

## Addressing Departmental Woes: The Gujarat IWDMS Initiative

e-Governance can never be complete without integrating the citizen centric delivery processes with the back end processes within the Government

DR. NEETA SHAH

Most of the works done by Government departments in Gujarat in Western India is workflow-intensive; that is, there is a lot of information flow in the form of files. Some of this work necessitates the creation and maintenance of databases that hold data that is critical to the decision-making process. The nature of tasks performed in the workflow are predominantly, creation of documents, adding notings / comments / views / approving documents based on collective opinion & delegation of powers, and finally publishing documents for general public or the concerned entities in the Government. The Integrated Workflow & Document Management System (IWDMS) project was thus conceptualized by the Gujarat Government to improve upon the Accountability, Transparency & Effectiveness in Government administration.

### Why IWDMS

IWDMS project was conceptualized to overcome the fol-

lowing departmental governance problems faced by the administration:

- >> Personal dependency and difficulty in tracking and tracing of files and correspondence
- >> Lack of timely availability of relevant reference documents like Acts, Govt. Orders, Govt. Resolutions, Reports in required format and so on
- >> High proportion of establishment work and problem of Inter-divisional Consultations in some cases
- >> Review and approval cycles consuming a lot of time and repetitive performance of manual tasks causing delay and tiredness
- >> Multiplication of file population and problem of prioritization of files
- >> Time consuming process for manual preparation of reports

### Problem Areas in Implementation

The major challenges involved in IWDMS project

implementation were as follows:

- >> Ensuring availability of requisite infrastructure consisting of personal computer and network connectivity for all users
- >> Overcoming Initial Employee Resistance as most of them were not computer literate
- >> Ongoing Training & Support to large number of users with little computer knowledge
- >> Having a modular design for easy maintainability
- >> Backlog and data migration

### Strategy Adopted

The strategy adopted by Government of Gujarat was to follow Top-down approach. IWDMS was thereby implemented in Secretariat to set example and ensure continuous support from top leadership at all levels. Implementation at Secretariat was considered critical due to its vital encompassing areas including Policy Formulation, Allocation of Budgetary Resources, Monitoring and Supervision. Moreover, Secretariat is also directly

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accountable to Legislative assembly.

A phased approach was used to roll out the IWDMS solution across the Secretariat and in HoDs. There has been a steady increase in the number of users taking services through IWDMS. In the first phase, twelve departments and the offices of the Chief Minister and Chief Secretary were configured on IWDMS. This comprised of approx. 1500 users of these departments and offices. The system was then rolled out in the remaining 13 departments of the New Secretariat. This increased the total users configured by approx. 1500 users to take the total to approx. 3000 users. Subsequently, the Government Resolution dated 5th October 2006 has approved to extend IWDMS to HoD's located in Gandhinagar and Ahmedabad. The HoD users have been configured steadily since then.

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### Information and Analysis

Gathering information regarding the existing processes and systems within Government Secretariat was considered a very crucial foundation for the envisioned system. Considerable efforts were made in gathering requirements from all the lev-

els and analyzing the same to find out patterns for standardization and bring simplicity for the end users.

With this analysis done, an Integrated Workflow and Document Management System for automating the functions at all levels of the administrative hierarchy of any Governmental department was envisaged which provides Document Management, Workflow Management, Collaborative Environment and Knowledge Management in an integrated fashion and delivers an Electronic Workplace. The major components identified were as follows:

- >> Core, Common & Departmental Applications
- >> Knowledge Management System
- >> File Management System
- >> Workflow & Organization Model
- >> Security & Access Controls
- >> Dashboard
- >> MIS

### Human Resources Focus

The crucial role played by Human Resources in the success of IWDMS was realised as well as the need for capacity building of Government employees. The employees at all levels were involved in the project, especially the core users consisting of Class I, II and III employees. The users of the system have been provided with the necessary resources such as computers, printers and scanners for using the system. They have been provided training in basic computer usage, in typ-

ing of Gujarati Indic and in IWDMS usage. Specialised training has been provided for usage of department specific applications also.

### Process Management

IWDMS implementation team well understood the bottlenecks in the Governmental processes that lead to delays in the decision-making at various levels. One of the major reasons for the same is the movement of files across the hierarchies for approvals and sanctions.

The workflows were standardized and simplified making the movement of files, based on subject matters and organizational hierarchy. IWDMS facilitates to eliminate several steps required right from in-warding a physical correspondence till creating a file from it. It provides a central numbering system for all correspondences and files.

Through automation of routine tasks and office procedures in IWDMS major time in manual processing of documents has been considerably reduced. For example, with online leave application the current leave balance as on date are available to the approving authority and hence processing time is reduced to few seconds. On approval of leave the latest leave balance is then updated again.

### Advantages

IWDMS has helped in increasing the productivity of Government employees in following manner:  
>> IWDMS provides Document Management,

IWDMS has provided user convenience to the Govt. of Gujarat employees by providing the following:

1. A single-click facility to send documents including files and correspondences to multiple users.
2. Easy traceability of various documents within and across departments.
3. Facility of level-jumping within hierarchies for sending Files or Correspondence.
4. In-built communiqué monitoring system.
5. Built-in Dashboard providing holistic view of work distribution implemented on me and my down-line concept.
6. As on-date reports readily available through reliable Decision Support System.
7. Single and unique repository of GOs, GRs, Circulars, Orders of various departments with built-in feature of search on Keywords.

Some of the major process improvements through IWDMS have been in following :

1. Electronic Files and Correspondences creation and considerable reduction in physical movement of files.
2. e-Budget - saved paper by eliminating several draft versions of the budget book for each department from being printed.
3. Reduction in establishment activities e.g. Leave balance verification from service book eliminated.
4. Auto generation of service book.
5. Centralized repository of government documents created including GRs and GOs, which can be accessed instantaneously for reference.

The key benefits due to implementation of IWDMS have been as follows:

- >> Efficient monitoring and control
- >> Building a knowledge base consisting of various Government Documents
- >> Less Paper office
- >> Automates routine tasks - Work flow / Business rules / Processes
- >> Automatic generation of file number and tracking
- >> Work / Task prioritization with Reminders to officers
- >> Standardization of common process
- >> Enable environment for efficient administration
- >> 24x7 access
- >> Pictorial dashboard - Provide a holistic status with drill down facilities

- Workflow Management, Collaborative Environment and Knowledge Management in an integrated fashion and delivers an Electronic Workplace which results in productivity improvement in a Government organization.
- >> Commuting time for sending physical files across departments is reduced to fraction of second in electronic format.
  - >> Publishing of GRs, GOs, Circulars and Orders could be done quickly in IWDMS and is available for view to all employees in IWDMS which reduces the time required to send physical copy. Also it reduces the cost of paper

- by eliminating photocopying of these documents for distribution across the departments.
- >> Various registers such as Inward, Outward, etc., are automatically maintained

Thus, there is productivity increase due to automation of several processes in IWDMS. Less manpower would be required for tasks such as movement of files. This can be deployed in other more useful activities. Moreover, time to search for files and reference documents will be minimized thereby.

Dr. Neeta Shah is Director (eGovernance), Gujarat Informatics Ltd. She can be contacted at neetas@gujarat.gov.in

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## Glocalisation et al



ToeHoldIndia.com by ToeHold Artisans Collaborative Ltd. is a unique example of how local artisans have harnessed the power of the internet to make their lives better. A small hamlet in Karnataka, India, called Kolhapur, famous for Kolhapuri Chappala, one can experience the full supply chain of procurement, tannery, designing, and making the entire series of products available through website and all revenues reaching directly to the artisans. Largely enabled and implemented by ASCENT - Asian Centre for Entrepreneurial Initiatives, ToeHold is a collective of many Self Help Groups