

Case Study

Online Social Security Schemes Management System (OSSSMS) - an initiative of GoMP for transparent and effective implementation of social security pension

URL- <http://pensions.samagra.gov.in/>

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1. EXECUTIVE SUMMARY

Article 41 of the Constitution of India directs the State to provide assistance to its citizens in case of old age, sickness and disablement and in other cases of undeserved want within the limit of its economic capacity and development. As part of its commitment as a welfare State, GoMP also strives for the welfare, social protection and social security of all families and residents of the State. This may include, but may not be limited to people living Below the Poverty Line; elderly including destitute; widows including those deserted by the families and Persons with Disabilities and other vulnerable groups. Department runs 9 schemes to facilitate compliance of the directive of the Constitution and support dignity of life for the needy and underprivileged. These schemes touch each and every village and habitation of the State. Nearly 33 lac persons are being covered under these schemes. Total annual outlay of the schemes is Rs.1000 crores.

The initiative involves effective use of various available ICT technologies, eg. Data Mash-up, Web, Mobile App, SMS, GPS, Aadhaar, QR codes, predictive computing for adoption of proactive & entitlement based model governance so as to ensure transparent & effective implementation of various social security pension and other schemes in Madhya Pradesh. The IT platform, MIS, Resident Database, seamless integration with other databases like database of PwDs, Database of BPL Families facilitates predicative computing. Further, the system also allows rule-based identification of the people eligible for benefits and facilitates sanction of benefit of schemes proactively by deputing the concerned officials for completing the formalities with minimal interventions and sanction of the benefits on the date of eligibility. The system also facilitates online requests for benefits, online verification, automated switching to schemes with higher benefits on the date of eligibility. The system facilitates DBT and may be considered as an example of “Minimum Government and Maximum Governance”.

2. INTRODUCTION

Use of various available technologies for Design, Development & Implementation of an Application and Database Platform to facilitate proactive and entitlement based governance and ensure the following:

- To transform the processes involved in the sanction and implementation of social security pension schemes and make them beneficiary oriented.
- Facilitate rule-based, error-free, effective & transparent implementation of social security pension schemes in a holistic manner
- Analyze various databases, predict and identify residents who are prima-facie eligible for Pension schemes.
- Analyze various databases, predict and identify the residents/Persons that are likely to become eligible for pension schemes after two months. These lists are used by the concerned for verification and sanction of benefits as per eligibility, to facilitate Door-Step-Delivery of services by proactive identification of potential beneficiaries and ensuring that the individual gets benefit of pension scheme on the day s/he becomes eligible
- To ensure all needy, deserving & eligible get benefit of best possible social security schemes as per their eligibility & entitlement in a hassle-free manner
- To ensure that pensioner is automatically switched to a better pension scheme with higher entitlement on the day s/he becomes eligible
- To ensure that pension amount is provided to the pensioner every month by DBT
- To minimize need of persons to visit various offices for application/follow-up & eliminate need to repetitively provide documents for scrutiny and migration to a better scheme
- To facilitate faster, error-free and efficient preparation of sanction orders and bills by process automation and elimination of repetitive work, to check miscalculation and overpayment
- To Identify & weed-out duplicate, fake and non-eligible pensioners
- To ensure effective utilization of budget and financial resources

The delivery centers covered by the technology- 313 Janpad Panchayats, 381 Urban Local Bodies and 23,006 Gram Panchayats.

3. OVERVIEW OF THE CHAMPION

Champion, Shri. Ajeet Kumar is currently working as Mission Director for Samagra Portal in Social Justice Department in Bhopal, Madhya Pradesh. He has played a key role in conceptualizing the Samagra Portal and led from the front to implement it successfully across 51 districts of Madhya Pradesh. More than 5.29 crore residents of the State benefited which constitute 75 % population of the state.

Experience of the Champion

- A State-wide survey was initiated in 2012-2013. After the survey was conducted and forms were distributed to collect the data, Government functionaries were sent to field to collect the same. Once this was done, the same was fed into software created

by the National Informatics Centre (NIC). Then, a unique eight digit ID was provided to the family and a unique nine-digit ID was given to every family member.

- Use of ICT played a huge role in the entire process. They had a database of around 8 crore members, which covers the entire state of Madhya Pradesh. Nevertheless, they had to always keep in mind that population evolution is a dynamic process. That is where ICT was effective in generating and managing the database of this magnitude.

4. PROJECT OVERVIEW/HISTORY OF THE PROJECT

The project aims to transform the system by design, development and implementation of an enabling environment so as to simplify and rationalize and converge the schemes, streamline, re-engineer and automate back-end and other processes and provide benefits to beneficiaries through one common and integrated system, to bring about transparency through Direct Benefit Transfer (DBT) without manual intervention after sanctioning, which are the mandate of the Project. It also allowed proactive identification of the potential beneficiaries, automated and rule based sanction of benefits of the applicable scheme and electronic payment of the pension amount.

Sr. No	Scheme Name	Sponsorer	Eligibility Criteria	Amount
1	Indira Gandhi National Old Age Pension	Gol	BPL & Old Age (60-64 years)	200/-
		Gol	BPL & Old Age (65-79) years	275/-
		Gol	BPL & Old Age 80+ years	500/-
2	Indira Gandhi National Widow Pension	Gol	BPL & Widow & Age 40-79 years	300/-
3	Indira Gandhi National Disability Pension	Goi	BPL & 80% Disability & Age 18-79 years	300/-
4	SSP for Senior Citizens	GoMP	Destitute & old Age 60+ years	150/-
5	SSP for Widow	GoMP	BPL & Widow & Age 18-39 years	150/-
6	SSP for Deserted	GoMP	BPL & Deserted & Age 18-59 years	150/-
7	SSP for Persons with Disabilities (PwDs)	GoMP	BPL & 40% disability & Age 6-18 years	150/-
8	Mukhyamantri Kanya Abhibhavak Pension Scheme	GoMP	Non Income Tax Payee Couple having only girl child/ren	500/-
9	Financial Assistance to Mentally Retarded (MR) Persons / Persons with Multiple Disabilities (MD)	GoMP	Mentally Retarded / Persons with Multiple Disabilities	500/-

It may be noted that the schemes are overlapping in nature and the same person may legally get the benefit of 3 schemes simultaneously as per valid combination of schemes and criteria.

Bottlenecks:-

- The implementation of these schemes was being carried out by Local Bodies and other offices in manual and isolated manner based on the demand of the people for the benefit of the scheme.
- The manual system allowed discretion in decision making and scope of corruption.
- The manual system of implementation of these schemes suffered from several procedural gaps resulting in delay in sanction of pensions to the eligible, monthly

payment of the pension amount, person not getting the benefit of the best schemes as per his eligibility, ghost, dead and duplicate beneficiaries, miscalculations etc.

- Furthermore, it was difficult to know about the status of the payment of the pensioners. The overall system was extremely slow, error prone, discretion-based and ineffective and was not able to deliver the intended services in an effective, rule-based and transparent manner.
- The citizens, who are mostly from weaker/underprivileged sections of society, found it complex & difficult to understand the processes, rules and entitlements of schemes and were not able to get the intended benefits as per their entitlements in a simple and hassle free manner.
- Old Age / widow/ Deserted/ PwDs / Destitute persons were required to have interface with more than one office & were subjected to repetitive verification and submission of documents.
- Delay in payment of monthly pensions:- Because of manual and complex system of preparation of pension bills, the officers used to prepare the pension bills of three months in one go. Thus, the payment of monthly pensions used to be delayed and got distributed on quarterly basis.
- Delay in sanction of the benefit of pension schemes to the needy and eligible due to manual and individual specific discretionary approach.
- Non – existence of integrated and dynamic database of pensioners, pension bills etc.
- No check on a single beneficiary getting benefit of more than one pension schemes unlawfully by taking advantage on manual operations.
- No process for automated discontinuation of pension as soon as the pensioner becomes non-eligible for a scheme, e.g. Widow pensioner getting re-married, pensioner is dead; Pensioner is no more BPL, etc.
- No reliable process existed for sanctioning the benefit as soon as the person become eligible for it.
- No DBT facility.
- No facility was available to automatically switch the pensioner to a better pension scheme with higher entitlement on the day s/he became eligible.
- Poor fund utilization and management:- The pension fund was withdrawn from treasury and parked & blocked in the bank accounts of the DDOs. It was surrendered by the DDOs at the last moment if not utilized.

Challenges -

- To bring about the change in the mind-set of the field offices and functionaries so that they appreciate and adopt the proactive & entitlement based model of governance in place of demand-based, reactive model of governance.
- Motivate pensioners to get their Aadhaar numbers and switch to core banking branch.
- Collection and digitization of detailed profile of families and residents and creation of a common integrated database especially with the attributes which decide the eligibility and entitlement of a person for various schemes and facilitate the DBT.
- Develop and design a simplified system for automation of eligibility & entitlement calculation, sanctioning and bill/order generation process for timely payment to beneficiaries and monitoring at every level.
- Continuous updation of the database for generation of list of probable eligible beneficiaries or those who are likely to be eligible in coming 1-2 months.
- Design and develop a reliable mechanism for auto-switching facility to a better pension scheme without manual intervention.

- Monthly distribution of Pension Amount on regular basis.

Constraints-

- The Department did not have any direct control on the offices, i.e. RLBs and ULBs and GPs who are key stakeholders and responsible for the effective implementation of social security schemes.
- Over the last two decades, the workload of the ULBs/RLBs and GPs dealing with Social Security schemes has increased manifold without corresponding increase in the quantity and capability of the supervisory manpower.
- Limited manpower is overburdened with work related to implementation of numerous schemes that are related to developments.
- Social Security scheme was not considered as a priority sector and often took back seat.
- Non-availability of the bank branch in the 5 KM radius of the village.

5. SITUATION IN CHAMPION'S STATE/ DISTRICT

a. **Beneficiaries-** Old Age Persons, Persons with Disabilities, Widows, Deserted Women, Mental Retarded People, People with Multiple Disabilities, Parents with ONLY Girl Child

b. **Major Users-**

User Type	Numbers
Gram Panchayats Secretaries	23,006
CEOs , Janpad Panchayats	313
Pension Section OIC , Janpad Panchayats	313
CMO, Urban Local Bodies	381
Pension Section OIC, Urban Local Bodies	381
Zilla Panchayats	51
District Collectors	51
O/o Dy. Director (Social Justice)	51
Panchayat & Rural Development Department	1
Urban Administration Dept	1
Social Justice and PwD Welfare Dept	1

c. **Problems identified:** Earlier, the entire implementation of these schemes was being carried out by Local Bodies and other offices in manual and isolated manner. The manual system of implementation of these schemes suffered from several procedural gaps resulting in delay in sanction of pensions to the eligible, monthly payment of the pension amount, person not getting the benefit of the best schemes as per his eligibility, ghost, dead and duplicate beneficiaries, miscalculations etc. Furthermore, it was difficult to know about the status of the sanction of pensions and enforce payment of the pension on monthly basis. The overall system was extremely slow, error prone, discretion-based and ineffective and was not able to deliver the intended services in an effective, rule-based and transparent manner. Eligibility, application, sanction related issues-

- Needy, deserving and eligible people were not getting benefit of pension: The target population, who are Old-age, Poor, Differently-abled, Widows and mostly from weaker/underprivileged sections of society, found it complex & difficult to understand the processes, rules and entitlements of schemes and were not able to get the intended benefits as per their entitlements in a simple and hassle free manner. The person was required to have interface with more than one office & was subjected to repetitive verification and submission of documents.
- No facility to know the eligibility for pension schemes and the entitlement of pension amount, best scheme as per the profile.
- One person may be eligible for three schemes simultaneously. No facility was available to know that for how many schemes an individual is eligible and the entitlement of pension amount for each scheme.
- Non-availability of facility to submit online application for pension from any kiosk or any Smartphone.
- No facility to track the status of sanction of pension against the applications in a rule-based manner and enforce accountability on delays.
- The manual system of implementation of these schemes suffered from several procedural gaps resulting in delay in sanction of pensions to the eligible. Issues in the old system that were related to payment of pension amount.
- Manual preparation of bills was a tedious and cumbersome process, was prone to errors, and resulted in delay in payment of monthly pensions. In some cases, it was paid on quarterly basis.
- Under-payment: there was possibility of payment of fewer amounts to the pensioner in case of cash payment.
- Several issues related to payments in accounts operated in Post-offices were reported
- No mechanism/ system existed to ensure / enforce schedule so as to ensure that the pension amount is credited on 1st of each month.
- No system existed to monitor the processes at State level and identify the local bodies that have not initiated the process and enforce accountability on the field functionaries.
- Issues in the old system and related to Switching of pensioner to better scheme with higher pension amount.
- As per the pension schemes, some pensioners are to be offered the benefit of better pension schemes as soon as they become eligible for the same.
- Upgradation of the pensions to a better scheme was manual and involved a complex, lengthy and tedious process. The pensioner had to approach the office and submit the documents to establish his eligibility for the scheme. Checking bogus, duplicate, non-eligible, dead pensioners.
- As the process of sanction and disbursement of pensions were manual and isolated, it was not possible for the State to check the bogus, duplicate, non-eligible and dead pensioners.
- Distributed Budget.
- Scheme-wise budget was distributed to the DDOs on quarterly basis. The budget was distributed based on certain estimations. Because of the distributed operations, some DDOs complained that they are not able to disburse pension due to inadequate budget.
- Advance withdrawal of budget and parking in the banks resulted in poor management of public funds.

d. Strategy Adopted-

- i. Re-engineering and Transformation- Simplification, rationalization and convergence of schemes to facilitate shift from 'Demand- driven and Reactive Governance Model' to 'Proactive and Entitlement based Governance Model'. The schemes were grouped into three groups on the basis of their definition and exclusiveness. An Individual may legally get benefit of three schemes simultaneously, one scheme from each group.

Group-1

Sr. No	Scheme Name	Sponsorer	Eligibility Criteria	Amount
1	National Old Age Pension	Gol	BPL & Old Age (60-64 years)	200/-
		Gol	BPL & Old Age (65-79) years	275/-
		Gol	BPL & Old Age 80+ years	500/-
2	National Widow Pension	Gol	BPL & Widow & Age 40-79 years	300/-
3	National Disability Pension	Goi	BPL & 80% Disability & Age 18-79 years	300/-
4	SSP for Senior Citizens	GoMP	Destitute & old Age 60+ years	150/-
5	SSP for Widow	GoMP	BPL & Widow & Age 18-39 years	150/-
6	SSP for Deserted	GoMP	BPL & Deserted & Age 18-59 years	150/-
7	SSP for Persons with Disabilities (PwDs)	GoMP	BPL & 40% disability & Age 6-18 years	150/-

Group-2

8	Mukhyamantri Kanya Abhibhavak Pension Scheme	GoMP	Non Income Tax Payee Couple having only girl child/ren	500/-
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Group-3

9	Financial Assistance to Mentally Retarded (MR) Persons / Persons with Multiple Disabilities (MD)	GoMP	Mentally Retarded / Persons with Multiple Disabilities	500/-
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- Mash-up, Integration and Convergence of databases and systems: the system has leveraged the data of population register and following online databases:
 - ✓ State Register of BPL families
 - ✓ State Register of Person with Disabilities (PwDs)
 - ✓ State Population Register (that records deaths and marriages)
 - ✓ State Register of Pensioners
- The mash-up of these databases on key parameters like Age, Disability Status, BPL status, Marital Status has allowed proactive identification automated and rule-based generation of lists of beneficiaries for appropriate action as per the following cases:
 - Mash-Up has allowed automated identification of Persons who are prima-facie eligible for benefit of social security pensions.
 - Mash-Up has allowed automated identification of the women belonging to BPL families who have become eligible for widow pension as death of their husband has been reported in the population register and triggering of the process for time-based sanction of the benefit of the widow pension scheme.
 - Mash-Up has allowed identification of persons who will become eligible for benefit of social security pensions after two months.

- Beneficiaries who are to be switched to another pension scheme with higher pension amount as they have become eligible for the better scheme (attained the age, reported higher Disability percentage, change in marital Status), Beneficiaries whose benefit of pension scheme has to be discontinued as they have become non eligible for the scheme as they have lost the BPL Status/Widow Status on account of remarried/ reported dead fake, Ghost, Duplicate and Non-eligible beneficiaries who do not qualify for the pension as per the rules and their profile.

- Online Request for pension and sanction of benefit
- Facility for Online submission of Application for benefits has been provided in public domain.
- The simplified web interfaces allows an individual to enter his Aadhaar no/Samagra ID, mobile number and upload his/her photograph and identity proof for the registration of the application.
- Facility to track the status of application has also been provided in public domain.
- All applications that are received offline are also registered on the portal for processing by the concerned local body.
- Pension section of the Local body processes all the application on the portal and sanctions / rejects the application as per the rules.
- System Generated Pension Sanction order is auto-generated and displayed in public domain on the portal.
- SMS alert is sent to the beneficiary on sanction / rejection.
- Enforcement of timeline for processing the case as per the provisions of the Public Services Guarantee Act.

ii. Process Automation:

- Capturing the bank account details of all beneficiaries.
- Automated switch of the beneficiaries to other schemes in each month.
- Automated generation of the pension proposals by the local bodies for various schemes for the month as per the scheme-rules.
- Verification of the proposals by the local body.
- Online submission of the proposals by the local bodies to their DDOs for bill generation and disbursal.
- Generation of the monthly head-wise sanction orders for various schemes for each of the local body. 12 Separate bills are generated for each scheme at each DDO level. Nearly 54 bills are auto-generated by the system for each DDO.
- Disbursal of the pension amount in the accounts of the pensioners through treasury
- System also generates the list of officers / offices that have not sanctioned the pension bills in time and hence the disbursal of pension is likely to be delayed for effective and continuous monitoring at State and District level.
- Mobile App 'M-Pension Mitra' has also been launched to allow the Gram Panchayat Secretary, the beneficiary and public to avail various services, information using their smart phone.
- The Pensioners can view the profile, pension passbook online.
- Public can apply online for pension using App.
- The App uses the GPS-tagged images of the beneficiaries for yearly verification of each and every pensioner.
- The App supports offline operations.
- Public can also report non-eligible BPL families.

iii. Details of base line study done: Grievances, malpractices, Problems and Issues arising out of manual and isolated implementation of pension schemes and distribution of pension by cash / cheque were well known. Inspection / field visit reports submitted by the officers / field functionaries were consolidated. Feedbacks from public representatives were collected and compiled and treated as critical as they spend more time in field and are accountable for public. Grievances and complaints received from various grievances redress systems (Jansunwai, CM SAMAHDHAN, CM Help Line etc.) were collected and analyzed to identify major areas of grievances, complaints, leakages resulting in poor and unsatisfactory services to the needy, poor, differently-able, widow, old-age and destitute. News published in media was also analyzed. Information and feedback collected from different sources was analyzed. Root causes and areas where technology intervention could support were identified.

iv. Roll out/implementation model:

- In view of the involvement of multiple offices and users, large number of beneficiaries, controlling Departments and huge array of stakeholders and schemes; one required a platform to facilitate interdepartmental/ office collaboration, coordination, seamless integration of activities, and smooth automation of key processes and updation of key information in real-time. This seemed most easily possible through an online application-based, bi-lingual, database driven, dynamic web-portal which also needed to facilitate information based online monitoring, analysis and dissemination of live information in real-time.
- It was consciously decided to leverage and use the existing infrastructure and manpower for its implementation. It did not involve any procurement of hardware, hiring of additional manpower.
- The project, a web-based application, was rolled out in all districts and local bodies of the State in one go.
- Training programs were conducted for smooth implementation.
- Scheme-wise budget was distributed to the DDOs on quarterly basis. The budget was distributed based on certain estimation. Because of the distributed operations, some DDOs complained that they are not able to disburse pension due to inadequate budget.
- It also exploits the core banking facilities for secure and timely transfer of funds & real-time monitoring.

v. Communication and dissemination strategy and approach used:

- All instructions / guidelines were posted on the portal for public dissemination.
- Regular Video conferencing sessions were conducted with the districts and local bodies for monitoring the adoption of the new system and resolution of the issues.
- WhatsApp groups were created at State-level, district level and local-body level for quick dissemination of instructions, reporting of issues and resolution of problems.
- Social Media (facebook page) was also used for disseminations of instructions, circulars.
- The system has been seamlessly integrated with commonly available SMS technology so that communication with large number of beneficiaries, field level functionaries and other stakeholders is possible.

6. MODALITIES OF THE NEW SYSTEM (SOLUTION)

a. Technology Platform used

- i. Description-
 - ASP.NET, SQL, POSTGRES Database server, JQuery, Bootstrap, Google Analytics, Facebook Integration, Unicode, XML, SMS gateway integration: PUSH and PULL, Web services, barcodes, QR codes, DSC, URL routing, caching, Server and client end validation CSS.
 - Designed Android App that also operates in offline mode, use of camera and GPS to capture geo-stamped photos and information.
 - Used master pages, user controls and templates enforce a consistent look, feel and behaviour. Extensive used JQuery to simplify HTML DOM traversing, event handling and animation to render a functionally rich and dynamic feel to the User Interface.
- ii. Interoperability- The system uses several other databases and system to generate intelligence and allow rule-based sanction of pension to the eligible with minimal interventions / discretion. It also has built-in mechanism to enforce uniqueness of the applicant, and confirm his/her eligibility for pension schemes as per the rules. As the system interacts with Population Register and application, BPL database and application, PwD database and application, standards have been followed for seamless sharing and exchange of data among departmental applications. Semantic interoperability has also been ensured so that precise meaning of exchanged information is understood across applications.
 - The system uses standard codes of local bodies, LGD codes for panchayats and census codes of the villages.
 - Aadhaar Numbers and SAMAGRA ID of beneficiaries / applicants are being taken for interoperability
 - Standard data types, Web services, XML used for ensuring seamless integration and interoperability of the data and functions.
- iii. Security Concerns- The system and all the sub-systems have been designed and developed in a highly secured manner. All guidelines and recommendation for security have been considered while design and development. The system supports a role-based system for carrying out various functions. All the employees have been registered and issued user accounts to them individually. The office administrator then delegates the function to the employee. Employee after successful login, can perform only those functions for which he has been authorized by the administrator. Server side and client side validations, security of password, its strength, salted encryption, CAPTCHA and other guidelines have been kept in mind while the development of the system.
- iv. Following issues/vulnerabilities have also been addressed: SQL Injection, Broken Authentication and Session Management, Cross Site Scripting (XSS), Insecure Direct Object Reference, Cross Site Request Forgery (CSRF) QR codes, URL routing have also been used.
- v. Service Level Agreements (SLAs): The portal system has been designed, developed and is being maintained in-house.

b. Innovative use of ICT for development

- This is first such initiative in government domain that has exploited data mash-up technologies to generate intelligence, predictive computing/forecasting so as to guarantee entitled social security benefit to the target population (Old age, Disabled, Widows, Destitute, Poor) on the day s/he becomes eligible in a proactive and hassle-free manner.
- Android Mobile App allows the needy to register the request for pension. The App also allows the individual to track the status of the sanction of the pension.
- The Mobile App also allows the Gram Panchayat Sachiv to undertake annual physical verification of all the pensioners. They are allowed to capture geo-tagged and geo-time stamped photographs of all the pensioners.
- The App also allows the Gram Panchayat Sachiv to capture the mobile numbers and Aadhaar number of all pensioners.
- The App is also being used by public to view the list and details of pensioners and BPL and report the cases where non-eligible candidates are seeking the benefit of the scheme by falsification of records.
- The system automatically calculates the monthly pension scheme and amount as per the eligibility of the individual and generates treasury bills for scheme / head/sub-head, just automating the process and making it error-free.
- Standards data types, Web Services, XML used for ensuring seamless integration and interoperability of the data and functions.
- Software calculates the eligibility of the pensioner for better scheme every month and automatically switches him/her to better scheme without involving any manual work.

c. Citizen Centricity

i. Impact on effort, time and cost incurred by user:

- The project involves a series of initiatives and innovations that have simplified and transformed the processes involved in the sanction of pensions, payment of pensions and upgradations of the pensions and the transformed processed and approaches have resulted in tremendous savings in effort, time and cost incurred by the pensioner in seeking the benefits of the pension schemes on the day he/she becomes eligible for the scheme.
- The system uses data mash-up tools and use the integrated and verified database of the families, Population register, Online BPL register, Online PwDs register to confirm the eligibility and entitlement of any resident for the pension schemes and ensures that each and every person who is eligible gets the benefits of schemes s/he is eligible for. Thus system ensures that the benefit of the pension is sanctioned to the eligible on the day s/he becomes eligible without any cost and effort.
- The potential beneficiaries can register his request for pension online at “Pension Portal” or using Mobile App. He is only supposed to provide Samagra ID or Aadhaar Number to seek the benefit. Online application has also resulted in significant reduction in effort and time and has enforced accountability on the field functionaries for timely sanction of cases.
- The auto-generated applications based on the online requests received on the Pension Portal/ m-Pension Mitra are made available in real-time to the concerned RLB/ULB for sanction. The applications are made available to the concern RLB/ULB for physical verification. The designated officer processes the applications and sanctions or rejects the application online. The sanctioned & rejected applications are published on the Pension Portal / m-Pension Mitra Mobile App with reasons.

- Monthly pension bills are also being calculated and generated by the software as per the eligibility and of the individual. The software has automated various functions and drastically reduced the manual work and minimized discretion in decision making.
- Data mash-up allows calculation of eligibility of the pensioner for better schemes every month. It automatically switches the pensioner to better scheme with higher entitlement without involving any formal application, supporting documents, certificates and other manual work. It may be noted that, previously switching to the better scheme was a tedious task as it involved formal applications, supporting documents and several verifications and manual processes. Switching was done after receipt of formal and fresh application from the applicant (if he was aware of the facility). Due to need for fresh applications and manual intervention, it was observed that pension upgradation was not done properly and regularly and most of the pensioners were getting the benefit of pension schemes with lesser amount, even if they were eligible for better scheme with higher pension amount.
- System-triggered auto-switch feature of the system has tremendously benefitted the user as it has eliminated the need of applying for upgradation and has saved effort, time and cost involved in the upgradation to better scheme.

Sanction of pension

	Before	After the initiative
Effort	Complex, Tedious and manual process	Simplified and online process, Proactive and automated approach for identification of beneficiaries and sanction of benefit as per his/her eligibility
Time	Months after eligibility	Pension is sanctioned on the day of eligibility
Cost	Involved travelling to the office of local body for application and sanction process	Online, No travelling required, no cost implications

Up gradation of pension to better scheme with higher pension amount

	Before	After the initiative
Effort	Complex, Tedious and manual process	Simplified and automated process
Time	Months after eligibility	Pension is upgraded on the month of eligibility
Cost	Involved travelling to the office of local body for application and sanction process	Automated. System automatically upgrades the beneficiary to better pension scheme as soon as s/he becomes eligible

- ii. Grievance mechanism: Online facility for registering the feedback/grievance has been provided.
A tele-call help desk has also been provided. All Gram Panchayat Rojgar Sahayaks have been designed as the nodal officer. Each Panchayat has been provided with a PC, Internet and other hardware required for the project. Tollfree number 181 operated by Madhya Pradesh CM help line being used for grievance redressal system.
- iii. Audit Trails: The system maintains audit trails and maintains history for various important actions/transactions. The audit trail also includes IP Address, logged in user account that has performed the action/transaction, old value, new value, date time etc.

- iv. Interactive platform for service delivery:
 - Mobile App and web-interfaces acts as an interactive platform for the residents, probable beneficiaries' pensioners, managers, administrators to interact with the system and check for eligibility, status, transactions.
 - Any person use the mobile app or web interface and can check his entitlement for various schemes.
 - Individual can also use mobile app or web interface to apply online for the benefits like Social security pensions.
 - The office (Janpad Panchayat/ULBs) can seamlessly sanction the benefit based on the online request as it already has detailed and verified information of individual(s) and his family members. It also has the history of the benefits.
 - The Population Register, allied core databases (Caste Certificate, BPL, Labour, PwDs etc.) and other scheme databases/MIS has now allowed the platform to act as the interactive platform for service delivery. System provides a tool, platform and enabling environment for door-step-delivery of services.
- v. Stakeholder consultation:
 - To ensure effective implementation at ground level and sustenance of the initiative, instructions issued to District Collectors and CEOs of Zilla Panchayats.
 - Consultation workshops were held with the district and other field level officials.
 - Regular Video Conferencing Sessions were held with field officials to educate them on the concept and seek their suggestions to further improve the service delivery mechanism and implementation of the entitlement based approach.

d. Adaptability Analysis

- i. Local language support- The project use UNICODE and supports Hindi
- ii. Ability to leverage shared Government infrastructure - It has not involved procurement of any hardware at field or State level and creation of separate ICT infrastructure. It essentially use and leverage the existing infrastructure and resources and uses SWAN, shared computing and other ICT infrastructure of the State.
- iii. Standardization of technology used - The project uses standards and codes so that it can seamlessly integrate with other systems.
 - Measures to ensure adaptability and scalability: Can be adopted by any State.
 - Measures to ensure replicability: The system has been designed and developed in-house by NIC and can easily be replicated in any other State.
 - Restrictions, if any, in replication and or scalability : No restrictions as such.
 - Risk Analysis : No Risk involved in the system.

e. New Model of Service Delivery

- The project has allowed the paradigm shift from conventional Reactive & Demand based Model of Governance to Proactive and Entitlement based Model of Governance.
- Data Mash-up and integration of the project with State Population Register, Online BPL register, Online PwD Register allows generation of all the attribute information about the individual applicant / pensioner required to proactive confirm the eligibility and entitlement of any scheme and offer the benefits of all schemes for which s/he is eligible.
- Data-mash-up allows extraction of the key information of beneficiary e.g. age, sex, marital status, BPL status, disability status, bank savings account detail etc. from

different databases like population register, BPL register, PwD register and generates the list of the individuals as per following:

- who are eligible for pension schemes,
- who will become eligible after two months
- who are to be switched to a better schemes from current month
- The field functionaries and offices can now initiate focused action on the known target beneficiary and his known requirements. These lists allow the field functionaries to personally visit the potential beneficiary and undertake the required verification and complete the formalities and sanction the benefit of pension scheme on the day s/he becomes eligible.
- Mobile App (m-Pension Mitra) also allows the pensioners, target population and other stakeholders to track the status of their pension application.

f. User Convenience

i. Service delivery channels :

- Any-time, anywhere through Web-portal, Mobile App or nearest Gram Panchayat / Ward office
- Entire system is now online, transparent and in public domain
- SMS integration has been done, alerts are sent on various important events
- Smart Phone based Apps designed and developed to allow the citizen to track the status of various benefits and get his details.

Following lists are available in public domain-

- List of Eligible & needy (prima-facie) persons for various pension schemes are identified in a proactive manner by analysis of the database of their profiles available in database
- List of persons that will become eligible for pension after two months (when they attain the age as per the rules of the pensions)

ii. Completeness of information provided to the users

- a. The platform provides 360 Degree view of all beneficiaries to various offices/stakeholders so as to enable them to take a prompt, informed and rule-based decisions and this improves the efficiency and enhance the quality of service.
- b. The system also provides the details of the benefits that have also been sanctioned to the beneficiary on pension portal.

iii. Accessibility (Time Window)

The system is a web-based system and is available 24X7 basis to all stakeholders, Mobile App also allows the resident to use the features / services from his smart phone.

iv. Distance required travel to Access Points

The system aims to facilitate door-step-delivery of services. Anyone who is entitled must get the benefit of the scheme at his door-step. The feature can be tested and appreciated by an example – Pensions: The system knows the age, BPL status, marital status and Disability status of residents and throws list of potential beneficiaries that are likely to be eligible for following schemes:

- Old age pension scheme on attaining minimum specified age and BPL status

- Widow pension – on reporting the death of husband of BPL family
- Pension for PwDs- on issuing the Disability certificate with 40% disability
- Rs. 500 Financial Assistance for Persons with Multiple Disabilities
- ✓ List of widows, old age persons belonging to BPL category and PwDs that are likely to be eligible for pension after one month.
- ✓ Pensioners are auto switched from one pension scheme to other scheme with higher amount on attaining age specified for the scheme that offers higher pension amount.

v. Facility for online/offline download and online submission of forms

- Facility for registration of request for pension is available in public domain on portal.
- The person has to only intimate his Samagra ID on the web interface OR Mobile App.

vi. Status tracking

- Facility to track the status of the sanction of pension, disbursal of monthly pension, check the disbursals for last 12 months is available online in public domain from the web-portal
- Mobile App also allows all above features and status tracking.

g. Efficiency Enhancement

The initiative has resulted in manifold improvement in the efficiency and effectiveness of the systems for welfare of residents of the State. In fact availability of database and application platform has revolutionized the service approach towards running the welfare schemes for public. It has made it possible to upgrade the conventional demand-driven and reactive approach to Entitlement based proactive approach. The agencies can now initiate focused action on the known target beneficiary and his known requirements. The integrated family and resident database and allied databases and process simplification & automation have helped in tremendous improvement in efficiency.

Volume of transactions processed	Over 40 lakhs per month
Coping with transaction volume growth	Database tuning
Time taken to process transactions	6 to 10 seconds
Accuracy	100%

7. IMPACT ON THE STAKEHOLDERS/BENEFICIARIES

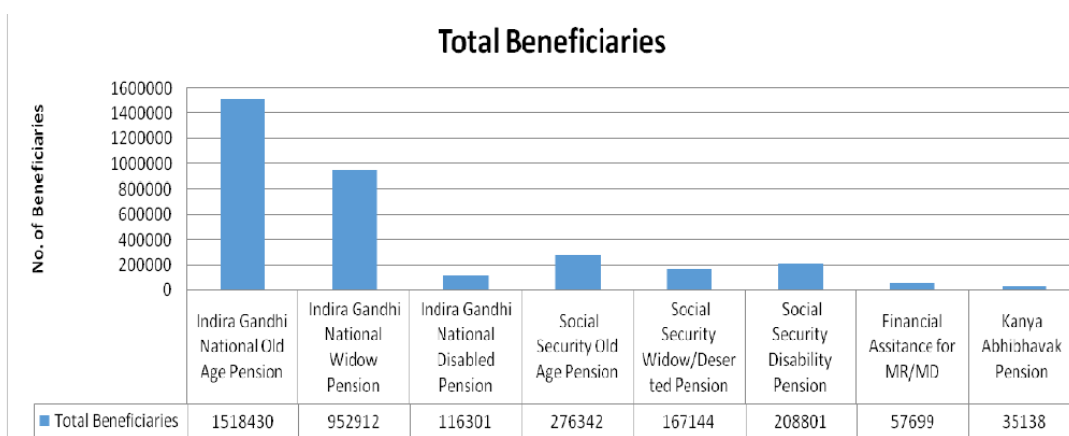
- The initiative has facilitated convergence, process simplification, automation, DBT, Financial Inclusion etc. in a holistic manner and is thus equally helping all stakeholders i.e. Government Departments and functionaries and residents.
- Proactive Governance: The system now throws list of potential beneficiaries that are prima-facie eligible for schemes as per registered profile on portal.
 - ✓ List of widows, old age persons belonging to BPL category and PwDs that will become eligible for pensions after two months
 - ✓ Automated benefit to pensioners: The system identifies the persons that are now eligible for other Schemes that will offer them higher pension amount.

- ✓ Software triggered switch from one pension scheme to other scheme with higher pension entitlement
- ✓ List of pensioners that have to be auto-switched from one pension scheme to other scheme with higher amount on attaining age specified for the scheme that offers higher pension amount
- ✓ Such analytical reports are used by the concerned local body officials to take up proactive action and initiate the process to verify and confirm the eligibility of the individuals and sanction the pension as per the entitlement

Impact:

The online and integrated system has resulted in ensuring that each of the eligible and needy gets the benefits of the appropriate pension scheme on the day s/he becomes eligible without any hassles. The system has also allowed auto-switch of pensioners to better schemes as soon as they become eligible for the scheme with higher pension amount. The system has allowed identification of large number of Old Age, PwDs, Widows and destitute that was eligible for pensions but not getting pensions due to lack of awareness or process related delays. Pension has been sanctioned to these persons as per their eligibility. The system and data mash-up has resulted in substantial reduction in number of ghost, non-eligible, duplicate and dead beneficiaries of various pension schemes due to cross verification and tracking of history, resulting in substantial savings to the government. The system has also allowed efficient management and utilization of the budget.

Sr. No.	Scheme Name	No. of Beneficiaries
1	Indira Gandhi National Old Age Pension	15,18,430
2	Indira Gandhi National Widow Pension	9,52,912
3	Indira Gandhi National Disability Pension	1,16,301
4	Social Security - Old Age Pension	2,76,342
5	Social Security - Widow / Deserted Pension	1,67,144
6	Social Security - Disability Pension	2,08,801
7	Financial Assistance for MR/MD	57,699
8	Kanya Abhibhavak Pension	35,138
	Total Pension Beneficiaries	33,32,767



Benefits-

- Streamline and automate the back-end processes for efficient and reliable and timely service delivery.
- Standardization and rationalization of schemes, involved processes and benefits being offered & will be offered by various departments/boards.
- Simplification of schemes and its application and benefit delivery procedures.
- Identification and verification of the target groups for various schemes.
- Bring about convergence of schemes and single service delivery point for similarly placed schemes under one nodal department for hassle-free delivery.
- MIS to facilitate continuous and effective monitoring and quick and informed decisions and sanction of benefits, track the previous benefits.
- Eliminate frauds and bogus beneficiaries.
- Prompt and proactive services to the eligible beneficiaries.
- Person/specific monitoring in place of number based monitoring.

To organization/Government-

- Streamline and automate the back-end processes for efficient and reliable and timely service delivery.
- Simplification of schemes and its application and benefit delivery procedures.
- Identification and verification of the target groups for various schemes.
- Bring about convergence of schemes and single service delivery point for similarly placed schemes under one nodal Department for hassle-free delivery.
- MIS to facilitate quick and informed decisions and sanction of benefits
- Eliminate frauds and bogus beneficiaries
- Prompt and proactive services to the eligible beneficiaries
- Person/specific monitoring in place of number based monitoring
- Transparency and digitized information of beneficiaries.
- Better monitoring, control and implementation

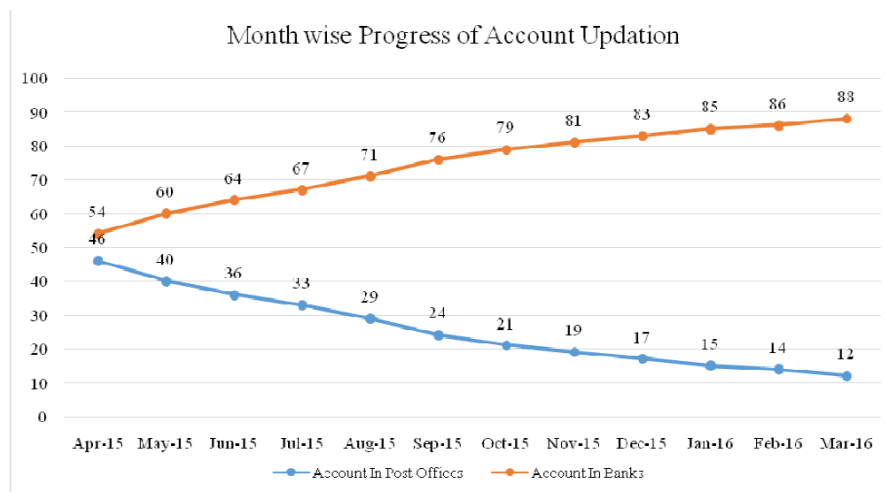
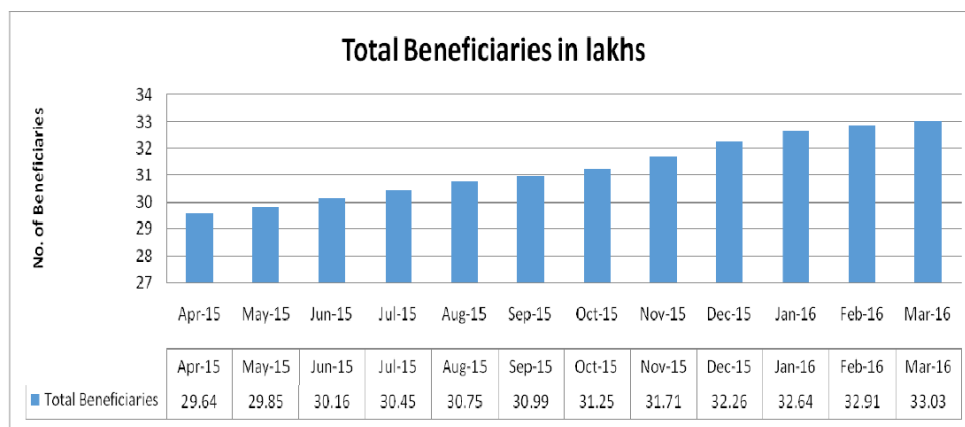
To citizen-

Entitlement-based model of governance facilitates an institutional mechanism for setting high standards of services and results in making the public delivery systems compassionate, efficient and corruption free. The citizen has been relieved from approaching different offices of different Departments and submitting individual and complicated application forms for each scheme along with Xerox copies of all supporting documents. He now needs to fill in a simple unified form for the scheme and submit it to the nodal Department that will ensure the processing in a time bound manner. The citizen also need not submit the Xerox copies of the documents each time to prove his identity and credentials. System records the credential at the time of the first benefit and then sanctions the benefits in subsequent years on the basis of the earlier data. The citizens need not know the details of all schemes of various categories. He simply needs to fill in a simple unified form; the system will allow him the benefit of the scheme that offers him highest amount as per his entitlement, without any human intervention. Entitlement based Model of governance allowed the citizen to be sure of his dues/benefits

Auto Switched: The system identifies the persons that are now eligible for other schemes that will offer them higher pension amount, Software triggered switch from one pension

scheme to other scheme with higher pension amount, no. of Pensioners that have been switched from one pension scheme to other pension scheme with higher Entitlement.

Sr. No.	Switched from one pension scheme to other pension scheme	No. of Auto Switched Pensioners
1	IGNOAPS (275) to IGNWPS (300)	3,11,260
2	SSP-Old Age (150) to IGNOAPS (200)	1,31,562
3	SSP- Widow (150) to IGNWPS (300)	72,409
4	IGNOAPS (200) to IGNWPS (300)	37,387
5	IGNWPS (300) to IGNOAPS (500)	10,250
6	IGNOAPS (275) to IGNDPS (300)	2,958
7	IGNOAPS (200) to IGNDPS (300)	688
8	SSP- PwDs (150) to IGNDPS (300)	18,752
9	SSP-Deserted (150) to IGNOAPS (200)	483
10	IGNDPS (300) to IGNOAPS (500)	77
Total Auto switched Pensioner		5,85,826



8. FUTURE ROADMAP / SUSTAINABILITY

8.1 Sustainability

- Technology used: The system has been designed and developed using Services Oriented Architecture, use of open standards, XML / Web-services for data exchange and other standards have insulated the project against technology obsolescence for

application and database platform have been insulated against technology Obsolescence

- User privacy: The systems stores and exchange all private information in encrypted mode to safeguard user privacy.
- Security of information shared: The systems stores and exchange all private information in encrypted mode to safeguard user privacy.
- Digital Encryption: provision of digitally signed sanctioned orders has been made.

Samagra has Socio-economic data of the State in digital form and it has well convergences of household and beneficiary data. At the time of Samagra initiation the Aadhaar was in nascent stage and now Aadhaar has taken a fully grown Eco-system. It has been realized that the citizen service delivery can be made efficient by linking the Aadhaar with Samagra. Using Aadhaar for identification would streamline widely used citizen centric services, enable the inclusion of marginal groups, and enable elimination of fakes & duplicate beneficiaries. Implementing Aadhaar-based biometric authentication would enable the government to make processes more efficient and reduce the workload. Also, Geo Tagging of houses would help Government to map information spatially and to do predictive analysis and make proactive intervention. This State initiative is in synchronization with Direct Benefit Transfer (DBT) of Government of India, to ensure accurate targeting of the beneficiaries, Deduplication and reduction of fraud.

Teaching Notes

Online Social Security Schemes Management System (OSSSMS) - an initiative of GoMP for transparent and effective implementation of social security pension

1. OVERVIEW

The initiative involves effective use of various available ICT technologies e.g. Data Mash-up, Web, Mobile App, SMS, GPS, Aadhaar, QR codes, predictive computing for adoption of proactive & entitlement based model governance so as to ensure transparent & effective implementation of various social security pension and other schemes in Madhya Pradesh. The IT platform, MIS, Resident Database, seamless integration with other databases like database of PwDs, Database of BPL Families facilitates predicative computing. Further, the system also allows rule-based identification of the people eligible for benefits and facilitates sanction of benefit of schemes proactively by deputing the concerned officials for completing the formalities with minimal interventions and sanction of the benefits on the date of eligibility. The system also facilitates online requests for benefits, online verification, automated switching to schemes with higher benefits on the date of eligibility. The system facilitates DBT and may be considered as an example of Minimum Government and Maximum Governance.

Objective: Use of various available technologies for Design, Development & Implementation of an Application and Database Platform to facilitate proactive and entitlement based governance and ensure the following:

- to transform the processes involves in the sanction and implementation of social security pension schemes and make them beneficiary oriented
- facilitate rule-based, error-free, effective & transparent implementation of social security pension schemes in a holistic manner
- analyze various databases, predict and identify residents who are prima-facie eligible for Pension schemes

2. TEACHING OBJECTIVES

➤ Learning Objectives

- As-Is situation analysis and identification of pain points in the existing social security pension and their implementation.
- Importance of innovation and technology to bring transparency and proper accountability.
- Expected outcomes and ease in business due to the project.

➤ Challenges/Issues Faced

- The implementation of these schemes was being carried out by Local Bodies and other offices in manual and isolated manner based on the demand of the people for the benefit of the scheme.
- The manual system allowed discretion in decision making and scope of corruption.

- The manual system of implementation of these schemes suffered from several procedural gaps resulting in delay in sanction of pensions to the eligible, monthly payment of the pension amount, person not getting the benefit of the best schemes as per his eligibility, ghost, dead and duplicate beneficiaries, miscalculations etc.
- Furthermore, it was difficult to know about the status of the payment of the pensioners. The overall system was extremely slow, error prone, discretion-based and ineffective and was not able to deliver the intended services in an effective, rule-based and transparent manner.
- The citizens, who are mostly from weaker/underprivileged sections of society, found it complex & difficult to understand the processes, rules and entitlements of schemes and were not able to get the intended benefits as per their entitlements in a simple and hassle free manner.
- Old Age / widow/ Deserted/ PwDs / Destitute persons were required to have interface with more than one office & were subjected to repetitive verification and submission of documents.
- Delay in payment of monthly pensions: - Because of manual and complex system of preparation of pension bills, the officers used to prepare the pension bills of three months in one go. Thus, the payment of monthly pensions used to be delayed and got distributed on quarterly basis.
- Delay in sanction of the benefit of pension schemes to the needy and eligible candidates due to manual and individual specific discretionary approach.
- Non – existence of integrated and dynamic database of pensioners, pension bills etc.
- No check on a single beneficiary getting benefit of more than one pension schemes unlawfully by taking advantage on manual operations.
- No process for automated discontinuation of pension as soon as the pensioner becomes non-eligible for a scheme, e.g. Widow pensioner getting re-married, pensioner is dead; Pensioner is no more BPL etc.
- No reliable process existed for sanctioning the benefit as soon as the person become eligible for it.
- No DBT facility.
- No facility was available to automatically switch the pensioner to a better pension scheme with higher entitlement on the day s/he became eligible.
- Poor fund utilization and management:- The pension fund was withdrawn from treasury and parked & blocked in the bank accounts of the DDOs. It was surrendered by the DDOs at the last moment if not utilized.

➤ **Ways to Improve the Situation**

Use of various available technologies for Design, Development & Implementation of an Application and Database Platform to facilitate proactive and entitlement based governance and ensure the following:

- To transform the processes involved in the sanction and implementation of social security pension schemes and make them beneficiary oriented.
- Facilitate rule-based, error-free, effective & transparent implementation of social security pension schemes in a holistic manner.
- Analyze various databases, predict and identify residents who are prima-facie eligible for Pension schemes.
- Analyze various databases, predict and identify the residents/Persons that are likely to become eligible for pension schemes after two months. These lists are used by the concerned for verification and sanction of benefits as per eligibility, to facilitate Door-

Step-Delivery of services by proactive identification of potential beneficiaries and ensuring that the individual gets benefit of pension scheme on the day s/he becomes eligible.

- To ensure ALL needy, deserving & eligible get benefit of best possible social security schemes as per their eligibility & entitlement in a hassle-free manner.
- To ensure that pensioner is automatically switched to a better pension scheme with higher entitlement on the day s/he becomes eligible.
- To ensure that pension amount is provided to the pensioner EVERY MONTH by DBT.
- To minimize need of persons to visit various offices for application/follow-up & eliminate need to repetitively provide documents for scrutiny and migration to a better scheme.
- To facilitate faster, error-free and efficient preparation of sanction orders and bills by process automation and elimination of repetitive work, to check Miscalculation and overpayment.
- To Identify & weed-out duplicate, fake and non-eligible pensioners.
- To ensure effective utilization of budget and financial resources.

3. SUGGESTED QUESTIONS & ANALYSIS

a) What challenges were faced during the implementation of OSSSMS?

- To bring about the change in the mind-set of the field offices and functionaries so that they appreciated and adopted the proactive & entitlement based model of governance in place of demand-based, reactive model of governance.
- Motivate pensioners to get their Aadhaar numbers and switch to core banking branch.
- Collection and digitization of detailed profile of families and residents and creation of a common integrated.
- Database especially with the attributes which decide the eligibility and entitlement of a person for various schemes and facilitate the DBT.
- Develop and design a simplified system for automation of eligibility & entitlement calculation, sanctioning and bill/order generation process for timely payment to beneficiaries and monitoring at every level.
- Continuous updation of the database for generation of list of probable eligible beneficiaries or those who are likely to be eligible in coming 1-2 months.
- Design and develop a reliable mechanism for auto-switching facility to a better pension scheme without manual intervention.
- Monthly distribution of Pension Amount on regular basis.

a) How has OSSSMS helped in increasing efficiency and effectiveness in the system?

1. This is first such initiative in government domain that has exploited data mash-up technologies to generate intelligence, predictive computing/ forecasting so as to guarantee entitled social security benefit to the target population (Old age, Disabled, Widows, Destitute, Poor) on the day s/he becomes eligible in a proactive and hassle-free manner.
2. Android Mobile App allows the needy to register the request for pension. The App also allows the individual to track the status of the sanction of the pension.

3. The Mobile App also allows the Gram Panchayat Sachiv to undertake annual physical verification of all the pensioners. They are allowed to capture geo-tagged and geo-time stamped photographs of all the pensioners.
4. The App also allows the Gram Panchayat Sachiv to capture the mobile numbers and Aadhaar number of all pensioners.
5. The App is also being used by public to view the list and details of pensioners and BPL and report the cases where non-eligible are seeking the benefit of the scheme by falsification of records.
6. The system automatically calculates the monthly pension scheme and amount as per the eligibility of the individual and generates treasury bills for scheme / head/sub-head, just automating the process and making it error-free.
7. Standards data types, Web Services, XML used for ensuring seamless integration and interoperability of the data and functions.
8. Software calculates the eligibility of the pensioner for better scheme every month and automatically switches him/her to better scheme without involving any manual work.

The integrated family and resident database and allied databases and process simplification & automation have helped in tremendous improvement in efficiency.

- Volume of transactions processed – over 40 lac per months
- Coping with transaction volume growth – Database tuning
- Time taken to process transactions – 6-10 seconds
- Accuracy of output - 100%
- Number of delays in service delivery –NIL

b) What are the distinctive features or accomplishments of the project?

- a. This is first such initiative in government domain that has exploited data mash-up technologies to generate intelligence, predictive computing/forecasting so as to guarantee entitled social security benefit to the target population (Old age, Disabled, Widows, Destitute, Poor) on the day s/he becomes eligible in a proactive and hassle-free manner.
- b. This project is unique / innovative of its kind that involves BPR, Convergence, process simplification, automation, DBT, Financial Inclusion and is benefitting the government and residents equally
- c. The data-mash up and other features of the initiative
 - Has provided a platform to know the eligibility and entitlement of pension scheme/s , to know the scheme with better amount as per the profile and to apply online and off line.
 - Has allowed a platform for switch to entitlement based model of governance for sanction and disbursal of social security pensions from the conventional demand based governance.
 - Has exploited data mash-up of various databases e.g. Population register, BPL register, PwD register, Pensioners register etc. to identify the persons who are old age, widows, PwDs, destitute and are eligible for social security pensions and are NOT getting the benefits. Such people have been sanctioned the benefit of pension proactively, thus ensuring that each of the resident who is eligible actually gets a social security pension.
 - Use of Data Mash-up: Every months the system processes and analyze the data of pensioners, their profile to identify the pensioners who have become eligible for better pension scheme with higher pension amount. Based on the findings and

inputs of the analytics, the system automatically switch the pensioner to scheme without any application, verification and other manual processes / interventions.

- Use of Data Mash-up has allowed identification and weeding out of those pensioners who have become non-eligible due to reporting of death, marriage or change in their BPL Status.
- Use of Data Mash-up has allowed identification and weeding out of those pensioners who have been reported dead and were seeking the benefit of the schemes by exploiting the limitations of isolated and manual implementation of schemes. It has in turn resulted in substantial savings to the government.

4. Classroom Management

➤ Group Discussion

Divide the participants in groups of 4 -5 and discuss the case on following aspects. Each group should take one aspect:

1. Discuss Change management and Communication as some of the key factors to project success.
2. Challenges, issues and risks if the project is to be rolled across other States.
3. What is next in the project?

Please have an open brainstorming session regarding how this project can be evolved and replicated in other States. Each group should present their findings in a short 5-10 minutes presentation afterwards.

➤ Group Activity (30 -40 minutes)

Make two groups of participants. One group has to act as major stakeholders i.e., people who avail social security pension and other to act as Government.

Major Stakeholders: The task of the stakeholder group is to come up with novel and different (but realistic) service requirements that they want from a project like OSSSMS. They should consider all the problems they face or they can face in future and build up a suggestion around them. They should also build a justifiable timeframe against each service they want to build in the system.

Government: The task of the Government group is to see how they can provide such services within shortest possible time. They should hold discussion with stakeholders to devise roadmap and implementation plan.

The objective of this exercise is to highlight expectations of stakeholders and the readiness of Government in meeting them. It is a role play type of exercise which offers plenty of flexibility in the way services can be further augmented.

Adequate training programs conducted for all field level officials on enhancing the capacities of the staff and officials. The public is getting benefitted from the system and it will be very difficult for any of the feature or function to be discontinued.

Regular (Monthly) Video conference sessions are conducted to update the end users on various systems and modules and clarify their doubts.

The project extends benefits to all stakeholders and hence everyone has interest in sustaining it.

The project reduce the workload of the offices in long run and also insulated the officers/staff from the political and other pressures and hence is now acceptable to all. In-house development facilitates easy adoption of the portal to the ever growing and changing requirements that come-up at any moment of time.

➤ **Summary- Key lessons learnt (15 minutes)**

Each participant shall write down a summary in not more than 500 words highlighting key learning from the case.

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ABBREVIATIONS

OSSSMS	Online Social Security Schemes Management System
SLAs	Service Level Agreements
NIC	National Informatics Centre
DBT	Direct Benefit Transfer
CSRF	Cross Site Request Forgery