# Annexure 5

Generic Recommendations of the Working Group on BPR

Generic Recommendations made by Working Group on BPR

1.1 **Reorganization of Disposal Hierarchies**: The Government organizations usually have a number of levels in the hierarchy for disposal of cases. All cases whether important or routine often follow the same hierarchy. The role and value addition of each officer is also not well defined. It has also been commonly found that there is shortage of staff in most of the offices even though the volume of transactions/ work may have increased manifold. Even the existing staff is often not rationally deployed on the basis of workload.

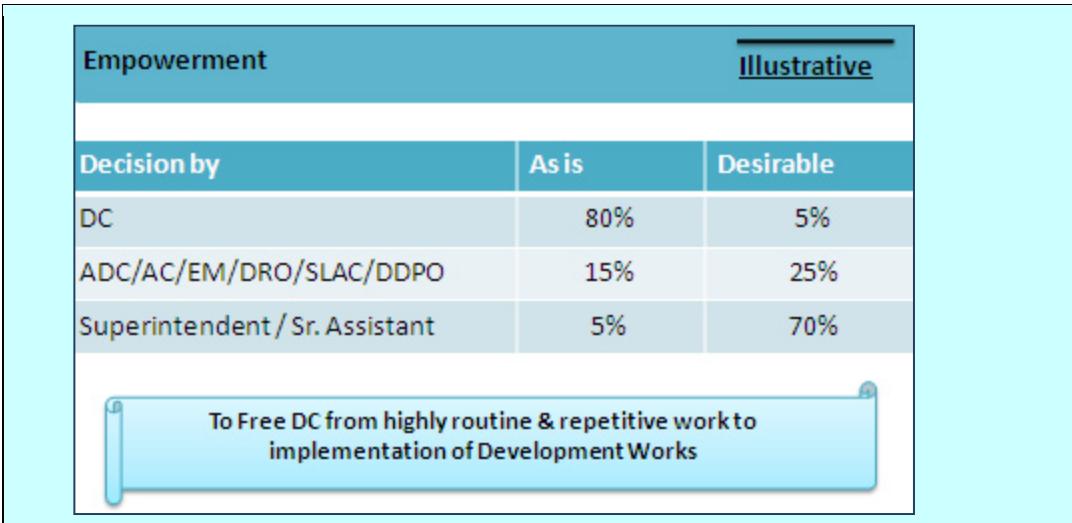**Reorganize Disposal Hierarchy**
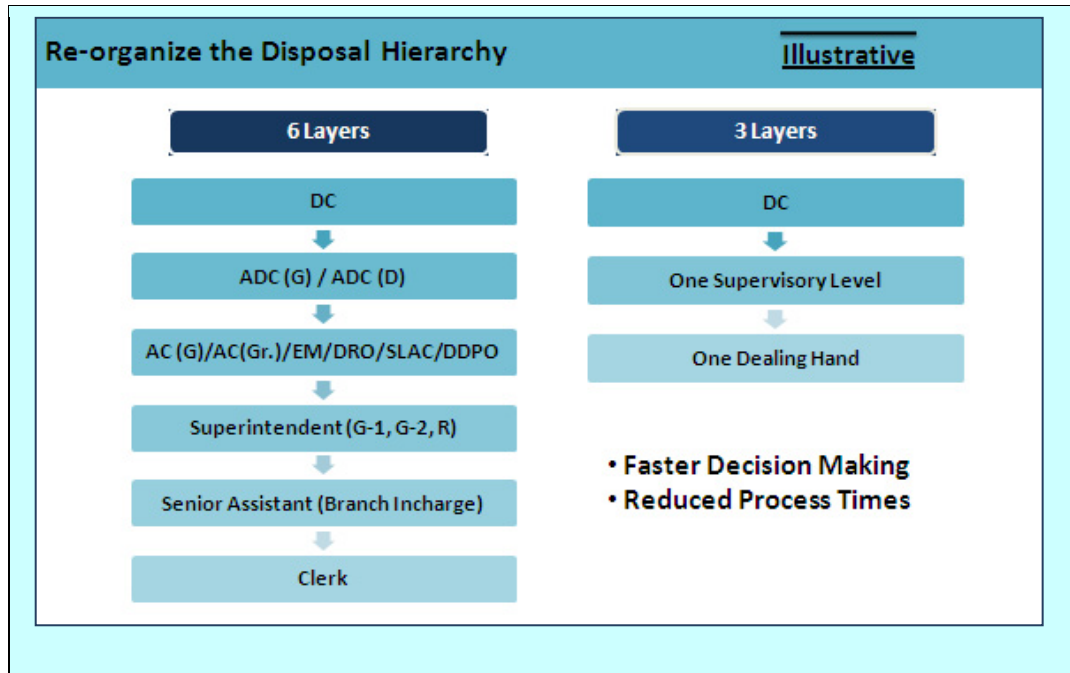
Source: Graphics from BPR Study of DC Office, Jalandhar by CHR Global, 2005

It is therefore recommended that each government organization must carefully study the nature of cases currently being dealt in the department/ organization. The process flow and value addition at each level needs to be clearly identified and the processes may be designed in such a fashion where no more than three or four levels exist for disposal of a case. The organizations need to spread horizontally rather than vertically. The work, which is sensitive, may be initiated at a higher level of some experienced

hands while rudimentary cases can be processed by the lowest functionaries. Similarly, for important projects or schemes, the proposals or reviews etc. may start at the senior level itself.

1.2   **Empowerment**: The decision making in the Government organizations is often very centralized, which leads to inefficiencies and diffusion of responsibility. Due to aggregation of large number of cases at the higher level, the quality of disposal is compromised and it is not possible to give adequate time and attention to the cases.

Empowerment		Illustrative
Decision by	As is	Desirable
DC	80%	5%
ADC/AC/EM/DRO/SLAC/DDPO	15%	25%
Superintendent / Sr. Assistant	5%	70%
To Free DC from highly routine & repetitive work to implementation of Development Works		

Source: Graphics from BPR study of DC office Jalandhar by CHR Global, 2006

It is recommended that the Government employees at the field/ cutting edge level need to be empowered to take decision and deliver the services. Suitable monitoring and supervisory controls can be built in each process without actually centralizing the decision making power to prevent misuse of the processes. Empowerment is also a key to any meaningful decentralization, which should be distinguished from disaggregating the functions/ works.

1.3   **Confirmed Process Completion Schedule:** A realistic time frame for all the processes in the government should be fixed and followed. In the delivery of most of the services, there are some critical processes such as verification from field officials, which cause delays and therefore there is need to monitor these activities closely to ensure delivery

of services on time. In fact, an average citizen would worry more about certainty in the delivery of services rather than absolute time limits prescribed for the service.

Confirmed Timelines

Service Name	Timelines
Attestation of Affidavits	One hour
Attestation of Indemnity Bonds	One hour
Attestation of Surety Bonds	One hour
Endorsement of SPA/GPA	One hour
Issuance of ID-Card	7 days
Driving License related Services	7 days
Registration of Vehicle related Services	7 days
Issuance of Birth Certificate	7 days
Issuance of Death Certificate	7 days
Counter Signing of Documents	7 days
Issuance of Copy of a Document/Inspection of Record & Misc Services	7 days
Issuance of Nationality Certificate	10 days
Issuance of Permissions	10 days
Issuances of Bus Passes	10 days
Arm Licences related Services	45 days

1.4 **Documentation of Processes/ Codification:** In many cases, the instructions in the delivery of services are not properly documented and which leads to practices based on oral traditions leaving discretion in the hands of dealing officials.

Process Documentation
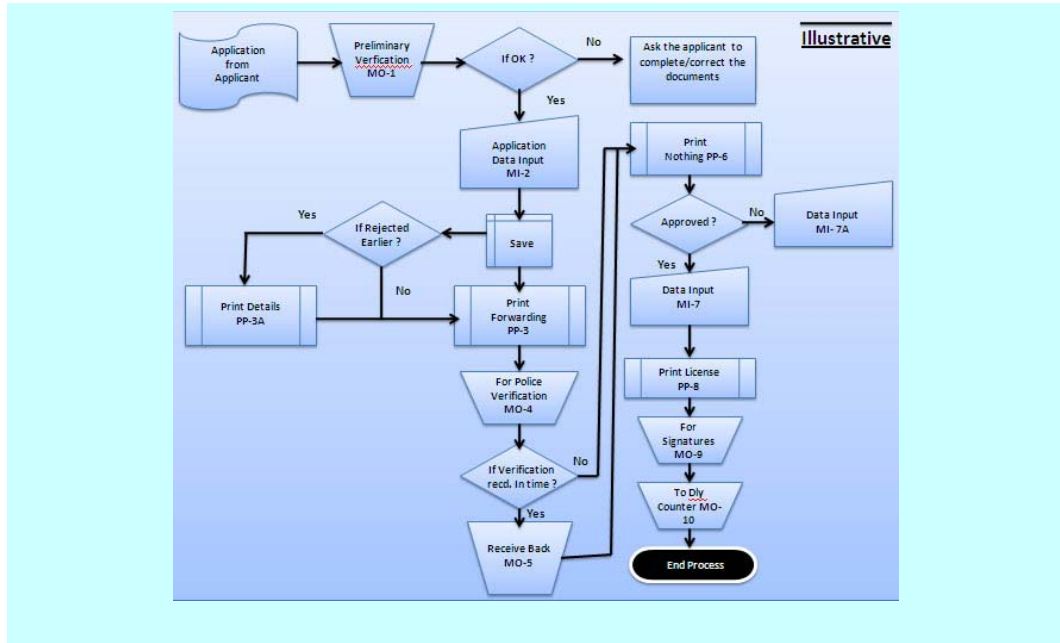
It is important that clear, consolidated and up-to-date process documentation is maintained for each process. This would ensure that the cases are processed in a uniform manner and every officer/ official in the hierarchy is clear about the business rules and other procedural formalities. This documentation should be widely available to each official and also to all the sub-ordinate offices as well. This would not only reduce the discretion but also avoid large number of back references from one office to another and queries by higher authorities**.**

The process codification should not only describe the steps involved in the delivery of a service but also the necessary instructions as amended up-to-date:

Step by Step Process Documentation

Illustrative Process documentation for Birth and Death Certificate
3.1.1   Applicant applies for the Late Entry of Birth or Death on the prescribed form. 3.1.2   Applicant gets a token no at the token counter to wait for his turn.

3.1.3   Application is accepted at the counter by the operator when his turn comes.

3.1.4   Operator checks and verify the following documents:

   3.1.4.1   Application form duly filled in.

   3.1.4.2   Form No 2. (In case of Birth)

   3.1.4.3   Form No 4. (In case of Death)

   3.1.4.4   Affidavit attested by Executive Magistrate for Late   Entry.

   3.1.4.5   Not Found Certificate for 3 Years.

   3.1.4.6   Statement of any one of the following:

      3.1.4.6.1   In case of Birth:

         (i)   Statement of the two persons namely Sarpamch, MC, Numberdaar, Chowkidaar.

         (ii)   Statement of Chowkidaar duly attested by Sarpanch.

         (iii)   Statement of Dai duly attested by Sarpanch.

         (iv)   Certificate by Hospital.

      3.1.4.6.2   In case of Death:

         (i)   Statement of the two persons namely Sarpamch, MC, Numberdaar, Chowkidaar.

         (ii)   Statement of Chowkidaar duly attested by Sarpanch.

   3.1.4.7   Proof of Birth/Death: Duly attested copy of any of the followings:

      3.1.4.7.1   In case of Birth:

         (i)   School Certificate indicating date of birth.

         (ii)   Ration Card including name of the child.

         (iii)   Voter Card

      3.1.4.7.2   In case of Death:

         (i)   Postmortem Papers or FIR.

         (ii)   Cremation Certificate.

         (iii)   Hospital Record.

3.1.5   Operator enters the specific data relating to application in the input data screen.

   3.1.5.1   Data Input for both (Birth and Death Application)

   (The data input is same as defined in step 2.1.10.1)

3.1.6   Accepts the prescribed fee and charges from the applicant.

3.1.7   Generates and Prints the receipt

3.1.8   Prints the noting and any other document required.

3.1.9   Send the file to the concerned officer for approval.

         (Steps 3.1.8 and 3.1.9 can be performed in batch for all the applications received, at the end of the day)

3.1.10   After file is received back from the concerned officer, operator performs the following steps:

    3.1.10.1   Check and verify the file received back.

    3.1.10.2   Update the status of the application as per the action taken (Signed, Approved, Not Approved, Rejected etc)

    3.1.10.3   Perform the Backlog Entry in table of Birth/Death table if the application is approved else go to step 3.1.10.5.

    3.1.10.4   Enter the Order No. and Date of approval of the concerned officer.

    3.1.10.5   Send the document for delivery to the delivery counter.

1.5   **Improvement in Physical Infrastructure:** Government offices over a period of time have been neglected in terms of infrastructure upgradation/ augmentation and there is high inadequacy of Infrastructure at the field level to cater to the ever increasing volumes of transactions. There is an immediate need to strengthen infrastructure in the government offices particularly dealing with the public. The requirement of infrastructure may depend on specific situation and location and therefore need not follow a uniform approach in all cases.

Improvement in Physical Infrastructure

1.6 **Capacity Building of Government Employees**: Government Employees are the key to the quality of services being delivered to the citizens. However, it has been observed that there is shortage both in terms of quantity in many places as well as the quality of manpower. In many organizations, it is not humanly possible for the existing manpower to cater to the volume of work. There should therefore be quantitative analysis of the work as well as need based training to build capacity and improve the quality of the manpower.

Transforming People

- Training
- Change Management
- CRM skills
- Consultation
- Empowerment
- Education
- Awareness

1.7 **Data/Information/ Record Management Systems:** The quality of service by a government organization would directly depend on the quality of data/ information/ record management system in place. Needless to say that the existing information management systems need drastic improvement. There is an urgent need to build and

develop electronic record keeping systems. Even the modern practices of maintaining physical record rooms are not in vogue in the government organizations.

Improved Record Keeping

Proper File Storage

Colour Coding