

AWARDS SCHEME FOR EXEMPLARY IMPLEMENTATION OF e-GOVERNANCE INITIATIVES

NAME OF CATEGORY- 'EXCELLENCE IN GOVERNMENT PROCESS

RE-ENGINEERING'

1. Coverage – Geographical and Demographic ()

(i) Comprehensiveness of reach of delivery centres,

Any citizen of India can apply for issue of online VAT registration certificate. Certificate is issued through registering authority comprising 45 circles of Odisha

(ii) Number of delivery centres

45 Circle Offices

(iii) Geographical

(a) National level – No of State covered

All

(b) State/UT level- No of District covered

© District level- No of Blocks covered

Please give specific details:-

(iv) Demographic spread (percentage of population covered)

Open to all Indian Citizen who intends to carry out business and liable to be registered and also voluntarily can apply for registration without liability.

2. Situation Before the Initiative (Bottlenecks, Challenges, constraints etc with specific details as to what triggered the Organization to conceptualize this project):

The **bottlenecks** before the process reengineering are

1. Delay in getting registration certificate due to multiple processes, steps, involved
2. Duplicate data entry (by the dealer, registration clerk)
3. More hands off points
4. Visit to multiple agencies like post office, court
5. Documentation varied from person to person
6. No standard time for disposal
7. Rule was complicated

Challenges-

1. Governed by Odisha VAT Act, Odisha VAT Rule needs to be amended and other Acts Like Odisha Entry Tax Act, Central Sales Tax Act
2. Change Management
3. Communication through ICT

Constraints

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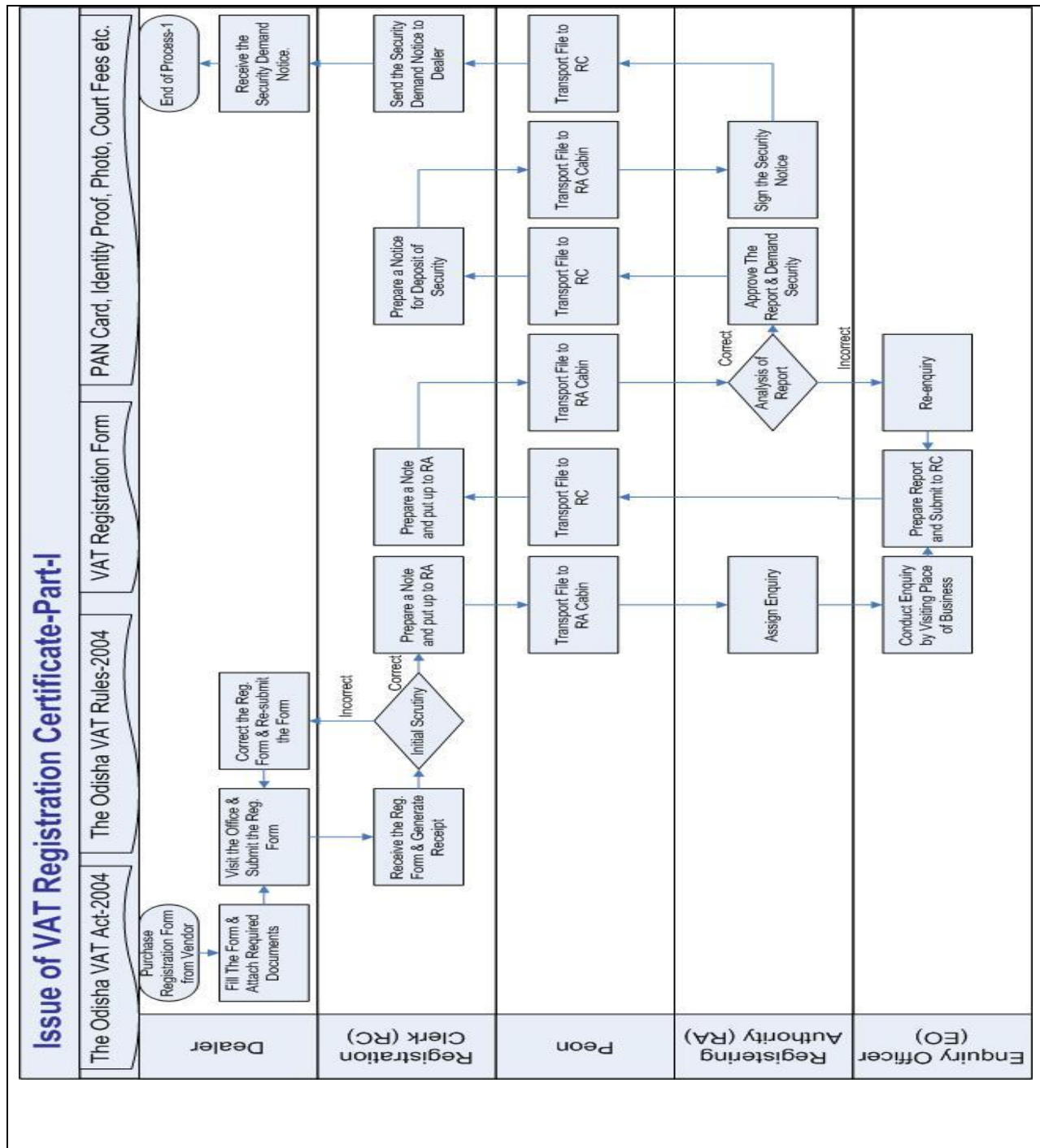
1. ICT infrastructure like high speed scanner, printer, camera at each office where processing can be made
2. Manpower for attending Help Desk where applications are processed

The Department felt that to enhance tax revenue increasing tax base is the pre requisite. So the entry of tax payer must be smooth and hassle free. Again his first experience with the Department must be good. This triggered the Department to take an ardent step for process reengineering.

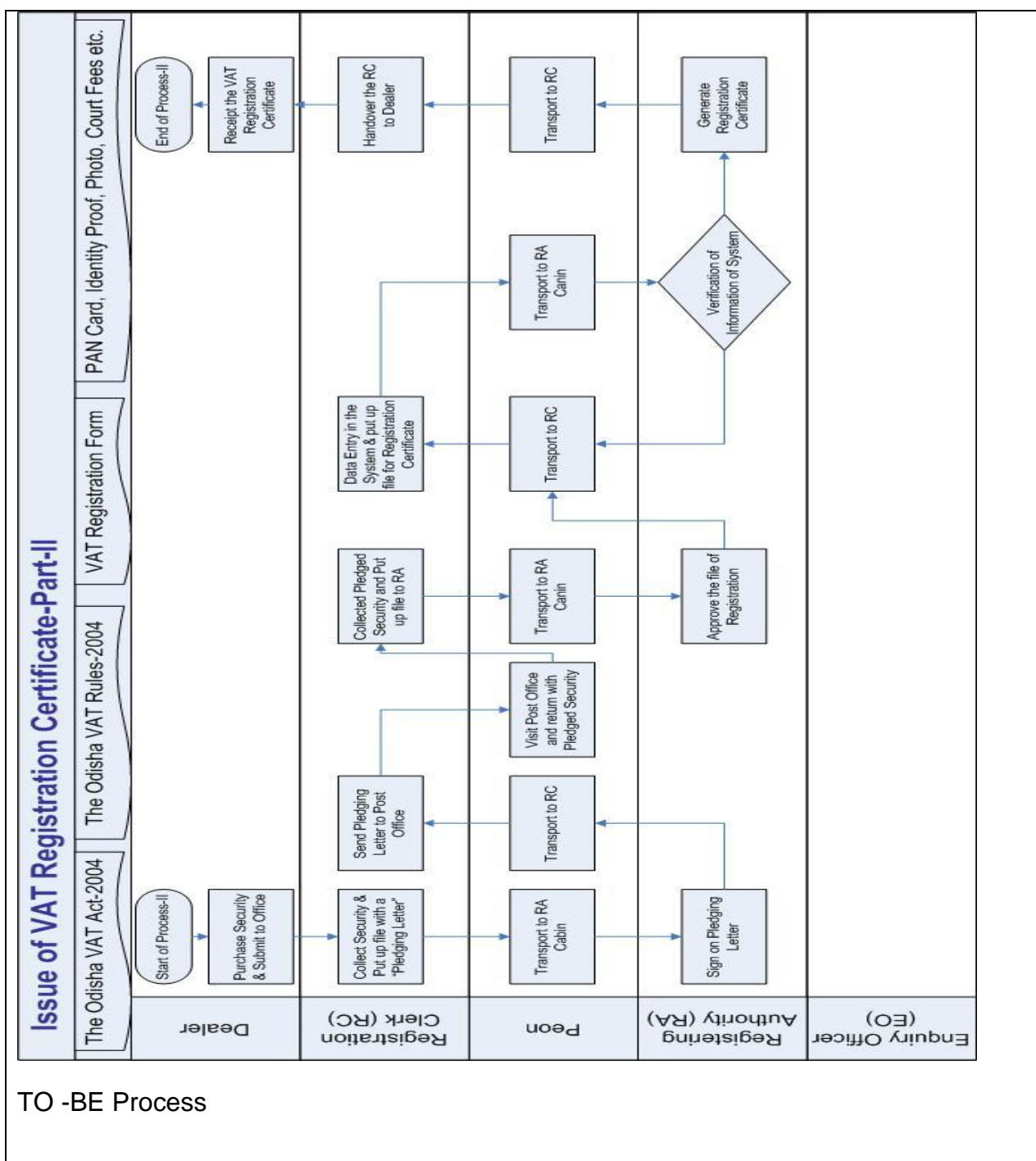
3. **Extent of Process re-engineered** (Processes that have been re-engineered, services which depend on these processes, analysis/re-design of Process workflows – before (As-Is) and after (To-Be) re-engineering; changes in activities and their sequencing; level of automation (Extent of computerization in terms of number of services computerized, Extent to which steps in each service have been ICT-enabled) #)

AS-IS-PROCESS

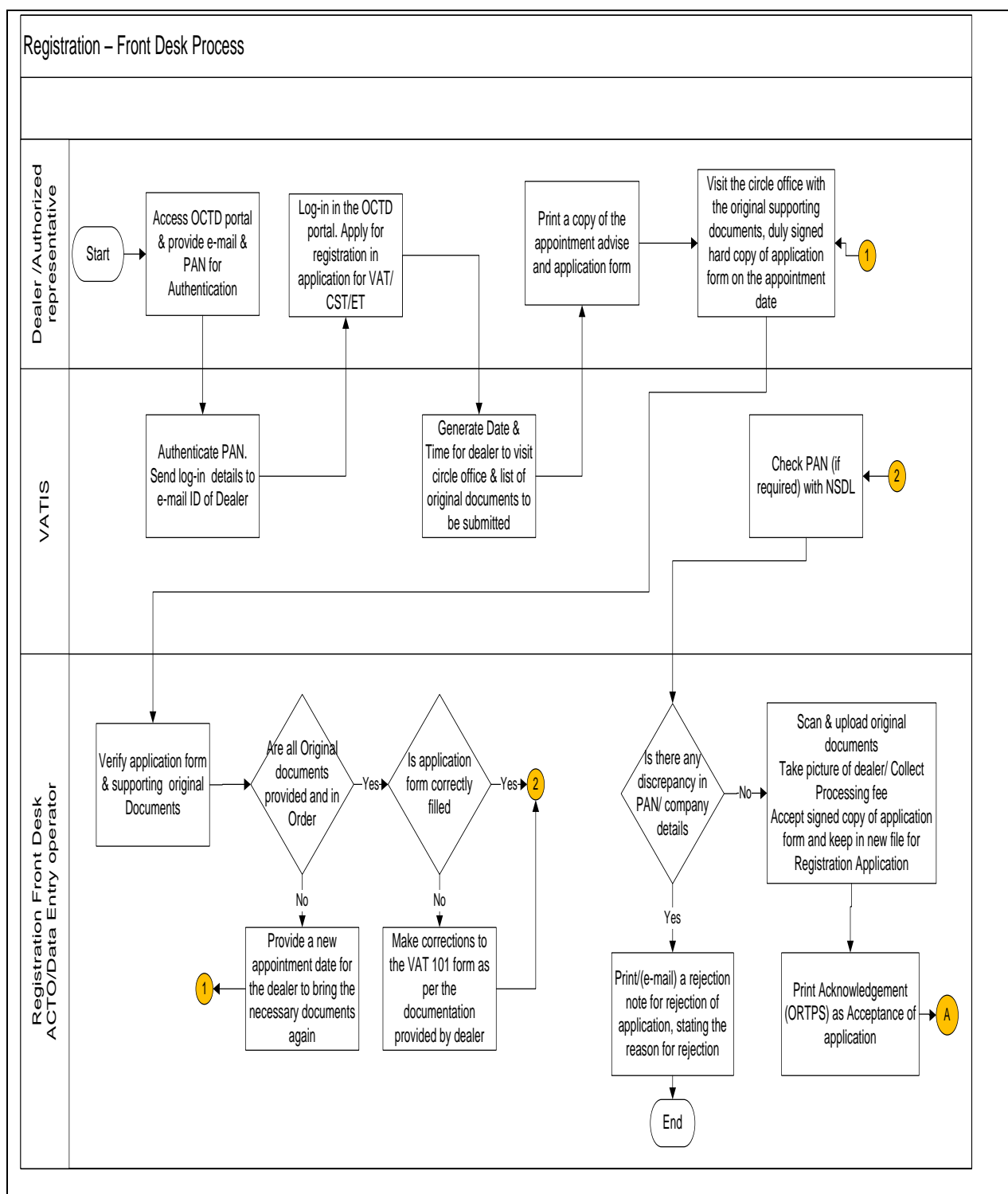
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4. Strategy Adopted

(i) Details of base line study done,

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Critical to Process Identification

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The process that are critical are identified
(a) Filling the application form
(b) Submission of application form
(c) Scrutiny and documentation
Issue of Certificate

(ii) Problems identified,

Identification of Non Value Added Activities

- (a) Visit to office for submission of form
- (b) File movement for assigning enquiry ,security demand, compliance of queries
- (c) Enquiry and re enquiry

Identification of Duplicate Data Entry Points

- (a) Preparing notes for every activity
- (b) Entering the details in the application in system

Other problems and issues

- (a) Visit to bank, post office, treasury,
- (b) Pre registration enquiry
- (c) Cost is high
- (d) Time required is also high

(iii) Roll out/implementation model,

As the process reengineering was done properly “Big bang model” was adopted

(iv) Communication and dissemination strategy and approach used.):

- (a) Advertisement in vernacular dailies made
- (b) Advertisement made in website
- (c) Guidelines published in website
- (d) Modern Help Desks were made at each circle
- (e) Centralised Help Desk Made at Head Office, Toll free number provided

5. Technology Platform used-

(i) Description

ASP Dot Net with C-Sharp,Oracle 11 G,SQL 2005

(ii) Interoperability

Seamlessly operate with SQL,Oracle,Excel,C-Sharp Dot Net,Visual Basic Dot Net

(iii) Security concerns

STQC Audit complied,Captcha,Secured Socket Layer,user Id data

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security policy one way MD-5 encryption, Norton and MacAfee antivirus software for database and application server. (Current Status-Shifted to SDC., DBA Appointed)

(iv) Any issue with the technology used

No issue

(v) Service level Agreements(SLAs) (Give details about presence of SLA, whether documented, whether referred etc. #)

SLA with service provider MASTEK is made. It is documented.

6. Citizen Centricity (Give specific details on the following#)

(i) Impact on effort, time and cost incurred by user,

(i) Impact on effort, time and cost incurred by user, One visit for maximum 30 minutes, All processing, verification of documents and uploading done within the visit time. Cost is fixed i.e processing charge of Rupees five Hundred.

(ii) Feedback/grievance redressal mechanism,

- (a) Well in place in the website
- (b) For feedback cloud platform of survey monkey is used.
- (c) Internally ORTS , a ticketing system for internal redressal
- (d) Cloud telephony hotline for knowing call log ,call recording and receiving beyond office hour calls

(iii) Audit Trails,

For Internal and external applications audit trails are maintained. Any modification and creation can be tracked

(iv) Interactive platform for service delivery,

Toll free number is available. One Hot line number is introduced to be used beyond office hours. Call logs are analysed. Feedback, mails are addressed on a regular basis.

(v) Stakeholder consultation

At circle level each month a meeting is organised to get feedback. At Range level Advisory Committee Meeting is being made. Feedback is taken through survey. Apart from that, the Tax Payer Services Unit with IT team organises sensitisation programme at different locations of the state.

7. User convenience (Give specific details about the followings #)

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- (i) Service delivery channels (Web, email, SMS etc.)

Service is delivered through e.mail,SMS (Integrated and event triggered) and through web portal.

- (ii) Completeness of information provided to the users,

Department is using e governance maturity model of Information-Interaction-Transaction-Integration.

- (iii) Accessibility (Time Window),

A dealer can make application at any time and can book as lot of 30minutes at his convenience for one time visit to the Help Desk.

- (iv) Distance required to travel to Access Points

Spread over 45 locations throughout the state, One time visit either by dealer or his representative. In cities within 10 Kms in Rural areas 0 to 50Kms.

- (v) Facility for online/offline download and online submission of forms,

Facility is available for online submission of form without uploading of documents, Documents are uploaded at the time of visit by Help Desk personnel free of cost.

- (vi) status tracking

SMS services have been integrated for knowing generation of TIN. Acknowledgement is given on successful submission of form.

8. **Efficiency Enhancement** (Give specific details about the following #)

- (i) Volume of transactions processed

28024 application received between 01-05-2013 and 30-04-2014

- (ii) Coping with transaction volume growth

Manpower and storage capacity is capable enough to handle the growth.

- (iii) Time taken to process transactions,

Less than one month

- (iv) Accuracy of output,

More than 95 %

- (v) Number of delays in service delivery

702 (As on 31.08.2014 including application within 30days)

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9. **Cost effectiveness** (Give details about impact on cost incurred w.r.t. overhead cost, direct and indirect cost, man days/man hour required to do a job etc. #)

Processing charge of Rupees five hundred only is levied that includes cost of uploading documents, photographs.

10. **Capacity Building and Organizational Sustainability** (Give details about hiring skilled staff, imparting training etc. #)

Creation of model help desks for registration is a breakthrough. The Help Desk is handled by trained officials. Hardware like high speed scanners, printers, display boards for facilitation to dealers are there in Help Desk. A separate unit called "Tax Payer Services Unit is taking care of the delivery of services. Capacity building is being done with respect to behavioural aspects in collaboration with Xavier Institute of Management and in house training.

11. **Accountability** (Give details about, impact on transparency of process, fixing responsibilities etc. #)

The service of registration is coming under ODISHA RIGHT TO PUBLIC SERVICES ACT, 2012 which entails disposal time within 30 days and one day delay above it can attract penalty of Rupees 500 per day. Dash Board is created which shows pending application status at appropriate level.

12. **Innovation** (Give details on the extent to which re-engineered process is unique, compared to other common process re-engineering efforts, impact on number of steps required, identification and removal of bottlenecks/Irrelevant steps etc. #)

One Stop Solution within 30 minutes. Theoretically the Registration can be made within a day. The Department is in the process of Bench Marking the service level

13. **Appropriate Delegation** (Give details on whether a team involving employees from all levels has been deployed for the project implementation and maintenance, can employees be held accountable for their actions, etc. #)

A specialised **Registration Help Desk** is in operation where a dedicated team is there to make the process simple and service delivery faster. They are not entrusted with any other work.

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14. **Result Achieved/ Value Delivered** to the beneficiary of the project-(share the results, matrices, key learning's, feedback and stakeholders statements that show a positive difference is being made etc):

(i) **To organization**

Effective utilization of manpower, better management of dealers

(ii) **To citizen**

Hassel free entry to the Department with minimum cost, time and effort

(iii) **Other stakeholders**

15. Extent to which the Objective of the Project is fulfilled-(benefit to the target audience i.e.G2G, G2C, G2B, G2E or any other, size and category of population/stakeholder benefited etc):

Beneficial to all business community of the state and outside who intends to do business in Odisha

16. **Adaptability Analysis**

(i) Measures to ensure adaptability and scalability

Internal Reports are generated for knowing disposal time and number of Application pending/disposed.Accordingly manpower allocation is being made.

(ii) Measures to ensure replicability

Survey is being conducted circle wise through survey monkey.Basing on the result the best practices are replicated in other circles.

(iii) Restrictions, if any, in replication and or scalability

Based on the volume of transaction strategy is modified keeping the core principles of service delivery intact.

(iv) **Risk Analysis**

In VATIS, the new dealers are kept watch. Intelligent reports are generated for the new dealers specifically to ascertain that they are not indulged in fraudulent activities.

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17. Comparative Analysis of earlier Vs new system with respect to the BPR, Change Management, Outcome/benefit, change in legal system, rules and regulations

| Old System | New System |
|---|--|
| No time Limit for Disposal | 30 Days Maximum |
| Cost was not defined, security was arbitrary and varied | Defined processing fees of Rupees 500 |
| Many intermediary involved | Two step process |
| Documents varied | Specified and minimum documents |
| Law was rigid | Rules modified completely as per BPR, radical modification |
| No transparency | Transparent and accountable |
| No responsiveness | Responsive at each stage |
| No focus on stake holders | Establishment of Tax Payer Services Unit |
| No feedback system/Complaint Redressal | Feedback and Complaint Redressal |

18. Other distinctive features/ accomplishments of the project:

1. Auto amendment of Registration Certificate
2. Self download certificate
3. Changing Public face of the Department

#This is just an indicative list of indicators. Applicant can add on more information based on suitability of the project nominated.