

# AWARDS SCHEME FOR EXEMPLARY IMPLEMENTATION OF e-GOVERNANCE INITIATIVES

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## II. NAME OF CATEGORY-‘OUTSTANDING PERFORMANCE IN CITIZEN CENTRIC SERVICE DELIVERY’

### 1. Coverage – Geographical and Demographic:-

#### (i) Comprehensiveness of reach of delivery centres

Any delivery centre, anywhere may facilitate applicants, beneficiaries and their well-wishers/ relatives in using the citizen and other services of eSPAN.

eSPAN provides an end-to-end solution from submission of online pension application with supporting documents & its tracking on the front-end. Process automation, departmental fiscal management through integration with Core Treasury System and SBI portals is at the backend. eSPAN instantly posts an online notice of processing and payments under latest updates. eSPAN also informs the beneficiary through SMS at the mobile nos. registered by him/her, whenever one’s pension is processed and when e-payment is made directly into a beneficiary’s CBS based bank account.

Information dissemination about pension disbursement with latest status as well as past details is Online, in public domain, web-based and through SMS, Mobile Apps, IVRS.

#### (ii) Number of delivery centres

As mentioned earlier, any delivery centre, anywhere may facilitate use of citizen-centric and other services of eSPAN.

Mention of exact nos. of delivery centres may not be applicable here as a beneficiary or his/her well wisher has access to <http://ssp.uk.gov.in> from anywhere, anytime online as well as through telephone (IVRS)/ mobile (SMS, IVRS, Mobile Apps, Web).

#### (iii) Geographical

(a) National level – Number of State covered

1

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

13

(c) District level- Number of Blocks covered

95

Please give specific details:-

13 District Offices, 13 NIC District Centres, 133 SWAN PoPs, Cyber cafes

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### (iv) Demographic spread (percentage of population covered)

eSPAN directly touches the lives of approx. 5.17 Lakh beneficiaries (Aug 2014), which are approx. 5% of state's population (1,01,16,752 as per Census 2011 figures).

Out of these 5.17 Lakh beneficiaries, 68% are Old Age citizens, 21.5% are widows below 60 years and 10.5% are disabled. 66% of total beneficiaries are in 10 hilly districts out of a total 13 districts. 63% are female beneficiaries.

Their well-wishers and relatives besides media persons, NGOs, public representatives and Govt. officials who interact with applicants and beneficiaries also use eSPAN at <http://ssp.uk.gov.in> and its services.

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

Unlike in plains, the pains due to old age, widowhood and disability in Uttarakhand are further aggravated by 'Altitude' of its hilly regions that adversely affects 'Accessibility' and 'Availability of resources' in a difficult geography. Frequent natural calamities cripple roads and communication connectivity.

In general, it was very difficult to access and approach even the nearby District Social Welfare Office to seek any information. Middlemen and touts with vested interests created an environment in which, not only the citizens faced an uphill task to seek and use Government's welfare measures but even Government machinery's noble intentions to assist the weaker sections of the society had difficulty in getting translated into action.

There has always been the last mile gap area for Government social welfare measures to effectively reach out to its intended beneficiaries. **eSPAN has successfully bridged this last mile.**

#### **Earlier situation from a citizen point of view**

- An environment of confusion, concealment and complications made citizens to fall back upon middlemen to seek Government's welfare measures.

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- Apprehensions about **fake pensioners**
- Botheration due to **lack of transparency**

### **Earlier situation from an applicant's point of view**

- Difficulty in accessing and approaching District Social Welfare Office to apply for pension and to monitor the status of one's application
- Botheration due to **lack of transparency**

### **Earlier situation from beneficiary's point of view**

- **Difficulty in getting status information about pension disbursement**
- **Inordinate delay in receiving pension**
- **Difficulty of getting corrected calculation errors & exact arrears**
- Botheration due to **lack of transparency**

### **Earlier situation from Government's perspective**

- Public representatives, Government officers as well as the media persons used to get numerable complaints from the public regarding non-receipt of pension and they never had the ready information.
- Only a few complaints were addressed as individual complaint had to be verified physically across district offices, treasuries and banks or post offices.
- Employee mind set and insensitivity as they complaint of workload.
- Earlier, manual processing of pensions was highly disorganised and non-uniform across the three pensions schemes within a particular district and across the state. This caused delays in processing of pension and in making payments.
- There was difficulty in maintaining applications and beneficiary records, requiring manual efforts and causing inconsistency,

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non-uniformity, inaccuracies in the data.

- There was inaccuracy & inconsistency between grant-wise pension amount estimated before pension disbursement and the pension amount finally disbursed. This caused friction between the Finance Department and the Social Welfare Department and delay in disbursing pensions.
- The Social Welfare Directorate as well as the Government never used to get reported the exact figures of pension disbursement on time.
- Few & far-off CBS branches, no-frills accounts and non-viable BC scheme caused difficulty in financial inclusion. The acknowledgement from banks / post offices of disbursement made was rarely received. Banks could not be provided facts and figures to extend their network far and wide into remote areas and to address complaints.

Gradual induction of IT to automate pension disbursement in Uttarakhand led to the evolved version 2.0 of eSPAN – Integrated Web-based Social Security Pension Application of NIC.

With the introduction of eSPAN, the scenario is completely changed as all the up-to-date information about pension disbursement, and since FY 2011-12 in case of Old Age Pension beneficiaries, are available online, 24x7. Pension processing to the receiving of acknowledgement of e-pension hardly take few seconds. The Govt. of Uttarakhand easily monitors its social security pension schemes online, predicts the fund requirements for the next quarter or next financial year and does not depends on the district offices for the fund-requirement estimates.

### **3. Scope of Service/ Activities Covered** (Extent of e-enablement in terms of number of services, extent to which steps in each service have been ICT-enabled #)

#### 3.1 Extent of e-enablement in terms of number of services

With the current implementation of eSPAN, all the steps involved in the disbursement of Social Security Pension in Uttarakhand, from submitting an Online application to e-payment of pension into the CBS based bank account of the beneficiary are ICT-enabled (except for the physical verification of the applicant / beneficiary). The steps are:

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1. Submission of Pension Application
2. Monitoring of Status of Pension Application
3. Knowing current Pension rates
4. Processing of pension
5. e-Payment of pension and its acknowledgement
6. Knowing a beneficiary's pension disbursement status
7. Analysis and Monitoring of pension disbursements

### 3.2 extent to which steps in each service have been ICT-enabled

1. Submission of Pension Application - completely online, either by the applicant himself/herself or by the concerned clerk of the District Social Welfare Office. It is a single interface for both the Centrally sponsored as well as the State sponsored pension schemes.
2. Monitoring of Status of Pension Application – Partly ICT enabled as currently, only the online application can be tracked. The process of verifying the application is manual. The status of applications submitted offline can be tracked once an applicant is confirmed as a beneficiary and allotted a beneficiary number.
3. Knowing current Pension rates – Latest pension rates supported by the relevant Govt. Order are available online.
4. Processing of Pension – completely automated except for physical verification of existing beneficiary that may require an update in the database before the pension is processed through eSPAN.
5. e-Payment of Pension and its acknowledgement – It is automated for CBS-based bank accounts of beneficiaries as eSPAN is integrated with Govt. of Uttarakhand's Core Treasury System (<https://cts.uk.gov.in>) which in turn is integrated with State Bank of India's portal. This SBI portal is further integrated with the portals of all CBS based banks. Thus the pension amount processed through eSPAN is transferred within seconds into a beneficiary's CBS based bank accounts, after

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verification/ validation/ confirmation at various intermediate stages.

This process also automates the estimation of funds required from Finance Department to be disbursed by Social Welfare Department, generation of bills, bank scrolls and many other mandatory reports required by Treasuries, Banks, AG Office, Central Govt.(NSAP, CPSMS, e-Taal) and State Government.

The acknowledgement process of payment made/ not made at various intermediate stages is completely automated for payments made to CBS based bank accounts and partly automated for non-CBS based accounts payments.

6. Knowing a beneficiary's pension disbursement status – As mentioned earlier, the availability of payment acknowledgement at eSPAN is automatic through reverse integration from banks back to eSPAN through Treasury portal in case of CBS based bank accounts of beneficiaries and manually, in case of non-CBS based bank accounts. After the acknowledgement is received, the pension payments are published online in a public domain for all to see.

A beneficiary, either by himself/herself or through his/her well-wishers, relatives, public representatives, media persons or Government officials can access the current pension disbursement status online at eSPAN, through SMS, Mobile Apps, IVRS and speech recognition. The complete up-to-date details of all pension payments stored in eSPAN can be downloaded/ printed as current pension passbook.

7. Analysis and Monitoring of pension disbursement – eSPAN provides various means of viewing and analyzing a pensioner's data – through Google maps, dashboard charts and reports that can be drilled-down pension scheme-wise, Financial Year-wise, area-wise, budget grant-wise, category-wise, bank-wise, etc. down to an individual pensioner details. Such transparency and facility caters to all stakeholders of eSPAN, be they

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general citizens, applicants, beneficiaries, Central & State Governments, their officials, Public representatives, Bankers, Post Office functionaries, Media persons and NGOs.

4. **Stakeholder Consultation** (Give details about type of stakeholders consulted, number of stakeholders consulted, stages at which stakeholder input was sought, any user satisfaction study done etc. #)

### 4.1 Type of stakeholders consulted

1. Officials from Social Welfare, Tribal Welfare, Women and Child Empowerment Departments through frequent feedback, workshops, training programmes on a frequent and regular basis
2. Officials from Gol's MoRD for NSAP
3. Officials from Gol's MoSJ&E for SC/ST Welfare
4. Officials from Gol's MoFin. for CPSMS and DBT
5. Officials from Gol's DoP for pension payments through Post Offices
6. Officials from Govt of Uttarakhand's Finance Department for integration with Budget and Treasury Portals
7. Officials from Rural Development department for BPL beneficiaries
8. Officials from Gol's Panchayati Raj department for displaying the current pension payments from eSPAN on Panchayat notice boards
9. General citizens
10. Applicants
11. Beneficiaries,
12. Public representatives
13. Bankers through regular banker's meet.
14. Media persons
15. NGOs

### 4.2 Number of stakeholders consulted

Varying number of stakeholders from each of the above mentioned categories from September 2011 till date.

### 4.3 Stages at which stakeholder input was sought

Please refer to the phase-wise implementation details given under 5(iii) "Roll out/implementation model".

At each stage of all the phases mentioned under 5(iii), inputs and feedback from concerned stakeholders were sought on a regular basis

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during discussions, visits, workshops, training programmes, handholding sessions and through written communications.

### 4.4 Details of user satisfaction study done

Please refer to the phase-wise implementation details given under 5(iii) "Roll out/implementation model".

1. Regular feedback including user satisfaction/ dissatisfaction received during visits, workshops, training programmes and handholding sessions. As noted under 5(iii), around six formal state-level workshops were conducted from FY 2011-12 till the current FY 2014-15.
2. A User Acceptance Test (UAT) was received from the participants of the 3<sup>rd</sup> state-level workshop in Nov '2012 for the features of the first draft version of eSPAN.
3. A public acknowledgement through the contents of the letter No. 42 dated 07.04.2014 from Principal Secretary (Social Welfare) to all District Magistrates of the state asks them to replicate e-payment of pensions on the patterns of the successful pilot implementation of disbursements made in Haridwar district as a result of integration of eSPAN with Core Treasury System.
4. User Acceptance Test (UAT) signed by all the concerned clerks and officials of District Social Welfare Offices has again been received after the 6<sup>th</sup> state-level workshop in May '2014.

### 5. Strategy Adopted

#### (i) The details of base line study done,

Please refer to the phase-wise implementation details given under 5(iii) "Roll out/implementation model".

From the very outset to the maturity of implementation as on date, requirements gathering and innovation process continued through studies and user feedback received during visits, workshops, training programmes and handholding sessions.

#### (ii) Problems identified,

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Please refer to the phase-wise implementation details given under 5(iii) "Roll out/implementation model".

Firstly, the top down approach faced resistance and reluctance from field-level staff. Therefore, a bottoms-up approach was followed to assuage employee concerns. Most of the field-level staff were not recruited directly and thus lacked understanding & initiative-taking. Like citizens, they too are adversely affected by the three AAAs – Altitude, Accessibility & Resource Availability in the difficult geography like Uttarakhand

Tackling the mind-set of an employee of the Social Welfare Department was the major problem. Initially, they expressed reservations due to

1. An extra work-load of using computers
2. Lack of reliable data connectivity at district offices
3. They being held accountable due to
  - Non-standardised record keeping
  - Incomplete or missing beneficiary details
  - Inaccuracies and inconsistencies in the legacy Data
  - Detection of fake pensioners

(iii) Roll out/implementation model,

### 1. Phase I: Financial year 2011-12

- a. Explored success stories in other states for replication in Uttarakhand to avoid re-inventing the wheel.

NIC state centres of Uttar Pradesh, Madhya Pradesh, Himachal Pradesh, Rajasthan and Andhra Pradesh were consulted for replication of their state's automation model. Use of Govt. of India's NSAP portal was also duly considered.

The idea of a standardised software was given up to accommodate employees concerns.

- b. After the Uttarakhand NIC and Social Welfare Department's team visit to Lucknow for studying the automation pattern in Uttarakhand's parent state, the Govt. of Uttarakhand decided to replicate the UP pattern.
- c. Sep-Oct 2011: Decision was taken to implement an OFFLINE customised standalone software to capture Old Age beneficiary details data, to process and disburse pension for 2<sup>nd</sup> quarter of FY 2011-12.

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It was made available in each of the 13 district offices. Training was provided during a state level workshop & doubts were removed over VC sessions.

- d. November 2011: A separate small online MIS was developed, security audited & deployed in parallel
- e. December 2011: **First Success – Old Age Pension Beneficiary data made available in public domain** as <http://ssp.uk.gov.in>.

During the launch ceremony, the directions given by the then Hon'ble Chief Minister were duly noted and acted upon during Phase II.

### 2. Phase II: January 2012 to December 2013

- a. With the successful completion of Phase I, regular interactions between Uttarakhand's Social Welfare Department and NIC led to the finalisation of
  - i. Use of the same OFFLINE software for data capture and <http://ssp.uk.gov.in> for data publishing of the other two social security schemes, viz. Widow and Disability Pension schemes, and
  - ii. An improved version of micro-level requirements for data capture and data publishing of all the three social security schemes, viz. Old Age, Widow and Disability Pension schemes were communicated in writing to NIC vide letter No. dated 16-Jan-2012.
- b. May 2012: 2<sup>nd</sup> state—level workshop was conducted for Monitoring, Doubt-removal and Hands-on training. Consensus emerged for developing web-based integrated Social Security Application (eSPAN) for all three pension schemes
- c. June – Nov 2012: eSPAN Software development culminated in its User Acceptance Test (UAT) during the 3<sup>rd</sup> State-level workshop for Monitoring, Sensitisation, Doubt-removal and Hands-on training in Nov 2012.
- d. Dec 2012 onwards: eSPAN launched on NICNET till completion of its mandatory Web Security Audit. **Second Major Milestone: e-Payments made through NEFT using eSPAN's digital data that was handed over to district's lead bank on CDs.**
- e. April 2013: eSPAN was finally launched in public domain

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on the existing URL <http://ssp.uk.gov.in>, replacing the earlier MIS. 4<sup>th</sup> State-level workshop for Monitoring, Doubt-removal and Hands-on training was conducted. Penal action taken against officers who were not using eSPAN effectively.

f. June 2013: **Third Major Milestone– All three Pension scheme data of Uttarakhand processed using eSPAN and made available in public domain.**

g. In between, eSPAN provided many kinds of exception reports pointing out a lot many data inconsistencies and garbage data to the Social Welfare Department for rectification. This involved hectic consultations, discussion, feedback, change management, handholding during 5<sup>th</sup> state-level workshop in Oct-Nov 2013 and finally data correction after intensive physical verification of beneficiaries.

h. With the increasing maturity of process automation at the backend and its acceptance within the Social Welfare Department, the focus shifted to

i. eSPAN's technical performance issues requiring system administration, DBA and software development tasks

ii. eSPAN incorporating more and more citizen-centric and other services through various service delivery channels available. The purpose was community outreach and digital inclusion of a vast majority of underprivileged section of the population.

Online pension application and successful integration of Mobile Apps, IVRS service providers using Speech Recognition, etc. was successfully demonstrated. A dashboard with graphical, map-based and tabular data reports was developed for eSPAN.

iii. eSPAN's successful integration with NSAP, CPSMS, e-District and eTaal portals.

iv. Increasing the coverage base of CBS based bank accounts to more and more beneficiaries. In the process the CBS bank accounts have increased from 25% to almost 60% of total beneficiaries to

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facilitate direct e-payments without manual intervention, thus achieving financial inclusion of a substantial number of beneficiaries.

### 3. Phase III: January 2014 till date

a. The focus from the onset of this year onwards has been on Social Welfare Department's fiscal management, achieved through integration of eSPAN with Treasury portal and through it to the Bank portals. This has facilitated

- i. Replacement in the method of e-payments of pensions and generation of bills, vouchers, bank scrolls etc. Earlier, all this required manual intervention. Now the e-payment into the beneficiary's account is an automatic, paperless system that requires no manual intervention.
- ii. Simultaneous automatic reconciliation with budget allocated, grant-wise and bank-wise figures, etc.

b. **Fourth Major Milestone-** Integration with Core Treasury System(CTS) of Govt. of Uttarakhand for e-payment of pension to the CBS account pensioner. The experiment successfully tested in March 2014 in Haridwar as a pilot was explained and discussed during the 6<sup>th</sup> state-level workshop in May 2014 and was later successfully replicated to all over the state in all the 13 districts. Signed and stamped copies of UAT certificates have been obtained as recently in July 2014.

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

1. Launch of <http://ssp.uk.gov.in> – transparency by putting Pensioner's data in public domain
2. SMS
3. Mobile Apps
4. IVRS using Speech Recognition
5. GOs from time to time to District Collectors

### 6. **Technology Platform used-**

(i) Description,

- Initially implemented a customised OFFLINE MIS & Pension Processing Module that was developed using

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**Rapid Application Development Model** in Visual Basic 6 & MS Access 2003

- Later, implemented eSPAN that was developed using **Evolutionary Model** in MS Visual Studio 2008 with ASP.Net 3.5 AJAX toolkit 3.5, Crystal Reports 10.5, MS Chart and web services, SQL Server 2005
- Currently hosted on IIS 7.5 Web Server on Windows 2008 R2 OS on VMs at National Data Centre (NDC), New Delhi
- The client end requirements are a computer system with Internet connectivity, printer, MS-Excel, PDF Reader and Web Browser (**IE 7, Mozilla Firefox, Google Chrome**). eSPAN has been **optimally tested in IE-7**.
- **Android compatible Mobile Apps have been developed & tested to run on mobile or devices that support Android 2.3 and above.**
- Use of Google APIs to locate district offices of Social Welfare offices in the state and in displaying total number of beneficiaries below the Map for easy reference.

**(ii) Interoperability**

Integration with other portals and Data exchanges through Web services in XML format.

**(iii) Security concerns**

Web Security Audit of <http://ssp.uk.gov.in> by NIC's Cyber Security Division done twice in Dec'11 and April '13.

**(iv) Any issue with the technology used**

Yes,

- (1.) Initially, when the user requirements were evolving with implementation's maturity and data connectivity at district offices was irregular, the data was transferred to NIC through CDs/ DVDs/ Pen Drives.
- (2.) Later, with the introduction of eSPAN, its heavy use adversely affected the performance of <http://ssp.uk.gov.in>, requiring intense Data Verification, Data Validation, Data Correction, System Administration and DBA efforts. This included planned shifting of hosting platform from state NIC servers to NDC, New Delhi servers with higher configuration.

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(3.) To accommodate scalability and other performance issues, the earlier n-tiered web application design of eSPAN has been re-designed using Factory Pattern of Object Oriented design. It is almost ready for web security audit.

(4.) Integration with other portals using web services required hectic efforts

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

eSPAN has helped Social Welfare Department in improving its service delivery as per relevant provisions of Uttarakhand Right to Service Act 2011.

7. **Citizen centricity and relevance** (Give details about impact on effort and time invested by user, Feedback Mechanism, Audit trails, Interactive Platform for service delivery, need gap fulfillment etc. #)

7.1 Details about impact on effort and time invested by user

eSPAN has now become one-stop end-to-end work-flow based solution for the electronic disbursement and information dissemination needs of all social security pension schemes in Uttarakhand. Today, the only manual activity is the physical verification of documents and beneficiaries. Earlier, public representatives and officers used to get numerous complaints related to non-disbursement of pensions. Today as per Social Welfare Department, such complaints are negligible.

The efficiency, convenience, time saving and transparency has increased 100% across the board for all the stakeholders. The citizens, in general do not have to run from pillar to post to seek information regarding any three of the social security pension schemes of the Government of Uttarakhand. They can apply for pension - directly and online through eSPAN and also through e-District. Approx. 95% of online applicants have been given the beneficiary status after an average of two weeks of physical verification process.

Latest pension rates and the status of online application are available on eSPAN 24x7. Anyone can help the existing beneficiary to know his or her pension disbursement status, online through eSPAN as well as through MobileApps, SMS and IVRS. A beneficiary whose mobile number is registered with eSPAN receives SMS as and when the pension is processed by the concerned District Social Welfare Officer, when the pension is transferred into the beneficiary's bank

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account and when the pension disbursement details are published on eSPAN. Even complete pension disbursement details are available online as a pensioner's pension passbook, since FY 2011-12 in case of Old Age Pension beneficiaries. For the departmental users, complete Pension disbursement process is automated from beneficiary's registration to the receiving of acknowledgement of e-payments of pension. For the public representatives, Government officers and media persons interacting with public on a daily basis, collective as well as individual pension disbursement details are available on eSPAN and on their MobileApps (if downloaded) as ready reference to satisfy a beleaguered complainant.

Such transparency of information also helps in Social Audit of the implementation of the pension schemes. As noted earlier, the Govt. of Uttarakhand easily monitors its social security pension schemes online, predict the fund requirements for the next quarter or next financial year and does not depend on the district offices for the fund-requirement estimates. Banks use the eSPAN information to monitor their reach among existing beneficiaries and to open new bank accounts. NGOs use the beneficiary details available on eSPAN to focus on Old Age, widow and disabled sections of the society requiring the maximum possible help. The recent example of such use happened in the aftermath of last year's natural calamity in Uttarakhand, when one of the NGOs required such information to focus on and reach the distressed in remote hilly areas of the state with its offerings of assistance.

It is the impact of increased efficiency, convenience, transparency and cost-savings brought in by eSPAN that the state Government has recently increased the state's contribution of pension amount to as high as 200% in some cases, has recently extended the social security pension benefits to marginal farmers through a new state Government scheme 'Kisan Pension Yojana' and is considering change in pension payments across all schemes from the present quarterly disbursements to monthly disbursements.

### 7.2 Feedback Mechanism

1. Regular workshops involving officers from Social Welfare Department and NIC is almost a regular feature. Feedback including user satisfaction/ dissatisfaction was received and duly acted upon during visits, formal launch functions, workshops, training programmes and handholding sessions.

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As noted under “4.4 Details of user satisfaction study done” and under “5(iii) Roll out/ implementation model” around six formal state-level workshops were conducted from FY 2011-12 till the current FY 2014-15 and User Acceptance Tests (UATs) were conducted formally at least twice.

2. A dedicated IT Cell has been created in the Social Welfare Department for inculcating ownership of the project as a single-window system to receive feedback, and do all that is needed for sustainability of the eGov initiative in the department.

### 7.3 Audit trails

eSPAN provides two types of audit trails for monitoring usage of eSPAN:

1. Activity details: Recording of user login, IP address, login duration, type of activity as per the SQL statement executed at the database level
2. Exception details: Recording of technical errors encountered during use of eSPAN

### 7.4 Interactive Platform for service delivery

Yes, please see mention of eSPAN’s Citizen-centric & other services

### 7.5 Need gap fulfillment

Yes.

1. Removal of Financial constraints may help disburse pensions on a monthly basis using eSPAN.
2. Use of bio-metrics and Aadhar Number may enable a stricter physical verification of beneficiaries.
3. Implementation of the Jan-Dhan yojana of Gol’s financial inclusion programme may bring all beneficiaries on the Core Banking Solution platform, thus helping 100% e-payments of pensions directly into beneficiaries’ bank accounts.

## 8 User convenience (Give specific details about the followings #)

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

1. Web
2. SMS
3. Mobile Apps

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### 4. IVRS and Speech Recognition

**(ii)** Completeness of information provided to the users,

Complete and comprehensive. Not only the beneficiary gets his latest pension disbursement details, but one can also get view, download and print complete pension passbook displaying all disbursements recorded in the eSPAN's database. Other stakeholders too have access to the complete and comprehensive details.

**(iii)** Accessibility (Time Window),

Always available, 24 x 7, from anywhere.

**(iv)** Distance required to travel to Access Points

In general, not required to travel long distance to access the aforementioned Service Delivery channels.

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

Yes.

**(vi)** status tracking

Yes.

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

**(i)** Volume of transactions processed

48,58,530 including registration of social security pension beneficiaries and quarterly processing of pension data

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

As noted under "6(iv) Any issue with the technology used", heavy use of eSPAN and the volume growth of transactions at <http://ssp.uk.gov.in> caused performance issues.

This was mitigated through a planned shifting of hosting platform from state NIC servers to NDC, New Delhi servers with higher configuration.

To accommodate scalability and other performance issues, the earlier n-tiered web application design of eSPAN has been re-designed using Factory Pattern of Object Oriented design. It is almost ready to be deployed and is awaiting a fresh web security audit.

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

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Almost negligible

(iv) Accuracy of output,

100%

(v) Number of delays in service delivery

If pension funds are available and beneficiary's status is physically verified, pension processing and e-payments is a job of few seconds.

10. **Cost to User** (Give details about impact on Service charge paid, travel cost, indirect cost incurred by the user etc. #)

In general, no costs to users except for a minimal indirect cost, like printing of pension passbook, scanning of docs required for online pension application, if charged by private cyber cafes.

11. **Citizen Charter** (Give details about present of citizen charter describing standard/ information on services and its adherence for service delivery etc.)

Relevant provisions of Uttarakhand Right to Service Act 2011

12. **Problem Resolution and Query Handling** (Give details about availability of help desk, query resolution mechanism, single window resolution, interactive interface etc. #)

A dedicated IT Cell of Social Welfare Department has been created for the purpose.

13. **Privacy & Security Policy** (Give details about security technique deployed, use of digital signatures, encryption etc. #)

1. eSPAN at <http://ssp.uk.gov.in> follows the privacy and security policy suggested by NIC New Delhi's Cyber Security Division, since the latter has web security audited

2. eSPAN's hosting environment follows the Privacy and Security Policy of National Data Centre (NDC), New Delhi.

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14. **Innovation** (Give details on extent to which the service is unique compared to other similar services, impact on number of steps required, identification and removal of bottlenecks/irrelevant steps etc.)

1. As noted under 7.1 above, eSPAN has now become one-stop end-to-end workflow-based solution for the electronic disbursement and information dissemination needs of all social security pension schemes in Uttarakhand. Today, the only manual activity is the physical verification of documents and beneficiaries.

2. The BPR and change management has ensured uniformity of data and a SOP across all schemes, identification and removal of bottlenecks/ irrelevant steps.

15. **e-Inclusion** (Give details about impact on number of trips required, availability of local language interface, online submission of forms, accessibility for disabled people, length and breadth of services made available online etc.)

1. Information dissemination service delivery for G2C, G2G and G2B is completely online with complete, comprehensive, graphical and statistical details.

2. eSPAN contents are deliberately presented in Hindi, the language used by the departmental users as well as the beneficiaries or their well-wishers as public users. All sections in any module or a report are carefully crafted with meaningful contents and commonly used Hindi terminology. However the data is saved in both Hindi and English in order to synchronize it with other systems integrated with this system, e.g. bank portals that require beneficiary details in English.

3. e-SPAN is fully online, workflow based and transactional in nature. The end-to-end process is online, from the registration of a new pensioner to the final disbursement of pension. e-SPAN is successfully integrated with the Common Treasury System (CTS) and through it to the bank portals as well as to the NSAP, eTaal and e-district portals. Thus, eSPAN is one of the most important e-Governance applications in the state, wherein online workflow-based system through process automation, document management, timely disbursement of pension, immediate transfer of pension amount directly into bank accounts, and information dissemination in public domain has ushered in transparency and SMART governance in one of the prominent citizen

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delivery systems of Govt. of Uttarakhand.

16. **Sustainability** (Give details about sustainability w.r.t. technology (technology use, user privacy, security of information shared-Digital Signature/Encryption etc. #), Organization (hiring trained staff, training etc. #), financial (Scope for revenue generation etc. #))

1. Technology: The initial suite of Offline standalone software with a plain dynamic website used for automation in Uttarakhand evolved into the present day eSPAN. It's architecture is being further refined to use Object Oriented Design Pattern based web design. It is user credentials based workflow application (user privacy, security of information shared). It is security audited by NIC's Cyber Security Division and is hosted on National Data Centre, New Delhi (Security of information shared).

2. Organisation: Social Welfare Department has created a dedicated IT Cell through a Govt. Order for ownership, problem resolution, maintenance, handholding and sustenance of the project. It is manned by its own staff that is trained by NIC and is under the administrative leadership of a Deputy Director as Department's IT Nodal officer. The hired technical staff provisioned there provides operational and implementation support under the guidance of NIC.

3. Financial: Implementation of eSPAN is self-sustaining as so far the Social Welfare Department has funded only for hiring manpower resources out of the funds available with it under the pension schemes with the provision that it can be used for developing and maintaining a MIS. NIC is contributing by provisioning technical experts, hosting platform, hardware, software development and database tools, security audit, etc.

17. **Number of users and services** (Give details about frequency of services used in last 6 months, number of visitors, number of unique visitors, number of users etc. #)

frequency of services = very frequent,  
number of visitors = 19,825  
number of unique visitors = 8414  
number of users = 28

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18. 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

**SMART e-Governance initiative** – Citizen Service Delivery, Process Automation, Financial Management and Document Management

- **Sustainability & Manageability**
  - Old Age Pension processing & disbursement since last 11 quarters
  - Easy update, verification and reference of beneficiary records
  - **Developed in Hindi for ease of use**
  - Seamless integration using web-services / XML / MS Office Integration with CTS, NSAP, e-District, CPSMS, DBTApp.
  - Only Physical Verification is Manual.
- **Accountability & Responsiveness** – Timely error-free disbursement, Online Document Management
- **Transparency** – 24x7 Information Availability, FAQs, Document Management, Elimination of fake pensioners, GIGW compliant, Financial Management as
  - **Direct pension e-payment**
  - Budget & Expenditure Monitoring
  - Efficiency – increased 95%
  - Cost Savings – decreased approx. 75%

### (ii) To citizen

- **Citizen-centric Service Delivery & Social Security**
  - Online Pension Application, Its status monitoring, Current Pension Rates
  - Timely, Accurate & regular payments with facility to pay monthly pensions
  - Instant Query & tracking of Pension Status through Web, Mobile App, SMS, IVRS, Speech Recognition
  - **Direct pension e-payment**
- **Gender Empowerment**
  - Empowering Widows, Old Age Women & Disabled

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females (63% beneficiaries) through timely monetary help

### (iii) Other stakeholders

- **Digital Inclusion & Community Outreach**
  - Successfully bridging the digital divide – the last mile outreach to state’s citizens, particularly weaker sections
  - An up-to-date digital database of more than 5.17 lakh citizens (as in August 2014) - reaching out to approx. 5.12% of state’s population (as per Census 2011 figures)
  - Analysis Reports for all stakeholders – Tables, Graphical Charts, Google Maps

19. 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):

**G2G** (Information flow across offices of Uttarakhand Social Welfare Department, integration with NSAP portal, CPSMS portal, Budget Portal, Core Treasury System Portal, e-District portal and e-Taal portal)

**G2C** (Citizen Services: e-payments of pensions, Information about Pension schemes and current pension rates along with relevant GOs, FAQs, dashboard with map-based, tabular and chart data to analyse pension disbursement status, current status of pension disbursement, complete details of pension disbursement i.e. Pension passbook, Download of offline pension application form and MobileApps, Submission of Online Pension Application and monitoring of its approval status, Latest updates about pension disbursements and e-payments, analytical reports) - more than 5.17 lakh citizens (as in August 2014) or approx. 5.12% of state’s population (as per Census 2011 figures)

**G2B** (Analytical reports for banks, NGOs, media,etc.)

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### 20. Adaptability Analysis

#### (i) Measures to ensure adaptability and scalability

- eSPAN itself evolved to adapt and scale the success of automation of “Old Age Pension” automation during FY 2011-12 to two other pension schemes for Widows & Disabled.
- eSPAN is adaptable as the same software can be configured for other states and other pension schemes requiring little efforts.
- eSPAN is scalable as it takes care of transaction volume growth.

#### (ii) Measures to ensure replicability

eSPAN being adaptable and scalable is ready to be replicated for use of data capturing / editing and pension processing for the recently launched pension scheme “Kisan Pension Yojana”.

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

No.

#### (iv) Risk Analysis

The Draft Business Continuity Plan is prepared and is under consideration.

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

1. Earlier system was completely manual. The present one is completely automatic except for physical verification of beneficiaries that is done manually.
2. The pension application forms have been made uniform across all schemes and thus require minimal data entry and data update per applicant/ beneficiary.
3. The pensioner’s data in public domain remains under closer scrutiny, thus removing / minimizing possibility of fake pensioners.
4. Business rules, wherever vague or missing have been re-stated afresh and the same business rules are applicable across the state. This leaves little scope of corruption due to misuse of undue discretion at the field level.

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5. The up-to-date data of pensioner's in a single repository with complete transparency and comprehensiveness, accuracy in pension or pension-arrear calculation has substantially increased the confidence among all stakeholders in the service delivery mechanism of Government's welfare measures. This is evidenced from

- Substantial increase in the monthly pension rates and launch of a new pension scheme "Kisan Pension Yojana" for marginal farmers
- substantial decrease in pension approval and disbursement related complaints from the citizens
- no more resistance as well as increased efficiency and productivity of Social Welfare Department's field-level staff.

22. Other distinctive features/ accomplishments of the project:

1. <http://ssp.uk.gov.in> has sustained implementation for more than three years starting from FY 2011-12, evolved as eSPAN, and is running into the fourth year, i.e. FY 2014-15.
2. Pension data is consistent across all stakeholders as the source data, whether copied/ downloaded online or shared through web-services with other portals.
3. An up-to-date digital database of more than 5.17 lakh citizens (as in August 2014) - reaching out to approx. 5.12% of state's population (as per Census 2011 figures)

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