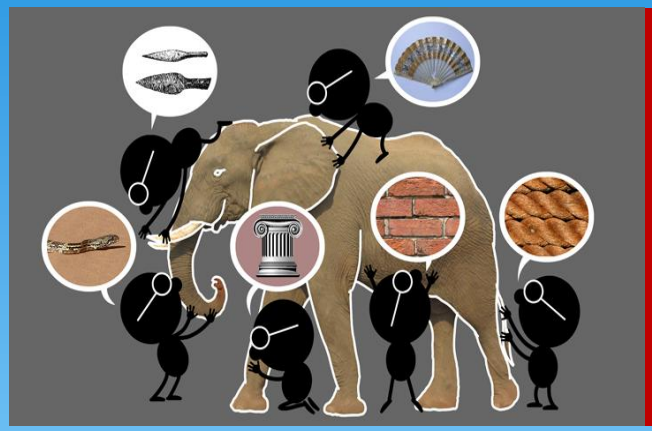

Case Study – Bringing Efficiency, Transparency and Accountability into e-Governance Implementation of Publicly Funded Projects

Live Demo and Presentation by

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Founder Trustee

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INDIAN CENTRE FOR SOCIAL TRANSFORMATION

A PUBLIC CHARITABLE TRUST (REGD.)

www.indiancst.in

Indian Centre for Social Transformation is a public charitable Trust with a mission to work towards realization of a national vision set out in Article 51A (j) of the Indian Constitution regarding the

Fundamental Duty of Indian Citizens i.e.

"to strive towards excellence in all spheres of individual and collective activity so that the nation constantly rises to higher levels of endeavor and achievement."

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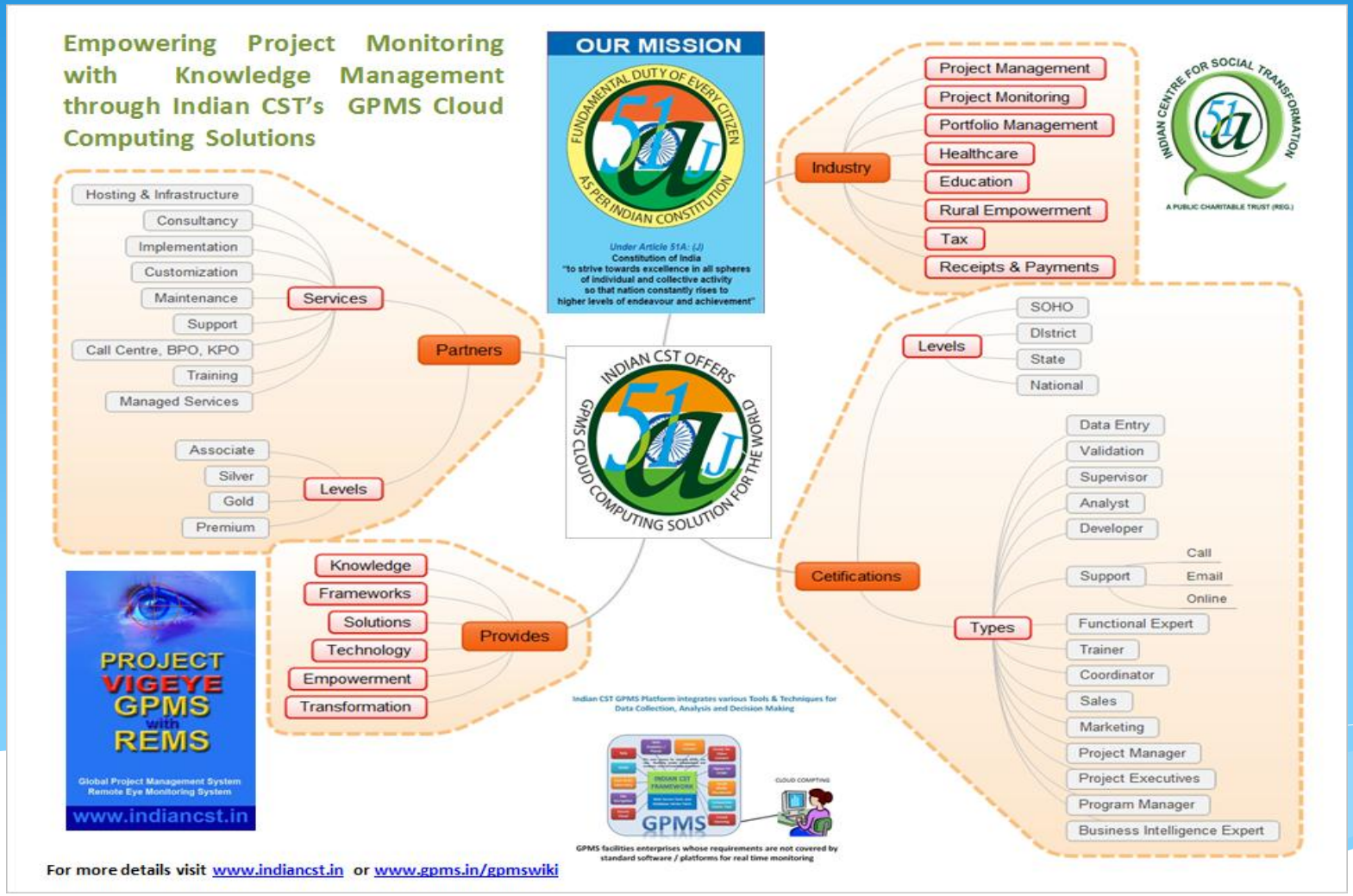
Indian CST : Today

1. Promotes **Efficiency, Transparency, Accountability.**
2. Helps **introduce metrics** in all public funded projects through technology/empowerment.
3. Collaborates with organizations for simple **cost effective e-governance solutions.**
4. Collaborated with International Bodies like World Bank for designing **e-tools for monitoring Bank aided projects.**
5. Offers solutions under the ICT Policy of GOI, with a focus on **Healthcare, Banking and Public Services.**

Solutions & Services offered

- Designing solutions for complex commercial projects
- Develop e-governance solutions for municipalities & others
- Project Monitoring System for World Bank aided Projects
- Data Analytics & Reporting Services
- Procurement Management System
- Healthcare Information Management Solutions
- Educational -Examination Reforms Solutions
- Document Management System
- Training & Skill Development

What does Indian CST do?



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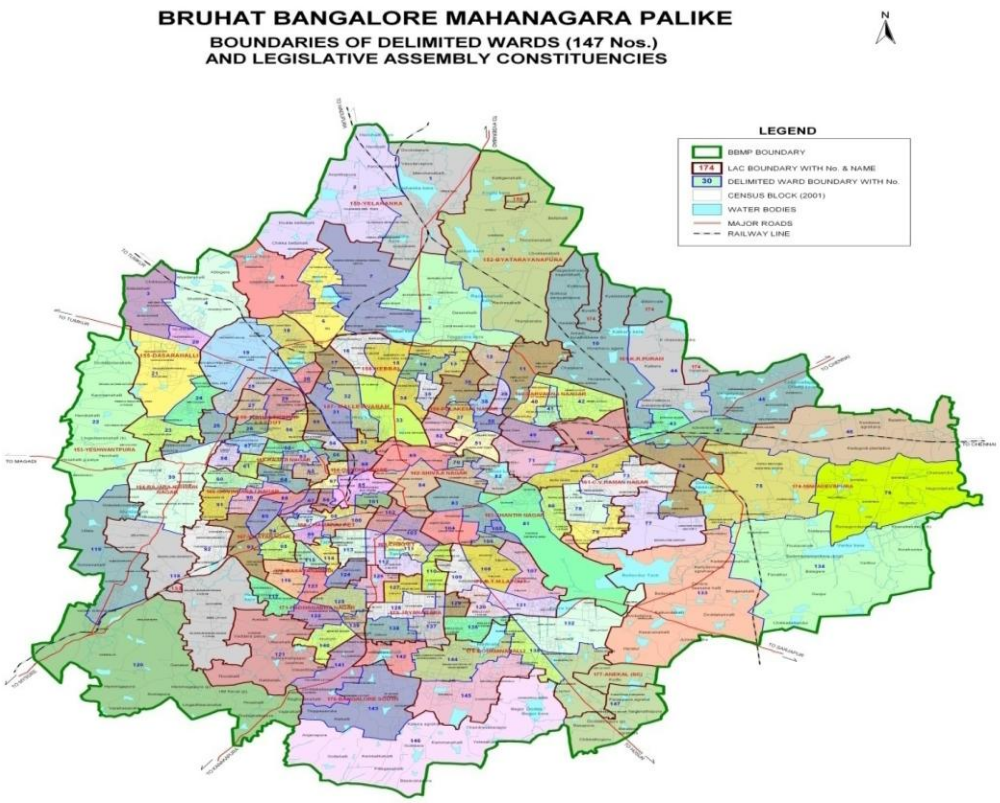
The Challenge in BBMP is its vast complexity which is more than a country in Europe



Bangalore being the fifth largest city in India has a budget of Rs 14,000 crores. The BBMP was not aware of the quantum of works awarded and its progress and settlement of bills. It approached Indian CST to implement the GPMS. On Implementation and the being data being uploaded into the GPMS all the engineers and staff at all levels are able to access the data monitor the works, track the project status, quantify the cost over runs and settle final bills. Ghost bills, unauthorized cost over runs, unapproved works, etc. surface automatically.

- **BBMP is serving a population of One Crore**
- **The magnitude of financial benefits can be imagined.**

GPMS-FMS for BBMP

The transformation initiative helped BBMP to come to grips with the myriad problems associated with increased workload and project execution in remote locations of Bangalore.

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The Challenges

1. Frequent change of Guards
2. Lack of public support and sponsorships
3. Disinterest from stake holders
4. Hostility to Change
5. Problem of Information Dissemination and capacity building
6. Legacy Data lying in Insilco's with owner ship lying with no central ownership departments
7. No real time information
8. No integration of data available
9. No validation of data provided are in different formats
10. Transparency, Efficiency and Accountability was lacking.
11. Skillset for this is inadequate.
12. No data is available for real-time analysis
13. Ad-hoc decision making in absence of reliable and structured decision support system
14. Communication between stakeholders needed improvement to avoid misunderstandings
15. There is no computer skill awareness as a common platform to used by everyone.
16. Capacity building of all users of the system being done on need based manner on manual systems

- Presently they were doing manually with various Permutations and Combinations of requirements with assumptions
- Current software applications on the premises are all in silos
- Every one wants to know what is in it for me
- Resistance to use the system
- Frequent Changes in Technology Partners
- Most applications / Solutions were not web based. Every report was manually prepared on excel sheets
- Heads of Departments were not aware of how many Projects were going on or the Receipts coming in of Payments being done at any point of time in real time.

e-Governance Initiatives

The Approach

"The way Indian CST team approaches a Problem , can alter the very nature of the Problem"

The team decided to approach the e-Governance challenge not as an IT company delivering services; but as a Social Entrepreneurship Organization delivering transformational change in the Quality of life of citizens. What this meant was that IT was only one of the many components. Many missing components were identified that would enhance the Solution with "What More is Possible?".

How to

- Make BBMP citizen friendly
- Increase effective monitoring of overall Progress (physical and financial) on projects
- Provide Better information Online
- Increase Transparency and Accountability across all departments
- Deliver better services online
- Deliver GPMS monitoring e-tool Improve efficiency all round
- Remodel IT department by defining roles and sufficient qualified staff to meet increasing IT initiatives to transform the BBMP into e-enabled in all aspects.
- Reduce cost

Implementing municipality e-governance solutions modules in BBMP that looked at needs of municipalities and their citizens towards improving city governance, bringing efficiency, transparency, accountability and the use of GPMS-FMS-IRMS to deliver public services.

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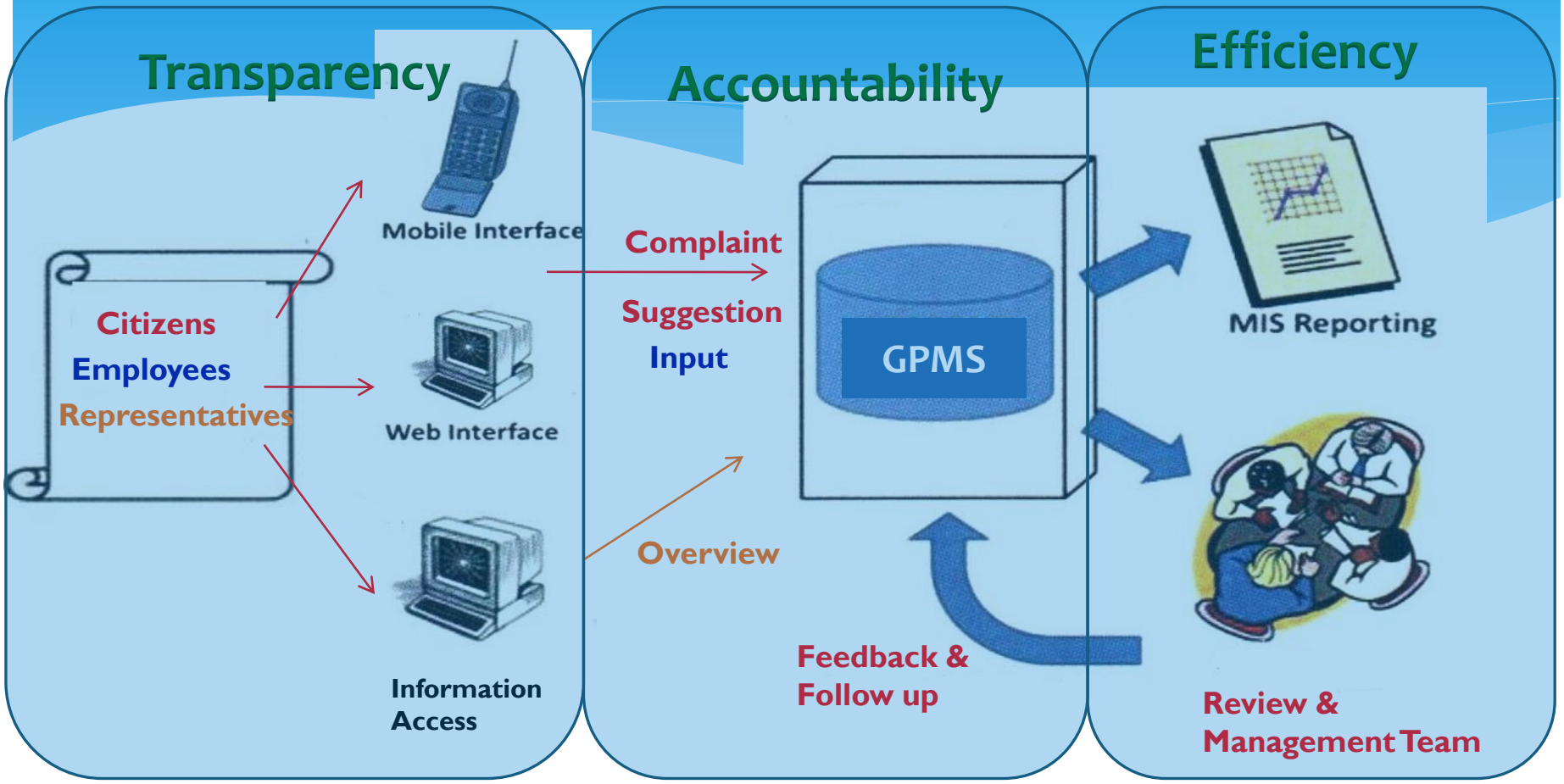
The Working Of The Elements Of GPMS At BBMP



Enable access to central repository to all citizen data through cloud services. Bring about constant improvement in e-governance services through continuous public feedback.

Effective Decision Making

Innovation and leadership

- Ward information when complexity of wards comes in there was no information available now information on finger tips how much is the collection?

Information analysis

Financial status from Macro to Micro

Strategic planning

Citizens participation & empowerment

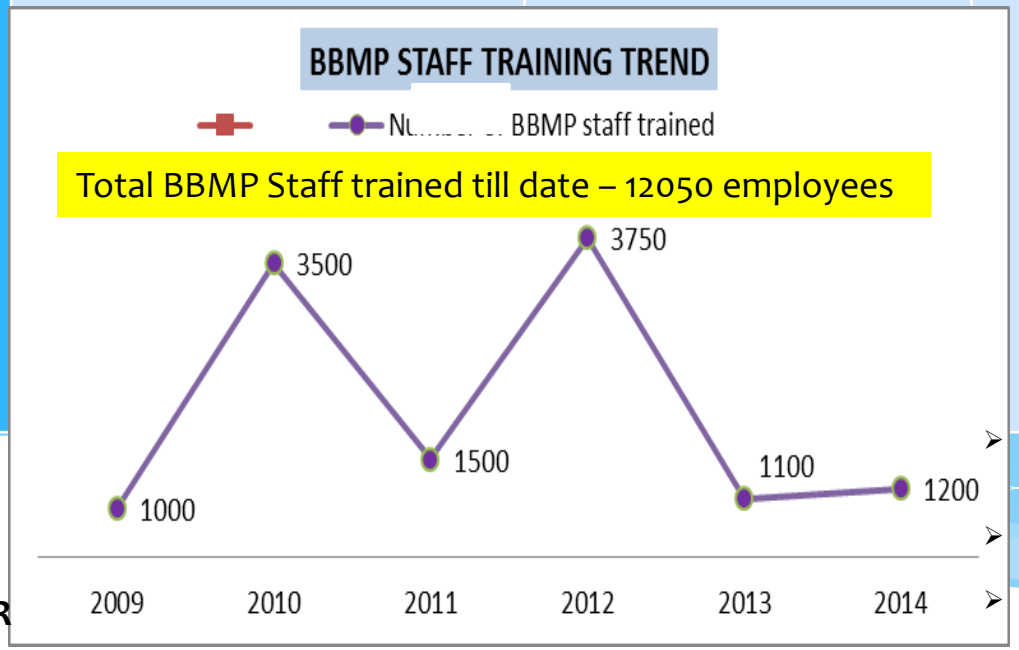
Process Improvement

Stop Leakages

e-Governance Initiatives

Human resource development

Parameter for Transformation	As is situation	To Be	Indian CST Deliverables
Human resource development	• Capacity building of all users of the system being done on need based manner on manual systems	• Enable all BBMP Engineers to be computer savvy • Conduct Training Programs	• Implement user-friendly cloud computing platform with training of 7500 engineers • Conduct various training sessions for each engineer to feel comfortable and confident to update data in real-time.. Conduct public awareness campaigns enable BBMP get correct and validated real time info online.



Future Trainings at BBMP

Training 936 Bank branches on Bank Reconciliation and Integration with GPMS
Training public on Property Tax online portal
3000 Contractors on GPMS

GPMS-FMS Training Programs at BBMP

Admin Reports

Head Office Project

Basic Report

Advanced Report

POW 2009/10 Report

Pcode Report

Division Report

Sub Division Report

Ward Report

Department Report

Cost Over Run Report

Cost Savings Report

Time Over Run

Contractor Class Report

Contractor Detailed Report

Contractor Cost Overrun

Contractor Time Overrun

Projects without Zone

Year Wise Project

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e-Governance Initiatives

Operational Results

Report As on 31 March 2014	Our Numbers
BBMP Zones	8
BBMP Divisions	30
BBMP Sub-Divisions	64
BBMP Wards	198
BBMP offices	450
BBMP DDO offices	1637
BBMP Bank Branches Integrated	936
P-codes	1747
R-codes	327
Bill Types	28
Annexures and Certificates	95
Number of Users in BBMP Finance Dept. FMS	**712**
Number of Users in GPMS	12750
Number of Bills (Payments) done	**53984**
Number of Work Bills Payments done	**5235**
Monthly Bank Statements / Deposits updated	**120**
Receipts issued through GPMS-FMS	**5,17,107**
Payments Received through GPMS-FMS	**Re.22,22,73,10,484.86**
Property Taxes updated in the GPMS-FMS	**Re.14,74,19,63,000.00**
Payments Issued through GPMS-FMS	**Re.20,67,85,82,430.32**
Payments of Work Bills Done April 2012-Sep 2012	**Re. 7,40,32,42,817.00**
Complaints Received	**1565**
Complaints Resolved	**1419**
Complaints un-resolved	**21**
Complaints to be resolved in progress	**125**

Year	# Receipts	Value
2012-13	2,35,998	1306,27,74,578
2013-14	2,81,109	916,45,35,903

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e-Governance Initiatives

Stake Holder Satisfaction

A few of the activities at ground level that enabled implementation	
1	**Periodical training programs were conducted for their all Engineers and office Staff last 5 years**
2	**Fortnightly reviews meeting and status updates** were conducted on regular basis for all the engineers, staff and officers.
3	**Fixed responsibility for initiating the majority of actions** required to guide the projects and programs as they started.
4	**Trained engineers how to report current progress**, to update status and asked to add missing data information, validate the data, and generate their daily / monthly / quarterly types of reports online.
5	**Monitored continuous improvement for a substantial increase** in the working efficiency of these department engineers, officers and its staff.
6	**Established transparency across all the departments reporting online**, on-going projects status, financial approvals status, payments done etc.
7	**Provided real time information for Citizen Engagement & Feedback** on outcomes and consequences of actions at each stage of the service delivery chain Connecting Policy Makers, Providers, Beneficiaries and their Voice that Enables Results Agenda, Good Governance and Clients.

Attempts to set fire to Server rooms, non-payment of server and bandwidth costs, difficulties in data sharing, vested interests of established players milking the corporation for private gain instead of public interest

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One Big Result – we cannot be shut out and are still surviving

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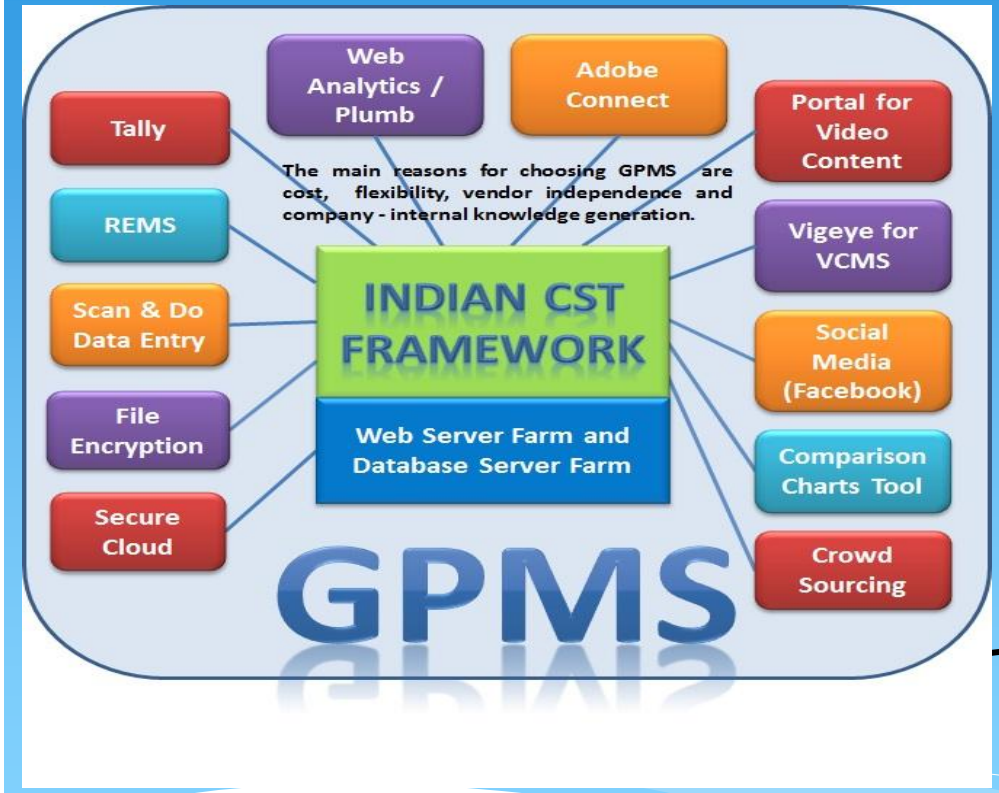
Indian CST GPMS Platform integrates various Tools & Techniques for Data Collection, Analysis with Correlations for Decision Making



CLOUD COMPUTING
Government Performance Monitoring Solution

GPMS facilities enterprises whose requirements are not covered by standard software / platforms for real time monitoring

[For GPMS Trial Demo click here]

www.indiancst.in

www.bbmp.gov.in

Let us log in for some real time public view/news on revenue collections done today by BBMP having 936 Bank branches accounts for reconciliations

and its officials in the Head office, 8 Zones, Divisions, Sub-Divisions, 198 wards , 450+ Municipal offices and 271 Bangalore One

Lessons learnt and best practices evolving from case studies, pilot projects and research in large scale implementation of e-governance projects

http://218.248.45.171/fms

www.indiancst.in

Bringing Efficiency, Transparency and Accountability into e-Governance Implementation of Publicly Funded Projects

Ongoing Implementations

1. Global Project Monitoring System (GPMS)
2. GPMS Financial Management System(GPMS-FMS)
3. GPMS Complaint Monitoring System (Online Help Desk)
4. GPMS Birth and Death Registration Monitoring System
5. GPMS Medical Reimbursement Monitoring System
6. GPMS Healthcare Information Therapy
7. GPMS Mobile Task Management System
8. GPMS Remote Eye Monitoring System
9. GPMS-FMS Public Page for Citizens Feedback
10. GPMS-Postal Ballot Monitoring System for EC
11. GPMS-FMS Training Programs and hand holding onsite

Citizen Centric Services

You can view more details on
www.gpms.in/gpmswiki

First Original Research and Analysis Paper

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FIVE YEARS 5 OF SERVICE

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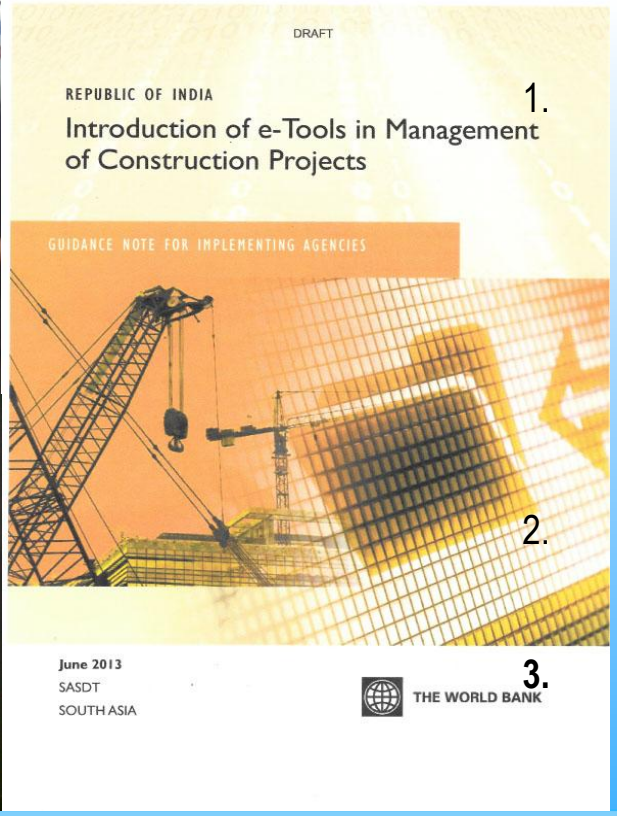
Bruhat Bengaluru Mahanagara Palike (BBMP)



1.

2.

3.

GPMS Implementation Result:

This is the First time in the country and also across the world where one can see 92,000+ projects online. GPMS is getting the acceptance in BBMP, A city corporation implementation of this large scale capability is getting established in the country and will be seen as a trendsetter for E-governance projects monitoring system online Management.

This by far is the single largest collection of civil infrastructure project information in any government body in Karnataka.

Indian CST acting as the citizen's initiative interface for the successful implementation of the said project

http://www.vigeyegpms.in/BBMP/

First

GPMS Original Research and Analysis Paper

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The Future Initiatives

1.**Developing a toolkit for Citizen's participation** Ward level public spending

2. **Improving democracy at grass root level** by empowerment of citizen and increasing their participation in local governance

3. **In each of the 198 wards of the BBMP**, it is proposed that at least three to five potential candidates will be identified and supported for active participation in governance in each ward. They could in turn volunteer to take part in the next BBMP Corporation elections to be held sometime in 2015.

4. **To make this happen a Network of networks** need to be set up.

5. **A communication portal** interconnecting al the stakeholders needs to be set up. Both physical contacts and virtual meetings will have to be arranged and tools and techniques for networking and civil action fortified.

Area	800 Sq Km
Zones	**08**
Wards	**198**
Assembly Constituencies	**28**
Population	**96 lakhs**
Road Length	**10121 Kms**
Primary & Secondary Storm Water Drains	**840 Kms**
Road Side Drains	**13000 Kms**
Play Grounds and Stadium	**154**
Parks	**1079**
Nurseries, Primary, Secondary and PU Colleges	**136**
Daycare Centers, Maternity Home and Referral Hospitals	**111**
Street Lights	**421000**
Number of Slums	**570**
Number of Lakes	**132**
Number of Properties	**16 lakhs**
Solid Waste Generated per day	**3500 MT**

Your Active participation and involvements in the above areas will be highly appreciated

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Come, Contribute your mite now

* Join with us & participate in this endeavor.
* Implement your Corporate Social Responsibility through us.
* Collaborate in our projects/initiatives.
* Use our cost effective services/solutions and save resources.
* Support by sponsoring any for our activities.
* Lets work together as TEAM INDIA

Contribute your mite to our Society, by fulfilling your Fundamental Duty!

Associate 2 transform & Excel

www.indiancst.in

Thank You

For trying out the GPMS Cloud Computing Solution at your organizations
Trial Demo Version is provided -send email

For any further enquiries, please contact:

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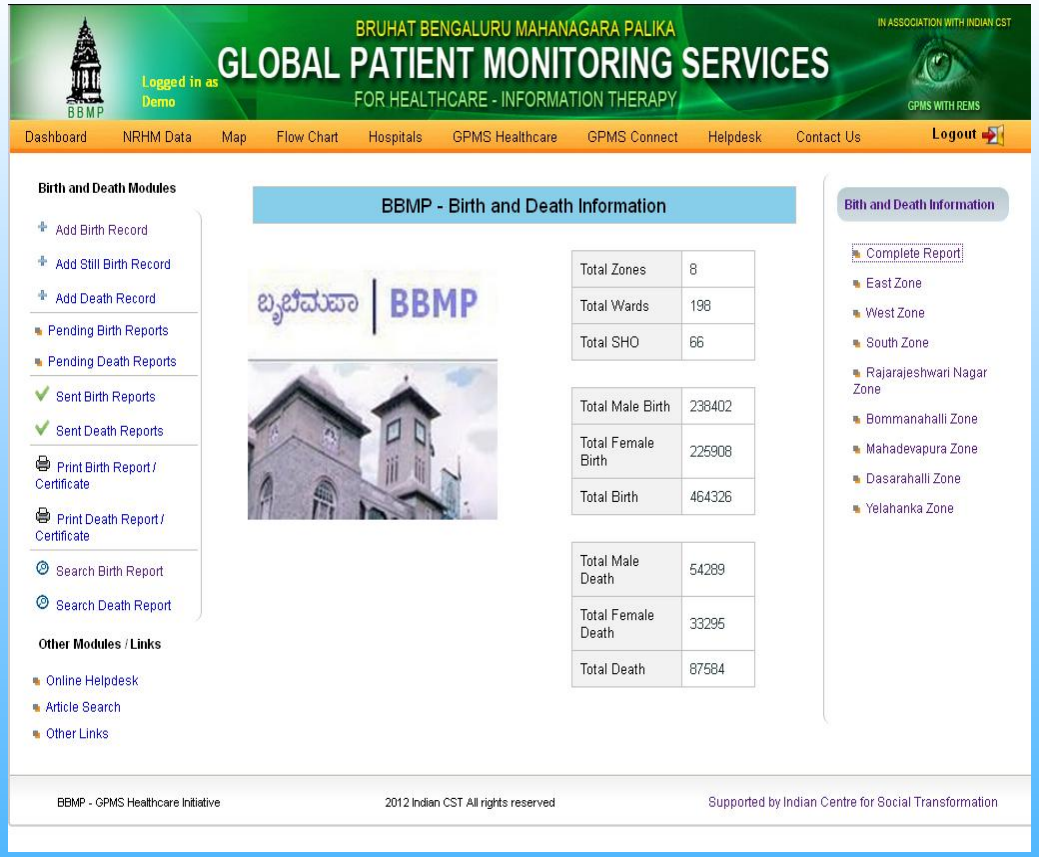
Bruhat Bengaluru Mahanagara Palike (BBMP)

Handling BBMP 92,000+ projects Rs.14000 crores publically funded online in BBMP-GPMS by integrating all projects from Head office, 8 zones, 198 wards, 12500 engineers were trained, periodical training programs were conducted by Indian CST at Head office, all the 8 Zones onsite, 198 ward offices, coordinations, validations were under taken to make this happen. Various business intelligence reports were generated online , support given for online Help Desk, Indian CST is continuing to help BBMP in the Implementation across Bangalore Urban and Bangalore Rural by enabling the Public participation on the portal.

http://www.vigeyegpms.in/BBMP/

Bruhat Bengaluru Mahanagara Palike (BBMP)



Health Care Department

1. BBMP healthcare department too has benefited by GPMS as it has integrated at all the **1800** govt, private, PHC, clinics , nursing homes, Hospitals across Bangalore Urban and Rural to update online all the information online in real time about the Birth and Death happening.
2. Till date 6,00,000 lakhs people's Birth and Death has been updated online.
3. GPMS Hospital Information Therapy too has been enabled and provided on secured cloud computing solution along with **GPMS Video conferencing .**
4. GPMS Vault: Enabling patients to access electronic Health Records through India Citizen Network

http://vigeyegpms.in/bbmphealth/

www.indiancst.in

Bruhat Bengaluru Mahanagara Palike (BBMP)

GPMS Revenue Monitoring System

1. BBMP Revenue department too has benefited by using GPMS, as it has integrated all the various **936 branches** of nationalized, private, cooperative, banks across Bengaluru to their BBMP departments together across **8 zones, 198** wards, 450 offices for each engineer , revenue inspectors, head of accounts departments to report revenue collected on daily basis in real time brining in total transparency in its all the BBMP operations.
2. This by far is the single largest collection of civil infrastructure project information in any government body in Karnataka.

http://www.vigeyegpms.in/fms/index.php?module=receipt&action=rms or http://218.248.45.171/fms

Election Commission of India adopted the GPMS Cloud computing solution for the 2013 Karnataka State Assembly Elections where the pilot was done at Bangalore assembly constituencies to Monitor the Electoral Postal Ballot

ELECTION COMMISSION OF INDIA

- GPMS technology in the Elections
- Karnataka State Assembly Elections
- Electoral Post Ballot Monitoring System
- 1 lakh State Employees
- Bangalore chosen as the pilot
- First of its kind in the country

http://gpms.in/ec-lac/

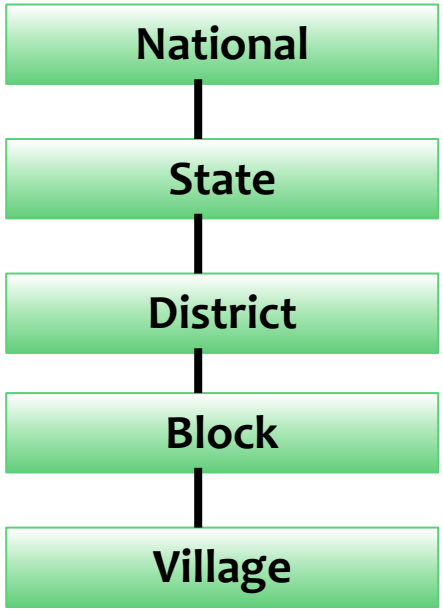
www.indiancst.in

Lessons Learnt

- **Avoid reinventing the wheel** – built on what exists. If some other organizations has developed it, procure and tailor it for their requirements, rather than developing from scratch.
- **Think of integration on day One** - not after implementation. Ensure that all e-tools are capable of talking to each other.
- **Put in place simple ICT policy guidelines** which provide for interoperability and electronic data interchange. These include standardizing on development platform (e.g. Windows or Linux, Proprietary or Open Source), technologies (web based or client server based), databases (e.g. SQL Server or Oracle) and procurement preferences (COTS or bespoke development).

Lessons Learnt

- **Pilot everything first**, before rolling it out organization wide. Pilot in a project or a contract or a unit or with a vendor or consultant, before making it the norm for all.
- **Budget for Total Cost of Ownership (TCO)** - not just the software cost. Without complementary investments in hardware, connectivity, data creation and most importantly training, e-tools implementation cannot succeed.
- **Domain Experts (Engineers)** to be in the Driver's Seat – not the ICT staff. Commitment and time of top management is essential for e-tools success.
- **Business process reengineering** or a Change Management process

Lessons Learnt

- **Early Interaction with IT departments** at state and national level
- **Support from Head of the department** and Senior Management is a must
- **Need to build IT capacity/cadre** in long term
- **It is therefore important to budget for Total Cost of Ownership (TCO)** of all ICT requirements (hardware, connectivity, software, services, training, data entry, etc.) rather than just the cost of the e-tool software.