A background image showing a person's hands typing on a laptop keyboard. The person is wearing a light-colored, textured sweater. The image is partially obscured by a dark red overlay on the left side.

AUTOMATED POST ALLOTMENT APPLICATION (APAA)

The State of Odisha is committed to simplify the processes and expedite project approvals. Odisha has embarked on a mission to leverage technology to complement the governance framework.

The approvals and clearances for the establishment and operations of the industries shall be through an on-line portal with minimum human interface. The State is a pioneer in implementing the “Ease of Doing Business” framework through a robust single window clearance mechanism. CSM being one of the leading experts in providing IT solutions has contributed in making Odisha one of the first States in India to constitute a Single Window Clearance System (SWCS). The GO Swift Portal a Single Window Investor Facilitation and Tracking system of the state government is helping investor community and public. This portal promotes a conducive business environment through transparency and time-bound information/clearances. It also helps an investor with all required services and support during the entire investment process for Ease of Doing Business in Odisha.

As an effort to bring ease of doing business, the state government has implemented the Automated Post Allotment Application (APAA) developed by CSM is one such service provided in the Go Swift portal for constant management of existing MSME units associated with IDCO. The portal has been developed to facilitate online enrollments, applications for any post allotment matters, online payments, application tracking and processing activities. APAA enables to download the approved letters, removing physical interface between the units and IDCO, thus reducing the difficulty on both.

Pre Scenario

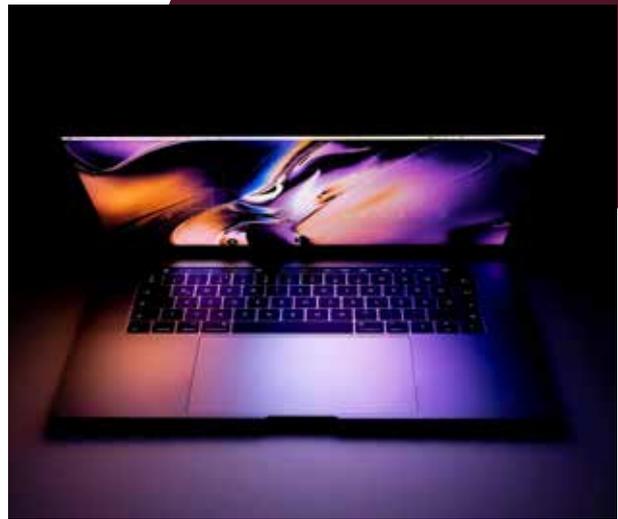
The Odisha Industrial Infrastructure Development Corporation (IDCO) is the nodal agency in the state to allot land/plot/shed/shop/Office space to mega industries and MSME sector. For any change of post allotment matter like change in the name & style, product, constitution of the firm etc. of industrial estates, IDCO was following a manual process i.e. the file process for any of the changes, which moves on from one department to other for getting approval.

It also involved sending demand notices through post and collecting dues from the units over the cash counter. Keeping track of the application and payment status were highly complex which didn't provide any transparency.

The activity was initiated by the Division having jurisdiction over the plot/ shed/ land allotted to the entrepreneur and final approval is taken from either from the Head Office or Division depending upon the delegation of power. The process was taking place in average 22 steps, whereas after proper re-engineering of the existing activities, the process steps reduced to 10 steps by eliminating the repeated steps so as to accomplish the activity in a much faster rate.

Steps followed for Manual Post Allotment Activities

- > Application by the entrepreneur with all enclosures.



- > Receipt of application, determination of required fees and intimation to the entrepreneur for fees payment.
- > Receipt of the statutory dues, processing fees and forward for adequacy check.
- > Adequacy check by the Dealing Assistant of MSME/ Land section.
- > The Dealing Assistant puts up the file to the Deputy Manager.
- > The Deputy Manager verifies the file and submits to Divisional Head (DH) with recommendation.
- > If Adequacy check passes, DH sends for Field Verification by engineering section.
- > If Adequacy check fails, objection raised to the entrepreneur with reasoning.
- > Final Verification done by Engineering Section and submission to DH with recommendation
- > If the status report approved by Division Head, sent for file put up.
- > If the status report not approved, then the entrepreneur gets another objection with reasons.
- > Dealing Assistant puts up the file and submits before the Deputy Manager.
- > Deputy Manager verifies the file and submits to the Division Head with recommendation.
- > Final verification and send to HQ through

letter by post/ dispatch section

- > Letter receipt and Letter No updation in Head Quarter- Diary register
- > CGM receives the letter and mark to GM/ DGM/Manager for further action.
- > GM/ DGM/Manager verifies the letter and sent for file put up.
- > Dealing Assistant puts up the file and submits before the Manager.
- > Manager/GM verifies the file and forward to CGM (MSME).
- > Final verification done by CGM (MSME) and forward to CMD with recommendations.
- > Final approval done by CMD.
- > CGM (MSME) releases the office order and intimate to the Division and entrepreneur.

Challenges

The manual system was the only way by which post allotment matters were getting disposed.

Bottlenecks encountered while executing the process are as follows:

- > No proper mechanism for application tracking
- > Time consuming activity
- > Lack of transparency
- > No proper MIS database
- > No monitoring tool for evaluation of physical & financial progress of ongoing projects
- > No specific system for facilitating units for availed services
- > Delay in decision making, internal processing and order issuing
- > Traditional process, repetitive and time taking, no re-engineering in current process mechanism
- > Unnecessary storage of documents, no system for document management

Solution

IDCO introduced the Automated Post Allotment Application (APAA) with a simplified

procedure and provision for the deemed approval. This application facilitates quick clearances from different levels of authorities and maintains a complete transparency, speedy approval and hassle free process for any change of post allotment activity of industrial estates. This application helps to track the procedure and also saves time both for the entrepreneur and also the action taking authorities. The stakeholders for this application are the entrepreneurs and IDCO officials. An entrepreneur needs to apply online, provide necessary information related to the post allotment activity, deposit a processing fee for approval and obtain the office order.

The application provides the following benefits to entrepreneur and IDCO Business Units :

- > Avoid repeated visits to IDCO
- > Easy tracking of the request
- > Simplifies Payment Option
- > Get the status update in Email and SMS
- > Instant response from IDCO for any issue
- > Mobile Service for status checking IDCO
- > Time bound Approval Process
- > Get the request history quickly
- > Mobile Service for Field Verification
- > MIS Report for Unit details
- > SMS/E-mail alert for pending task
- > Simplified tracking mechanism

After APAA came into picture, the time for disposal of post allotment matters was re-engineered to mere 10 steps from a cumbersome and lengthy 22 steps that was there before.

Strategy Adopted for implementation:

a. Detail base line study

A system study was conducted in association with MSME department authorities. The objective of the study was to list out following conclusions:

- > The post allotment order activities were reviewed
- > Necessary document for each activity was reviewed
- > The processing fee required for each activity was reviewed
- > Studied the existing work flow for each department and division
- > Case studies for in-depth analysis of selected issues and etc..

During this study, gaps were identified and Business Process was re-engineering. After approval of this study, a detailed documentation, prototype design was presented.

b. Identification of Problems

- > There was difficulty in collecting legacy data.
- > The system were not compatible with the application
- > Procurement of digital signature
- > Office order was processed manually due to which there was no defined standard process
- > No real time updating of payment status

c. Roll out/implementation model

A Standing Operating Process (SOP) was prepared and a training session for all authorities was carried out. For advertising, local print media were utilized to disseminate the information. At various district registration camps for business unit were organized. At this initial implementation stage, bugs and problems were identified and rectified, apart from enhancements.

APAA has been implemented using Agile Implementation Methodology for response flexibility to new requirements during the implementation phase and then it was successfully rolled out in all divisions of IDCO.

d. Communication and dissemination strategy and approach was used.

One of our important Project Management strategies was our stress on Communication

Method:-Onsite Project Manager; Help Desk (E-mail, Phone Calls, On Desk Support);Review meeting, IM Chat

Any Email communication from the vendor or from the client was made transparent and marked to both Primary and Secondary contacts of the Vendor and Client respectively. The formats for these reports arrived through discussions between the vendor and client.

Technology Platform used

The web portal was developed based on ASP.Net 4.0 & SQL Server 2012 Enterprise, which runs on IIS 8.0, Windows 2012 Server Enterprise. APAA is able to transfer data to and from the following: Payment Gateway and Single Window System

> Security concerns

The passwords and security codes are maintained in the system. It provides security & controls to prevent unauthorized access to databases, maintain database process controls, and log all database transactions. This also provides security to limit availability to application software screens, data elements, and the contents of data elements where needed with proper encryption technology. Not just a database level security, our system also provides application-level security.

- > APAA has rights-based access to individual functionalities
- > Open Web Application Security Project (OWASP) vulnerabilities were compiled for the application security.
- > SSL certificate was installed in the application for the security of fee transaction, data transfer, and logins.
- > AES encryption methodology has been used to secure the file transfer.

SLA has been devised to manage the deliverables in time bound manner. For application failure due to any Errors / Bugs,

SI was responsible to attend such problems within 1 working days from the time of reporting.

Enhancement of Productivity

Dashboard, Query Builders and various MIS Report were designed to reduce cost, time and effort. It helped to take quick decision making by management.

Reduced the burden on per man hour cost, ensuring the productivity among employees. The SMS/e-mail generation in time bound manner helped to enhance the system in an optimized way.

Post-scenario

Prior to APAA, the disposal of the post allotment application was around 100 days to one year. But after APAA implementation, the disposal is reduced to around 37 days. Overall 300% growth has been achieved. As per the target, achievement has been accomplished and application is customizable and ready for further enhancement.

- > Transparency: Data related to allotment details and other statistical data is available for the general public in the IDCO website. This takes the company to a position of credibility.
- > Easy access to information: The information can be integrated with other applications of the department for easy access on real-time basis. This reduces the time taken for any work.
- > Saves time: Due to quick resolving of post allotment application, the enterprise can focus on other vital activities and business. And IDCO can focus on developmental work related to industrial estates. The application saves valuable time & energy.
- > Comply to the EoDB (Ease of Doing Business): The application has replaced primitive, laborious & time-taking procedures of doing business with a technologically-advanced, quick & efficient solution.

To IDCO

- > Time bound approval process
- > Request history received quickly
- > Mobile service for field verification
- > MIS report for details
- > SMS/E-mail alert for pending tasks
- > Simplified tracking mechanism
- > Easy document management

To Industry/Entrepreneur

- > Repeated visits to IDCO office avoided
- > Request tagged easily
- > Payment option simplified
- > Status received through Email and SMS
- > Instant response from IDCO for any issue
- > It is benefitted to G2G, G2C, G2B, G2E categories where Government being able to rank itself higher in Ease of Doing Business Index.
- > Allows the entrepreneur to apply, check status, make payment and download office order of the post allotment application through APAA portal
- > Increases statutory dues collection
- > Quickly disposes post allotment application
- > Reduces efforts in preparation of reports and compliance to legislative assembly
- > Quickly sends alerts or notifications to the unit & employee through the system

Other distinctive features/ accomplishments of the project:

- > Entrepreneur database prepared
- > Digitization of Allotment and post allotment data
- > Availability of data in public domain
- > Increased in Revenue Generation

Achievements So Far

- > Number of Registration : 3891 units
- > Number of post allotment application : 3138
- > Number of applications successfully disposed : 2670
- > Number of Noting : 43,955
- > Number of documents uploaded : 31,180
- > Amount collected : Rs 86,94,45,915

