

AWARDS SCHEME FOR EXEMPLARY IMPLEMENTATION OF e-GOVERNANCE INITIATIVES

NAME OF CATEGORY- 'EXCELLENCE IN GOVERNMENT PROCESS

RE-ENGINEERING'

1. Coverage – Geographical and Demographic ()

(i) Comprehensiveness of reach of delivery centres,

IFMS Haryana has diversity of users for varied spectrum of services. Role based access to the services has been provided. Most of the DDOs and citizen centric module (budget Preparation/allocation, Bill Preparation, Treasury bill passing, account preparation, tax deposits, expenditure monitoring) have been developed on web architecture therefore these can be accessed through internet from anywhere any time basis using secured user ids and passwords through the web portals www.hrtreasuries.gov.in and www.finhry.gov.in

User of these systems can operate through their role based user ids and passwords. However external interfaces have been developed from this system for Banks, Account General Office and commercial tax departments for data sharing.

(ii) Number of delivery centres

There are more than 62,000 users using the system and the system has been implemented throughout the state of Haryana. The application can be accessed from anywhere wherever internet connectivity is available.

(iii) Geographical

- (a) National level – No of State covered
(b) State/UT level- No of District covered
(c) District level- No of Blocks covered
Please give specific details:-

One

22

123

There are 22 district treasuries, 84 sub-treasuries, 107 departments, 106 bank branches, 8429 DDOs, AG office and citizens of the state.

(iv) Demographic spread (percentage of population covered)

The system is providing service to each and every person of the state and the business houses who ever has to transact with the state finance may it be Government employees, pensioners, businessmen and citizens who is availing any sort of government services.

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

Previously the Finance Department and treasuries in the State Govt. were

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working on an archaic system. The finance department used to prepare the budget which was distributed manually to the departments and DDOs. The finance department and treasury system were client server based systems which were working in silos. All the activities such as budget preparation, bill preparation, bill passing in treasury, expenditure control, ways and means control, information sharing with AG, bank and NSDL was manual. These manual activities led to

- Non availability of right information at right place at right time for decision making.
- Parking of funds by DDOs.
- Budget preparation was also done on the basis of information provided by the department and Finance department had to solely rely on the information provided by the department which led to in appropriate budget provisions.
- No control on the expenditure done through the treasuries.
- Non uniform implementation orders related to state economy instructions and other employee and pensioners issued by the finance department.
- Misclassification of expenditure
- Overpayments and fraudulent payments
- Wrong payments by bank.
- Unauthorized alterations in amount.
- Loss of bills and vouchers in transit.
- Delay in disbursements if the bank was required to issue RTR/Drafts,
- Consolidation of expenditure at different levels was also a tedious job
- Non transparent way of working at field levels leading to confusion, delay and partiality.

3. **Extent of Process re-engineered** (Processes that have been re-engineered, services which depend on these processes, analysis/re-design of Process workflows – before (As-Is) and after (To-Be) re-engineering; changes in activities and their sequencing; level of automation (Extent of computerization in terms of number of services computerized, Extent to which steps in each service have been ICT- enabled) #)

A. Processes have been reengineered in related finance in the state

1. Budget Preparation at the Finance Department level

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2. Preparation of salary, pension and other bills by DDOs and Submission in treasuries
3. Passing of bill in the treasuries.
4. Payment done in banks.
5. Preparation of accounts.
6. Submission of NPS accounts to NSDL
7. Monitoring the expenditure booked by Treasury Banks
8. Monitoring Ways & Means position.
9. Online generation of challans for making payments to the government.

B. Services provided directly depend on the above processes are

1. Budget Preparation and allocation
2. Preparation of bills.
3. Passing of bill in the treasury.
4. Payment done in banks.
5. Preparation of accounts in treasuries.
6. Submitting Monthly New Pension Scheme data to NSDL
7. Submitting Income Tax Return by Treasury Office to the Income tax Department
8. Ways & Means clearance of bills involving large amounts.
9. Deposit of state Receipts.
10. View the status of bills submitted in the treasury by DDO.
11. Monitoring of Expenditure and Receipt.
12. Employees Desktop in order to view his salary slips, annual statements, GPF/NPS accounts at Account General/NSDL. Status of their Loan and Advances Accounts with Accountant General Office

C. As-Is Process Workflow. How these processes were performed before reengineering? Show it with the help of a process diagram/flowchart on the next page marked 'As-Is Process Workflow'. The diagram should show all the activities which were carried out in this process in their proper sequence and the person/department that performed those activities.

- **Budget Preparation.**

The Budget preparation being a time bound activity was used to be a very tedious job for the finance department. All the documents were

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prepared manually and submitted in Vidhan Sabha. The major drawbacks of the system were: -

- The object-wise accounts were received from the AG office Haryana on a long printed sheet. The bulk of sheets were then segregated by the Budget and Control branch of the Finance Department and then distributed to concerned expenditure control branches dealing with different heads of accounts. The dealing assistants then used to fill up figures manually into the Budget sheets, which took at least two months to complete it. The figures at certain times were difficult to interpret and many times lead to errors and frequent visits to AG office for clarification. This delayed the preparation process.
- The detail of State Plan Ceiling was communicated by the State Planning Department to budget and control branch of the Finance Department which then further communicated it to the respective expenditure control branches and they were supposed to restrict the plan schemes within this ceiling and it was again difficult to check it manually under different plan heads dealt by different branches.
- It was difficult for expenditure control branches to cross check manually and to remain within the Annual forecast of State Receipt and Expenditure provided by the Resource branch of Finance Department. In certain cases it exceeded the specified forecast without any knowledge.
- Mistakes in specifying the proper head of expenditure in six tier.
- Mistakes in cumulative total at the scheme, minor head, sub head and major head as they were calculated manually.
- There was no proper check in following economy measures so that the proper cut could be incorporated into the different heads of account.
- The Budget documents were bulky and were of very odd shape.
- Also it was a Herculean task for Budget Branch to prepare the summary & Budget Abstract sheets, which usually took around one month.
- It usually took five to six months to prepare overall wage bill of the state.

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- The Charts related to Budget at a glance were prepared manually by the Public relation department designer and was a repetitive task in case of frequent changes.
- The printing of documents was used to be major hurdle as entire documents were photocopied on Transparent Sheets by the Budget and Control branch that took lot of time and human effort.

- **Integration with Treasury Office and Accountant General Office**

Earlier, The treasury office was getting information on paper about budget allocation which was often marred by the incorrect specification of the scheme of the expenditure and led to wrong booking of the expenditure. So, there was little or no interface of the budget provision and expenditure activity. The State government used to come to know about the transaction only after three months after the Accountant General Haryana had compiled the accounts. This used to cause the process of reconciliation of accounts with accountant General to be a massive exercise.

- **Preparation of Bills by DDOs**

DDOs used to prepare bills manually which was a tedious task to calculate each and every component manually and check. The Bills prepared by the DDOs when presented in the treasury had often misclassification of expenditure head detail. Due to non-availability of correct and timely information he used to prepare bills as per older instructions. Since the bills were prepared manually, there were chances of fraudulent payment by DDOs. Preparation of Income tax schedule, Form-16 and any sort of arrear bills used to be an herculean task and often led to delays and dissatisfaction among employees.

- **Passing of bill in the treasury.**

DDO used to present the bill in the treasury along with the approval and copy of the budget (if not provided to treasury office earlier). OTIS system implemented in treasuries was not linked to Budget System of the Finance department. TOs did not get timely Budget allocations done by the department to DDO's in the absence of which the TO's were dependent on the paper form budget allocation due to which there was possibility of fraudulent payments as paper form budget allocation data was entered in OTIS and the bill budget was checked

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against this data for bill passing. The information relating to Account heads/ schemes etc. was being stored in the servers installed at Treasury/ Sub-Treasury itself, therefore, the master data related to accounts heads/schemes in treasuries/sub treasuries was rarely updated, which caused data inconsistency. TOs/ATOs had to rely on the information provided by the DDOs on bills for booking the expenditure. This often led to misclassification that required frequent reconciliation with AG.

Also after passing bills from treasuries, these were handed over to the DDO for payment from the bank. The DDO got the cash from the bank and employees and other payees were at the mercy of the DDO for getting their payments of any kind. The DDO could keep the money with him for any duration of time. So there was resentment among the employees, contractors and other people for getting payments from the state government

- **Ways & Means clearance of Bills involving large amounts.**

The department used to send the proposal to get approval in principle from Finance department by giving proper justification. The proposal was examined by ways & means branch and the case was put up for approval. The department was communicated about the approval or rejection depending upon the situation. In case of approval, the department submitted the bill in treasury and whenever Treasury offices received a bill of more than a specific amount fixed by the Finance Department from a department, Treasury officer used to telephonically call Ways and Means Branch for their approval. The Ways and Means branch viewed the previous sanctions issued on that day and used to put up the proposal to their higher officials for approval. Depending upon the fund position, the approval was granted to make the expenditure or refused. The concerned Treasury officer was telephonically informed about the approval else the bill was kept pending till the approval was received. This process was only applicable to Chandigarh and Panchkula Treasury. But it was seen that the large amount of payments were done from the other treasury offices, which some time caused upsetting the ways and means position of the state government.

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- The whole system was multilevel human intervention dependent.
- No check for treasuries other than Chandigarh and Panchkula
- It was not possible to find responsibility for delays or wrong payments as no record of such approval was maintained.
- **Deposit of state Receipts.** This facility was available only for the Commercial Tax Payers. For all other receipts the depositor had to fill in manual Challan, get it approved from treasury/department and then visit bank for deposition on receipt. The User had to submit the copy of the challan to the concerned department to get the service. All the receipts were made on the single form called Challan. Following process was followed.
 - Tenderer used to fill the Receipt Challan and had the responsibility of specifying the correct Head of Account in which money was to be deposited. This Head of accounts was verified from the concerned department or from treasury. Order by DDO or Treasury to the Bank in the form of “Correct, Receive & Grant Receipt” on behalf of State govt. was done on the challan. In case of Sales Tax, Excise Tax the deposits could be made directly to bank in the separate Challan form.
 - Tenderer used to deposit this Receipt Challan along with the required amount in Cash/Draft/ Cheque into the concerned bank branch. Tenderer could deposit more than one cheque /drafts with one Challan. Bank Module of the OTIS Software developed by NIC took the input as per the format given in the Challan.
 - The bank used to collect amount and all the Challan forms and make the consolidated statement (Scroll).
 - The data related to current day transactions along with physical challans was sent to the concerned treasury and copies of the challans were also sent to the concerned department. The bank used to submit this statement to treasury on the next day along with copies of the challans.
 - The data related to receipts was uploaded in Treasury/Sub-treasury server to records all the entries from challans against which receipts had been collected by the bank. The receipt data was then tallied with the Bank Scroll. In case of any mismatch, it was reported back to the bank for clearance.

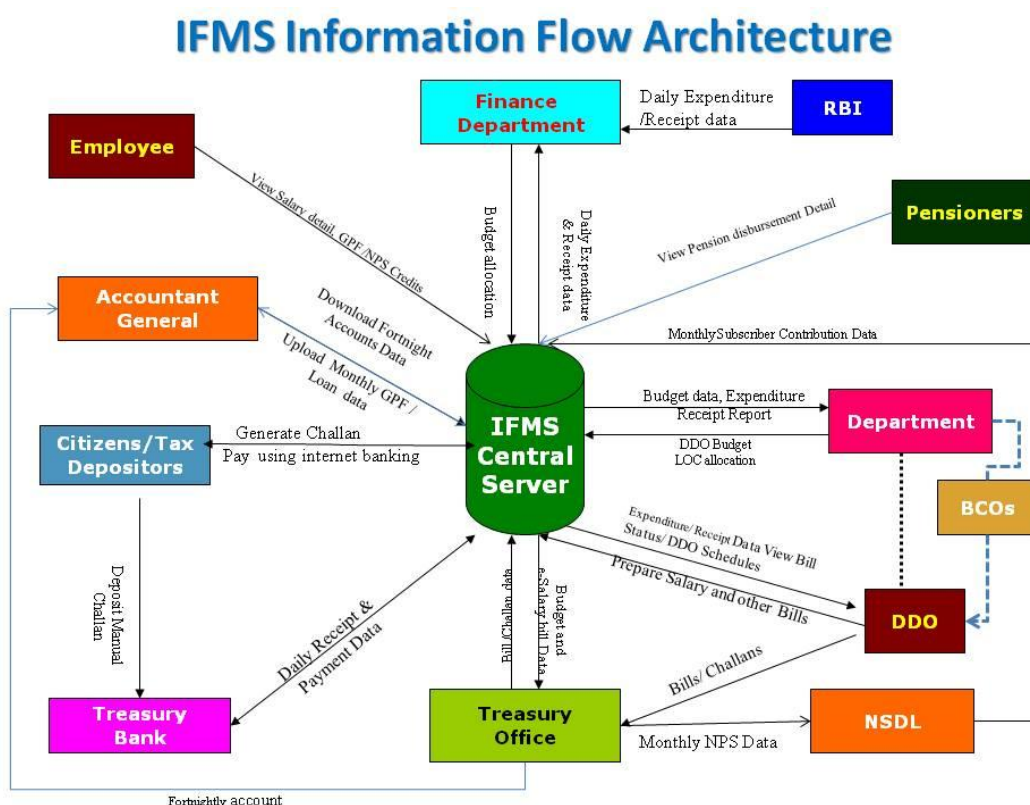
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- A Major Head wise Challan Number was assigned to the challan, which was reset every month.
- Data to the department was made available for department level accounting and reconciliation purposes.
- **View the status of bills submitted in the treasury by DDO.** After presenting the bill in the treasury the DDO had to time and again visit the treasury office to know the status of the bill.
- **Monitoring of Expenditure and Receipt.** Banks were transferring payment and receipt details on paper to treasuries, which led to delayed compilation of accounts at treasuries due to manual interventions. The budget information was also stored in same manner therefore; there was no control of HQs over budget and usually there was a gap of two to three months for compilation of information.

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To-Be Process Workflow.

The complete workflow of the IFMS is as under.



The redesigned processes are as under :-

- **Budget Preparation.**

This activity is carried out for preparation of Non-Plan, Plan and Receipt Budget along with all supported documents to be presented in the Vidhan Sabha. In all there are 11 different documents to be submitted to the Vidhan Sabha within the stipulated time. The activity have been streamlined to give major benefits to the State Finance Department in terms of preparation of budget by reducing the time and human effort and providing accuracy in overall processes. Following changed process is followed in the preparation of budget.

1. The forecast of State Receipt and Expenditure is entered into the database as provided by the ERAMU branch to restrict the entries

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within the specified limits.

2. The detail of State Plan Ceiling is entered into the database as communicated by the State Planning Department so that the Plan budget is restricted within the plan ceiling.
3. The object wise accounts are digitally obtained from the Accountant General Office as text files for non-plan, plan and receipt and incorporated in budget database..
4. The Revised and BE entries for certain objects as communicated by the State are replicated into the database. This involve cut on certain components keeping in view the economy measures.
5. DDOs are asked to online prepare their budget estimates by sending an alert to them. They are provided budget preparation assistance by making available the expenditure details of last year, current year and estimated projected expenditure on establishment expenses such as salary, LTC etc. on their screen. After finalizing proposal they send their budget proposal online to Budget controlling authority BCA/BCOs, which in turn examines and consolidate and online classified proposal to finance department on line. If any line department defaults on submission of information at any given time his passing of bills is automatically stopped by the budget allocation system.
6. Finance Department branches online examine and finalize the proposals with respect to forecast figures.
7. The cumulative total at the scheme, minor head, sub head and major head facilitate to reduce calculation errors.
8. The duplication of data entry has been removed. Data is entered once and every kind of report is generated immediately.
9. The finalised budget sheets are sent to press immediately thus reducing the printing time.

- **Online Bill Preparation**

1. DDOs (maker) can login to the **e-Billing system** and can prepare salary and other bills. Unique codes for payees (UCP) have been assigned to all the employees, third parties and other type of payees. UCPs of payees are selected for whom payments are to

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be done. A unique bill no. is generated.

2. Availability of budget is checked at the time of preparation of budget.
3. Print of the bill is taken after preparation.
4. Bill is verified by the DDO (checked) and sent online to the treasury.

- **Online Passing of bill in the treasury (using OTIS)**

1. Bill is submitted in the treasury at the token. The bill no. (bar code) on the bill is scanned by the bar code reader and the basic details of the bill appear on the screen as the system is integrated with e-Billing system. A token no. is generated for the bill and receipt is provided to the messenger. This has reduced the time taken for Token Entry of bills.
2. Budget/LOC checking is done against the data downloaded during passing of the bills. If sufficient balance is available with the DDO for this scheme, the bill is passed otherwise it is rejected. If bill is passed, expenditure is booked for that scheme/object for that DDO.
3. After bill passing, Treasury Officer verifies the bill. If he rejects the bill, the expenditure incurred vis a vis budget allocation is reduced accordingly.
4. Now a Pay Order is generated and handed over to the DDO/messenger.

- **Online Payment in banks.**

The Pay Order is presented in bank by the messenger of the department and the pay order is verified by the bank official by logging on to OTIS. The software generates files for electronic transfer of funds to the payees through NEFT/RTGS. Thus payment reaches the bank account of beneficiary within a few hours. The payment verification of all the pay orders is done. At the end of the day, bank generates scroll and sends a signed copy to the treasury.

- **Online Preparation of accounts in treasuries.**

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As per the payment verification done by the bank, account of the treasury for the day is prepared with click of a button. Various reports are generated and sent to the AG office twice a month.

- **Online Ways & Means clearance of Bills involving large amount**

Following process has been implemented for Automatic Ways and Mean Clearance

1. Authorised Officer/ Official of ways and means branch enters 'Fund Position (FP)' of the Government on daily basis by 9:30 am
In case 'FP' and 'CFA' details are not entered by Ways and Means Branch on any specific day before any user from treasury logs in for bill clearance then either some default value can be used for 'FP' or a value which is certain percentage of previous day balance say 80% is used.
2. In Treasury when a bill exceeding the specified limit as set by the WMA Branch comes for TO/ ATO passing it is automatically sent to WMA branch for approval. If the bill relates to certain specific types as specified by W&M branch eg. salary / GIA to private colleges/ Social welfare pension schemes then an immediate approval is given irrespective of the fund position. However for other types of bill, on basis of below mentioned information system will check allowability of the bills from Ways and Means angle.
 - a. DDO details
 - b. Token No.
 - c. Amount of bill requiring Ways and Means clearance
 - d. Type of bill
 - e. Purpose of bill.
 - f. To whom the payment is being made.
3. Facility to generate report of all the bills passed during certain period or rejected during certain period by any or all TOs/ATOs between specified monetary limits say more than 2 crore, or all etc has been provided. Similarly, each TO/ATO can generate report of allow/ reject in respect of all the bills entered by it in the system for

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passing for any specified period.

4. Facility for bulk approval has also been provided the ways and means branch depending upon the financial position.

- **Online Status of bills submitted in the treasury by DDO.**

He is given an option in the e-Billing site to view the status of the bill. By selecting bill no or month and the token no. given to him by the treasury he is able to see the status of the bill online.

- **Online Monitoring of Expenditure and Receipt.**

For Expenditure monitoring, a public domain dashboard with the Online Budget allocation System is developed. Comprehensive reports have been provided at all level to monitor the details related to expenditure and receipts.

- **Online Tax deposit interface for Commercial Tax Payers.**

Following process has been adopted for the commercial tax payers.

1. All the registered dealers have been assigned a TIN number by the Commercial taxes department.
2. User is asked to enter his TIN/registration no.
3. After entering his registration no., the system displays all the details related to his registration no. such as, Name, treasury name, and Department Office Address with whom the dealer is registered.
4. The system then prompts for selection of the purpose for which he is depositing money so that the exact major head, sub major head, minor head and sub minor head are provided for proper classification of the receipt. He selects the year of assessment and period of deposit of tax.
5. The user is asked to select the bank through which he will like to make payment electronically.
6. After entry of the details, user is prompted to confirm the information entered by him.
7. After confirmation user is taken to the payment gateway

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website of the bank selected along with the details already entered by the user,

8. Here the depositor does the necessary authentication and selects the account no. from which the amount is to be debited.
9. After his confirmation the amount entered by the user to be transacted is transferred to the cyber treasury authorized bank account no.
10. An electronic receipt of the tax deposited is generated which the depositor can print on his computer and keep it as the authenticated copy for his record. A copy of this challan is also e-mailed to depositor.
11. SBI payment gateway passes on the transaction information to the cyber treasury website where the whole data submitted by the depositor is saved in the database.
12. SBI sends the data to their respective district branches from where signed scroll is sent to concerned treasury office next day.

- **Online Tax Deposit and Generation of Manual payment Challan .**

In order to facilitate the DDOs and other citizen a portal for online generation of challan and deposition of tax has been developed and integrated with IFMS. A Cyber Treasury has been created to monitor, prepare accounts and submit the same to AG Office for all the treasuries. So work load in treasuries and sub treasuries has been reduced to about 1/10th. Following process has been adopted for Online Generation of Challan and Tax Deposit

1. Use of all sort of hand filled challans has been discontinued,
2. User login on the e-GRAS Portal using guest login or by registering himself on portal.
3. User selects the purpose for tax deposit and then a challan form appears on the screen. He fills in the relevant details which are self explanatory on the screen.
4. If user selects the manual payment mode then he prints the challan the details of the challan are sent to concerned bank where he intends to make the payment. He goes to the bank

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and his challan details are already available in the bank. He makes the payment and bank updates the status on IFMS server. The user can check the payment status on the next day at e-GRAS Portal.

5. If user select the online payment mode then he is directed to the concerned bank online portal. He makes the payment using his internet banking user account and Prints the challan. Bank update the payment status on IFMS server.
6. DDOs are provided facility to view online receipt details of each challan and various MIS reports such Monthly receipts and major head/scheme wise collection reports.
7. User can also see whether the tax deposited by him has been accounted for by the treasuries.
8. The System has been integrated with Web OTIS and integration with property registration is underway.

D. Extent of computerization in terms of number of services computerized, Extent to which steps in each service have been ICT-enabled)

All the above services have been 100% ICT enabled and to carry out the same following new processes has been introduced

- ✓ Online Preparation of budget .
- ✓ Online Ways and Means Approval.
- ✓ Online Bill Preparations
- ✓ Online bill Passing with online budget verification
- ✓ Online bill Payment through Electronic payment system
- ✓ Online Generation of Challan for Manual Payment.
- ✓ Online Verification of payments by Banks.
- ✓ Online Facility to DDOs to view the status of the bill in the treasury and the voucher wise expenditure booked by the Treasury office and sub treasury office.

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(i) Details of base line study done,

A core team of the officials of State Finance Department, Treasury and Accounts, PWDs and NIC was created to study the existing process and suggest the new workflow based process structures. The software solutions already implemented in the various states were studied. NIC was assigned the work of software design, development, implementation, training & day-to-day technical coordination. Requisite manpower for software development was provided to NIC. Pilot test conducted at Chandigarh and Panchkula treasuries. On completion of Pilot test following steps were taken

- Existing Infrastructure in the Treasuries and Sub-treasuries was upgraded.
- Broadband connectivity was provided to DDOs and SWAN based connectivity was provided at Treasury and Sub-Treasury level.
- One-week computer basics trainings were organized for the F.D. Officials.
- To kick start the project, state level workshop for BCA/BCO/DDOs was conducted at Panchkula.
- Regular Trainer's Trainings and frequent video conferencing sessions were conducted for TO/ATOs at the state level .
- Three exclusive workshops were organized for Finance Department.
- Trainings are being regularly conducted for DDOs, Accountants and Bank Officials at Accounts Training Institute Panchkula.
- Special sessions for DDO's were organized by HIPA through their four divisional training institutes.
- A comprehensive training manual has been prepared for BCA/BCO/DDOs.
- Departmental Accounts Official feedback meetings were conducted to improve the functionality in the system
- Comprehensive FAQ's were designed to answers the most common queries.
- A telephone helpline is available to provide support to the officials
- A special training programme was conducted for the Forest officials.

(ii) Problems identified,

- Non-Availability of infrastructure at the DDO offices. This problem was handled by providing the use of ICT infrastructure available at the Treasury and sub treasury offices.

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- Non-Availability of IT aware staff in the Offices. This problem was handled by providing necessary training and providing IT aware staff such as data entry operators on job work basis to assist the officials.

(iii) Roll out/implementation model

After successful testing of the application at the pilot locations following activities has been carried out for its rollout in the application:-

- NIC has deputed a team of ICT professionals to coordinate the software design, development, implementation, training & day-to-day technical coordination.
- One-week computer basics training was provided to the F.D. Officials.
- Regular Trainer's Trainings are conducted for TO/ATOs at the state level .
- Regular exclusive workshops were organized for Finance Department.
- Trainings are being regularly conducted for DDOs, Accountants and Bank Officials at Accounts Training Institute Panchkula.
- Special sessions for DDO's were organized by HIPA through their four divisional training institutes.
- A comprehensive training manual has been prepared for BCA/BCO/DDOs.
- Extensive video conferencing facility was used to train DDOs at the various offices in the state.
- Well trained manpower was provided at each treasury and sub treasury level backed by a strong team of professional at state headquarter to help the field offices in implementation issue.
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(iv) Communication and dissemination strategy and approach used.):

- Frequent activity specific messages are placed on the homepage of the Portal.
- DDO specific messages are flashed to DDO's when he logs into the system.
- General Message are send to TOs/ATOs and DDOs through email.
- Comprehensive FAQ's were designed to answers the most common queries.
- A telephone helpline is available to provide support to the officials

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- Comprehensive online user manual have been provided in local language where ever possible.
- Regular Video Conferences and meetings with the department officials are being held to spell out the objectives of each process with online hands on practice to carry out each activity.
- Remote desktop facility has been extensively used to address user specific problems.
- Departmental Accounts Official feedback meetings were conducted to improve the functionality in the system
- A common email address has been provided for reporting all types of problems. The problems are analyzed and forwarded to concerned people for redressal.

5. **Technology Platform used-**

(i) Description

Web Based and centralized application has been developed. It has been developed in ASP.Net on Windows platform with Microsoft SQL Server at the back end.

(ii) Interoperability

Different subsystems such as Online Budget Allocation system, e-Billing, e-Pension, OTIS and e-GRAS are fully integrated with each other and are interoperable. Department/AG Offices /banks are allowed to download the data for usage in to their departmental applications.

Web services has been provided/ consumed to User departments /Banks to :-

1. Generate Challan through their web Portal
2. Update department registered dealer master
3. Web services by Bank to update challan data in CBS
4. Web services to Bank to update the payment status.
5. Web services by Bank to get the payment status of challan from Core Banking System

(iii) Security concerns

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- The portal can be accessed only by authorized users , using his user-id and password.
- Role based authorization
- Password are stored in encrypted form in database.
- A strong password policy has been enforced .
- Provision of CAPTCHA in order to avoid DOS attack.
- Audit log of each user activity is being maintained
- History of each transaction is recorded along with IP address of the machine and user who makes changes.
- In case of three continuous failed login attempts, the account is locked temporarily.
- Robust procedure has been employed for session state maintenance.
- Facility for the controlling officer to activate/deactivate the account.

(iv) Any issue with the technology used

No

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

Though there are no documented SLAs, but few SLA have been incorporated in the system e.g.

- Every mail received has to be replied within 24 hours of its receipt.
- Bill passing has to be done within three days of submission of bill in the treasury. If any bill is pending for more than three days, the T.O. passing is stopped by the system.
- EPS pay orders have to be generated within three days of T.O. passing.
- Account preparation has been made mandatory upto 7th of every month for 2nd list and upto 17th for 1st list.
- If NPS file is not uploaded on NSDL server within three days of account preparation then also T.O. passing is stopped.
- Salary and pension bills can be generated after 20th of every month and can be sent to treasury after 25th of the month only.

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- Updation of PPOs is stopped after 25th of the month.

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

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

This system mostly provide G2G services still a citizen able to save time in visiting offices by depositing tax in his vicinity by generation of Challan on line . Third party payee such as Government Contractor, Pensioners, students etc. are getting payment in their accounts and can view all the payment details online. They are now able to save their time, transportation cost to receive the payment from the designated offices.

(ii) Feedback/grievance redressal mechanism,

During the development the system was continuously demonstrated to the officers comprising Special secretary, deputy secretaries, under secretaries, superintendents, TOs and representative of the major department from time to time for their approval. The feedback and suggestions given by them were immediately incorporated into the system.

- A helpdesk has been created in the Directorate of Treasury and Accounts department to assist the various departmental officials in online allocation and revision of budget, preparation of bills
- Frequent feedback meetings were conducted with all the department budget controlling authorities to have their feedback and resolve their issues.
- In each treasury a qualified technical person was appointed to assist the DDOs in implementation of the system.
- District Level workshops were conducted for the traders to apprise them about online payment of taxes.
- A common email address has been provided for reporting all types of problems. The problems are analyzed and forwarded to concerned people for redressal.

(iii) Audit Trails,

Comprehensive audit trail of every transaction is being maintained at all levels.

(iv) Interactive platform for service delivery,

An Interactive dashboard has been provided in public domain in order to

- Make available the latest expenditure and receipts

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- For DDOs to view the status of Bills.
- For Pensioners and Employee to the status of details of payment.
- For depositor to view online whether the receipt deposited by them has been duly Accounted for.

(v) Stakeholder consultation

Major **Stake holders** of the project are following

1. Finance Department, Haryana
2. Treasury & Accounts department, Haryana
3. All the departments of Haryana
4. Accountant General, Haryana
5. All DDOs of Haryana
6. NIC, Haryana State Centre
7. NSDL for New Pension Scheme
8. Income Tax Department
9. Citizens of Haryana

For paying of commercial taxes, user just need internet connectivity and a internet banking account tax payer can go to cyber treasury portal from internet . No extra cost is levied on the citizen.

Consultation with Stakeholders

Before development of the application software consultation with the department with large employee-base such as Education and Health were held for multitier budget allocation process to DDOs. Excise Taxation Department was consulted for online collection of commercial taxes. Public works departments were consulted for the issues related to LOCs and Accountant General Office Haryana was consulted before incorporating any process change.

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

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

The application is running on web and can be accessed from anywhere any time basis. Every user of the system can download the information dynamically as and when required. A comprehensive user manual and FAQs has been provided for the ease of the users.

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(ii) Completeness of information provided to the users,

Complete information about each and every aspect of the system has been provided on the portal. Where ever need be the sample examples are also provided for ready reference.

(iii) Accessibility (Time Window),

The system is accessible 24x7 to all its users.

(iv) Distance required to travel to Access Points

Negligible.

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

Yes

(vi) status tracking

Status of bills and payments made is available in real time.

Status of payment details to a payee are available on line

Status of Challan deposited in the treasury is available online.

Loans and Advances accounts as booked by AG Office.

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

(i) Volume of transactions processed (Annually)

Total Number of users	:	336166
Budget Allocation /Revision	:	7,56,432
No. of bills prepared	:	13,67,059
No. of employees	:	2,74,166
No. of Pensioners	:	22,970
(Drawing pension treasuries)		
No. of third party payees	:	26,22,239
No. of challans generated	:	71,96,967
No. of times Website Accessed by User	:	1,10,54,683

(ii) Coping with transaction volume growth

Earlier the applications were hosted on the NIC State Data Center on

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shared resources. But upon grown of usability and development of new application independent scalable infrastructure has been created.

(iii) Time taken to process transactions,

The time taken to process the allocation, revision, re-appropriation, issuance /revision of LOC transactions is almost negligible as it is on the internet.

(iv) Accuracy of output,

The accuracy of output is 100%.

(v) Number of delays in service delivery

-No-

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

In monetary terms due to better control on state expenditure state has been able to :-

- Curtail the problem of parking of funds
- Curtail raising public debt to the minimum and well below the norms prescribed by the planning commission and finance commissions
- Evenly spread of state expenditure over the year reducing expenditure rush in the month of March leading to better finance management.

The impact in terms of time and efforts can be measured by following indicators

Activity	Earlier Time take to complete	Presently Time take to complete
Budget Preparation	8 Months	2 Months
Accounts Posting	3 Months	15 Days
Post Budget MIS Reports	3-4 Months	5-10 Minutes
Ways and Means Clearance	4 -5 Days	5 Min
Preparation of Salary /Pension Bills /other Bills	3-15 Days	10-30 Minutes
Bill Passing in Treasury	3-7 Days	1 Day

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Challan Preparations	1-days	10 Minutes
MIS Reporting at HQ	2-3 Months	Immediate
Account Preparations	One week	Immediate
Disbursal of the payment	One Day	Paid directly into Accounts

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

- NIC has deputed a team of ICT professionals to coordinate the software design, development, implementation, training & other day-to-day technical coordination with the department & venders.
- Six programmers were hired for 2 years on contract basis for the development of the project
- Comprehensive manual have be prepared and published on portal for ready reference. The manuals are updated from time to time as and when new features are incorporated in the software.
- Officials/Officers of user department are trained on computer basics and operational and execution part of the project by NIC officers,
- Initially one-week computer basics were provided to the staff. Later on refresher training is conducted for the newly incumbent in the department.
- Three day training for operationalisation of application software was provided to each dealing assistant.
- Four clerks posted in the FD Computer Center have been trained extensively. These operators not only carry of day to day operation of the Center but also used resolve the problems of the officials in the branches.

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

- Each user can view when and by whom data has been updated.
- A comprehensive audit log of users using the system along with log of every transaction is being kept in encrypted form.

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- Concerned dealing assistant / clerk is responsible for the information entered by him/her using his user id.

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

- With the implementation of the EPS system, unique payee code has been provided to each payee and the payment is directly sent to the payee account through NEFT/RTGS. This system has proved to be a landmark in e-Governance in the state and is one of its kind in the whole country which has been implemented across the state.
- Automation of accounts from AG office digitally has removed a number of intermediate steps. Previously the accounts from AG were received by the Budget control branch and then it was distributed to all the controlling branches, in case of any anomaly they had to submit it to budget control branch for enquiry from AG or they had to go to AG office personally to get it sorted out. AG then sends it back to Budget branch and the process is repeated for other anomalies. The repeated steps involved in the process of accounts entry were identified and the procedure is automated by developing an interface to get the account from AG, office Haryana digitally and posted into the budget database directly without any intervention of the officials of the branch thus removing all the intermediate steps.

By delivering the ICT enabled services following activities/steps have been eliminated :-

- ☒ In the new process of budget preparation the accounts from Accountant General office are posted electronically which were done manually previously.
- ☒ Processes related to preparation of complex and time consuming reports have been eliminated altogether.
- ☒ The process of issuance of Marriage and Computer loan sanctions after examining the eligibility at the Finance Department eliminated.

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- ☒ Human Efforts at different level has been either eliminated or reduced to minimal in the new process.
- ☒ Data entry of the all types of bills in the treasuries has been done away with

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

- A data management cell has been created at the Directorate level. A fulltime Joint Director has been posted with one System Analyst and two programmers as technical support personnel.
- A helpdesk cell was created in the Directorate of Treasury and Accounts department to assist the various departmental officials in implementation of the project.
- Technical support personnel has been provided at each treasury and sub treasury office.
- NIC too has a team of dedicated officers in place for development/customization, processing and project management as well as technical support.

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

(i) To organization

The Finance Department, Haryana was benefited to a great extent with the implementation of IFMS. The following results were achieved:

- Budget Preparation time reduced drastically from **8 months to 2 months.**
- Better control on state expenditure.
- All the departments especially the Forest and Public works departments brought under the purview of on-line budget allocation.
- Expenditure was done only for the purpose for which it was budgeted.
- Instant availability of online expenditure details at all the levels

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helps better management of state funds.

- The interface with the AG, Haryana facilitated the availability of digital accounts that were imported into the Budget database in an hour thus reducing months labour into hours
- Chances of Out of budget and fraudulent payments have been minimized
- Generation of aggregated reports like abstract, wage bill, summaries and other linked budget reports immediately and thus saving time and manpower.
- The Finance Department got benefited financially in the terms that the no. of copies of budget printed have been reduced.
- Due to credit of payment directly into the payee's account state govt. is able to trace every penny spent from state treasuries.
- EPS system has provided an efficient, transparent mode of payments clearances, and facilitated faster payment processes, saving people time, and reducing the red tape involved in conducting transactions with banks and state authorities.

(ii) To citizen

The biggest benefit to citizens however is the improvement in government and administrative services. The State Government is finally delivering on its promise of effective and transparent governance to its citizens, employees and businessmen.

(iii) Other stakeholders

Availability of the right information on any time any where basis

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

The objective of the project is fulfilled in totality. The project is being implemented throughout the state of Haryana. Every Department of the state is using the system for allocation to its Controlling Officers / DDOs. No bill is passed in the treasury without the budget. There are around 11169 users throughout the state using the system.

The Finance Department of Haryana is monitoring the day to day expenditure from all over the state and keep the finances well under control within the allowable limits. DDOs are preparing their salary bills online and sending it to treasury online. The misclassification problem as well as the reentry of the data has been removed in totality. Finance Department is

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aware of every transaction done anywhere in the entire state. The Objective of the project is fulfilled to a considerable extent.

The main objective of EPS system is to make the payments to employees and other payees in least possible time and in a transparent manner. This objective has been fulfilled. The employees, pensioners, contractors and other type of payees are very satisfied with the new system. This is important to note that Electronic Payment System will later on improved to allow digital endorsement by the DDOs and then the physical copy of the EPS will not be required. This will further improve the system performance. This system will prove to be a landmark in e-Governance in the state. This project is one of its kind in the whole country.

16. Adaptability Analysis

(i) Measures to ensure adaptability and scalability

The system is designed to be capable of Expanding and scaling up to accommodate growth. Sufficient provisions has been made at infrastructure level and database designed to accommodate future growth. Due consideration about security issues in prevalent environment has been taken care to ensure hassle free services. The system is developed using latest technologies for use in various browsers.

(ii) Measures to ensure replicability

Standard six tier codification prescribed by CAG has been used to ensure replication.

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

The DDO coding pattern as adopted by Haryana state has to be used. The system has been developed on SQL server and ASP.Net on windows platform. For replicability same environment has to be provided.

(iv) Risk Analysis

The smooth operation of the system dependent upon availability of stable hardware and network connectivity. To mitigate the risk provision for sufficient redundant hardware and network connectivity has been ensured. As far as database is concerned Always on technology with clustering environment for the web servers has been provided.

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

The comparative analysis has already been indicated against item no 6, 8.1 and 9. Necessary GOs and instructions has been issued from time to time to make sure the redesigned system is adopted by the stakeholders as it is.

Requests for change are routed through the treasury department to the

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development team and then changes in application are incorporated.

System has led to detection of various existing violations of the financial rules e.g. cases where payments drawn by the DDOs were parked in some bank account and later on disbursed at the will of DDO. This was not only a financial irregularity but also caused financial loss to the State Govt.

18. Other distinctive features/ accomplishments of the project:

1. Electronic Payment System(EPS) for payment of direct credit into payee account for all transactions.
2. Since each payee is allotted a unique code by the system, so an audit trail is available for all payments made through this system.
3. Bills/vouchers are not mutilated or lost moving from treasury to banks and then back to treasury and then forwarded to AG office.
4. All the system are well integrated OBAMA, e-BILL ,e-Pension and e-GRAS for seamless information updation.
5. Real time based availability of any transaction in system lifecycle.

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