

SARAL e-Governance Aspiration to Excellence and Institutional Memory

Towards Transparency and Accountability

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and
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भारतीय प्रौद्योगिकी
संस्थान जम्मू
INDIAN INSTITUTE OF
TECHNOLOGY JAMMU

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Abhyuthanam | 27 May 2024

भारतीय प्रौद्योगिकी संस्थान जम्मू : पारदर्शिता और उत्कृष्टता की
ओर

Outline

Before sharing our Story

Thoughts on Future Ready Governance

Our e-Governance System (EGS) Journey

Why? What are we doing? How are we doing it?

A day in the life of EG/SARAL: Few Glimpses

Landing Page Alerts, Workflows, Dashboards, Reports

Lessons Learned

Solutions that can be replicated easily

Caution

What you should guard against?



E-Governance

Purpose:
Future Ready
Governance

Governance
Solutions for

People with
aspirations

- Citizens (first)
- Office Bearers

Product for

- People (first)
- Processes



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Before sharing our Story

Ideally: **Future Ready Governance** should be

Digitally Transformed, Continuously Evolving and Improving, Basics in-place, **Accountable** at Every Level - this has to be **visible to people**, **Agile, Resilient**.

Just look at the **Past Two Decades**:

*Responsive, Transparent, Efficient, Accountable governments - have done exceedingly well, leveraging **Technology** for greater good, societal good.*

Good Governance is inclusive, now

No one can (and should) stay out, or You will be replaced !

(if we have) **Data** -> **Data-Assimilation** -> (it drives) **Decision Making** ->
(and produces) **Results** *Irrespective of gaps in the information or processes or teams*

Technology is an Enabler

*Can achieve Scale, Accuracy, Monitoring - **UPI, Aadhar, CoWIN** are the best examples!
Monitoring Infrastructure projects : NH, Atal tunnel, UBSRL projects possible.*

Analytics and AI in Governance

*Can we **analyze and predict better**? Can we answer **context-based** tough questions?
Human touch should remain alive!*

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Future Ready Governance

Digitally Transformed

- . Capable to **launch new ideas in a Jiffy and at Scale**: **Aadhaar as a Platform, DBT, UPI** (10 Billion USD Transactions), **CoWIN** (220 Crore doses administered), **ONDC**
- . Railway Reservation, Income Tax Return filing, Passport Seva Kendras - how **organically** flourished to **impact our lives**!
- . Saral, Jan-Sugam, 100s of new citizen centric services will come, our employees can make meaningful impact on the lives of our people through **single window platforms**.

Continuously Improving

- . Data -> Assimilation -> Feedback -> Learn -> Act -> Improve
- . Cross-Domain (**Interdisciplinary**) approach, **NEP 2020** mandated it - **multiple departments** and organizations should have greater **synergy and coordination** for common goal (**Chandrayan** team).... **Range than Pure Expertise**
- . **Yes, Innovations** are possible in Services and Governance - all domains e.g. Efficient Budget Control, Configurable Delegation of Power (DoP).

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Future Ready Governance

Basics in-place

- . (Re)-Define -> Implement -> Improve -> Optimize Processes
- . Bring **People from all walks of life**
- . Inculcate **ownership** at individual level (see **Chandrayan** story)
- . **Trust** (new currency) - based on DLT, Blockchain (see DLT-based SMS Registrar) or **Zero Trust?**
- . Top-class **Security and Privacy** practices (now we have **DPDP Act**)
- . **Trust, Privacy and Security** cannot be an after-thought!

Accountability at Every Level

- . Governance: to people, for people, by people : **Everyone is beneficiary!**
- . When things do not move, **Nudge** : have auto-notifications on pendency without changing workflows, “they know now, that we know”
- . **Naysayers** will demand good governance when they see it's benefits
- . Slowly, **compliance** is not an option -> That is the aim of Governance
- . Go for Governance solutions even if it works for 70% or 80%, others will join and **solutions will evolve**

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Future Ready Governance

Sustain longer

- . *This investment is not just for 5 years for us or one project journey!*
- . *How to adopt for new ways of doing things?*
- . *Evolving User Interface*
- . ***Respect for all stakeholders!***
- . ***Reports analysis for improved decision-making.***
- . ***Resilient to disruptions*** (lockdowns, pandemic, temperature)

Institutional Memory

- . *History of transactions over the years*
- . ***We can analyze data longitudinally!***
- . ***What worked and what did not.***
- . *Where to go from here.*
- . *Interconnected modules should evolve with the least conflict*
- . *Record retrieval is swift and it can help decision making!*

“Simplifying Academic, Research and Administrative Life” (सरल)

E-Governance

Our journey
of
e-Governance
Solution



Our Need in 2018

Automation
A must for a nascent yet aspiring institute in 2018

Early start is the key
Engineer work flows to ensure efficiency to deliver

Single window platform
To imbibe Transparency, Efficiency, Accountability

Automate : almost everything
For a Science and Technology Institute

End to End accounting
Income, Expenditure, Budgeting, and Reporting, etc.

Our Challenges

Adoption
Getting everybody on-board (PhD, postdoc, passionate people)

Convergence
Evolving automated workflows in typical paper-full environments

Training
Stakeholder's resistance to change, "We know everything"

Processing
People could find shortcuts (easy routes) for taking files forward

Dynamically changing requirements
Any new Institute slowly defines and adopts regulations

Our needs put us in driver seat.



We have overcome these challenges.



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By May 2024

20700+
BENEFICIARIES

1610 Students
656 Alumni
300 Staff
96 Project Staff
1780+ Suppliers
15700+ PG/PhD
applications
600+ Saptarshi
(External) Users



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Thrust Domains

Academic Programs

UG, PG, PhD and end-to-end student life-cycle, Continuing Education Programs

Human Resources

Service records, end-to-end staff life-cycle

Accounting and Finance

Present vs Planned, analytics for capacity upgrades and planning

System Admin and Configuration

*Curating Work Flows, Admin panel, Ordering tasks, **Role Based Access Control**, Reports, Help Desk, Auto-Escalation*

Purchase and Inventory Control

Purchase Requisition, PO, Claims payments, Creation of Fixed Assets, Imports

Research and Consultancy

Sponsored projects, consultancies and seed funding

Miscellaneous

Travel, Guest Travel, Guest House Management

Overall progress

Deployment completed,

Service period of 5 years

ending in **June 2024**

Security Audit in 2022

Modules

Academics | System Admin |

Accounts and Finance |

HR and Payroll |

Purchase | R and C |

Miscellaneous



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Technology

Open Source

Operating System

Linux

Web Server

Apache

Database

MySQL

Scripting Language

PHP

Development Platform

PlumWare

Framework developed on open standards

Rapid application development, **Easier customization**

Solution

100% Web based

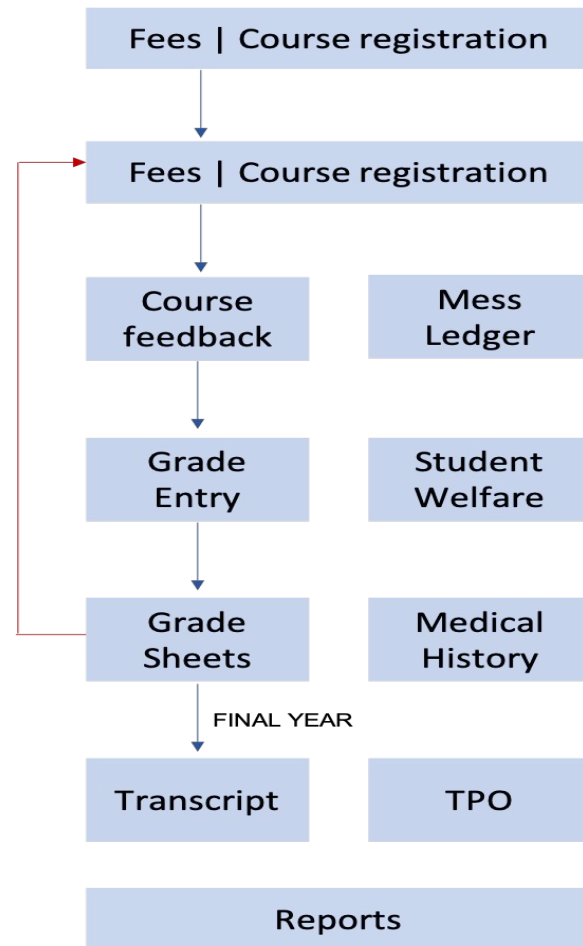
Anytime Anywhere e-Governance Solution

Effort

18 months of initial rigorous deployment

More than 72000 productive person-hours in the first three years

E-Governance



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Progress

Academics

End-to-end Student life-cycle management

From admissions to transcripts and no dues

Online Fee payment and reconciliation

Many categories and many exemptions

Course Feedback

Students | Faculty | Course File

Integrated Admissions Management Portals

PG and PhD Admissions (Anytime PhD)

Scholarships and Project Salaries

All different kind of scholarships and fellowships

Grievance Management: Student Request,

Academics and Student Affair matters, Service delivery

Students Studying (Active)

| Caption | Total |
|-----------------|-------|
| Under Graduates | 853 |
| Post Graduates | 449 |
| Ph.D Scholars | 308 |
| Females | 330 |
| Males | 1280 |
| Total Students | 1610 |

Students Graduated

| Caption | Graduated Count |
|-----------------|-----------------|
| B.Tech | 481 |
| M.Tech | 154 |
| Ph.D | 21 |
| Total Graduated | 656 |

270+ more will graduate this year

Employees

| Employee Type | Count |
|---------------|-------|
| Faculty | 132 |
| Project Staff | 96 |
| E2_Staff | 89 |

Faculty count by Designation

| Designation | Count |
|-----------------------|-------|
| Assistant Professor | 105 |
| Associate Professor | 12 |
| Senior Professor | 6 |
| Professor | 4 |
| Visiting Faculty | 2 |
| Director | 1 |
| Professor by Practice | 1 |

As on May 2024



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Progress

Human Resources

Institute staff service records

From application till separation, no dues – complete staff life-cycle

Employee activities:

Different types of Leave management

Travel (Approval, Advances, and Reimbursements)

Telephone Bill Reimbursement

Children Education Allowance (CEA)

LTC (Approval, Advances and Reimbursements), leave encashment

Medical records and dispensing

Medical Reimbursement – self and dependents

Staff Data Capture, Appraisals

Comprehensive employee portfolio – self filled periodically

| Select ... |
|--|
| Schedule 01 - CORPUS / CAPITAL FUND |
| Schedule 02 - Endowment |
| Schedule 03 - CURRENT LIABILITIES AND PROVISIONS |
| Schedule 04 - FIXED ASSETS |
| Schedule 05 - INVESTMENTS FROM EARMARKED / ENDOWMENT FUNDS |
| Schedule 06 - INVESTMENTS - OTHERS |
| Schedule 07 - CURRENT ASSETS |
| Schedule 08 - LOANS, ADVANCES AND DEPOSITS |
| Schedule 09 - ACADEMIC RECEIPTS GRANTS / SUBSIDIES |
| Schedule 10 - GRANTS / SUBSIDIES (IRREVOCABLE GRANTS RECEIVED) |
| Schedule 11 - Income from Investments |
| Schedule 12 - Interest Earned |
| Schedule 13 - Other Income |
| Schedule 14 - Prior Period Income |
| Schedule 15 - ESTABLISHMENT EXPENSES |
| Schedule 16 - ACADEMIC EXPENSES |
| Schedule 17 - ADMINISTRATIVE AND GENERAL EXPENSES |
| Schedule 18 - TRANSPORTATION EXPENSES |
| Schedule 19 - REPAIRS AND MAINTENANCE |
| Schedule 20 - FINANCE COSTS |

Progress

Accounting and Finance

End-to-End payment processing

Vendor payments, CMP integration

Online generation of RTGS

Payroll Processing and Taxation

Scholarships

Bank Reconciliation Statement (BRS)

Ministry Schedule Reports (24)

Annual Account in Ministry prescribed format

Finance

Balance Sheet

Depreciation

Cost Center based-booking (OH 31, 35, 36-wise granular accounting at sub-cost center level)

Internal Works

Claims

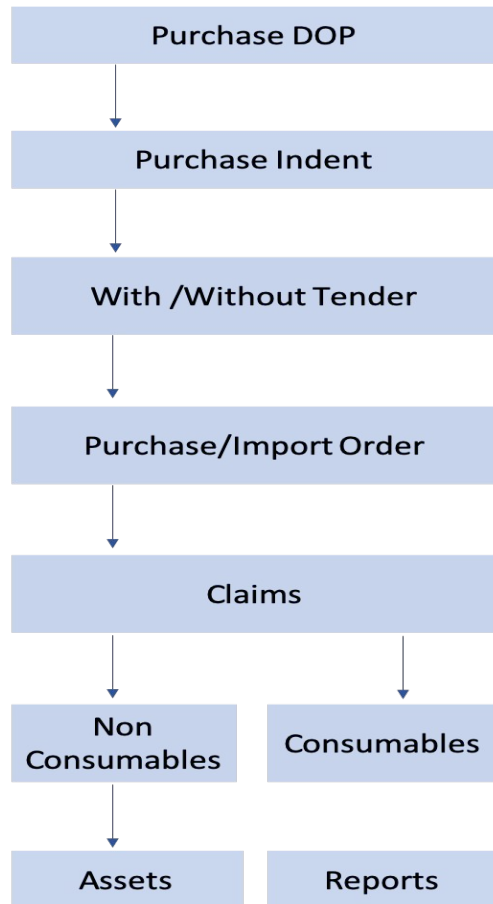
| Caption | Total |
|----------------------------|-------|
| NC Claims Submitted | 3613 |
| NC Claims Approved | 3595 |
| NC Claims With Accounts | 4 |
| NC Claims Voucher Created | 23 |
| NC Claims Payment Released | 3557 |
| C Claims Submitted | 16756 |
| C Claims Approved | 16720 |

Payment Pendency

| Caption | Total |
|-----------------------------------|-------|
| C Claims payment not released | 295 |
| NC Claims payment not released | 27 |
| CPDA Claims Pending | 0 |
| Travel Reimbursement not settled | 15 |
| Telephone Reimbursement Pending | 9 |
| Children Education Claims Pending | 13 |



E-Governance



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Progress

Purchase

Indent Approval

Compliant to GFR and Delegation of Powers

Purchase/Import Orders to Asset Creation Claims processing

Non Consumables | Consumables

E-Stock registers, Inventory

Tender, BG, EMD, LC Registers

Online portals

Vendor Registration

Foreign Vendor Registration

Organization restructuring does not
impact ongoing purchase.

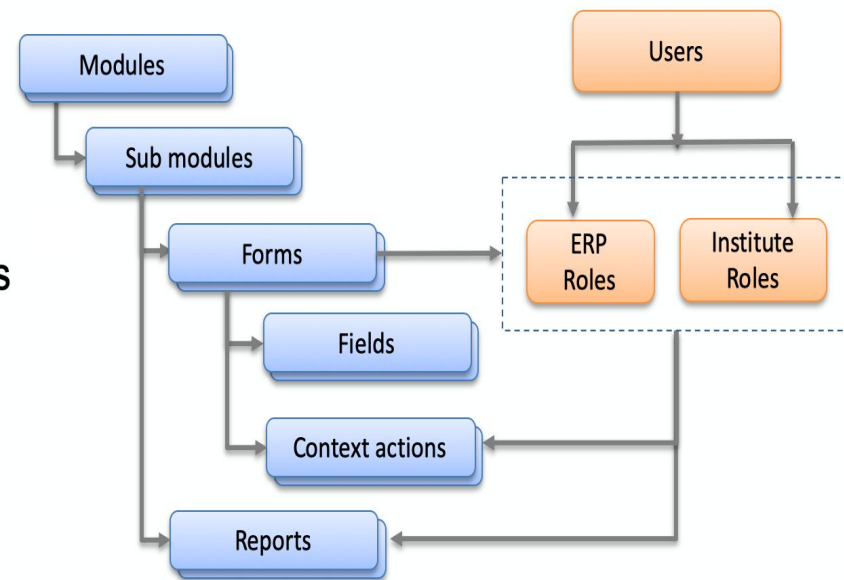
Fixed Assets Category Wise (Rs)

| Category | Value |
|--------------------------|---------------|
| Scientific Equipment | 1217568004.00 |
| Networking Equipment | 235360114.00 |
| Computer and Peripherals | 190596231.00 |
| Furniture and Fixtures | 148081581.00 |
| Softwares | 83006979.00 |
| Electrical Appliances | 40379192.00 |
| Audio and Video | 30947603.00 |

Purchase

| Caption | Total |
|--------------------------|-------|
| Indent created | 7423 |
| Indents MoM Approved | 47 |
| Purchase Order Generated | 3863 |
| Import Order Generated | 99 |
| Indents Open | 2282 |
| Indents Closed | 4199 |

System Admin and Configuration



Office Notes

Paperless, Our e-office for approvals

Role Based Access Control (RBAC)

in single login

660+ reports

Flexible, standard and custom filter reports

Online alerts (Email, SMS, Telegram)

Dashboards

Handy summary of various metrics

Auto-Scheduler and Timeline based windows

Cloud hosted

always on, access anytime anywhere solution

Backup thrice a day

Built-in Audit Trail of transactions or updates

Work flows and Approvals

| Caption | Total |
|------------------------------|-------|
| Office Notes Created | 15663 |
| Leaves Applied | 10240 |
| Vehicle Bookings Submitted | 9812 |
| Help Desk Requests Submitted | 14357 |
| Tickets Generated | 6262 |
| Work Log Generated | 1005 |
| TH Requests Submitted | 1330 |

Portals

| Caption | Total |
|-------------------------------|-------|
| PG Applications Received | 8554 |
| PhD Applications Received | 7209 |
| Vendor Registrations | 1301 |
| Foreign Vendor Registrations | 207 |
| Parent Registrations | 41 |
| Donations Received | 84 |
| Saptarshi Requests (External) | 882 |



Learning and Innovation

- * Towards Paperless Office
- * Case Study: Office Note
- * Transparency
- * Efficiency
- * Auto-Escalation
- * Unified portals (8)

* **Almost paperless:** *Formatted print saves a lot of paper.
We do not ask print out of PG/PhD applications*

* **Office Note alone saved 142 reams of 500 pages in the first year (71000 printed paper per year or around 10 trees per year!!)** *Taking lower bound of average five A4 size pages per Office Note – that we did not print*

* **Access to information: radical transparency**
A responsive system

* **Staff could turn around more work from anywhere**
Landing page alerts helped a lot

* **Claims, reimbursement payment, Medical reimbursement processing and service delivery improved!**
Accountability was inculcated

* **Improves synergy (admissions), accounting (fees, donations), and external user management (vendor, CIF external researchers)**

So, we also saved on **storage and space** to maintain paper!



Now, **our people encourage and demand these features themselves** - everywhere instead of early resistance.

Thus, **why is EG?**
became => **why not in EG!**



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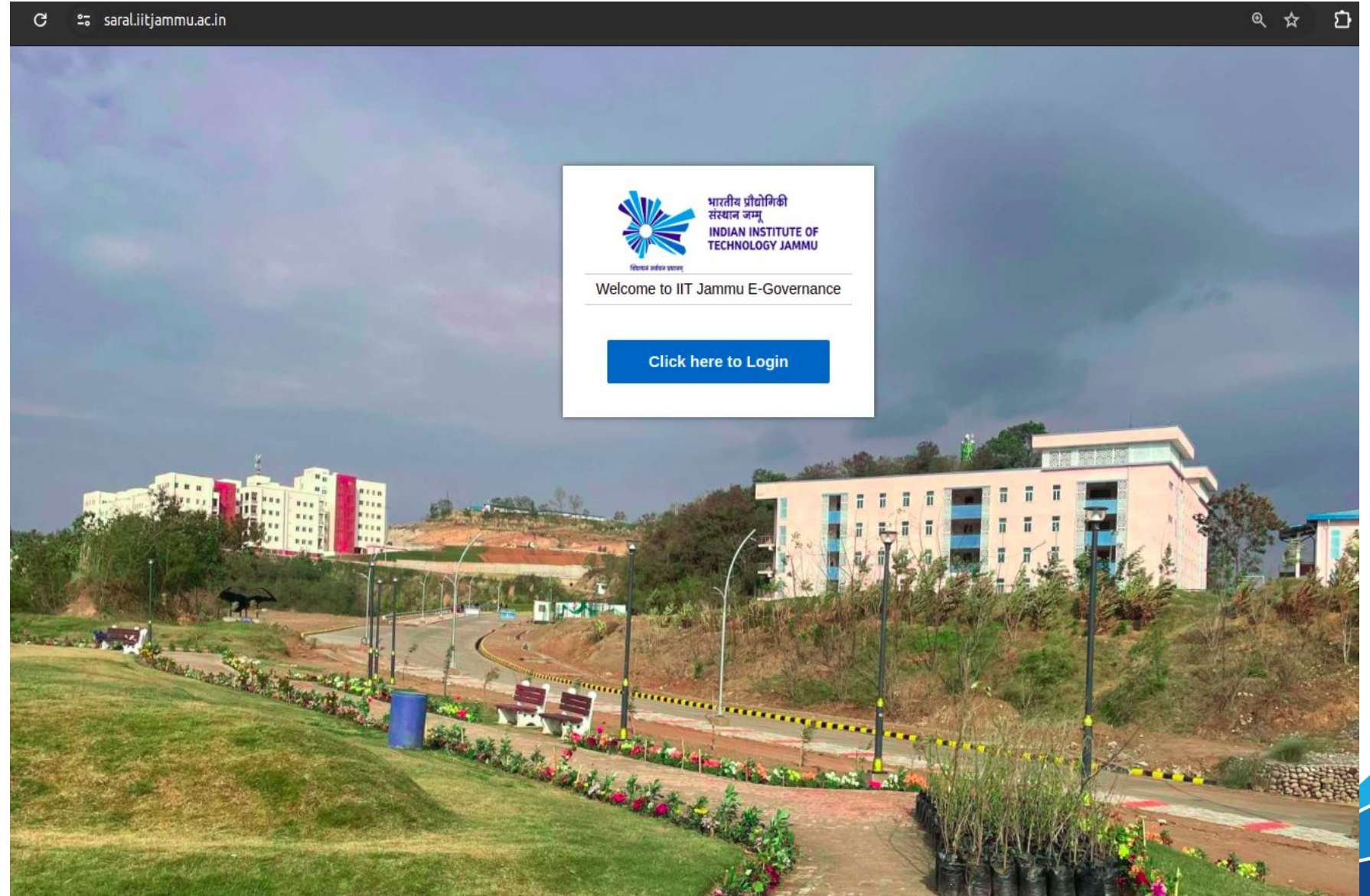
SARAL Application

- * Landing page
- * Workflows
- * Dashboards
- * Charts / Analytics
- * Pendency Alerts
- * Reports



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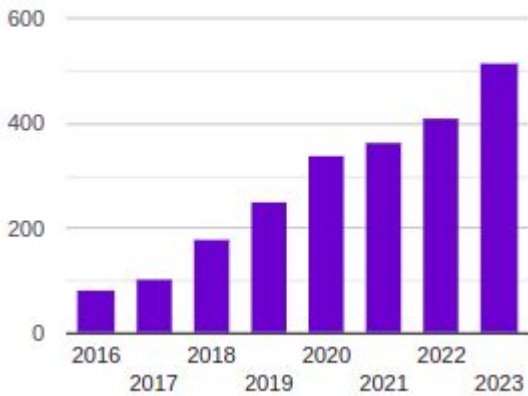
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Visualize and Present Data

- * Landing Page
- * Dashboards
- * Listing
- * Charts
- * Reports
- * Demographics

Year wise Admitted students



Tickets Raised

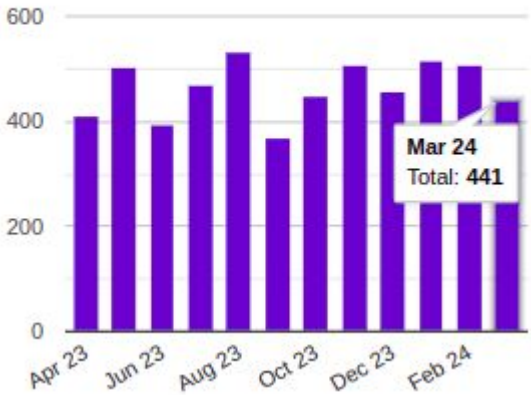
| Name | Count |
|------------------------|-------|
| Rajendra Kumar Solanki | 3450 |
| Shrikarshan Pareek | 1063 |
| Puja Rajyaguru | 424 |
| Sourabh Mahajan | 393 |
| Purvi Sarkar | 325 |
| Manish Pokhriyal | 215 |
| Bhuvam Mahajan | 173 |

Students Related Workflows

| Caption | Total |
|---------------------------|-------|
| UG Registrations | 1375 |
| PG Registrations | 389 |
| PhD Registrations | 397 |
| Course Registrations | 71237 |
| Course Feedback Submitted | 60727 |
| Transcripts Generated | 2193 |
| Scholarship Processed | 12877 |



C/NC Claims Processed month wise



Help Desk Request Pending

| Request Type | Count |
|---|-------|
| Hardware and Software Licensing | 47 |
| Estate Complaints (Electrical) Jagti Campus | 39 |
| Estate Complaints (Civil) Jagti Campus | 25 |
| Hostel Room Request | 6 |
| Internet Access, WIFI and LAN | 5 |
| Network | 3 |



Monitor progress of workflows

- * Admin panels
 - per workflow
 - reporting
- * Alerts
 - Within the System
 - Email
 - Telegram
 - SMS
- * Documentation
 - Within the system

EG Coordinator Switch

Travel (Admin) - ERP Coordinator Status: All Category: All

All the Travel Plans can be seen here.

Search:

| Advance ID | Emp ID | Emp Name | Dep | Category | From Date | To Date | Advance amount | Total Reimb Amt | Release |
|------------|-------------|------------------|------------------------|----------|------------|------------|----------------|-----------------|---------|
| TAD-101234 | IITJMU11110 | Arun Kumar Verma | R and | | 19-03-2024 | 18-07-2024 | 0.00 | 0.00 | 0.00 |
| TAD-101233 | IITJMU10101 | Anurag Misra | Civil Engin | | 14-03-2024 | 17-03-2024 | 0.00 | 0.00 | 0.00 |
| TAD-101232 | IITJMU11033 | Goutam Dutta | Mechanical Engineering | | 18-03-2024 | 22-03-2024 | 7,000.00 | 0.00 | 0.00 |
| TAD-101231 | IITJMU11069 | Dharitri Rath | Chemical Engineering | | 25-03-2024 | 29-03-2024 | 0.00 | 0.00 | 0.00 |

● Draft ● Submitted ● With Accounts ● For Reimbursement Submission ● Reimb Submitted ● Reimb With Accounts ● Voucher Created ● Voucher Created Manually ● Payment Released ● Closed by Self ● Modification Sent Back ● Cancellation Sent Back ● Cancelled ● Rejected ● Closed by System

| | | |
|--------------------|---------------|---|
| eg.noreply .. me 7 | Inbox | PFC No: IITJAMMU/DO/21/SP/102145 dated |
| eg.noreply | Inbox | A Request No REQ-106180 has been Reopene |
| eg.noreply | Inbox | Vivek Verma has submitted No Dues - Dear Co |
| eg.noreply | Inbox | No Dues of Vivek Verma submitted - Dear EG |
| eg.noreply | ERP/Help Desk | A New user has been created - Empl |
| eg.noreply | Inbox | OTP for Login into EG - Dear User, Your one tir |
| eg.noreply | Inbox | Dibya Jyoti Barman has submitted No Dues - I |
| eg.noreply | Inbox | No Dues of Dibya Jyoti Barman submitted - De |
| eg.noreply 9 | Inbox | EG Password not changed in 135 Days - Dear |

IITJammu bot

October 30

You have got an Office Note as EG Coordinator from Manoj Singh Gaur.

Subject: Laptop for Director

Please login to e-Governance application and check.

12:47 PM

You have got a Work Log as Rajendra Kumar Solanki - EG Coordinator from Manoj Singh Gaur - DIRECTOR.

Subject: Help Desk Autoescalation
Target Date: [2021-11-10](#)

Please login to e-Governance application and check.

1:18 PM

November 3

One Help Desk request has been submitted.

Request number: REQ-[106149](#)
Request type: Email
Subject: Email ID Creation
Submitted by: Shagun Dubey

Please login to e-Governance application and check.

3:30 PM

Message

Yesterday • 10:34 AM

Help Desk request REQ-106193 has been submitted for EG Technical Support. Please login to e-Governance application and check.

Sat 10:34 AM

Sender does not support replies



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Documentation

* Documentation

- Within the system
- Brief Text help on screen
- Help Document with screenshots
- Swimlane diagrams
- Schema
- Roles and interactions

Office Notes (Outbox)

Office Notes (Inbox)

कार्यालय टिप्पण Office Notes (Inbox) - Office Notes

Help Doc

Help Document ?

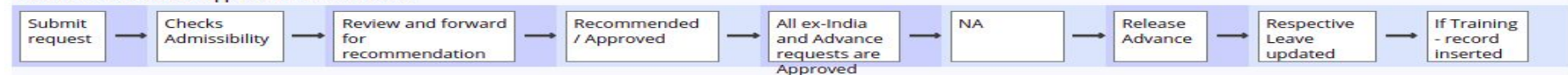
1. Office Note is an automation of paper-based note sheet. It is used for approvals wherein no dedicated workflow exists in EG. People can respond or forward the Office Note received in the Inbox. Notes are sorted in the order of the date last updated (the recent most updated appears first). 2. For attachments, please add attachment(s) first, if any, using the clip icon, before forwarding the note you received in the Inbox. 3. Pending Office Notes not updated for three months or pending with employees relieved from service, are auto-archived. 4. Office Notes replied or forwarded can be seen under Outbox or using All filter. 5. New Office Note can be initiated from Outbox. For attachment(s) in new Office Note, first create a draft note, you will notice a clip icon next the note thread. Add attachment(s) using the clip icon before submitting the note. 6. Select the most appropriate Office Role or an individual to forward the note. Approval from the Competent Authority is required to create a new Office Role.

Help Me

Travel Advance and Reimbursement

| User | Estab | HOD | Recom/Appr Auth | Director | Controlling Off | Finance depart | Leave | Out Station Training |
|------|-------|-----|-----------------|----------|-----------------|----------------|-------|----------------------|
|------|-------|-----|-----------------|----------|-----------------|----------------|-------|----------------------|

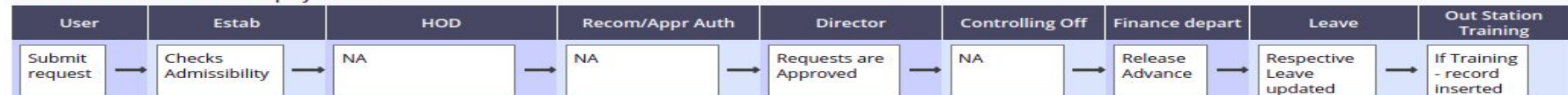
Travel / Travel Advance Approval for Normal Users



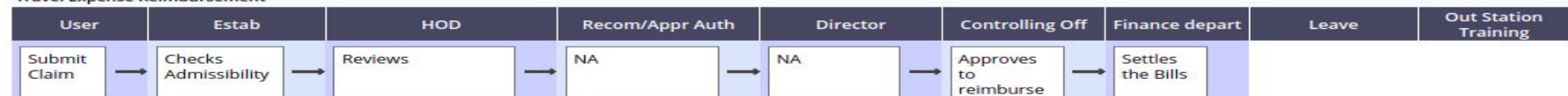
Travel / Travel Advance for HODs



Travel advance for Deans and Deputy Director



Travel Expense Reimbursement



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Closure of workflows and Reports

- * Closure
- * Auto-Escalation (Nudge)
- * Self Cleansing
- * Organically Evolving

| Workflow Analytics | |
|------------------------|------------------------|
| Escalated Claims | Escalated Indents |
| Reimbursement | |
| CPDA/Institute Trave.. | Project Travel (Esca.. |
| Services | |
| Student Request (Esc.. | Escalated Helpdesk R.. |

- * Define, Track, Improve
- * Auto-Escalation
A self-improvement cycle and nudge, without disturbing the workflows
- * Feedback

Transaction Pendency Alerts List

Tickets not closed in 90 days will be seen here.

1) Tickets not closed in 90 days

Office Notes not acted upon for more than 90 days will be seen here

2) Office Notes not acted upon for more than 90 days

Approved Indents not closed in 120 days will be seen here

3) Approved Indents not closed in 120 days

Approved claims and payment not released in 30 days will be seen here.

4) Approved claims and payment not released in 30 days

Approved R and C claims and payment not released in 30 days will be seen here.

5) Approved claims and payment not released in 30 days (R and C Claims)

Help Desk Request not completed in 30 days.



Caution

- * **Technology Sign Off**
- * People movement (Attrition)
- * **Own and Master Transitions**
- * Code changes v/s Configurations
- * Off-the-shelf by provider v/s Custom solution
- * Identifier Schemes and design choices can make or break things! Get your best resource.
- * Do not worry about exceptions too much, handle as exception
- * Guard against Over-Automation!



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* **Train, train, train..., increase capacity!**

It's Teamwork @ work

* **Redefine and Reimagine Roles around conventional Bureaucracy**

* **Transactions at the boundaries**

*Financial year, Acad year, Calendar year,
Re-structuring units, accrual cycle, closure cycle*

* **Configurable options are better.**

* **We the user define and drive the success. *It's our system!***



* **Lets do it, even if this works for 80%, 70%, 60% – others will join!**

* **Security: In-built by design**

Periodic Security Audit is required

* **Educate people on how to get Help.**



* Each one of us can make a **meaningful impact**
* with **Passion, Pace, People**



Coming back to...

Future Ready Governance (1/2)

- * Sustain longer
- * Evolve Organically
- * Analytics for Impact
- * Human touch

- Learn to provide governance to a population which is chronically online.
- Data Assimilated Models for Decision Making
- Data tagged Analytics with Privacy Safeguards
- Tech-Transition across Multiple Platforms: Generative AI
- TechnoPolar Governance (Dependence of data with Tech Companies)
- Technology stack - proven v/s changing too often
- Interfaces - single window v/s a few independent interfaces



Coming back to...

Future Ready Governance (2/2)

- * Sustain longer
- * Evolve Organically
- * Analytics for Impact
- * Human touch

- Metadata Searches and Repositories
- Evolving UI with Computer-Human Interaction (CHI) Redesign
- Data Deduplication, Retention, and Redundancy
- Integrative interfaces with Third Party Services
- Boundaries of how to & how much to use technology?
- Open Source? Open Platform for cross-domain organizations to handle:

Scale (Expand or Shrink)

Change of Business Rules (Agility)



THANK YOU

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For any queries, we will be happy to help.

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