



PROCESS REENGINEERING IN THE TRANSPORT DEPARTMENT

STUDYING THE EXISTING SYSTEM

CMGGAs visited over 30 e-Dishas (service delivery centres) and shadowed over 200 citizens to understand the entire process which a citizen goes through in order to get these services. During the study, several discrepancies were identified. Of these the major ones are as follows:

1) The number of steps taken to complete the same process was found to be different in different districts. For instance, to get a driving licence, it was seen that a citizen needed to complete 4 steps in Gurugram district whereas they would take steps in Ambala district.

2) Fee collected, for services across different districts, was found to be different. Different districts were collecting fees under multiple heads such as Bal Bhawan donation, Red Cross Society fee, District Child Welfare Council Fees as seen in the table below

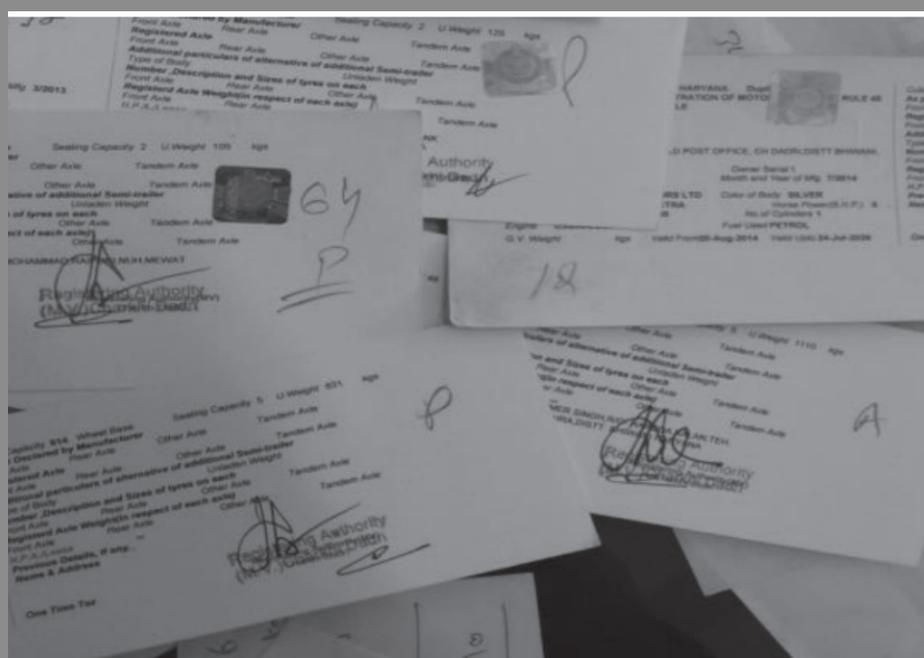
Type of fees	Amount(in Rs)
DITS	150
Municipal Tax	100
Bal Bhawan donation	90-150
Red Cross Society	50
Govt Fees	200-300
Form fees	60
Medical test	110
Driving License test	100
District Child Welfare Council Fees	100
Speed post	20
PVC fee	30

3) Driving tests were not being conducted appropriately. For instance, it was seen in Bhiwani district that on days when the associate visited the test centre only 20-40 tests were conducted. Whereas on days when the associate didn't visit, close to 300 tests were conducted on one single day.

Bhiwani Driving License Test Register	
Day and Date	Total DLT Passed
Tuesday, 30-08-2016	126
Thursday, 01-09-2016	148
Tuesday, 06-09-2016	181
Friday, 09-09-2016	238
Thursday, 15-09-2016	82
Friday, 16-09-2016	133
Thursday, 22-09-2016	16
Tuesday, 27-09-2016	38
Thursday, 29-09-2016	20
Tuesday, 04-10-2016	278
Thursday, 06-10-2016	10

**Days
visited by
CMGGA**

4) It was noticed that touts are involved in all process. Right from form filling to document delivery. The following image shows codes of agents being marked by on documents :



DECISION ON WAY FORWARD

When these issues were presented to the Hon'ble Chief Minister, he decided that going forward, the Department of Transport will

- Implement standard operating procedures (SOPs) for service delivery across the state.
- Implement a single window standardized fee payment mechanism in all districts.

The transport department took up these decisions and decided that they would not just carry these out for RLA services but would replicate the same for RTA services as well. In order to do so, several consultation meetings were held by the Department of Transport with senior bureaucrats in the state alongside inputs from CMGGAs. The main focus of the department was to

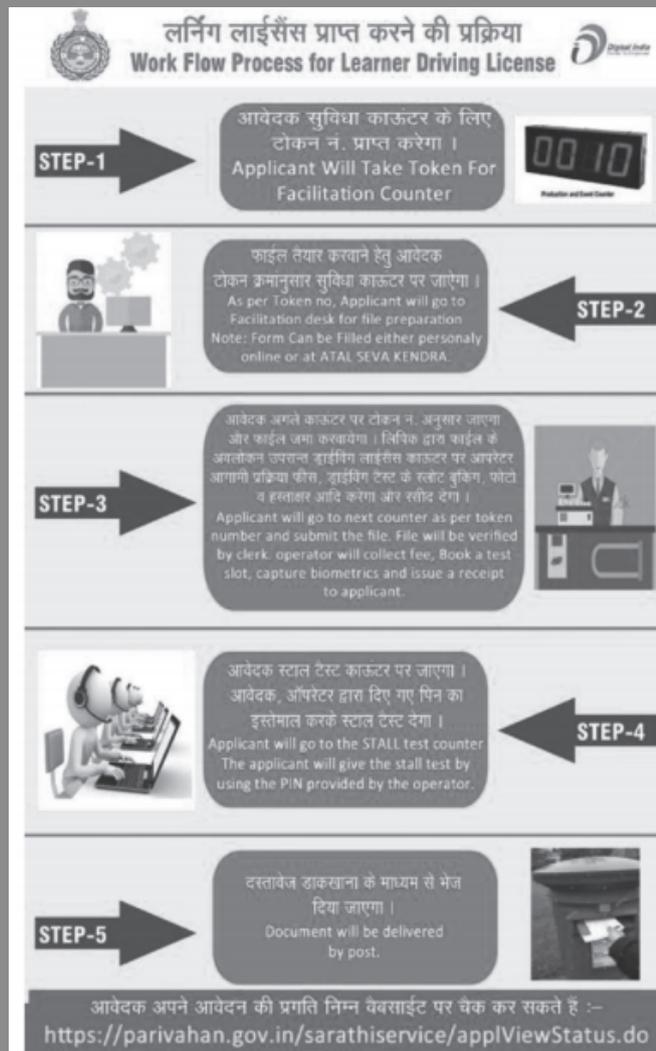
- 1) Develop a simple citizen friendly process
- 2) Develop a mechanism that could fit the existing resources available at the district level
- 3) Improve transparency by implementing a web based online system for service delivery
- 4) Improving the overall efficiency of the process

All backend tasks such as study of legislation, rules and notifications were done and new orders were passed wherever necessary to ensure smooth implementation of SOPs. The SOPs thus designed were notified with letters were sent out to all Deputy Commissioners, Sub Divisional Magistrates and RTA authorities to get them implemented at the earliest.

FOCUS AREAS OF SOP

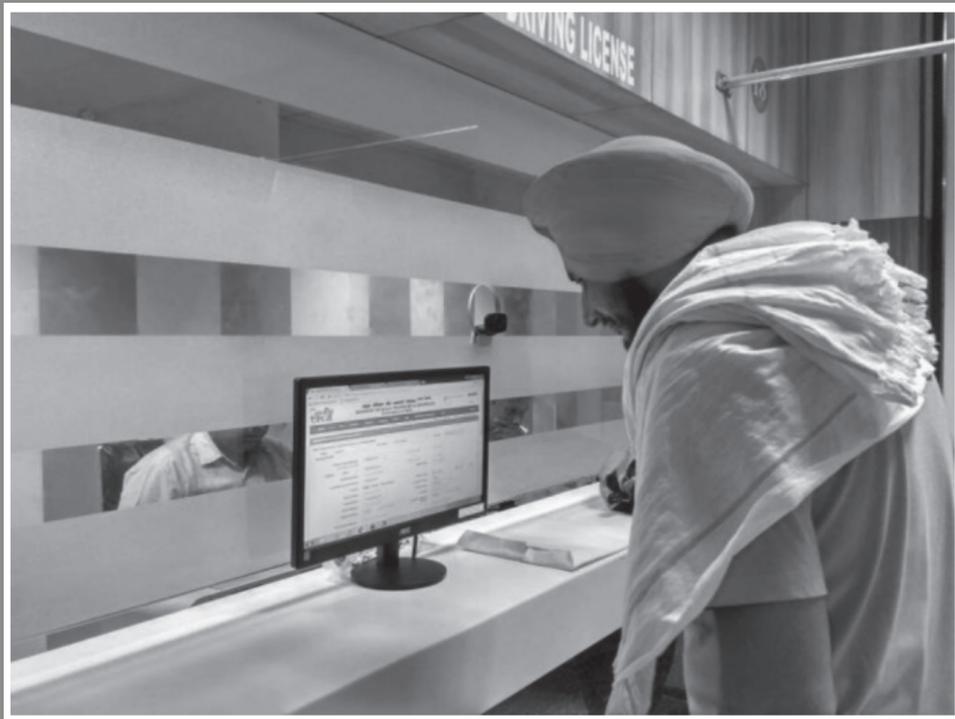
In order to maximize the effect of the SOPs the following key areas were focussed on:

1) **Improving citizen awareness by increasing focus on Information, Education and Communication (IEC)** - The objective of this was to ensure that citizens visiting the e-Disha have complete knowledge of the procedures and the fees involved before they begin the process of applying. This would build a bottom up accountability on the officials involved as the citizens availing the services are aware of its contours. The following is a sample of the information put up at e-Dishas.



2) Setting up a Facilitation Desk at all e-Dishas to assist citizens in filling up the form

- One of the most fundamental reasons for citizens to seek the help of touts and agents was to make their work easier. In order to address this root cause, the facilitation desks act as an intermediary between the citizens and the complex procedures. The desks cater to all kinds of support that a citizen requires, right from filling the form to taking photocopies to resolving queries. Below is a photo of an e-Disha where the citizen's form is being filled online while the citizen can see the data entry work with the help of dual screens.



3) Creating a single window for payment of all fees related to the service being taken

- To reduce the number of steps a citizen has to take to avail a service and also to reduce multiple touchpoints of money exchange (and thus curbing possibility of corruption) a single window where all the fees are collected and the citizen is provided a single fee receipt with all of them mentioned on it.

4) Streamlining and improving monitoring for tests conducted for providing learner and driving licences – The most critical and least monitored area of a licensing process, the tests, was streamlined procedurally to ensure transparency and ease of use for the citizens. Simple tweaks in the procedure such as citizens not having to carry the file back for approval created a citizen centric approach to the process. This in turn ensures that the officials are more accountable as the citizen touchpoints are lesser.

5) Delivering documents to the citizen's doorstep via speed-post – Keeping the overall objective of reducing the steps taken by a citizen, the delivery of the final documents were made by Postal department through speed post. The citizens get a tracking ID as soon as their document is dispatched to ensure visibility on the process.



On 4th April 2017, these SOPs were released by the Hon'ble Chief Minister for implementation by districts. In just over three months from the time of notification of the SOPs by the Department of Transport, all sub divisions have nearly completed due to regular follow up.

KEY ENABLER - MONITORING OF IMPLEMENTATION

At the district level, the Department of Transport along with the Chief Minister's office decided that CMGGAs would assist and track progress in implementation of SOPs. Regular review meetings were held at four different levels to manage the work on all fronts effectively:

1) Between the Chief Minister's office and Department of Transport Monthly review meetings were held with the department focussed on actions that were to be taken at the state level, such as, sending out notifications, creating enabling frameworks, tweaking relevant software etc.

2) Between the Chief Minister's office and district administration Monthly VCs were held with the district administration, in the presence of the department, focussed monitoring the outcomes of the steps being taken. These VCs were also used to update the district administration about outcome of the state level review meeting of the department. This helped in keeping everybody on the same page which in turn translated into clear and focussed implementation at all levels.

3) Between the Transport Department and district administration Monthly VCs were held by the department with the relevant implementing authorities focussed handholding the minor steps involved in the implementation. These VCs were also a platform for the implementing authorities to highlight the obstacles they were facing and arrive at a solution together with the department.



4) Between Deputy Commissioners and Sub Divisional Magistrates Weekly review meetings were held by the Deputy Commissioners, facilitated by the CMGGAs, to monitor the ground work being done by all the parties. These meetings were focussed on the steps to be taken at the district level and also to build consensus about the issues that would require an intervention from either the department or the CM Office.