

### 6.1 E Government

1. The term e-government is of recent origin and there exists no standard definition since the conceptual understanding is still evolving. The generally accepted definition is: "e-government" or electronic government refers to the use of Information and Communication Technologies (ICTs) by government agencies for any or all of the following reasons:

- Exchange of information with citizens, businesses or other government departments
- Speedier and more efficient delivery of public services
- Improving internal efficiency
- Reducing costs or increasing revenue
- Re-structuring of administrative processes (<http://www.nisg.org>).

2. The essence of e-Government can be summarized as: "The enhanced value for stakeholders through transformation" Conventional delivery systems will continue to be important given the restricted coverage though internet, limited spread of education, lack of infrastructure like power etc. There is widespread societal bureaucratic routine, paperwork, procedures and delays, overcentralization, systematic rigidities and poor service quality. Change in institutional practices and institutional environment is necessary to maintain systemic viability in the face of global competition. Technology impacts the way work is organized and how employees work. Not all the existing processes add value and still remain valid.

- a) ICT offers an opportunity for improvement in public service delivery and most administrative best practices build upon the process redesign and convergence that ICT facilitates. ICT leads to a transformation in work processes and service delivery, lowers transaction cost with improvement in transparency and accountability. It enables transformational change rather than merely technical change. E- Governance information systems should not mean electronic reproduction of existing institutional patterns and relations, and the same patterns of inter-department co-operation.
- b) ICT enabled E-Governance models and best practices enable integration of Government processes and communication with access enabled across space and time on an on-line real time basis, with status tracking and status information. Integrated user group interface through ICT platforms help provide minimal

public interface for time bound delivery of services with reduction in delay and corruption, improved transparency and help bridge the performance gap. Examples of best practices are the Passenger Reservation System (PRS) and the Freight Operation Information System (FOIS) of the Indian Railways.

- c) The integration of back-end services and transformation of process design for basic service delivery linked to organizational level restructuring is at the heart of the transformation.
- d) It is also important to integrate Government services with inter-operable standards with convergence across departments breaking up the silos and duplication of meta-data and processes and divisions between the technical / operational side and between field and secretariat. Architectural change of organisations is also part of this transformation. The concept of networking of organizations and information systems, with public administration functioning on a networked horizontal structural base, marking a departure from hierarchical command structures is the future administrative roadmap.

### 3. Stages of E- Governance

**Stage I – WEB PRESENCE-** The first phase is marked by web presence of public institutions and dissemination of information. This has been facilitated by the Right to Information Act, 2005 (RTI) and this has been developed as a basic feature of all public services where type of service and service provider details are made available in a pro-active manner. This information is also being integrated for citizen access through the National and State Portals which provide basic information on Government programmes and services. Web presence can range from basic and static information to access to databases, documents, policies etc with the aid of help features and site map.

**Stage II – INTERACTIVE PRESENCE-** The next stage is marked by an interactive interface with stakeholders with pro-active solutions to problem solving and electronic requests for services and financial transactions. The service starts on the internet but does not always end there. Applications related to property tax, land registration, property titles and programmes like 'bhoomi' are now being replicated at the national level. Efforts to widen the reach of these basic services to ordinary citizens through community access in several ways – through Online Sections at Government Offices, integrated service delivery through one-stop service centres – E kiosks, e-seva kendras etc, Post Offices, call centres, cooperative centres etc. – are now well tested in states like Andhra Pradesh, Karnataka, Maharashtra, Rajasthan, Gujarat, UP etc. (see Annex 6.3.3)

**Stage III – TRANSACTIONAL PRESENCE-** Completion of transactions on the internet and access to internet. This interaction in turn results in vertical and horizontal integration which changes the way a service is delivered, the effort being for completion of the transaction for the service through the internet with putting in place of back-end integration. The architectural model for this stage requires interoperability and convergence. There is electronic communication between the platform and citizen and the transaction is completed online.

**Stage IV – NETWORKED PRESENCE AND E-PARTICIPATION-** The fourth stage is marked by a Government to Citizen (G2C) framework based on an integrated network of public agencies, process certification and participation in basic process design and political processes. Web comment forms, upcoming events, on line polling mechanism, discussion forums and online consultation facilities are part of this stage. Integrated Portals are central to this integration. Web based political participation and institutionalization of stakeholder participation with tools like citizen polling mark important benchmarks in this stage. The promise of inclusion of all is an important hallmark of this stage. The Sixth Central Pay Commission's use of the online portal for inviting feedback and consultation on various relevant aspects through the questionnaire and processing of the same electronically is an instance of the same. These responses have been placed online with search facilities and can be viewed at the Commission's website (<http://india.gov.in/govt/paycommission.php>) and have been analysed at Annex A-1 of the Report.

4. There are innumerable knowledge pieces and best practices available for Stage II and III. It is the last two stages with integration of e-participation which are of strategic/critical importance for transformation towards E-Governance. In India's case the Second UN World Public Sector Report 2003 had evaluated the country's **service delivery by stage**. India's 'emerging presence' score is at 100; 'enhanced presence' at 63; 'interactive presence' at 64; 'transactional presence' at 2.4; and networked presence at 4.65 - with a total score of 45. This is higher than that in OECD countries like Spain and similar to Japan but substantially below the leaders (for further details see UN Global E-Government Survey and Graph 4.4 in the Second UN World Public Sector Report. "E-Government at the Crossroads", 2003, <http://unpan1.un.org/intradoc/groups/public/documents/un/unpan012733.pdf> ).

### **National e-governance Plan**

5. The NeGP Vision consists of making all Government services accessible to the common man in his locality, through common service delivery outlets and ensure efficiency, transparency & reliability of such services at affordable costs to realise the basic needs of the common man. The Government has approved the National e-Governance Plan (NeGP), comprising of 27 Mission Mode Projects (MMPs) and 10 components.

### **MCA 21 - The first Mission Mode Project to be launched under NeGP**

6. The MCA 21 project is an outcome of the MCA's quest for simplifying forms, making forms e-centric, promoting online transactions, and reaching out to stakeholders in an economy that is growing fast and adjusting to the demands of globalization. MCA 21 services are available 24X7 anytime and anywhere through MCA Portal. With more

than 8 Lakhs registered entities, the MCA has over 60 million pages of corporate information in its database. Until recently, corporate representatives were required to visit ROCs just because most transactions were paper-based, leaving little or no room for value-added services. Procedures relating to sorting, storage and retrieval of paper-based records were cumbersome and time-consuming. Due to manual collection of information and verification processes, long queues were inevitable at official counters. During the peak season (Oct-Dec), the situation used to become unmanageable. The process of obtaining information was time-consuming for stakeholders, while the information the erstwhile system yielded was often inaccurate or outdated. The MCA21 covers a network of 25 MCA offices across the country, with more than eight Lakh registered companies. E-filing of all documents is mandatory since September 16, 2006, with the amendment in Companies Act mandating use of digital signatures of companies' authorized representatives. The new system enables payment of statutory fees through off-line as well as on-line modes. As of July 20, 2007, the portal registered an average of 17 lakh hits per day. The e-filings till then totaled 23.77 lakhs. For details see <http://www.nisg.org/previewproject.php>. The MCA 21 has obtained the Excellence in Government Process Re-engineering Category Award 2007-08 (gold).

### **Passport Seva - A Mission Mode Project under NeGP**

7. The Passport Seva Project is intended to transform the delivery of all passport-related services across the country, with accent on process efficiency, citizen focus, employee productivity and system transparency. This transformation is sought to be achieved through citizen-facing processes identified for aggregation in the proposed Passport Facilitation Centers (PFCs) and in service-oriented processes streamlined for efficiency at existing passport offices. The project is being implemented in the public-private partnership mode. The project is expected to result in the issue of passports within 3 days and in cases, which require police verification, within 3 days after the completion of the verification process. It envisages 68 Passport Facilitation Centres all over the country where the non-sovereign functions, involved in the passport issuance process, such as initial scrutiny of the application forms, acceptance of fee, scanning of the documents, taking photos, etc. will be done by the service provider to be selected through an open bidding process. The Government staff at the Passport Facilitation Centres will verify the documents and decide on granting of passport. The other activities such as printing and dispatch will also be done by the Government staff. Police verification will be expedited through electronic linkage of the Passport Facilitation Centres. For further details see [http://www.nisg.org/projects/81\\_SummaryPassportSeva.pdf](http://www.nisg.org/projects/81_SummaryPassportSeva.pdf).

8. Other **Central Mission Mode Projects (MMPS) of the NeGP** include
- **DARPG -E-Office**-This project is aimed at significantly improving the operational efficiency of the Government, by transitioning to a Less Paper Office within next five years. The design this MMP is to achieve work flow automation and knowledge management.

- **Banking** – Core Banking Technology for online fund settlement, electronic mass payment system [http://finmin.nic.in/the\\_ministry/dept\\_eco\\_affairs/index.html](http://finmin.nic.in/the_ministry/dept_eco_affairs/index.html)
- **Central Excise** – filing of service tax & excise returns through <http://www.cbec.gov.in/>.
- **Income Tax** – 19 defined services including e – filing & online submission of forms & online payment of taxes are being covered. The MMP will include processing, correspondence, Tax accounting and allocation of PAN. ([http://finmin.nic.in/the\\_ministry/dept\\_revenue/cbdt/index.html](http://finmin.nic.in/the_ministry/dept_revenue/cbdt/index.html))
- **NIC** - National Portal of India being implemented to provide a single window access to the information and services of the Indian Government at all levels from Central Government to State Government to District Administration and Panchayat for the Citizens (<http://india.gov.in/>).
- **DGS&D**, Ministry of Commerce and Industry - To reduce cycle time and cost of procurement, to enhance transparency and efficiency of procurement covering all aspect of procurement from indent of tender-to-tender preparation, bidding, bid evaluation and award of contract with security features (<http://www.commerce.nic.in/>).
- **eBiz Project** implemented by Department of Industry Policy & Promotion (DIPP) for provision of Government to Business (G2B) services to stakeholders. Pilot has been initiated in four states, namely, UP, Maharashtra , Haryana at 1 district in each state. 25 G2B services relating to 14 departments of central, state and local governments would be provided online (<http://dipp.nic.in/>).

#### State level Mission Mode Projects:

9. State level Mission Mode Projects include Agriculture, Commercial Taxes , e-District , Employment Exchange, Land Records, Municipalities, Panchayats, Police, Property Registration, Road Transport and Treasuries (<http://www.mit.gov.in/default.aspx?id=831>).

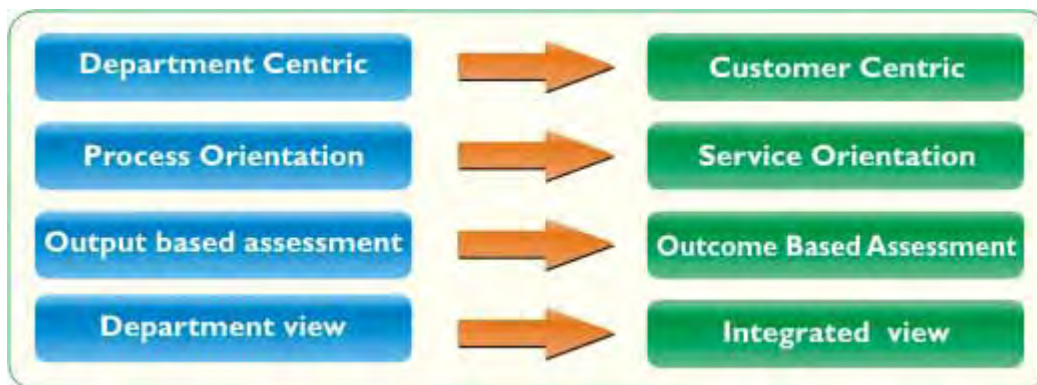
#### Awards for Exemplary Implementation of e-Governance Initiatives:

10. These are presented by the Department of Administrative Reforms and Public Grievances (DARPG) every year. The category of awards include Excellence in Government Process Re-engineering, Exemplary Horizontal Transfer of ICT-based Best Practice, Outstanding performance in Citizen-Centric Service Delivery, Innovative Technology Usage in e-Governance, Exemplary Usage of ICT by PSUs, Best Government Website, Sectoral Award and Special Award for achievements in areas not covered in any of the above specified award category such as projects focused on knowledge management, information Security, project management etc. The Evaluation Criteria (Parameters) for Excellence in Government Process Re-Engineering for instance are citizen centricity, user convenience, efficiency enhancement, cost effectiveness, capacity building & organizational sustainability, accountability, innovation and

appropriate delegation. Outstanding performance in Citizen-Centric Service Delivery has stakeholder consultation, citizen centricity & relevance, user convenience, cost to user, citizen charter adherence, problem resolution, privacy & security policy, innovation, e-inclusion, sustainability and no of users & services etc. as parameters. For further details on Best Practices and Reforms Initiatives see the DARPG website <http://darpg.nic.in> and the Governance Knowledge Centre at [www.indiagovernance.gov.in](http://www.indiagovernance.gov.in). The Performance Related Incentive Scheme (PRIS) can be an effective tool to disseminate these best practices and initiatives.

#### The National Institute of Smart Governance:

11. NISG has been incorporated as a 'not-for-profit company' under Section 25 of the Companies Act 1956 India, at Hyderabad in 2002. <http://www.nisg.org/>. Its vision is to establish itself as a Centre of Excellence in e-Governance by leveraging private sector resources through public private partnership mode for the spread of e-Governance. NISG believes that the key to unlocking potential in the government sector lies in educating stakeholders about the unlimited possibilities in an e-centric dispensation. Informed stakeholders will complement efforts to re-invent government through modified procedures that mirror efficiency, convenience, fairness, equity and justice. Such transformation calls for a paradigm shift in thinking. The illustration given below highlights the key ingredients of government transformation:-



#### 6.3.2 BEST PRACTICES

1. A Best Practice is the improvement in efficiency of management systems for the delivery of basic services, communication of information and facilitating public decision making. (Learn from Them, A compilation of Best Practices, DARPG, 2007). **The UN defines best practices as successful initiatives which have a demonstrable and tangible impact on improving people's quality of life; are the result of effective partnerships between the public, private and civic sectors of society; and are socially, culturally,**

**economically and environmentally sustainable. While basic analytical models are available (what works and why) there are problems in going to scale, in sustainability and replicability.** Best Practices often incorporate active solutions for problem solving based on effective partnerships and institutionalized interface with stakeholders and citizens.

2. The MIT identified six key similarities among Best Practices, which are applicable to both private and public sector organizations:

- i. A focus on simultaneous improvement in quality, costs and delivery
- ii. Closer links to customers
- iii. Closer relationships with suppliers
- iv. The effective use of technology for strategic advantage
- v. Less hierarchical and less compartmentalized organization for greater flexibility
- vi. Human Resources policies that promote continuous learning, teamwork, participation and flexibility

3. The Second UN Conference on Human Settlements (Habitat II) launched the call of Best Practice as a means of identifying what works in improving living conditions on a sustainable basis. The international community adopted a single definition of a Best Practice based on three criteria comprising Partnership, Impact and Sustainability and an additional criterion of Leadership and Community Empowerment.)

4. The Administrative Reforms Commission has lamented our incapacity to institutionalize best practices. There are a large number of demonstrated best practices, knowledge pieces and instruments for transforming public service delivery and improving the quality of life. There is a rapid pace of expansion of public interface at the ground level in many states ushering in a period of rapid change. E-governance service centres, offering multiple services with local language content development, are run on sustainable business models with process re-engineering and back-end integration. These are now being replicated across the country. **State Governments are now speedily delivering cutting edge services with development of Best Practices across sectors. Mission Mode Projects in the Central Government are also transforming public service delivery in key areas. These reforms at the Centre and in the States are highly context bound and the PRIS can be used to facilitate these changes.**

### 6.3.3 STATE LEVEL BEST PRACTICES – SAMPLE EXAMPLES

<b>Andhra Pradesh</b>	<ul style="list-style-type: none"> <li>- <b>E-Seva</b> centres have been established in over 200 villages and towns delivering services to citizens based on a low-cost networking model. Of the 46 bigger e-Seva Centres at mandal headquarters, 16 are headed by MACTS (Mutually Aided Cooperative Societies) which are led by women and have at least 2,000 women members (<a href="http://unpan1.un.org/intradoc/groups/public/documents/UNPAN023551[1].pdf">http://unpan1.un.org/intradoc/groups/public/documents/UNPAN023551[1].pdf</a>).</li> <li>- <b>Bhu Bharati</b>, an integrated land information system, has been piloted in Nizamabad district and details can be seen at <a href="http://www.nisg.org/preview_project.php">http://www.nisg.org/preview_project.php</a>;</li> <li>- <b>e-village Chiluvuru</b> in Guntur District with Wi-fi connectivity, e-village web site and databases MPHS (Multi Purpose House-hold Survey), Land Record Management System and Pattadar Pass Books, Ration Cards Management System, Cooperative Bank Loans Management System, System for School Children attendance and mid day meals on net, health records, crop marketing and counseling for farmers, e-commerce including insurance and transfers etc.</li> <li>- Andhra Performance Tracking System for improving delivery of services and infrastructure.</li> <li>- For further case studies see UNPAN virtual library; Andhra Pradesh: Pioneering E-governance State, Improving Citizen – Government Interface through e-Governance: A Study of India <a href="http://unpan1.un.org/intradoc/groups/public/documents/UNPAN021281[1].pdf">http://unpan1.un.org/intradoc/groups/public/documents/UNPAN021281[1].pdf</a> etc.</li> </ul>
<b>Assam</b>	<ul style="list-style-type: none"> <li>- <b>ASHA</b> Web portal for agriculture business in partnership with farmers and producers organizations, financial institutions and community information centres (CICs), localized content with value added services like insurance, credit, trading etc.</li> <li>- Project <b>SANWAD</b> offering citizen oriented services like certificate (income, caste, domicile, land records etc.) and online grievance redressal system. PPP Business Model for kiosks.</li> </ul>
<b>Delhi</b>	<ul style="list-style-type: none"> <li>- Has planned a roll out of 8000 ‘Government to citizen kiosks’ in 2008 through a project called <b>Jeevan</b>. While 23 departments and 104 services have been identified to be brought under the ‘Jeevan’ project, 45 priority services would be made available initially through computerised citizen service centres or portals with</li> </ul>



	<p>online payment gateway on a BOT basis. Services will include payment of utility bills, getting licenses or certificates, issue of forms etc on a single online platform.</p>
<b>Gujarat</b>	<ul style="list-style-type: none"> <li>- The One-Day Governance model provides eight citizen services across the counter in one hour. These eight services are income certificate, domicile certificate, addition/deletion/modification of name in ration card etc based on business process re-engineering and set procedures. 125 out of 143 municipal centres and all 225 talukas have these One Day Governance Centres or <b>Jan Seva Kendras</b>.</li> <li>- Computerized Inter-state Check-posts in Gujarat <a href="http://unpan1.un.org/intradoc/groups/public/documents/Other/UNPAN022731.pdf">http://unpan1.un.org/intradoc/groups/public/documents/Other/UNPAN022731.pdf</a>.</li> <li>- The <b>Chiranjiv Yojana</b> for controlling maternal mortality.</li> <li>- <b>Nirmal Gujarat</b> Project for cleanliness.</li> <li>- Municipal Reforms in Surat where decentralization freed the municipal commissioner to focus on policy issues and empowered zonal commissioners to deal with a fast-changing situation.</li> <li>- <b>Swantah Sukhay</b> - Every District/taluka level officer selects a project, with quantifiable targets and specific deadlines with freedom and flexibility to implement one project in a campaign mode for services to general public. Projects include 24X7 days medical facilities in rural areas, model fair price shops, telemarketing of rural produce incorporating ICT, biometric attendance, citizen centres etc.</li> <li>- Power Sector Reforms for reliable rural power supply.</li> <li>- Vat Information System - Excellence in Government Process Re-engineering Category Award 2007-08 (silver).</li> </ul>
<b>Karnataka</b>	<ul style="list-style-type: none"> <li>- Has opened 800 Citizen Service Centres offering an integrated range of services like certificates, pensions, social security payments and special packages like <b>Bhoomi</b> and <b>Kaveri</b> e-registration at 'one stop shops'.</li> <li>- <b>Bhoomi</b> allows computerized easy access and facilities for 'mutations and updation of 20 million land records belonging to 6.7 million farmers in an efficient and transparent way based on a self sustaining business models."</li> <li>- The State is now developing procurement reforms linked with <b>e-GP</b> state wide end to end programme from indent to payment with e-tendering, electronic submission of bids, contract management and e-payment integrated with the treasury system in a phased manner.</li> </ul>

	<ul style="list-style-type: none"> <li>- VAT Processing System obtained the Exemplary Horizontal Transfer of ICT based Best Practice category 2007-08 (bronze)</li> <li>- Other successful initiatives are <i>khajane</i> (online treasury project), <i>Gram Swaraj</i> Project to improve service delivery and management of public resources at the Panchayat level etc.</li> </ul>
<b>Haryana</b>	<ul style="list-style-type: none"> <li>- Best Practices on 'Integrated Workflow System for Paperless Admission' with online offcampus counseling for all technical courses including post graduate, undergraduate and diploma education has obtained Central award for Exemplary Horizontal Transfer of ICT based Best Practice category 2007-08;</li> <li>- Mustard Procurement management System has obtained an award in the Special Sectoral Award Category, 2007-2008.</li> <li>- <i>Janani Suvidha Yojana</i> for maternal health care.</li> </ul>
<b>Kerala</b>	<ul style="list-style-type: none"> <li>- Successfully piloted Rural ICT access points <i>Akshaya</i> with e-payment facilities. The <b>SWIFT</b> pilot programme provides one point solution for 25 types of certificates.</li> <li>- <b>PEARL</b> for administration of registration laws and documents, Agriculture management Information System, etc.</li> <li>- <i>Asraya</i> a community based initiative to remove destitution.</li> </ul>
<b>Madhya Pradesh</b>	<ul style="list-style-type: none"> <li>- <i>Gyandoot</i> Community-Owned Rural Internet Kiosks in Dhar where the entire expenditure for the Gyandoot network has been borne by Panchayats and the community with no expenditure burden for the state or national government. (<a href="http://unpan1.un.org/intradoc/groups/public/documents/Other/UNPAN022122.pdf">http://unpan1.un.org/intradoc/groups/public/documents/Other/UNPAN022122.pdf</a>)</li> <li>- Decentralizing Teacher Management in MP lowered teacher absenteeism and reinforced accountability. Use of para-teachers made it possible to extend a decentralized model of teacher management in MP that boosted school enrollment in a fiscally-constrained setting.</li> <li>- <i>Rogi Kalyan Samitis</i> with autonomy to charge user fees and deploy them for purchase of equipment and maintenance' are other important experiments.</li> <li>- City Bus Service, Indore.</li> </ul>
<b>Maharashtra</b>	<ul style="list-style-type: none"> <li>- Has introduced special legislation, the Maharashtra Government Servants Regulation of Transfers and Prevention of Delay in Discharge of Official Duties Act, 2006 for improved public service delivery with time limit of seven days for pendency with any government servant and overall time limit of forty-five days for</li> </ul>

	<p>clearance of the file. Appropriate disciplinary action has been laid against defaulters. The Act also prescribes delegation with up to a maximum of three levels of submission before final decision.</p> <ul style="list-style-type: none"> <li>- It has also impressive best practices including <b>Koshvahini</b> or e-treasury package, e-registration etc.</li> <li>- Warana "Wired Village" project <a href="http://unpan1.un.org/intradoc/groups/public/documents/Other/UNPAN_022417[1].pdf">http://unpan1.un.org/intradoc/groups/public/documents/Other/UNPAN_022417[1].pdf</a>, etc.</li> </ul>
<b>Rajasthan</b>	<ul style="list-style-type: none"> <li>- Has set up over 500 <b>e- mitra</b> service centres on PPP basis in 31 out of 32 districts with services including certificates, payment of bills, transport ticketing, ration card etc with business process re-engineering in linked departments.</li> <li>- <b>SARATHI</b> (Stamp and Registration Automation with Technology and Information) e-registration in an hour.</li> </ul>
<b>Tamilnadu</b>	<ul style="list-style-type: none"> <li>- <b>E- Registration Star</b> and <b>Reginet</b> on a self sustaining basis,</li> <li>- <b>SARI</b> Project Madurai District pilot phase services include farming advice by the Madurai Agricultural College &amp; Research Centre; applications for government loans; e-mail, chatting and voicemail; eyecare and treatment; income, caste, birth and death certificates; old age pension; computer education etc.</li> <li>- Universal Public Distribution System using ICT for online PDS system with smart cards and biometrics.</li> </ul>
<b>Tripura</b>	<ul style="list-style-type: none"> <li>- <b>E Suvidha Kendras</b> or service facilitation centres in all SDM offices providing 22 citizen services with tracking.</li> </ul>
<b>Uttar Pradesh</b>	<ul style="list-style-type: none"> <li>- The <b>Lokavani</b> pilot of Sitapur District incorporated franchisee e-kiosks which offer services related to grievances, land records, employment services, tender services, court information system etc 15 services on a self-sustaining basis. The programme allows for registration and tracking of applications. Has been rolled out in 21 districts with over 398 kiosks, pilots in land records, e-registration etc underway. Over 16000 Common Service Centres are proposed.</li> <li>-</li> </ul>
<b>West Bengal</b>	<ul style="list-style-type: none"> <li>- Gram Panchayat Accounts and Management in 400 panchayats with total coverage by 2009; GIS based information system at GP level. Pilots for Citizen Service Centres ongoing. Tele-medecine projects linking Referral and District Nodal Centres or Hospitals providing teleconsultation with referral centres. 6697 Citizen Service Centres for delivery of various services planned.</li> </ul>

### 6.3.4 Case Study of Machine Tool Prototype Factory (MPF) Ambarnath

The Machine Tool Prototype Factory (MPF), Ambarnath, presents an example of the transformation motivational tools and productivity practices can achieve to improve service delivery quality in an organisation.

2. At MPF, Ambarnath, a highly proactive approach as under has been adopted for quantification and monitoring of productivity amongst office staff:
  - Identification of key performance areas through brainstorming and interaction amongst officers and staff.
  - Extensive use of Information Technology resources for the purpose of constant monitoring, feedback to all concerned with an aim to improve the same.
  - To improve office productivity, “Management by Objective” was encouraged amongst the staff through tools like Total Productivity Management (TPM) wherein staff actively and voluntarily participates in the process to improve the working environment.
  - Adopting the TPM philosophy as a way of life by the office staff thereby ensuring continuous, small improvements that are perceived as attainable by the dealing staff.
3. Insofar as identification of key performance areas is concerned, the following indicators have been identified:
  - Monitoring the movement of dak from the stage of the receipt of letters till it enters the online system. and further monitoring of the desired/allocated work till it is disposed off
  - Identification of important attributes related to the job assigned to the particular staff, desired skill levels, requirement of training and change in the level of skill after completion of training, etc through what is known as ‘Brain Mapping’.
4. The practice of TPM has been started in all the offices of MPF.
  - i. Taking oath in the morning before starting of the work has developed a sense of commitment in the employees. The biggest stumbling block in the Government sector is negative attitude of persons towards their work content and poor team spirit. The biggest gain which MPF has achieved after introducing first step of TPM i.e. 5S is gain in respect of positive change in the attitude.
  - ii. Staff involvement in problem identification and measures to improve their organizational functioning and service deliverables is most important. In the Establishment section for instance the main problems identified were congestion, no cross ventilation and poor natural light, haphazard record management system with papers and files not traceable in time and poor staff motivation. The Staff removed all unwanted papers, files, almirahs, broken tables, chairs etc. from their offices and sent them for either storage of old files at Central Record Room as per the life of the files or old furniture and other office equipments for disposal action.

- iii. The staff was divided into three groups : **Strategic Group** – to handle all matters pertaining to Recruitment, Promotions, RTI Queries etc., **Services Group** – to handle all matters pertaining to Pensions, LTC, Leave Records, Service Records etc and **Dak Group** – to handle receipt, dispatch and monitoring of all incoming and outgoing Dak. The senior most staff within the group was designated as the Group Incharge and all staff was asked to create and maintain a work-flow chart and a check-list for each item of work. As part of the attitudinal change, monitoring the movement of the files, letters etc. through computer was taken up. There has been improvement in the productivity of the individual and consequently the overall productivity of the sections. Appreciating the fact that goals can be achieved only when they are coupled with the best efforts, continuity of performance remains the benchmark and targets are being monitored by the General Manager.
  - iv. A major gain achieved is the innovation at the workplace. All the employees in the offices have achieved some spare time during their duty hours, and, during that period, they have started thinking of improving the work by adopting better methods for doing their jobs.
    - Records retrieval time has been slashed from 300 seconds to 30 seconds.
    - All Reports and Returns being sent on the 1st of every month.
    - Personal information schedule (PIS) being updated on the 2nd of every month, Periodical Increment Certificate (PIC) being issued on the 4th of every month
    - A pension case is sorted out within 06 working hours as compared with earliest response time of more than 35 days prior to introduction of TPM.
  - v. Employees can view their records and status of pending requests, biometric attendance details, salary calculations, overtime and piece work rates on-line on a real time basis. Suppliers and vendors can see reports on pending dues and status of bills online. All papers are tracked with levels of pendency and period of pendency being shown clearly online. Similarly, documents and works pending with given officers are shown clearly on real time basis.
5. Employees are not caught up in non-productive routine and focus clearly on every day work, completing it well in time. The improvements have culminated in excellent service, contributing to employee satisfaction making them more productive in turn. Pride in the workplace is tangible. The approach is being extended to all production as well as non-production areas with targets for processes with excellent results wherever it had been adopted and at the same time, has shown the potential of yielding similar excellent results everywhere.
6. The example of MPF Ambarnath shows how transformation and excellence in performance and public service delivery is possible with development of employee involvement and motivation through
- an enabling work environment;
  - utilization of the process redesign, convergence and integration that Information and Communication Technology (ICT) facilitates through on-line real time basis,

with status tracking, status information and integrated user group interface to minimize delay;

- strengthening of delegation and accountability at the delivery level with creation of teams and reduction of hierarchy; and
- introduction of transparency and pride in the workplace.

7. The Commission has noted the initiatives taken by the organization with satisfaction and this is an instance of the type of motivated organizational level excellence and change it seeks to achieve through the tool of Performance Related Incentives.