



SCOPE CHALLENGES AND THE WAY FORWARD

Group I

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SEVOTTAM

Etimology: "Seva" and "Uttam“

Excellence in service delivery.

symbolizes the Government's intent to move from 'administration' mindset to 'service orientation' in delivery of public services.

involves the identification of the services delivered to the citizen, quality of serviceits objective, improvement of quality by using innovative methods for developing Business process and more informative with the help of Information Technology.

GENESIS

- **Ombudsman of Sweden**: What started as an institution & office for investigation and addressing complaints of maladministration or violation of rights in 1809, the Scope & meaning enhanced in Two centuries to be the guiding principle of public delivery System by Govt agencies. That is a suo moto responsiveness to public for better delivery. Although a recommendatory entity looking into matters of public complaints, it sowed the seeds of Public Delivery system in a structured manner.
- **Total Quality Management in US Defense Dept**: With its key concepts like –(a) “Quality is defined by customer’s requirement, (b) “top mgmt. has direct responsibility for quality improvement, (c) “Increased quality comes from systematic analysis and improvement of work processes,(d) Cross-functional teams responsible for addressing immediate issues,(e) total customer satisfaction through service delivery and many more, TQM can also be regarded as the one of the pioneering Management tool for delivery of Public Service.

INTERNATIONAL BEST PRACTICES

UNIVERSAL HEALTH CARE SYSTEM OF BRAZIL



SOCIAL SERVICE DELIVERY :SINGAPORE



Why Sevottam?

- RTI Act first showed that in order to cater the changing needs/aspiration of the Informed Citizen of the newly globalised world, the Govt Agencies cannot work from Ivory Tower but reach out to its Citizen to provide a Responsive & Transparent Service Delivery system with components of grievance redressal.
- a standard service delivery system that caters to the need of all, based on **transparency, accountability, reliability, responsiveness and empathy** in taxpayer functions of the CBEC.

CBEC Sevottam

- Standardized Service Delivery Excellence Model based on the Indian Standards
IS 15700:2005 developed by the Bureau of Indian Standards

CBEC has 60 field offices that are BIS 15700 certified and more and more field offices are on the process of achieving it.

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Three main components: -

1. **Citizen Charter and Service Standards** document where a public sector Organization declares its key services along with delivery timelines and requirements, focuses on the formulation, monitoring and review of Citizen Charter
2. **Public Grievances** focuses on receipt, redressal and prevention of grievances
3. **Service Delivery Enablers** includes Customer Feedback, Employee Motivation and infrastructure.

SALIENT FEATURES

- **Timeliness:** time norms for specific services are enumerated in Citizens' Charter. The services and norms are set as per active discussions with different stakeholders
- **Effectiveness:** a single window system for service deliverables **Responsiveness:** a robust grievance redress system.
- **Courteous behaviour:** norm for behaviour, specially in assessee's facing positions, is described in the Citizens' Charter and pro-active feedback on service delivery is gathered to judge this
- **Information:** facilitation centers and help centers
- **Empathy:** public grievance officers are needed to listen to assessee's in their time of need

SERVICE DELIVERABLES

- ACKNOWLEDGE ALL WRITTEN COMMUNICATIONS
- CONVEY DECISION ON MATTERS
- DISPOSAL OF A REFUND CLAIM
- REMIT DRAWBACK
- CLEAR EXPORT GOODS
- CLEAR IMPORT GOODS
- COMPLETE CENTRAL EXCISE REGISTRATION
- COMPLETE EXAMINATION AND CLEARANCE OF EXPORT CONSIGNMENT
- INTIMATION BEFORE UNDERTAKING AUDIT
- RELEASE OF SEIZED DOCUMENTS
- EXIGENCY IN SERVICE DELIVERY
- GRIEVANCE REDRESSAL



PROBLEMS

- **RESOURCE CONSTRAINTS**

- ❖ **Infrastructure**

- ❖ **Financial**

- ❖ **Human Resource**

- **ATTITUDINAL**

- Lack of ownership & Interest

- Lack of Top management commitment

- Working in this Section considered as Neglected assignment.

- **POLICY CONSTRAINTS**

- Transfer, non-continuity.

- Lack of structured training

- Non-inclusion of Certain Key Deliverables
- Lack of Proper Monitoring
- Internal Audit is sometimes considered as a casual process leading to deformed audit report & conformities.
- Maintenance of Manual Registers .

SUGGESTIONS

- Periodical Analysis of customer feedback
- Exploring the Possibilities – raising the standard
- Intrinsic Improvement & Self evaluation
- Negative mindset in terms of Posting should be addressed by having incentives like Reward system i.e. making the job profile more attractive.
- DIGITALISATION of Registers & other Records.
- Integration of Tax payers service with Sevottam cell
- Sevottam Also as a Guidance cell .
- Certification is not an END but Means to End.



CHALLENGES IN GST ERA

GST....

- Widening of tax base
- Inclusion new assesses hitherto untaxed
- Integration of business process with states
- Facing the Twin troubles-Implementation and awareness
- Internal re-organization and external implementation



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