e-Governance in Urban Local Bodies

Urban Development & Urban Housing Department
Gujarat State

Date: 11th October 2012
8 Municipal Corporations

159 Municipalities

3 million plus cities [Surat, Vadodara, Rajkot]

1 mega city [Ahmedabad]

31.16% of India’s Population lives in Urban Areas

42.58% of Gujarat’s Population lives in Urban Areas.

(2011 Census Report)

- Occupies 2.4% of it’s land mass contributing 56% of State GDP.
- Ahmedabad, Surat, Vadodara & Rajkot top 100 fastest growing cities in the world.
State Initiative

- In the “e-Governance year”- 2004, State Government decided to implement e-Governance in all Local bodies.

- Special Grants for e-Governance have been provided for the following purpose:
  - Application software
  - Hardware procurement.
  - Database creation and maintenance.
  - Procurement of system software.

- Training for ULBs

- Guidelines to ULBs
State Initiatives – IT application

- Common modules for ULBs
  - Area Based Property Tax System
  - Accrual based double entry Municipal Accounts system
- Geo Spatial Municipal Information System
- Solid Waste Management – GUDC
- Performance Appraisal of municipalities – DoM
- Project and Grant Utilization Monitoring – GMFB
- City Civic Centers
- Performance Assessment System (PAS)
Services Prioritized

- Registration and issue of Birth & Death certificate
- Payment of Property Tax & utility bills
- Citizen Grievances
- Building plan approvals
- e-Procurements and monitoring of projects
- Health
  - Licenses
  - Solid Waste Management
- Accounting System
- Personal Information System
PERFORMANCE ASSESSMENT SYSTEM (PAS)

A sustainable statewide performance assessment system for improving access to the poor and un-served, and achieve financial sustainability

Performance Measurement through Key Indicators

Performance Monitoring/ Benchmarking at state and local level

Performance Improvement Plans

Improved UWSS Service Delivery (Equity and financial viability)

Focus on ULBs of all sizes

Focus on the Poor
MoUD Initiated SLB in Year 2009 in 27 Cities across the country

PAS : Gujarat

Information collected for Water & Sanitation Sector since 2009

Annual Exercise: Gazette notification - Performance and target

Preliminary Analysis of data

Reliability of data ensured through validation checks
Data Collection
## Present Residual Chlorine Test Regime

<table>
<thead>
<tr>
<th>Location</th>
<th>Frequency</th>
<th>Equipment used</th>
<th>Conducted by</th>
<th>Recording</th>
</tr>
</thead>
<tbody>
<tr>
<td>Source/WTP</td>
<td>Daily</td>
<td>Chlorometer</td>
<td>ULB personnel (Chemist)</td>
<td>No recording of test</td>
</tr>
<tr>
<td>WDS</td>
<td>NO</td>
<td>-</td>
<td>-</td>
<td>NO</td>
</tr>
<tr>
<td>Consumer End</td>
<td>Alternate days</td>
<td>Chlorometer</td>
<td>ULB and Accredited Labs</td>
<td>Manually (in register)</td>
</tr>
</tbody>
</table>

## Present Physical/Chemical and Bacteriological Test Regime

<table>
<thead>
<tr>
<th>Location</th>
<th>Frequency</th>
<th>Equipment used</th>
<th>Conducted by</th>
<th>Recording</th>
</tr>
</thead>
<tbody>
<tr>
<td>Source/WTP</td>
<td>NO</td>
<td>-</td>
<td>-</td>
<td>NO</td>
</tr>
<tr>
<td>WDS</td>
<td>NO</td>
<td>-</td>
<td>-</td>
<td>NO</td>
</tr>
<tr>
<td>Consumer End</td>
<td>Once in month</td>
<td>-</td>
<td>Accredited Labs</td>
<td>Report copies filed manually</td>
</tr>
</tbody>
</table>
JETPUR: Record Keeping

Residual Chlorine Test:

Observations and Issues:
- RC test is not performed at WDS
- The RC tests are not performed daily at consumer end
- The RC format does not mention the ward/zone from where the sample is taken
- Only test passed are recorded
- There is not particular system for monitoring and reporting of the test results
JETPUR: Recommendations - Water Quality Monitoring

Monitoring of Water quality

WTP
- Physical & Chemical
- Bacteriological
- Physical and Chemical (Daily)
- Bacteriological (Weekly)
- Turbidity (ULB)
- Bacteriological (Accredited Lab)

WDS
- Residual chlorine
- Bacteriological
- RC (Daily)
- Bacteriological (Weekly)
- RC (ULB)
- Bacteriological (Accredited Lab)

Consumer End
- Physical and Chemical
- Residual chlorine
- RC (Daily)
- Turbidity (Daily)
- Bacteriological (Alternate days)
- RC (ULB)
- Bacteriological (Accredited Lab)

Water Supply Superintendent
- Daily
- Weekly

Chief Officer
- Weekly

Recording
Cost Recovery

- For financial sustainability and better future budget estimation and operation
- Stable revenue stream helps prevent cash flow or financing difficulties for the utility
- To provide a basis for tariff fixation without compromising quality of sector and better management

Anand (Class A), Patan (Class A), Siddhpur (Class B), Dwarka (Class C)
## Understanding real cost recovery

### City Name | Establishment expenses | Electricity expenses | Repair & Maintenance | Bulk water Purchase | Total | Total
---|---|---|---|---|---|
| Budget | Actual | Budget | Actual | Budget | Actual | Budget | Actual |
| Dwarka | 11.55 | 21.46 | 2.01 | 4.27 | 1.04 | 7.39 | 12.40 | 23.05 | 27.00 | 56.17 |
| Anand | 126.50 | 73.50 | 113.38 | 115.48 | 6.46 | 12.75 | 246.34 | 201.73 |
| Patan | 144.00 | 305.34 | 10.00 | 20.00 | 0 | 216.00 | 154.00 | 541.34 |
| Siddhpur | 49.30 | 97.78 | 1.75 | 34.71 | 51.05 | 132.49 |

### Grand Total
- 478.39 Rs. In Lacs
- 931.73 Rs. In Lacs

### Value in %

<table>
<thead>
<tr>
<th>City Name</th>
<th>Value in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dwarka</td>
<td>69</td>
</tr>
<tr>
<td>Anand</td>
<td>80</td>
</tr>
<tr>
<td>Patan</td>
<td>72</td>
</tr>
<tr>
<td>Siddhpur</td>
<td>67</td>
</tr>
</tbody>
</table>

- Major impact of not paying GEB, Bulk water purchase bills in Dwarka, Siddhpur and Patan.
- Anand pays GEB bills regularly
Real cost recovery is low in all four cities. Very low in Patan due to low collection efficiency 60%.
**ENERGY COST: Kwh and cost per kilo liter**

- **Dwarka**: Lower cost and energy consumption
- **Anand**: Almost double cost and energy consumption rather to surface source
- **Patan & Siddhpur**: Higher cost and energy consumption rather to surface and ground water.

**Surface + Ground water**
- 20 mld (75% surface, 25% own)
- 5 mld (60% surface, 40% own)

**Need for an Energy Audit**
Exploring revenue improvements in cost recovery - Patan

F.Y 2010-2011

Revenue calculated for non revenue water (Reducing physical leakage loss): per kilo liter expenditure incurred to provide service. i.e. (Total loss after reducing stand post water 27360 kl, Free connections 3600 kl, illegal connections 18000 kl, taking 30% of 951840(285552 kl * 8.30).
Ahmedabad City Profile

- Seventh largest city in India
- Second biggest trade center of Western India
- Commercial Capital & Growth Engine of Gujarat State
- 3rd fastest growing city as per the Forbes magazine.

<table>
<thead>
<tr>
<th>Population</th>
<th>5.7 million</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area</td>
<td>466 Sq. km</td>
</tr>
<tr>
<td>No. of Zones</td>
<td>6 Zones</td>
</tr>
<tr>
<td>No. of Wards</td>
<td>64</td>
</tr>
</tbody>
</table>
All offices will be connected via 2 Mbps lease line plus ISDN for back up line.

(Network of 2500 Computers on WAN)
City Civic Centers

- **Situation before**
  - Lack of Transparency
  - No IT infrastructure to provide e-services
  - No single point of service and interaction with citizen
  - Lack of connectivity

- Total solution provider (TSP) is appointed through GIL and comprehensive approach has taken for e-Governance project.


- At present Ahmedabad Municipal Corporation established 50 City Civic Centers and almost all the department activities are computerized and services like property tax, professional tax, Birth & Death certificate, health licenses, hawker's license, RTI and building plan permissions are offered at City Civic Center
## Transactions at AMC City Civic Centers
### From 18-SEP-02 to 31-Mar-12

<table>
<thead>
<tr>
<th>Services</th>
<th>Transactions</th>
<th>Amount Rs. Lacs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Tax</td>
<td>10,16,494</td>
<td>45508.51</td>
</tr>
<tr>
<td>Vehicle Tax</td>
<td>1,75,941</td>
<td>2518.216</td>
</tr>
<tr>
<td>Building Plan approvals</td>
<td>5,465</td>
<td>9690.606</td>
</tr>
<tr>
<td>TDO fees</td>
<td>30,356</td>
<td>15767.57</td>
</tr>
<tr>
<td>Shops &amp; Establishment licenses</td>
<td>37,129</td>
<td>33.07588</td>
</tr>
<tr>
<td>Birth &amp; Death Certificates</td>
<td>1,05,625</td>
<td>45.34055</td>
</tr>
<tr>
<td>Hawkers Licenses</td>
<td>355</td>
<td>1.38275</td>
</tr>
<tr>
<td>Restaurant Licenses</td>
<td>171</td>
<td>2.091</td>
</tr>
<tr>
<td>Right to Information</td>
<td>12,771</td>
<td>2.52</td>
</tr>
<tr>
<td>Proffessional Tax</td>
<td>5,704</td>
<td>0.8826</td>
</tr>
<tr>
<td>Hall Party Booking</td>
<td>1,75,429</td>
<td>6977.489</td>
</tr>
</tbody>
</table>

93.19 lakh citizens visited civic centres
Property Tax Collections in the City a major function of E-governance through
48 city civic centers & 64 ward offices

- Delivery of bills at the beginning of the year
- Common database to facilitate online access
- Mode of payment through
  - Cheque
  - Credit card
  - Bank
  - Internet payment gateway on www.egovamc.com

Law Garden
City civic centre
<table>
<thead>
<tr>
<th>REVENUE TYPE</th>
<th>2002-03</th>
<th>2011_12 (Rs.lac)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>NO. OF RECEIPTS</td>
<td>COLLECTION</td>
</tr>
<tr>
<td>Property Tax</td>
<td>1,75,949</td>
<td>64,70.77</td>
</tr>
<tr>
<td>Vehicle Tax</td>
<td>13,443</td>
<td>89.37</td>
</tr>
<tr>
<td>Building Plan</td>
<td>497</td>
<td>322.54</td>
</tr>
<tr>
<td>TDO Fees</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Shops</td>
<td>8,599</td>
<td>6.04</td>
</tr>
<tr>
<td>B/D Cert</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Hawkers License</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Hotels &amp; Restaurants</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Right to Information</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Proffessional Tax</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Hall Party Booking</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td>1,97,991</td>
<td>68,88.72</td>
</tr>
</tbody>
</table>
Benefits / Outcomes

- Citizen (One Stop Non Stop) can visit any location irrespective of where he/she resides.

- 24 hour internet/intranet access for AMC information.

- No. of transactions from citizens increased by 7 times (1.97 lac in 2002 to 17.69 lac 2011-12).

- From providing 3 services it has scaled up to 14 services at single window system in civic center.

- Possibility of corrupt practices reduced considerably.

- AMC is more responsive and transparent.

- Revenue increased from 68 cr 2002 to 871 cr 2011-12.
M-Governance at Surat

- SMC has started implementing m-Governance taking into consideration high penetration of mobile phones.

**VACCINATION ALERT SYSTEM**

- At the time of registration of the birth the mobile number of the parents is captured and various alerts at different time periods are sent to vaccinate their child.

**SMS information:**

- The Birth Registration No. of child and from where the first Birth Certificate can be obtained
- BCG & Polio Vaccination alert after birth
- DPT & Polio Vaccination alerts at required intervals
- Measles vaccine & Vitamin-A dose required after 9 months of birth

**Statistics**

- Over 1,29,898 parents have registered their numbers (around 50% of total birth registered).
- Over 8 lakh SMS sent so far.
After the successful start of the Vaccination Alert System, the span of m-Governance has been scaled up.

Citizen can avail the following information by sending structured SMS to 9724222222:

- Property Tax Outstanding Amount
- Property Tax Owner/occupancy details
- Professional Tax Outstanding Amount
- Status of the complaint
E-pay service - Online payment

- Simple and convenient way to pay Property Taxes online through SMC’s website instantly with multiple options.
- Citizen can pay through:
  - Credit Card (Master & Visa)
  - Debit Card
  - Net Banking (45+ banks)
- Highlight of the ePay Service:
  - Easy and convenient way to pay municipal taxes.
  - No extra charge for online payment.
  - Citizens get the receipt instantaneously and receive the confirmation email along with the copy of the receipt to the specified email address.
  - Secured with SSL certificate with extended organization validation.

Statistics
- Over 3500 transactions (from April 2012 to September 2012)
- Over 89 lakh collection
E-Tendering

- Adopted from September 2007.
- More than 3100 tenders processed.
- Enables wide spread bid participation.
- Bring in transparency in the bid process.

Building plan approval system

- Web based Application Software with all the Gujarat Development Control Regulations.
- Used for scrutinizing development permission application and also used to issue license to Architects, Engineers, Developers, Site Supervisors and Structure Designers.
e-Governance: Rajkot Experience
Innovative Initiatives (online services)

Multi Utility Services
- 24x7 Call Center
- Online Payment of Dues through Credit Card/Debit Card, IVRS and Mobile
- Payment of Property Tax by EMI
- Transaction Kiosk for Dues Collection
- On the spot building plan permission
- Birth and Death Registration Data 1972 onwards

Website
- Birth and Death Certificates (1999 onwards)
- RTI Status
- Namavali (Names of new born baby)
- Citizen Forum on (Both in Gujarati and English)
- Property Tax Demand Bill/Receipt (2005 onwards)
- Profession Tax Bill/Receipt
- Tracking of Account Bills
- Complain Tracking and Registration

Tie up with Post Office for better service
- Property Tax Collection
- Water Charges Collection
- Awas Yojna EMI Collection
- Profession Tax Collection

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Brief Details: m-Governance

- Property Tax Outstanding Dues
- Water Charges Outstanding Dues
- Property Name Change
- Property Tax Assessment Request
- Details of SMS Services
- Registration of Mobile No for Property Tax

Service | Numbers
--- | ---
Property Tax | 99542
Water Charges | 4026
Birth | 43160
Death | 18574
Awas Yojna | 5088
Profession Tax | 5173
RTI | 3119
FAS (Vendor) | 1496
Total | 180178

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Impacts on Citizen

- Information is just SMS away
- Equal quality of service regardless of social or economic status
- Cheapest transaction cost (as low as 1 paise)
- RITE Administration
- Access time for service is reduced
- Interaction becomes more result oriented
- Elimination of middlemen for service

<table>
<thead>
<tr>
<th>Service</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transparency/Credibility</td>
<td>Search of record become faster, citizen visit office after receiving alert</td>
</tr>
<tr>
<td>Alert</td>
<td>Vaccination Drop out ratio decreased VPD is almost nil</td>
</tr>
<tr>
<td>Interactive</td>
<td>Elimination of queues, information seeker do not need RMC's visit</td>
</tr>
<tr>
<td></td>
<td>Details of RMC m-Governance Services by just one SMS</td>
</tr>
<tr>
<td></td>
<td>Human intervention removed</td>
</tr>
</tbody>
</table>

Distance to Avail RMC Service (in KMs)

<table>
<thead>
<tr>
<th>Year</th>
<th>KM</th>
<th>Delivery Center</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006-07</td>
<td>9</td>
<td>1 HO + 2 ZO</td>
</tr>
<tr>
<td>2007-08</td>
<td>7</td>
<td>1 HO + 2 ZO + 2 CCC</td>
</tr>
<tr>
<td>2008-09</td>
<td>5</td>
<td>1 HO + 2 ZO + 3 CCC</td>
</tr>
<tr>
<td>2009-10</td>
<td>4</td>
<td>1 HO + 2 ZO + 3 CCC + 4 PO</td>
</tr>
<tr>
<td>2010-11</td>
<td>3</td>
<td>1 HO + 2 ZO + 3 CCC + 15 PO</td>
</tr>
<tr>
<td>2011-12</td>
<td>&lt;3, 0</td>
<td>1 HO + 2 ZO + 3 CCC + 20 PO + Kiosk + Web + IVRS + Mobile</td>
</tr>
<tr>
<td>2012-13</td>
<td>&lt;3, 0</td>
<td>1 HO + 2 ZO + 3 CCC + 20 PO + Kiosk + Web + IVRS + Mobile + EMI by ECS</td>
</tr>
</tbody>
</table>

www.rmc.gov.in
Impacts of m-Governance on RMC

- Increase in revenue
- Effective Integration of Back office and Citizen Centric Services
- Grievance management become more efficient
- Reduction in operating cost
- Reduction in direct interaction with citizen resulting into lesser grievances and Increase in transparency
- Citizen become more loyal to RMC
- Human Errors avoided due to Fully automated process
- National Immunization programme is now more effective
- Direct communication reduces the response time of the Officers responsible for the specific work
- Officers become more productive due to lesser public interaction
- Reduction in paper usage

Collection of Taxes

<table>
<thead>
<tr>
<th>Year</th>
<th>Annual Income</th>
<th>Per Day Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005-06</td>
<td>14575</td>
<td>39.93151</td>
</tr>
<tr>
<td>2006-07</td>
<td>16966</td>
<td>46.48219</td>
</tr>
<tr>
<td>2007-08</td>
<td>18745</td>
<td>51.35616</td>
</tr>
<tr>
<td>2008-09</td>
<td>16606</td>
<td>45.49589</td>
</tr>
<tr>
<td>2009-10</td>
<td>28281</td>
<td>77.48219</td>
</tr>
<tr>
<td>2010-11</td>
<td>33491</td>
<td>91.75616</td>
</tr>
<tr>
<td>2011-12</td>
<td>33987</td>
<td>93.11507</td>
</tr>
<tr>
<td>2012-13</td>
<td>8162</td>
<td>107.3947</td>
</tr>
</tbody>
</table>
### Mode of Service – Interactive Service

<table>
<thead>
<tr>
<th>Sr</th>
<th>Department</th>
<th>Services for</th>
<th>Beneficiaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Property Tax</td>
<td>Property Tax outstanding dues through SMS</td>
<td>32925</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Property Tax Name change details through SMS</td>
<td>1001</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Registration of mobile no for transaction alert</td>
<td>304</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Property Tax Assessment Request through SMS</td>
<td>70</td>
</tr>
<tr>
<td>2</td>
<td>Water Charges</td>
<td>Water Charges outstanding dues through SMS</td>
<td>1859</td>
</tr>
<tr>
<td>3</td>
<td>General</td>
<td>Details of RMC Services</td>
<td>12738</td>
</tr>
<tr>
<td>4</td>
<td>Call Center</td>
<td>Registration of Light Pole complaint through SMS</td>
<td>2087</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td></td>
<td>50984</td>
</tr>
</tbody>
</table>

### Mode of Service – Management Service

<table>
<thead>
<tr>
<th>Sr</th>
<th>Department</th>
<th>Services for</th>
<th>Beneficiaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>General</td>
<td>Daily Income-Expenditure SMS to higher officers</td>
<td>6493</td>
</tr>
<tr>
<td>2</td>
<td>General</td>
<td>Daily Grievance Statistics to Higher Officers</td>
<td>8698</td>
</tr>
<tr>
<td>3</td>
<td>Call Center</td>
<td>Running of Call Center through SMS</td>
<td>729873</td>
</tr>
<tr>
<td>4</td>
<td>Staff Presence</td>
<td>Presence on Face Detector</td>
<td>795</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td></td>
<td>745859</td>
</tr>
</tbody>
</table>
Problem faced

- **Creation of Awareness among citizens**
  - Three tier awareness program launched
    - Printing of how to access m-Governance services on Demand bill and Payment receipt and other stationery
    - Print media and electronic media support creates awareness
    - Registration of mobile no at the time of payment of dues
- **Creating logical group of services based on application**
  - Based on usage of service three groups have been created
    - Alert Services
    - Interactive Services
    - Management Services
- **Opposition from employees:**
  - Tremendous opposition from employees, which was resolved by restricting time to send SMS
  - Technical issue
- **Language Issue:** We have to send SMS in English only
- **Length Issue:** Maximum 160 Characters per SMS can be sent
### Replication
- Initiatives can be implemented at any municipal corporation
- Fits on any database platform as an add-on component
- Requires little process reengineering to make it functional
- Economically very cost effective
- Technological innovation is at the least cost
- Has brought sudden quality improvement in life of citizen
- Win-win situation for both Organization and Citizen
- Brought speed and transparency in administration, resulted in sharp increase in revenue

### Scalability
- Highly scalable, any number of new services can be added
- Requires alteration of existing database
- Initiatives implemented on existing database
- Based on GSM mobile technology
- Minimum Requirements:
  - GSM MODEM
  - Software to handle incoming and outgoing SMS

### Sustainability
- Financially very economical running cost is very less
- With advancement in technology it is becoming cheaper
- Need no higher level of expertise, once project is implemented
- Sharp increase in level of satisfaction/revenue compensate expenditure
- Project further envisages many revenue generation avenues in future
- Reduces paperwork and thereby saves huge cost
- Plenty of scope for improvement in cost saving in all functional activities
- Has potential to improve urban life of India

[www.rmc.gov.in](http://www.rmc.gov.in)
Lesson Learnt

- Reduction in human dependency and lesser human intervention leads to error-free administration
- m-Governance reduces gap between Organization and Citizen
- Service Delivery mechanism becomes more effective
- Effectiveness of payment reminder service shows that most of the citizens are ready to pay their dues if proper follow up is taken.
- Vaccination alert resulted in decrease in drop-out ratio of vaccination and VPD has become almost nil.
- Trust on local government system has increased drastically.
- It is a win-win situation for both citizens and organization
JnNURM Components

Preparatory Activities

- e-Governance- Mandatory reforms for funding under JNNURM
- e- Governance project for AMC has been approved
- Application software may be rolled out in other ULBs
## Service Levels

<table>
<thead>
<tr>
<th>Service</th>
<th>Service Levels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Birth and Death Certificate</td>
<td>Online and through services points (&lt; 15 minutes)</td>
</tr>
<tr>
<td>Property Tax, Water Charge, etc. and other utility bill payment</td>
<td>&lt; 15 minutes thru services points Online thru e-Biz portal</td>
</tr>
<tr>
<td>Building approvals</td>
<td>Residential &lt; 7 days Commercial &lt; 15 days</td>
</tr>
<tr>
<td>Health Program- License</td>
<td>New &lt; 7 days Renewal &lt; 15 days</td>
</tr>
<tr>
<td>Financial Accounting System</td>
<td>Double accounting, finalization of A/Cs with 3 months</td>
</tr>
<tr>
<td>Projects Management- Approved projects</td>
<td>Online &amp; at service centers, within 1 days of project approval</td>
</tr>
<tr>
<td>e-Procurement</td>
<td>Integration with State e-Procurement module</td>
</tr>
<tr>
<td>Grievances handling</td>
<td>Acknowledge – Immediate Resolution &lt; 7 days</td>
</tr>
<tr>
<td>Personnel Information System</td>
<td>Online, Web based</td>
</tr>
</tbody>
</table>
Thank you