Treasuries. There is a continuous need of proper training to stakeholders to use such a large system. Various training programme were conducted for different stakeholders. Common Service Centers and Computer service providers have been authorized for preparing online bills. Detailed guidelines including all aspects of different application have been issued for all stakeholders. There are 7 Agency banks which are authorized for payments. Developing data exchange formats for each of the bank including different formats for Intrabank, NEFT and Aadhaar based Payments was a massive exercise and required lot of Re-engineering activities. Security was a challenge while working with the banks. A Utility called 'Signer & De-Signer' was developed to address security concern. Digital signature based technology was also introduced in the System and it required lot of support in the field. In the end it is expected that this will bring Rajasthan at a place where Government Financial Accounting will become its recognition and will make it primus inter pares among the States and other States will follow our experience.

### **Transaction Details**

PayManager application is handling large volume of transactions that include payments of over 19 lakhs bills covering 1.42 Cr beneficiaries amounting over Rs. 33000/- Cr per year. It covers various types of bills that include Salary bills of 5.25 lakhs employees, Scholarships, Service Providers, Anganwari, Travelling allowances, Medical, Third Parties, and Pension etc. Large volume of files are generated for Electronic Payments and exchanged with the banks.

### **Increased efficiency of the Department**

This web application has increased the efficiency of the Offices, Treasuries, Banks and Departments. Electronic payments have made payment faster, made reconciliation easy, made processes simplified and reduced efforts in handling the papers. Treasuries are not required to re-feed information again and thus, duplicity of efforts has been eliminated. Earlier departments were required to approach treasuries for their account reconciliation with physical records. Now departments may reconcile their accounts without moving to treasuries as electronic account is available online at their door step. Also, Departments having their own application may use PayManager data in their own application. Electronic Payments have replaced cheque system and it saves lot of money as there is no requirement to print the cheques.

### **Green Governance**

Government has initiated process to transfer payment directly into employee's or beneficiaries bank accounts. Earlier, over 16 lakh Cheques were printed and handed over to DDOs to present in the Bank and it consumes lot of papers and Power. Now payment is directly being sent to bank electronically and no cheques are being printed. It saves consumption of paper and power and hence encourages green governance.