

## INTEGRATED FINANCIAL MANAGEMENT SYSTEM CASE STUDY

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This case study is prepared for Gujarat Informatics Limited (GIL)  
as part of Project Management learning initiatives.  
It may not hold all historical facts related to the project.

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# INTEGRATED FINANCE MANAGEMENT SYSTEM

## Introduction

In 1999 Gujarat Government envisioned a mantra to disburse single paisa in the facilitation of people of the state i.e. real time efficient management of funds. With this vision, e-Governance, Gujarat Informatics Limited (GIL), Gujarat teamed up with the Finance Department and embarked on the IFMS (Integrated Finance Management System) project with an objective to have effective and efficient monitoring and control of state revenue and expenditure on real time.

Project IFMS (Computerization of State Treasury) is undersigned as a MISSION MODE PROJECT (MMP) under National e-Governance plan (NeGP).

It aims to automate:

- Accounts generation of the state
- Consolidation and aggregation of data
- Work-flows

So to get more time for value added analysis and faster turn-around of treasury transactions.

The project is a huge success and has received various accolades

- CSI-Nihilent E-Governance Award for excellence in Department Category for the year 2008-09.
- Appreciation letter from Pensioner Association for online Pay fixation as per 6th Pay Commission and Revision of pension and timely payment.

This case study analyzes the aspects of project management implemented in IFMS project. It maps the project phases: Inception, Development, Implementation and Post Implementation with the five Project Management

Process Groups and ten Project Management Knowledge Areas (Project Management Institute, 2013). Within each project phase, the performed activities are discussed, as appropriate. The case study is structured to allow an evaluation of the appropriate process of Project Management Knowledge Areas at the end.

In the inception phase, the discussion focuses around the background of the project, high level scope and solution. In the development phase, the discussion revolves around the overall and stage wise planning. In the implementation phase, the discussion addresses the design and execution aspects of the project. Finally, in the post implementation phase, the discussion is on project support function and current status.

## Inception Phase

Finance Department forms the lifeline to the functioning of the entire Gujarat State Government. It is very essential for the Finance Department to effectively manage the Budget, Expenditure and Revenue and to provide required support to the other Departments of the State Government.

Prior to IFMS implementation, all the HoDs and finance department were decentralized, lacked centralized control. Finance department was mostly dependent on manual operations which were causing a lot of delays in getting the right information at right time. Inability to monitor and control budget distribution and expenditure, Significant time and efforts for processing and tracking expenditure and receipt, Long and tedious process for pension payment and employee specific process like pay fixation, Multiple level verification for control of expenditure, Data

being maintained in multiple application systems and no decision support system, Lack of integration with external agencies like Banks, Reserve Bank of India, Accountant General Office were the major issues faced by the Finance Department. Furthermore, rigidity of existing computerized system made it difficult to implement new functional requirements arising from new legislation or new regulations.

All these issues resulted into time lag between transaction execution & reflection of the same in state accounts and non-availability of consolidated information for decision making and subsequently to customer dissatisfaction.

IFMS, the core of the Information and Computer Technology (ICT) initiatives was undertaken by Finance Department. IFMS encompasses all the functions of all the HoDs [Directorate of Accounts and Treasury (DAT), Directorate of Pension and Provident Fund (DPPF), Examiner, Local Fund Accounts (LFA) of Finance Department except Directorate of Insurance and Commissionerate of Commercial Tax. It unifies the functions of these HoDs as well as other department's system to provide Finance Department an integrated view of the state financial position in a real time manner.

The treasury computerization framework for IFMS covers Budget, Expenditure/Receipt, Accounting/ Auditing (initial accounting only) and performance monitoring (only on financial aspects). State Policy and strategic Priorities, Planning, Accounting/Auditing (detailed accounting) and performance monitoring were out of scope.

The project was conceptualized in 2006 under the management of e-Governance, Gujarat with a goal to transform the physical business processes/systems into e-Business processes/systems for:

- Effective and efficient monitoring and control of state revenue and expenditure
- Real time financial position of state finances by on-line updating and consolidation of Receipts & Payments
- Automated consolidation and aggregation of data for value added analysis
- Automated accounts generation of the state
- Interfacing with Banks, AG Office, Tax System for data/information exchange
- Facilitate DDOs to track their budget allotment, payments and expenses
- Online Tax Payment Facility for VAT and other Taxes for Citizens
- Single sign on through Portal

The plan to implement IFMS in 26 Treasuries, 2 Pension Payment Offices, 2 Pay and Account Offices and 182 Sub-Treasuries necessitated a standardized approach of doing things right, the first time. A plan of action was chalked out which started with analyzing the existing functions and system study of Finance and the associated departments (Figure 1). External interfacing with RBI was ruled out later.

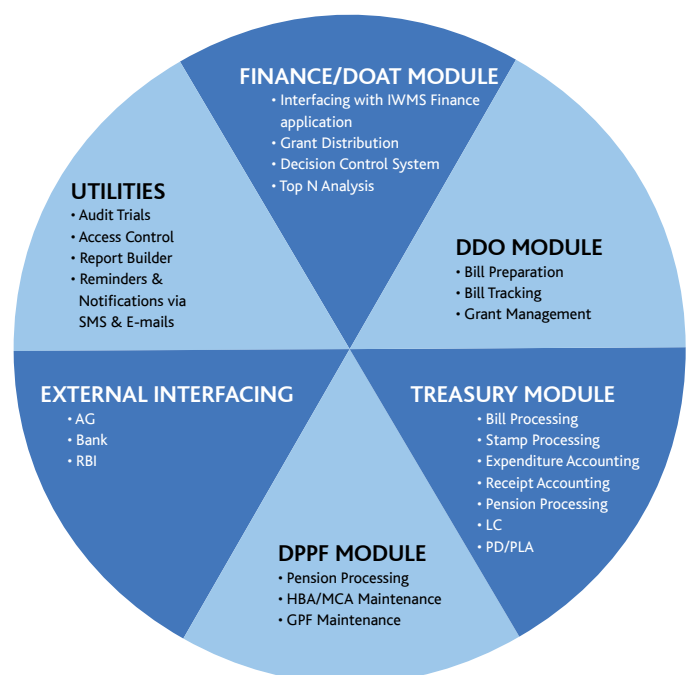


Figure 1: IFMS Modules and Categories

## Refer Annexure A for IFMS Module features.

The e-Governance team initiated a task to analyze existing system, processes and services covered in treasury computerization system for the categories – Finance/DAT, DDO, Treasury, DPPF, Utilities and External interfacing.

The study plan was finalized with organization heads and subsequent EDP departments. It included visiting departments/branch of the organization; interviewing end-users and feasibility analysis. The

studies were done for 'Main Treasury, Gandhinagar; Pay and Account office, Gandhinagar; DPPF, Gandhinagar; Examiner (LFA), Gandhinagar; Commissionerate of Commercial Tax, Ahmedabad; and Director of Insurance, Gandhinagar'.

Stakeholders from all the departments were identified and grouped under three main categories: Government to Government Services (G2G), Government to Business Services (G2B), Government to Citizen Services (G2C).

Sessions with stakeholders revealed that in most of the cases, the existing online service delivery provided only a marginal improvement in overall citizen satisfaction. Citizen's expectations were captured through secondary sources and this left a large gap between planned output and expectation of stakeholders.

In this phase, a systematic and innovative approach was used to capture the requirements of all stakeholders. The stakeholder consultation was carried out at the time of capturing the baseline data. This ensured stakeholders reviewing the requirements before implementation. Frequent transfer of stakeholders made it difficult to freeze the requirements. However, having a planned approach in

recording the changes in the change management register helped in controlling this issue.

The radical requirements of the project raised the level of expertise needed within the project team. In this project, all the team members of the respective departments were involved and committed to the delivery of the project. The approach to deal with the interface systems and data migration requirements was the key factor for the success of the project. In addition, a formal methodology (Aware, Accept, and Adopt) was defined to handle change requests in the project.

The substantial size and complexity of the project enforced finance department to adopt stringent strategies for smooth execution and implementation of the project. The teams instituted strict controls for measuring, updating and solving problems through out the project by covering the following aspects.

1. High level IT committee for resolving policy level bottlenecks, guiding the team for achieving the project objectives and overall monitoring of the project
2. Operational committee headed by Directorate of Accounts and Treasuries for resolving all operational issues, day to day monitoring of the project activities, working closely with TCS team for addressing all project related issues
3. Ensuring common understanding of the system before implementation
4. Capacity Building Planning: Users computer skill levels on different processes at various levels of hierarchy.
5. Strategy for managing changes

The proactive measures taken to mitigate strategic risks helped in achieving the targets. The GIL and Finance teams identified risks early in the project and worked diligently to mitigate it. The Government of Gujarat putting a mandate to educate employee in CCC /CCC+ mitigated the risk of computer illiteracy. Involving all HoDs early in the project mitigated the risk of missed

requirements. Risk of connectivity/data warehousing was mitigated by the existing core infrastructure (GSWAN for connectivity).

The project was approved as MMP under NeGP and Government of India (GoI) sanctioned the budget of Rs 18.75 Crore i.e. Rs 75 lakh/district. The criterion for releasing funds in installments was drafted in this phase.

Most of the procurement groundwork was typically carried out in this phase. The approach adopted for collaboration and decision making was the innovative one. Each department was responsible for sketching out its IT plan through its own IT Committee headed by the Department Secretary. Centralized e-procurement was carried out transparently by nodal agency GIL. However, stringent procurement processes and policies, delayed in getting approval for hardware / software acquisition.

## Development Phase

Finance department worked closely with Head of Departments, vendors and other external agencies to develop the system as per the requirements. The organizational structure of Finance Department is simple. Departments are structurally segmented according to their functions and offers high flexibility in assigning employees in the different functional units to work on the project.

Business process engineering activities were initiated across all HoDs to determine the existing system computerization gaps, up-gradation, expansion and interfacing (external as well as internal) requirements.

During the initial survey of the existing processes and level of computerization, it was found that the system architecture was based on client-server technology, with no interface with external entities. Information related to one department was stored in their own database and manually shared with finance department. There were major issues related to data security, work-flow legacy data interpretation and documentation management. All the processes in various offices were carried out manually on physical paper and only the final data / status were entered into the system. There was no check on the system for redundancy. It lacked centralized control which resulted in a high degree of duplication of effort, clashes in policies leading to delay and inefficiencies.

Further in IFMS, treasuries and sub treasuries were not interlinked. Data exchange was done manually which in turned increased the time lag for displaying the data real time. There was no linkage of any office directly with treasury hence all the processing with treasury was done manually. Re-entry of the same data was done in the treasury office only.

The AS IS business procedures, systems, sub systems, architecture consisting of networking and communication, hardware and software application were analyzed and the areas of improvement were identified. This assisted in formulation of anticipated solution. Consequently, impact analysis

and TO BE process designs were produced covering technology and architecture.

The findings from the initial study helped the team to create an underlying requirements document which included:

- Comprehensive bi-lingual (Unicode based) web-based solution
- Integrated solution offering a Single Window Interface (Single Portal based on Single-Sign On) across all functions with dual exchange of data with external entities like AGO, RBI, Banks, and other departments and single access point to citizen. This was to eliminate data re-entry, inconsistencies and expedite the overall process
- Dashboards and MIS with real time updates about State Revenue and Expenditure
- Open architecture based solution to improve customization, reliability, scalability, security
- Synchronous and asynchronous data communication across databases / modules.
- Single Employee Information Database generation
- Online Bill Processing and Submission using Digital signature at treasury level
- Online Payment of Taxes/dues,
- Automated validation on submission of bill in treasury system for availability of grants to DDO
- Computerization of modules that were operated physically.
- Robust and flexible MIS system to access various types of reports
- Facility of electronic scroll upload and automatic reconciliation, and Electronic Interface with RBI and Banks

- Layered security control and services-identification, authentication, authorization, administration and audit:
  - Role based access control
  - Password encryption
  - Strong password policy

The nature of the project was the joint co-operation. Most of the procurement and contracting work typically occurred in this phase of the project. The recommendations related to hardware, application, manpower and connectivity related requirements were also finalized with the help of vendors and respective department heads.

The GI and finance departments assigned the responsibility and accountability of quality to each individual member of the team. One of the advantages of the project was that the teams involved were collocated at one site. The timely interaction, better co-ordination, communications helped the teams to produce deliverables of the desired quality.

**During the development phase, high level deliverables were identified which included:**

1. Data Migration from existing system
2. Pilot implementation in one of the big treasury offices for ensuring that system meets the user requirements in terms of functionalities and user friendliness.
3. Creation of user manual
4. Training to users of pilot sites
5. Training to all users
6. Roll-out the applications in a phased manner in all project locations
7. UAT (User Acceptance Testing) before implementing IFMS
8. Adoption of Centralized Architecture

Continuous competency development programs plans were implemented for the staff for necessary knowledge skills, which resulted in the effective development and implementation of the project.

In addition, SLA (Service Level Agreement) for each offered service was created and contracted with TCS for technical as well as hardware related issues. Priority matrix with resolution time-line was defined for high, medium and low complexities.

At this stage, the process became highly interactive and the lines between designs, build, test and implement became less distinct. Beyond inception, phases were indistinguishable. Nevertheless, it was clear that all the systems need to be migrated to the centralized data centre by June 2008. The data cleansing, scaling, migrating, integrating and supporting to web based solution required considerable effort. All the teams involved worked concurrently in repeating cycles of design – redesign, build- rebuild, and test - retest. Throughout development and implementation, there were plenty of challenges to overcome. Teams successfully managed all with a slight slippage in the schedule.

## Implementation Phase

Project objectives were clear at the inception. However, frequent changes in number of district/taluka data made the requirement management and data migration challenges more complicated.

There were several challenges encountered during this phase in integration of various databases, inconsistency / non-standard data format at different locations, resistance from user to adopt the new system, providing Mass scale

Users' Training in different locations in limited time period, delays in getting the approvals, frequent transfers, re-shuffling of key stakeholders, user expectations not aligned with the system, key stakeholder emerging at the later phase of the project, delayed the stabilization of system usage and adaptability amongst the stakeholders. However, overcoming all the hurdles IFMS went live in 2009.

The involvement of multiple vendors across the State financial offices generated stringent checks on the data retrieval and migration onto the central server. Checks for redundancy, errors, data reconciliation were carried out as per IT processes and policies. Whenever possible, data

consolidation was performed manually. The team was successful in creating a long-term vendor relationship that led to timely resolution of issues.

The software, hardware and subsystems groups each faced scope issues. As the team moved into the implementation phase, the scope required progressive elaboration. The changes were recorded in the change management plan. Change management strategy helped creating awareness to highlight the change requests on the intended implementation.

The phase wise plan was initiated to implement the IFMS solution. The successful pilot was done in Ahmedabad treasury in April 2008, followed by Mehsana. The pilot was done on the rented server. The project team ensured success and quality by holding thousands of tests at Ahmedabad Treasury. Later, Central IT infrastructure was deployed at State Data Center.

The developed version was tested in UAT as per the test cases provided by the finance department. After clients'

acceptance, training was given to 6000+ Staff users for 3 days on the implemented system. One of the major difficulty was to train employees belonged to age group 40+. This was mitigated by mandating the training sessions for all the employees.

During this phase, finding expertise in key areas (i.e. project management, capacity building, IT) was a challenge and had caused delays and implementation difficulties.

Third party inspection and validation of technical specifications, conformance / compliance to IFMS defined standards was done post deployment by EQDC (Electronics and Quality Development Centre). In addition, security audit and vulnerability assessments are also being done every six months by CERT IN empanelled qualified IT security auditing company.

The stringent tools, templates and processes were used for monitoring and controlling the project. Project Management committee was formed for monitoring and controlling the project. The tools used were Current period reports (Report actual work accomplished during the defined period), Cumulative reports, Exception reports, Variance reports, Problem escalation strategies, Regular review reports of going work (Record days of duration accomplished and remaining).

In addition, regular functional reviews were done with TCS by Operational Committee. An expert's review committee under DAT was formed for complex modules (ex. online billing, pension, grant management) for functional reviews and progress. Decision taken by this committee on functionality / procurement was forwarded to GIL for approval. For simpler modules, decisions taken by

DAT committee were implemented directly. The overall responsibility of project monitoring and controlling was with Project Management committee.

Adaptability of the implemented system to frequent changes in government procedures and policy, resistance from users - user outlook to be aligned with the new system (Interactive and communication and decision making) and requirement for back up system (implemented in Hyderabad) were the lesson learned during this phase.

## Post Implementation Phase

**IFMS implementation support process was drafted as follows:**

- 1) Hand holding support (175 locations) for 6 months
- 2) Warranty support for 1 year
- 3) Maintenance Support for 4 years at district level (25 locations) from the date of Go-LIVE

Centralized help-desk was created for technical and functional issues. Customer Assurance Service Unit (1 resource) was deployed at each district wise for functional as well as minor technical issues support. In addition, User manuals were provided to all the employees for better understanding of electronic process. Around 15000+ users were given training for 5 years including hand holding support.

The channel was defined to cater the post implementation changes in official processes and policies (DTO – EDP – DAT – GIL). Conformance to SLA was monitored during this phase.

The EQDC testing was done once, after deployment. Security & vulnerability audits are done every six months, both done by the third party.

## Project Factsheet

S.No	Project Details	Dates
1	Business Process Re-engineering	2006 December
2	Project Inception Date	2007 June
3	Pilot Implementation at Ahmedabad Treasury Office	2008 April
4	Expected Project Implementation Date	2008 June
5	State wide Treasury Offices roll-out (Actual Implementation Date)	2009 October

## Annexure A

### IFMS Module Details

#### Finance Department / DAT major functions

- Online Grant distributions to Admin Dept., their controlling officers and Drawing and disbursement officers within the limit of approved budget
- Interfacing with budget module and debt management
- MIS and Decision support system
- Employee Information maintenance

#### DDO module major functions

- Electronic Bill preparation by DDO and submission in respective treasury offices electronically. There are around 40+ bills which will be prepared online

- MIS for bill tracking, monitoring of expenditure w.r.t Allocated Grant and Budget

#### Treasury core functions

- Bill processing (Inward, audit, cheque processing)
- Stamp processing
- Pension processing
- Expenditure and Receipt accounting (book branch)
- LC Expenditure
- PD/PLA account maintenance

#### DPPF core functions

- Pension Processing
- HBA/MCA/GPF account maintenance

#### External Interfaces

- Interface with Bank for electronic payment, bank scroll details (receipt & expenditure), monthly statements detail
- Interface with AG for providing accounting detail for receipt and expenditure by weekly
- Interface with RBI for wage and means position of the state
- Interface with Tax Information System for getting the revenue collection

#### Utilities

- Audit trail
- Report generation on demand
- Notification / reminder generation for specific event through SMS/Email
- Access control mechanism for better security

## References

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3. Integrated Financial Management System (IFMS Draft)\_GAP Analysis.doc
4. <http://gujaratinformatics.com/>
5. <http://financedepartment.gujarat.gov.in/index.php>

## Abbreviations

ICT	Information and Computer Technology
IFMS	Integrated Finance Management System
DAT	Department of Account and Treasury
EDP	Electronic Data Processing
FD	Finance Department
TCS	TATA Consultancy Services
NeGP	National e-Governance Plan
MMP	Mission Mode Project
EQDC	Electronic and Quality Development Centre
STQC	Standardisation Testing and Quality Certification
GoG	Government of Gujarat
GIL	Gujarat Informatics Limited
RBI	Reserve Bank of India
DPPF	Department of Pension and Provident Fund
LFA	Local Fund Accounts
AG	Account General
GSWAN	Gujarat State Wide Area Network

GSDC Gujarat State Data Centre

MIS Management Information System

## Teaching Notes

### Project Phases, Project Management Process Groups and Knowledge Areas

### Project Phases

A project phase is a collection of logically related project activities that culminates in the completion of one or more deliverables. Different phases typically are completed sequentially, but can overlap in some project situations. Different phases generally have a different duration or effort. For project with more than one phase, these phases are generally sequential and defined by industry specific terminology. Collectively, these phases make an element of project life cycle. The project life cycle is a series of phases that a project passes through from its initiation to its closure. (A Guide to Project Management Book of Knowledge, Fifth Edition)

### Inception

This phase may also be called initiation, conception or preparation. In this phase project charter is created and authorized. It considers alignment of the project within the organization's overall strategy, architecture and priorities. It addresses business justification, business benefits to performing and operating organization. Project boundaries are defined. The key purpose of this phase is to align the stakeholder expectations with the project purpose, give them viability with the scope and objectives, and show how their participation can help the project. It discusses finalizing the project charter and obtaining approval to proceed with the project.

## Development

This phase may also be called planning, design, preparation or formulation. It determines whether the objectives stated in the project charter can be achieved as well as how the project will be accomplished. It considers development of project baseline and establishment of detailed project work and project management plan. It explores all aspects of scope, time, cost, quality, communications, Human resources, risks, procurements and stakeholder engagement. It addresses the problem that is needed to be accomplished and considers project concept, feasibility issues and possible alternative solutions.

## Implementation

This phase may also be called execution, implementation or deployment. It addresses the completion of the work defined in the master plan as per the project specifications. It involves coordinating people, resources, managing stakeholder expectations, as well as integrating and performing activities of the project in accordance with the project management plan. It may also address planning updates and re-baselining. It addresses resource management, interpersonal skill, conflict resolution, leadership and communication. It also looks into monitoring and controlling of variances in scheduled parameters.

## Post Implementation phase

This phase may also be called operation, application maintenance and support. It addresses the responsibility for operations, maintenance, and support to the appropriate organizational unit or service. It frames the development of recommendation to support success in future projects.

## Project Management Process Groups

Project management is accomplished through processes, using project management knowledge, skills, tools and techniques to meet the project requirements. Each project management process is characterized by its inputs, the tools and techniques that can be applied, and the resulting outputs. These processes are grouped into five categories known as Project Management Process Group (or Process Groups): Initiating Process Group, Planning Process Group, Executing Process Group, Monitoring and Controlling Process Group, and Closing Process Group. The Process Groups are seldom either discrete or one-time events; they are overlapping activities that occur throughout the project. The Process Groups are not project phases. When a large or complex project is divided into phases, the Process Groups are used, as appropriate, to effectively drive the project to completion in a controlled manner. The project manager and the project team are responsible for determining what processes from the Process Groups will be employed, by whom, and the degree of rigor that will be applied to the execution of the processes to achieve the desired project objectives. In this case study, the Project Management Process Group processes are imbedded within the phases.

## Project Management Knowledge Areas

The Knowledge Areas are the specialized domains in which a Project Manager would function. These ten knowledge areas are used on most projects most of the time. These areas are: Project Integration Management, Project Scope Management, Project Time Management, Project Cost Management, Project Quality Management, Project

Human Resource Management, Project Communications Management, Project Risk Management, Project Procurement Management, Project Stakeholder Management. In this case study, all the knowledge areas are utilized, as appropriate.

**Project Scope Management – 1)** Real time financial position of state by on-line updating and consolidation

of Receipts and Expenditures 2) To integrate major functions carried out by Finance Department, Directorate of Accounts and Treasury, Directorate of Pension and Provident Fund, Treasury and Sub Treasury offices spread across the state.

1. Business Process Re engineering (Study AS IS Processes, Perform Gap Analysis, Produce TO BE process)

## 2. Study Data Migration, data cleaning and data backup requirements.

AS IS process	TO BE process
Manual verification of Grant during expenditure	Online checking of Grant during Bill processing
Unable to track expenditure against grant released and budget estimate	Integrated solution which tracks budget, grant released and actual expenditure
Delay in Accounting of State Receipts (Tax/Non-Tax)	Online payment of taxes (Real-time accounting of State Receipts)
Inconsistent Data	Database consistency maintained with Centralized RDBMS
Data entry at multiple level	Data entry at source only
Offline consolidation of accounts at DAT level	Online consolidation of accounts
Delayed consolidation of sub-treasury accounts in Treasury accounts	Real-time consolidation of sub-treasury accounts with Treasury accounts
Data Transfer using media which is prone to data corruption	No need for manual data transfer as it is centralized system with online consolidation of data of all offices
Client Server based system	Open standard and centralized web based architecture

**Project Time management:** Project time management concept, processes and its associated tools and techniques to be explained. The Financial, schedule and review pattern was mandated by MMP NeGP.

**Project Cost Management:** Project cost management processes and its associated tools and techniques used while managing the project. The Financial, schedule and review pattern was mandated by MMP NeGP.

**Project Quality Management:** Project quality management processes and its associated tools and techniques used while managing the project. Third Party audit as mandated by Government of Gujarat.

**Project Human Resources Management:** Project human resource management processes and its associated tools and techniques used in handling the project.

- 1) Entire work force from department of finance and other supported department was involved in the project.
- 2) For external interface, key contacts were identified.

Project Communication Management: Project communication management processes and its associated tools and techniques used while managing the project.

- 1) Regular updates to stakeholders (memorandum, email, phone calls, meetings)
- 2) Regular project status meetings between TCS and EDP/DAT (reports, meetings)
- 3) With the exception of informal meetings, agendas was prepared and followed for all status, board and program review meetings. For board and program review meetings, minutes was taken, reviewed and approved.
- 4) Post meeting (documented the actionable points with assigned responsibilities and action by date)
- 5) Frequency of project status communication (requirement basis, almost daily, sometime twice in a day)
- 6) Escalation path (TCS – DAT – FD) [GIL – Technical Consultant for IFMS]

Project Risk Management: Project risk management processes and its associated tools and techniques used while managing the project.

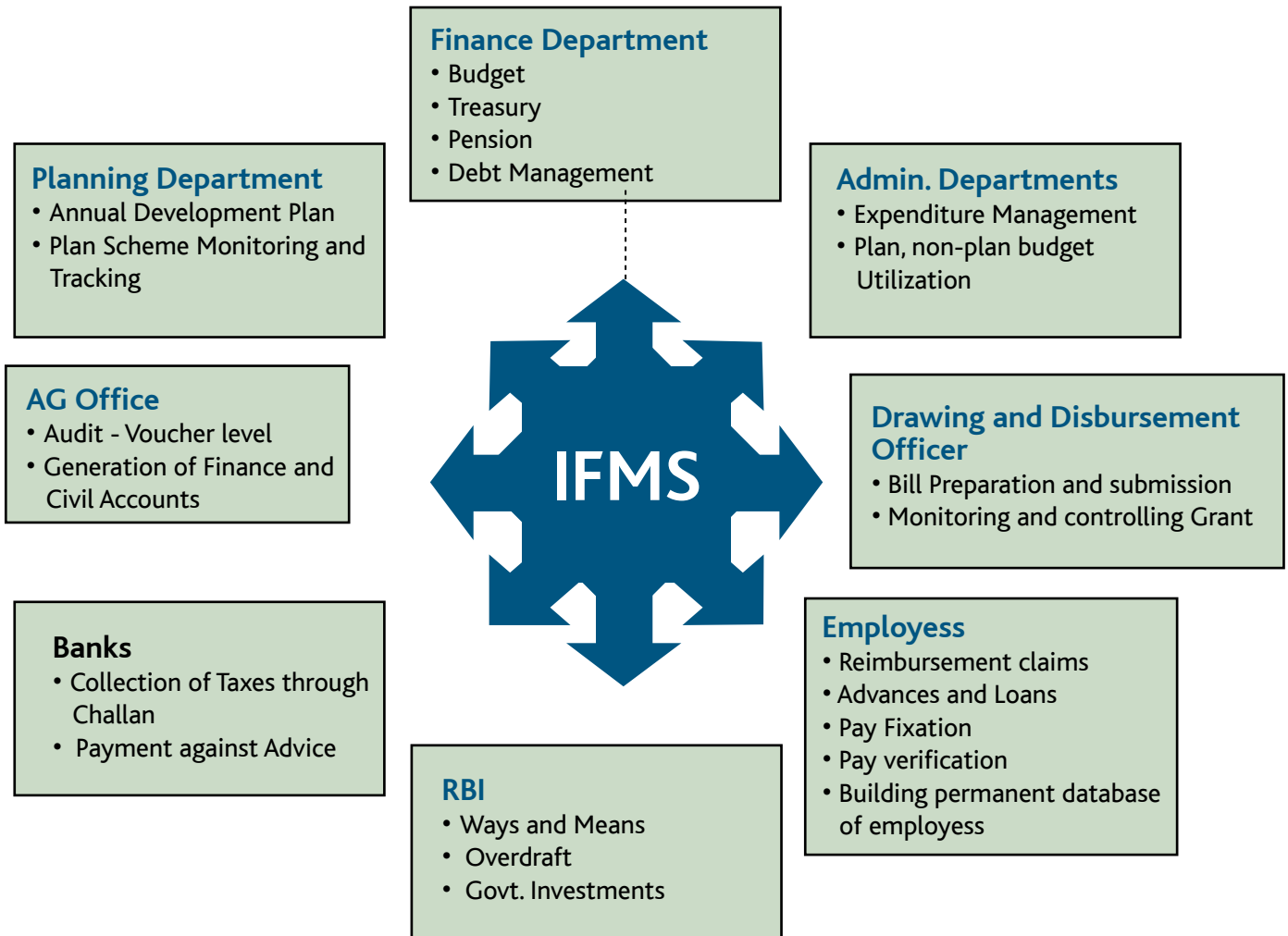
- 1) High level risks were mitigated by GIL prior to the inception phase. (Computer literacy, connectivity and bandwidth)
- 2) Project specific risks includes technical risks (mitigated by TCS with approval from GIL), functional risk (mitigated by the formation of domain expert committee under DAT, for complex module).
- 3) Resource risk (Users were reluctant to adapt to changes. Mitigated by proper training and supervisor interpersonal skill)
- 4) Rigidness of implemented system (mitigated by changing the implementation environment to open source system).
- 5) Data Migration risk (mitigated phase wise – understanding of legacy data, source data, target data, additional data, redundant data, data cleansing )
- 6) Database integration risk

Project Procurement Management: Project procurement management processes and its associated tools and techniques used while managing the project.

- 1) Outsourcing work to TCS is out of scope. Done under NeGP / MMP by government of India.
- 2) Processes of purchase or acquire software and hardware of IFMS is included. EDP cell gave requirements to GIL. GIL provided end to end consultancy from Floating of Tender to Finalization of Parties.

## Project Stakeholder Management:

Project stakeholder management processes and its associated tools and techniques used while managing the project.

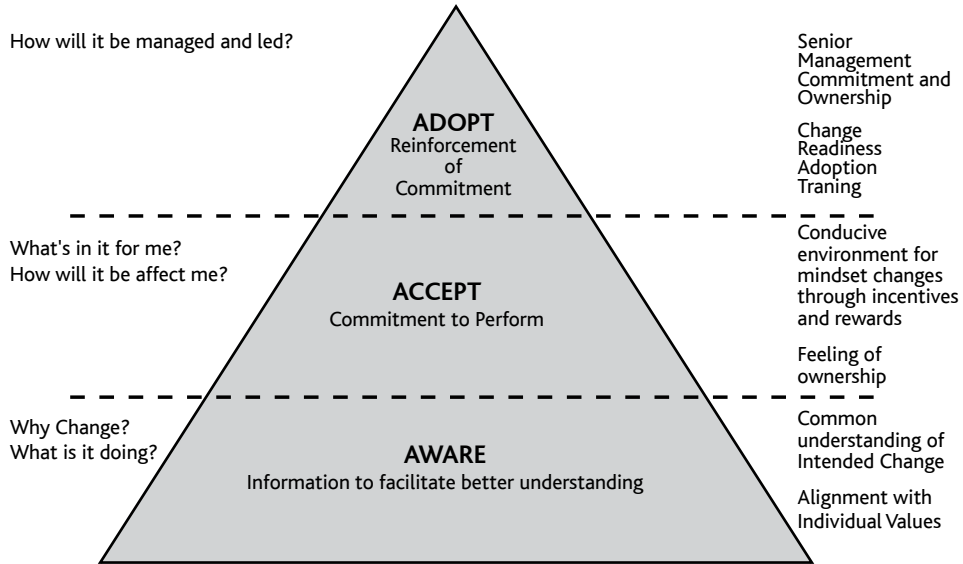


## Addition Information

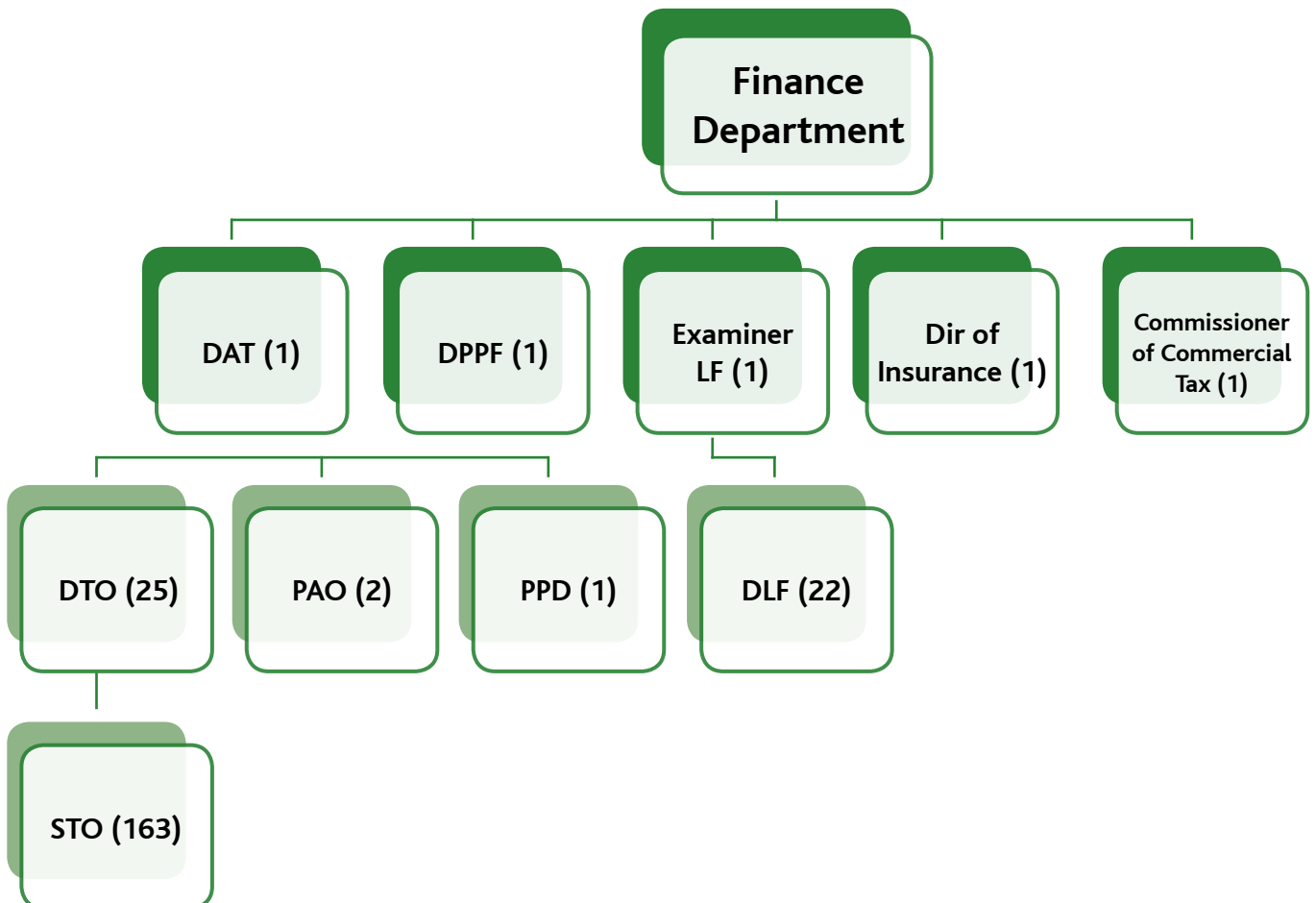
GSWAN (Gujarat State Wide Area Network): Gujarat has its mighty WAN scattered to Taluka level known as GSWAN maintained by Science and Technology Department. It is being considered as one of the largest and safest network in Country. It is providing a strong bandwidth to various software/portals to be deployed on its ground. Its boosting capacity is currently having more than 1000 portals/projects deployed on it. State Government is in the process of expanding its bandwidth and connectivity to reach the farthest unit of the state.

GSDC (Gujarat State Data Center) - GSDC is a shared, secured and managed infrastructure for consolidating and securely hosting State Level Data and applications of G2G, G2B and G2C nature.

## Change Management Plan



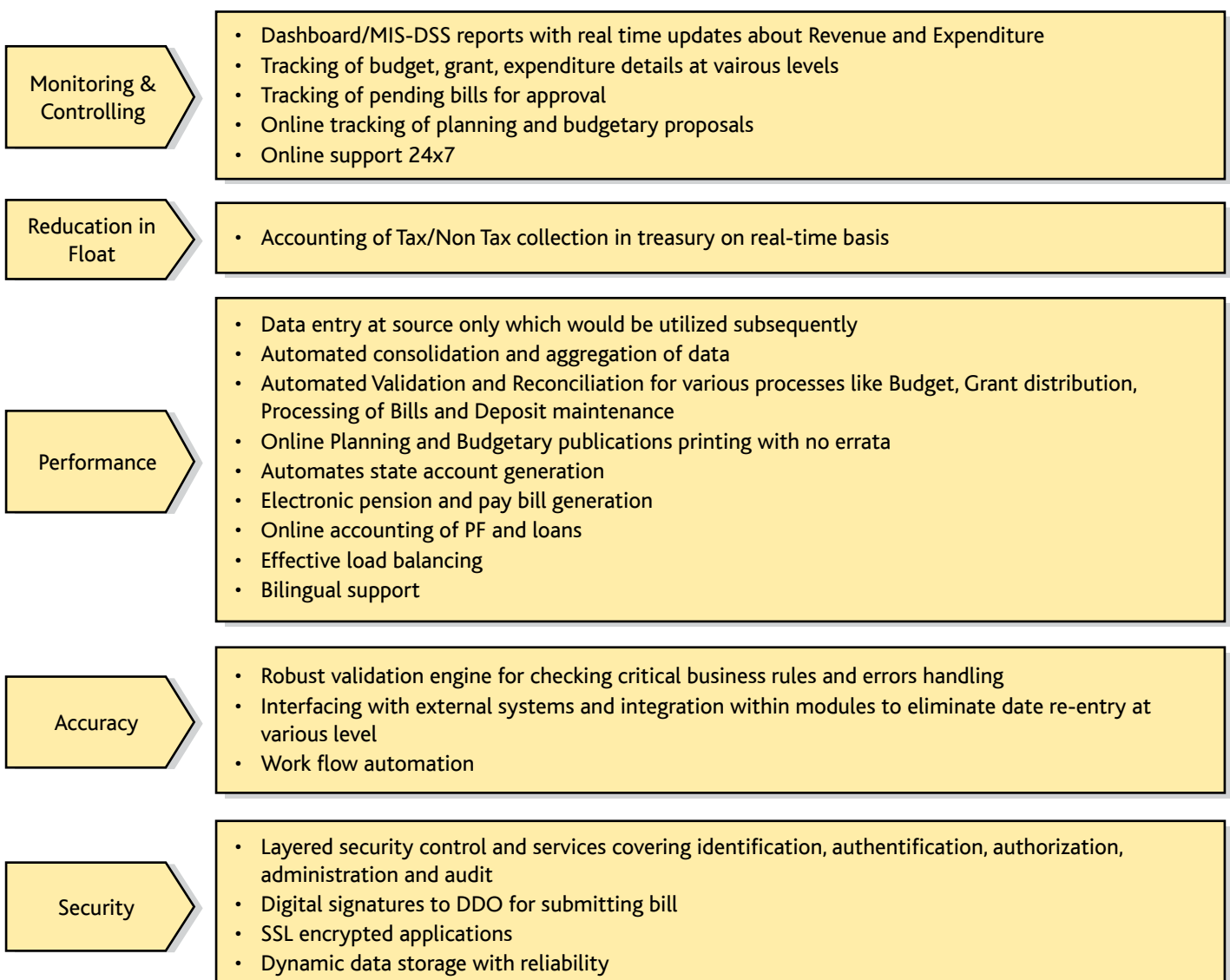
## Finance Department, Organization Structure



## Benefits to Stakeholders

- State Financial Dashboard with On-line / Real time updates of Receipt and Payment.
- Comparison of Expenditure against Budget Estimates and Grant Distributed with Graphical Representation.
- Online Grant Distribution to all Drawing and Disbursement Officers of State.
- Online Bill Preparation and submission to treasury with Digital Signature.
- Automated State Account Generation.
- External Interfaces with Accountant General Office, Bank, RBI etc. for Budget, Expenditure data posting
- Effective and improved services to citizen through Cyber Treasury for e-Payment
- Entry only at source - reducing time & effort and increase in accuracy
- Automatic Work distribution in Treasury Office for Audit and Account posting

## Features and Benefits of IFMS



## Technical Benefits:

1. Solution developed based on the open standards – J2EE which provides better performance, reliability, security, and scalability
2. Solution is platform and database independent
3. Layered security control and services covering identification, authentication, authorization,
4. administration and audit
5. Readily available information with 24x7 access
6. Highly scalable to any number of users with sufficient hardware resources
7. Flexible Architecture allowing phased and modular deployment (integrated yet can be decoupled)

## Project Current Status

- All the district treasuries of the state are now online and Finance Department can see the details of all expenditure and receipts on real time basis through dashboard with drill down facility. Earlier it used to take lot of time to consolidate the data from multiple locations and presenting it in the required format to senior management, which is now available in one click.
- Pension Payment Order (PPO) processing, sanctioning, authorizing and issuing is done at the Directorate of Pension and Provident Fund office. Subsequently, it is passed to the respective treasuries. After implementation of IFMS, pension cases are transferred electronically from one office to other office, reducing the delay and effort of re-entry of pension case in the treasury office. At the time of first payment, the customer has to produce himself at the concerned treasury office and afterward the payment is credited directly in the bank account of pensioners through E-Payment.
- For Government, fixation of pay of all the employees is one of the most complex and time consuming task involving multiple levels of entry, verification and decoding the complex pay fixation rules. Through IFMS, Finance Department was able to complete online pay fixation of more than 4.70 lakh employees and generate Pay Fixation orders electronically.
- Through online portal, business community can make online payment of their taxes and receive electronic alerts/notifications about the status of their payment.
- There is electronic sharing of data with external agencies like Agency Banks and Accountant General (AG) office. This resulted into lot of saving of time and effort of reconciliation of payment and receipts and re-entry of data in AG office. Also it reduced the probability of error, improving the reliability of the data.