

AWARDS SCHEME FOR EXEMPLARY IMPLEMENTATION OF e-GOVERNANCE INITIATIVES

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

1. Coverage – Geographical and Demographic ()

(i) Comprehensiveness of reach of delivery centres,

Urban Sector Management Information system (USMIS) is an ERP application deployed in a SaaS / hosted model, available "anytime, anywhere" through web access. It can be accessed 24x7 for 365 days through a well-established user authentication and authorization system.

(ii) Number of delivery centres

Urban Development and Environment Department (UDED) Headquarter and its 7 Divisional offices, 360 Urban Local Bodies (ULBs) including 14 Municipal Corporations and 50 DUDAs

(iii) Geographical

(a) National level – No of State covered

1

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

All 50 districts of M.P.

© District level- No of Blocks covered

Please give specific details:-

All 360 ULBs spread across 313 blocks in the state

Please give specific details:-

The application covers officers and functionaries engaged in the following Services in government and various ULBs:

- The officers managing the Municipal services at ULBs (Executive, Health, Engineering & Finance) and the designated officers of the Municipalities.
- Directorate of Urban Administrative and Development
- Divisional Deputy Directors Offices (7)
- Divisional Executive Engineers Offices (7)
- Project Officer DUDA (50)
- Officers and staff on deputation to Urban Development and Environment Department

(iv) Demographic spread (percentage of population covered)

27.69% of total population of M.P. i.e. complete urban population of the state.

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

a. Difficulty in Pension and HR Management

Urban Development and Environment Department (UDED) of the Government of Madhya Pradesh (GoMP) is responsible for urban management, planning & development and environment management in the state. The main responsibilities of Directorate of Urban Administrative and Development apart from dissemination of various government Rules / Circulars / Instructions pertaining to urban development, management and planning is Human Resource (HR) supervision of approx. 60,000 employees covering Urban Administrative and Development headquarter and its 7 divisional offices, 50 District Urban Development Authority (DUDA) and 360 ULBs including 14 municipal corporations within the state.

The responsibility of HR department at Urban Administrative and Development headquarter is to manage HR records for the entire state encompassing of 7 divisional offices, 50 District Urban Development Authority (DUDA) and 360 ULBs including 14 municipal corporations within the state.

Managing such voluminous HR details for approx. 60000 employees related to recruitment, pension processing, loans, advances, scale of pay, allowances, retirement benefits such as pensions, gratuity, annuity, compassionate fund, provident fund etc. was cumbersome activity because of manual records in places. It involved huge paper work and thus consumed lot of time & resources besides being error prone.

To illustrate the magnanimity of situation, the case of pension department can be taken as example- The Pension Department faced difficulty in processing pension data pertaining to the employees of the entire state as the employee records were not centralized and systematically arranged. Pension procedure was completely done manually to finalize pension of a retired employee from respective ULB. As there was no mechanism to anticipate the number of employees reaching superannuation at a given point of time, pension department was not in a position to compute and provision the fund required to disburse pension including new pension approvals. Having lack of checks and balances in disbursement of payment release through human interference and manual handling led to dissatisfaction among the pensioners. Improper linkage of bank account of pensioners i.e. funds of the entire family credited to one account which led to many social and family distress, influenced gender bias and at times defeating women empowerment initiatives.

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b. Improper monitoring and evaluation of urban development and citizen welfare schemes

UDED is also responsible for monitoring the implementation of various government schemes and projects, raising funds for urban development in the State and Management and utilization of funds and reporting to funding agencies. Currently approx. 18 schemes are running in the state. UDED is responsible for tracking end to end activities in each scheme including project details, project work and components along with beneficiary details. To keep a regular progress track of each of these schemes being implemented at 360 ULBs in the state till its execution level, clearing implementation bottlenecks', timely completion of milestones etc. was a big challenge.

For Example, GoMP initiated the Integrated Urban Sanitation Program (IUSP) in 2009 to improve urban sanitation in the state. Only about 20% of urban population had access to sewer connection. In this context, the government launched MP State Sanitation Vision 2025. To achieve this vision, no. of projects being executed in the state had increased making it difficult to manage things manually. Thus to improve the on-time project execution a need was felt to investment in newer technologies. Following difficulties were faced in manually managing the scheme:

- Due to lack of effective monitoring, at times there was no correlation between payment made to the Contractors and proportional work completed by them.
- Reconciliation between physical progress and payment was a grey area.
- No model work plan was being prepared for the contractors and consequently, there was no motivation for them to adhere to timelines.
- Manual record management led to lack of transparency in implementation of schemes.
- Lack of unified information base to assess the information about the scheme's implementation across the state.

c. Ineffective employee training and re-tooling management

UDED has a mandate to conduct training and re-tooling program for all the employees working at its headquarter and divisional offices, 360 ULBs and 50 DUDAs. Lack of centralized HR database was leading to a situation where-in most of the employees got nominated for a various training program without proper analysis of their skill-sets & needs. Department was finding it extremely difficult to find right target audience for the these training programs scheduled by central government and other bilateral & developmental agencies working in the domain on a short notice. This resulted in inefficient use of resources and leading to negligible benefit to the Department. Training being such a key intervention to ensure effective service delivery to urban

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masses, such poorly organized training programs were impacting the development and upkeep of urban infrastructure, besides depriving the citizens from standard civic amenities.

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

Urban Sector Management information System (USMIS) was designed to manage the above stated workflows by addressing the gap areas in existing process with the help of latest technology. The scope of the project was to address all the existing gap areas and identify the better mechanism for enhancement in efficiency, effectiveness of process, cost, quality and service delivery by UDED

a. Implementation of HRMIS module

USMIS is based on hosted ERP platform where HR data of all the employees including 360 ULBs is managed at a centralized database server hosted at secure data centre and is easily available through web based access to all the concerned departments, ULBs and other stakeholders. The business process re-engineering in HR and pension management has been effected in the following manner:

- It is for the first time in the history of urban development of Madhya Pradesh that the HR details of 60000 employees of urban municipal services have been centralized on a common platform. This has paved the way for effective urban administration in the state. Earlier, this data was decentralized and was maintained by the respective ULBs.
- Now, through the centralized database process regarding superannuation of an employee is initiated six months in advance.
- System prepares list of prospective pensioners, calculates their pension amount automatically and generates final pension orders online.
- The computerized pension system also acts as an advance forecasting system for the department which facilitates in planning and allocation of funds for pension disbursement.
- The reports available as part of advance forecasting system also helps the department in optimizing the earning through interest on Fixed Deposits made out of available pension funds.
- System also facilitates timely disbursement of pension every month to all its eligible pensioners, thus eliminating any chance of error and omission while

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preparing the monthly pension disbursal chart.

b. Effective monitoring and evaluation of urban development and citizen welfare schemes

With the help of Monitoring and Evaluation (M&E) module of USMIS, UDED is able to keep the track of different government schemes, fund allocation, monitoring, concerned work plan, project deliverables etc. It also ensures that functions/activities are properly streamlined and executed till the grass root level by following the pre-defined sequence order. The earlier process has been reengineered by including following features in Monitoring & Evaluation Module:

- Formulation of Scheme and allotment of funds by the Central/State Government
- Preparation of DPR by ULBs and submission to Center/State for sanction
- Tendering, Execution and Monitoring of Projects by ULB and State
- Generation of Work Plans, Comparative Reports and Timeline Analysis
- Monitoring of Reform Parameters
- Monitoring of Service Level Benchmarks
- Monitoring the progress at Division level and at the level of UADD ensured increasing compliance and transparency

With respect to the above mentioned example (Point 2.b) following transformation has happened with the help of USMIS:

- All projects are broken down into components and milestones along with the defined target to check the accurate progress of scheme quantitatively and qualitatively.
- Contractor has to adhere the defined work schedule to ensure timely delivery.
- Payment to the contractors have been linked to the milestone/deliverable thus ensuring effective service delivery.
- Project monitoring has been de-centralized at division level also, thus ensuring "On course Correction" during the project.

c. Efficiency in Training Management

Effective management of employee / participant training requires attention and resources. USMIS facilitates the managers to examine current and future operational needs and accordingly determine what they want their employees / participants to achieve, and then identify the training needed to develop the required competencies. Training module captures the existing skill set of employees thus facilitating in conducting "**Targeted Training**". A course planner has been developed to set up logistical information about training courses such as details about the location in which the organization conducts a Training course and the person who imparts it as an instructor and also how to manage participant status throughout the course life-

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cycle. The same may be used selectively for courses which are conducted by external agencies outside the organization premises.

4. Strategy Adopted

(i) Details of base line study done,

- a. "As-Is" study for understanding the existing HR Management practices and Monitoring and evaluation process of different government schemes.
- b. Inception Report to study the gap areas in the existing system and how they can be resolved with the help of USMIS.
- c. Software Requirement Study (SRS) focused on technical requirements which had to be included in USMIS.
- d. "To-Be" study for outlining and drafting the modified process which should address the gap areas.

(ii) Problems identified,

- a. Unavailability of well-organized Employees Database / Establishment Register
- b. Delayed decisions related to implementation of the application due to lack of coordination between various government departments and municipal corporations.
- c. Process flow deferred as no intact process was defined throughout the channel to portray a centralized process mechanism.
- d. As the employees /beneficiaries/ users were not tech savvy and had different level of understanding , it was difficult to build a nexus for proper functioning and delivery of the application.

(iii) Roll out/implementation model,

Implementation of USMIS was done in 2 phases. In 1st phase i.e Pilot and Go Live phase, the application was rolled out in Directorate of Urban Administration and Development, Dy. Director Offices, all divisional offices, 2 DUDAs and 4 ULBS and later on it was extended to all 360 ULBs, 50 DUDA offices and 14 Municipal Corporations.

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

- a. Mechanism for hands-on training on USMIS was prepared and approved by the senior authorities to train over 1000 employees corresponding to Directorate of Urban Administration and Development, Dy. Director Offices, all divisional offices 360 ULBs, 50 DUDA offices and 14 Municipal Corporations.
- b. As per the training need analysis, a training schedule was prepared and was

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notified to all the concerned stakeholders as per the training calendar.

- c. As per the training calendar, trainings were rendered for all the Divisional offices, UDED, municipal corporations and ULBs at multi-location based centers in the state.
- d. Training on the application usage and technical management was imparted to the employees as per the training plan.
- e. A Helpline no. 0755-4096902 has been set up for resolving the issues and concerns of users related to USMIS.
- f. Presentation & user manuals were distributed to users for self learning.
- g. Post-implementation training programs at regular intervals to empower employees to use the system more fully over time.

5. **Technology Platform used-**

(i) **Description**

Microsoft Dynamics
Microsoft .Net
MS SQL

(ii) **Interoperability**

Application Object Server (AOS), Application Server (AOD) & .NET / Portal applications are in formed one set of virtualized cluster. Microsoft SQL server is used as database for USMIS system.

(iii) **Security concerns**

Following measures have been taken to address security concerns related to the application -

- Tier 3 enhanced Security enabled Data Centre
- Failover Clustering with NSPOF (No Single point of Failure)
- Full-fledged Disaster Recovery Center
- Data backup mechanism for data resilient
- Intrusion detection mechanism
- User Authentication
- A data center with video monitoring system, bio-metric and 24x7 team of security officers.
- Antivirus service has been provided at the centralized console to

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monitor control and prevent spreading virus, Trojans malwares etc.

- In house Backup manager is used to monitor, schedule & control backup and restoration of data.

(iv) Any issue with the technology used

Technical issues faced related to synchronization and accessibility of data with the technology platform used. As a rectification plan, the data and the process flow was analyzed and appropriate changes were made to suit both software and department requirement.

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

The SLAs have been clearly documented. Key SLAs are as follows:

- Achieving 99.95% Solution uptime
- Hosting on a Data Center which complies with all the requirements of a Tier 3 Data Center, as defined by TIA-942: Tier Classifications & Data Center Standards.
- Providing scalable and secure service delivery through the process.
- 24x7 days responsiveness of software solution
- Project implementation and rollout in 12 months

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

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

Earlier the entire process was manually controlled thus required lot of efforts and time in data consolidation. Effort is now minimized due to availability of USMIS application on internet reducing the time by 40-50 % incurred by user.

(ii) Feedback/grievance redressal mechanism,

USMIS application includes Citizen Complaint lodging and citizen grievance tracking mechanism. This helps citizens in registering the complaint related to any ULBs or Municipal Corporations. The UADD department thus takes necessary actions to resolve the same. Citizens can also track the status of their complaint with the help of Complaint ID.

(iii) Audit Trails,

USMIS has mechanism of maintaining Audit trail of citizen complaints and grievances. Citizens can track the complaint with the help of Complaint ID.

(iv) Interactive platform for service delivery,

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USMIS is a web based application in which different level of users is defined and accordingly authorized to access and modify the data. There are also reports and interactive dashboards available in USMIS to help monitor the performance.

(v) Stakeholder consultation

Commissioner, Addl. Commissioner, Officers on special duty, Deputy Directors, Executive Engineers, Assistant Engineers, Consultants, DUDA & ULB officials

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

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

- a. Email channel for communication with employees, consultant and other stakeholders.
- b. Web enabled mechanism for all level of users to ensure proper connectivity and data management.

(ii) Completeness of information provided to the users,

- a. This is ensured with the help of Dashboards, Matrix formatted reports and graphical reports.
- b. A Helpline no. 0755-4096902 has been set up for redressal of user grievances and authenticity of the information.

(iii) Accessibility (Time Window),

USMIS is a web based application thus, accessibility of the application is 24x7 for 365 days.

(iv) Distance required to travel to Access Points

As it is a web based application, it can be easily accessed from any geographical location at a click of a button. Thus this is not applicable.

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

The users are expected to submit the required information online only.

(vi) status tracking

The USMIS application being a web based interactive application allows all stakeholders i.e. UDED, DUDA and ULB officials, to track the physical and financial progress status of 18 schemes being implemented at their jurisdiction.

The application also enables capacity management of 60000 employees across the state in form of employees recruitment, transfers, promotions , skill-set etc.

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

(i) **Volume of transactions processed**

USMIS includes records of all 60000 employees, 12000 pensioners and 800 projects spanning across 18 schemes. Payroll of 16 units of UADD employees gets generated every month.

(ii) **Coping with transaction volume growth**

The Technology and the Hardware which includes relational database management system has the capability of not only coping with current volume of transactions, but also can manage the expected transitional data growth in future course of time.

(iii) **Time taken to process transactions,**

Time taken to process the transactions in HR MIS module of USMIS are as follows

- a) Adding a new employee service record - 3-5 mins
- b) Updating the employee service record of an existing employee – 45 secs to 1 min
- c) Pension Processing- 2-3 mins

Time taken to process the transactions in M&E module of USMIS are as follows –

- a) Adding baseline information of a new project– 4-5 mins
- b) Update/modify the progress of existing projects – 30 sec to 1 min

(iv) **Accuracy of output,**

99.9% accuracy in case of accurate input.

(v) **Number of delays in service delivery**

Timing has been the essence of the project and all the defined milestones have been delivered on time.

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.#)

The Cost effectiveness of the application can be stated as per the following scenarios:

- a. **Cost saving in Pension Processing:** Earlier, approx. 100 pensions could be processed in a month utilizing approximately 10 resources. Assuming cost incurred

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of one resource to be average Rs. 50,000 for a month, resulted into Rs. 5 lakh. Yearly cost incurred by the department to process the pension of approx. 1200 pensioners was approximately Rs. 60 Lakh. Therefore, average cost to process a single pension plan was Rs. 5000.

USMIS accelerated the pension processing to 300 cases per month with the involvement of only 2 working resources. Therefore, cost reduced to Rs. 1 lakh per month and Rs.12 lakh per year for 3600 cases. This led to reduction of the average cost to process a single pension plan to Rs. 333.

This clearly led to reduced man hour thus reducing time to process pension but also saved cost by approximately 93%.

b. Cost saving for Pensioner: Erstwhile the pensioners had to travel down to UAD headquarter to enquire about their pension claim that incurred a lot of cost to them. But USMIS had provided these pensioners the flexibility to enquire about their pension claims online thereby saving all the travel and other such costs incurred during the enquiry of their claims.

c. Reduced training nomination cost: Earlier the training process analysis at all 360 ULBs and 14 Divisional offices consumed approx 725 man-days just to conduct the training need analysis and initiate the training process. This resulted into overall cost of Rs. 15laks assuming Rs. 50,000 per man-month. Now, due to readily available employee skill-set data, training process initiation can be done in about 15 man-days, thus resulting in approx Rs. 25000. This has reduced the training cost by approx 99%.

d. Reduced cost for Monitoring and evaluation of schemes: The data pertaining to physical and financial progress of 18 government schemes involved huge paper work. The concerned people from all 360 ULBs had to submit the progress in hard copies to UAD headquarter monthly for monitoring and evaluation of the schemes. This process of data submission incurred huge cost to the departments. USMIS has automated the data updation thus reducing the cost to about 80-85%.

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10. **Capacity Building and Organizational Sustainability** (Give details about hiring skilled staff, imparting training etc.#)

To build an effective capacity of the employees to use the system the key resources were identified based on their skill sets and training was imparted to them on different modules based on their area of work and interest. A detailed curriculum was formulated to educate the employees about the change in different business processes. Candidates across all departments were trained to induct the application into the system, to clear the roles and responsibilities of the users with regard to the new system and then effectively equipping people with the needed knowledge and skills. The users were then trained to enter the data into the application and use the software efficiently. A series of workshops have been conducted to impart the training among the users. External consultants having rich experience in the domain were also appointed to give an impetus to the training of employees for an effective capacity building.

In order to provide organizational sustainability in the long run, efficient Change Management was necessary. The challenge of adaptability of application across large, geographically dispersed ULBs was handled with effective change management through ongoing training programs on the changes to the system. The change management process also ensured coordination and effective and timely communication of changes associated with the new application under strict control and supervision of a dedicated team under the Additional Commissioner.

To sustain in terms of technology, sophisticated hardware and data center, support has been set up based on SaaS model with an option of scalability for multiple number of users. This enhanced the process and effectively provided qualitative service delivery.

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

The USMIS application has played an important role in favoring the transparency and providing in-depth knowledge of the process to all the stakeholders. It provides various reports, matrices and other reporting formats via mails & SMS.

A high degree of data encapsulation has been provided and authorized access has been granted for different level of users and thus only relevant information is visible to them . USMIS ensures the accountability of the user and helps in tracking changes done by the user.

It has provided a web based authentic workplace for all the users and stakeholders and also centralized various operational activities thus ensuring easy trace of activities performed by

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the users. The authentic user-base has also helped to streamline the working of users and the specific teams across the department to achieve timely output

The application ensures obligation of a user or department to account for its activities, and to disclose the results in a transparent manner. USMIS application works to promote accountability for service delivery by developing innovative models for tracking government programs, disseminating this information to policy makers as well as citizens, and undertaking research on how to strengthen accountability for improved service delivery in Madhya Pradesh.

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. #)

- a. It is for the first time in the history of urban development of Madhya Pradesh that the HR details of 60000 employees of urban municipal services have been centralized on a common platform. This has paved the way for effective urban administration in the state.
- b. The application uses and processes the inherent data of all the employees without incurring additional cost to the Corporation
- c. The Application also works as DIS(Department Information System) for the Commissioner and other Senior officials as it updates them about schemes progress, beneficiaries details, complaint status ,pending complaints, time taken in its resolution by the respective agencies/authorities etc.
- d. With the processes going online there has been an increasing reduction in paper usage thereby reducing the carbon footprint of various departments and helps them to go "Green".
- e. User friendly "colour coded" dashboards have been implemented to ensure monitoring of the data entered in the application within stipulated time frame.

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. #)

A dedicated team headed by The Additional Commissioner comprising of UDED officials and consultants has been appointed to ensure easy adaptability of USMIS. The access to application has been authorized strictly based on the roles and responsibilities of an employee. A mechanism to trace audit trail has been incorporated to ensure the appropriate application usage.

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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

- a. HR database of approx 60000 employees with their skill-sets has been created on a centralized database which is now linked with pension and employee training management system.
- b. Pension data of approx 12000 pensioners has been cleansed and automated to generate pension every month accurately, reducing the cost of operations and eliminating the mediators.
- c. Funding for different government schemes, monitoring and evaluating the physical and financial progress of the schemes across ULBs can now be tracked down on 24x7 web based environment.
- d. Payrolls of 16 units of UADD employees get generated every month on merely click of mouse.

(ii) To citizen

- a. Effective implementation of various developmental schemes has ensured qualitative improvement in service delivery to the citizens living in urban areas in the entire state.
- b. System has also facilitated a complaint logging system pertaining to civic amenities in their respective ULBs.

(iii) Other stakeholders

Urban planning experts, NGOs and other interested entities can now access data pertaining to effectiveness of schemes implemented in urban sector for better and efficient urban planning

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):

- a. Enabled state government to bring about reforms with the help of different govt. schemes by facilitating the tracking of implementation till the grassroot level
- b. Improved the ways in which urban local bodies and their staff work by empowering them with technology so as to maintain, modify and generate reports resulting in the effective and timely process of departments core areas i.e. pension and monitoring and evaluation

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16. Adaptability Analysis

(i) Measures to ensure adaptability and scalability

- a. The software's analogy with the existing department processes and a the ease of use has reduced "resistance to change" offered by the users.
- b. Lack of redundancy in the application design ensured no repeated information from the users , made the application more user friendly and developed their quick reliance on the system.
- c. The system allows multiple number of users to be added thereby providing a high degree of scalability to the application.
- d. Enhanced security measures for network and application.
- e. Pooling and routing of data traffic to ensure smooth functioning of application
- f. Regular R&D and meetings to enhance current infrastructure and forecast the upcoming requirement.

(ii) Measures to ensure replicability

- a. USMIS Application in based on SaaS technology and can be used seamlessly for multiple number of users across Municipal Corporations or Law-enforcement domains or similar other departments.
- b. The same application can be used by all other municipal corporations and urban administration departments across the country.

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

NA

(iv) Risk Analysis

Risks Identified	Risk Mitigation strategy
Product depends on government regulations, which change unexpectedly	Government regulations has been incorporated at each level in the USMIS Application
Error-prone modules required more testing, design, and implementation work than expected	Regressive testing and More users were involved for conducting UAT
Some officials were not clear about the functional requirements of software	Buffer time taken to ensure timely project completion
Data could have gone corrupt or could get lost in event of any exigency.	The data is stored separately at a data center under strict supervision and control and data backups are taken frequently.

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Lack of Alignment between the application and the business processes	Business Process Reengineering (BPR) was done, detailed requirements specifications were developed and system tests were conducted prior to the implementation of the USMIS and it was closely monitored to check performance.
Lack of Control due to decentralization of decision making	A dedicated team under The Additional Commissioner comprising Deputy Directors, Officers on special duty, Executive and Assistant Engineers, E-governance officer and Consultants controls the changes with consensus among the team

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

Earlier System	New System
Grievance redressal mechanism was not stationed therefore Pensioners grievances were not sought and timely rectification was not possible resulting into high cost and delayed service delivery.	USMIS has Complaint Logging system and complaint tracking mechanism which ensures smooth and timely resolution of grievances leading to reduced cost and enhanced quality.
Difficulty in processing the pension data as it was not centralized and systematically arranged, in turn effecting the efficiency of operations.	A centralized, web based application was designed to integrate the pension data of approx 12000 employees.
Monitoring and supervision of the data record related to Govt. schemes was not happening timely due to unavailability of organized data.	USMIS M&E Module has been designed for tracking all the govt. schemes implemented at 360 ULBs and to facilitate “Oncourse action” for the smooth and systematic service delivery.
Physical and financial progress of the schemes was not being updated and tracked timely resulting in dissatisfaction among beneficiaries.	

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Unavailability of well-organized Employees Database / Establishment Register	HRMIS Module of USMIS captures hire to retire cycle of approx 60000 employee including leave management, payroll processing, pension management, appraisal , transfers etc.
Delayed decisions related to transfers, postings, promotions of employees.	USMIS –HRMIS module ensures the accuracy as per the govt. employee policy to ensure timely transfers, postings and promotions of employees.
Improper management of training data was effecting the efficiency	USMIS Training module has been developed to capture training need and analyze the development of the concerned stakeholders to address the gap areas.
Decentralized HR records maintained by respective ULBs that caused a lot of inconvenience to access a record of an employee by the senior authorities	A centralized database of 60000 employee records across the state that gave a transparent and more coordinated approach to urban administration.

18. Other distinctive features/ accomplishments of the project:

- a. Attitude has been developed towards computerization of departments for service delivery.
- b. Overall quality of governance on different attributes such as transparency, reduced malpractices, fairness of treatment, quality of feedback and level of accountability was improved.
- c. There has been an overall reduction in cost parameters and increase in service delivery over the years after the introduction of the application.
- d. One stop shop for many services.
- e. E-government has helped to improve the image of government