

SEVOTTAM – A CONTINUING JOURNEY

(As on 8th May, 2014)

A. Quality Management System (QMS) *Sevottam* is a generic framework for bringing continual improvement in public service delivery till excellence is achieved. *Sevottam* word is a fusion of two Hindi words *Seva* and *Uttam* which means ‘excellence in service’

1. *Sevottam* framework was created by the Department of Administrative Reforms and Public Grievances, Government of India in 2005, after study of the best international practices such as the Charter Mark of United Kingdom and the Malcolm model of United States of America. It is a framework for bringing continual improvements in service delivery by government organizations till excellence is achieved. The framework has a total of 3 modules with 3 criteria and 11 elements in each. The first module is the *Citizen’s Charter* that specifies the standards for service delivery, the second is the *Grievance Redress Mechanism* to get redress if service is not provided as per standards, and the third is the *Capability Building* for building the capability and capacity of the organization to deliver its services as per standards included in its Charter. With 3 criteria and 11 elements in each Module, the QMS *Sevottam* has a total of 9 criteria and 33 elements, that comprehensively cover all aspects of service delivery to monitor gaps as well as improvement.
2. After creation of *Sevottam*, DARPG requested Bureau of Indian Standards (BIS) for creating a standard that addresses the concerns of service delivery by government organizations in particular. Therefore, an Indian Standard 15700:2005 was created for certifying organizations that fulfill the requirements of Quality Management System *Sevottam*. Broadly based on the ISO 9000 standard series, the IS 15700:2005 has additional citizen centric features such as of the Citizen’s / Client’s Charter, Grievance Redress Mechanism, and nomination of an Ombudsman etc.
3. The Second Administrative Reforms Commission, in its 12th Report entitled ‘Citizen Centric Administration – The Heart of Governance’ has also agreed with the *Sevottam* framework.

B. From 2007-08 to 2010-11:

The complete *Sevottam* framework has been implemented in ten Government of India Ministries / Departments. The pilot units in each are listed below:

- (i) India Post (New Delhi GPO)
- (ii) CBDT (*Ayakar Seva Kendra*, Pune),
- (iii) CBEC (all the three Commissionerates in Delhi),
- (iv) *Kendriya Vidyalaya Sangathan* (KV Sector8 R K Puram and KV Delhi Cantt.)
- (v) Department of Pensions and Pensioners Welfare
- (vi) Employees Provident Fund Organization, Karnal
- (vii) Ministry of Food Processing Industries
- (viii) Registrar of Companies, under Ministry of Corporate Affairs,

- (ix) *Hazrat Nizammudin* Railway Station, New Delhi
- (x) Passport Division of Ministry of External Affairs.

C. **The first two modules** of *Sevottam* namely, the Citizen's Charter and the Grievance Redress Mechanism, have been implemented in:-

- (i) Council for Advancement of People's Action and Rural Technology (CAPART) under Ministry of Rural Development -
- (ii) 5 Police Stations in Gurgaon.
- (iii) Foreigners Regional Registration Office (FRRO) under Ministry of Home Affairs
- (iv) Protectorate General of Emigrants, under Ministry of Overseas Indian Affairs

D. **OUTPUT**

The following government organizations have received Certification under IS 15700:2005 till July 2011, though certification is not an objective of *Sevottam*:

1. New Delhi, General Post Office	in 2008
2. Central Board of Direct Taxes, New Delhi	in 2008
3. Central Excise Directorate I Delhi, under CBEC	in 2010
4. Service Tax, Delhi	in 2010
5. Excise and Custom, Delhi Air Port	in 2010
6. Central Excise, Hyderabad	in 2010
7. <i>Aay Kar Seva Kendra</i> Pune	in 2010
8. <i>Aay Kar Seva Kendra</i> Kochi	in 2011
9. Hyderabad III, Central Excise Commissionerate	in 2011
10. <i>Aayakar Seva Kendra</i> , Gandhinagar	in 2012 (January)
11. <i>Aay Kar Seva Kendra</i> , Surat	in 2012 (March)
12. <i>Aay Kar Seva Kendra</i> , Chandigarh	in 2012 (March)
13. Central Excise Commissionerate, Ahmedabad-1	in 2012 (May)
14. Central Excise Commissionerate, Jaipur – 1	in 2012 (May)
15. Central Excise, Ahmedabad III	in 2012 (June)
16. Central Excise, Rajkot	in 2012 (June)
17. Central Excise, Belapur	in 2012 (June)
18. Central Excise, Mumbai III	in 2012 (June)
19. Customs, Mumbai Airport	in 2012 (June)
20. Chief Post Master General Ahmedabad	in 2013
21. Chief Post Master General Mumbai	in 2013
22. Chief Post Master General Chandigarh	in 2013
23. Chief Post Master General Chennai	in 2013
24. Chief Post Master General West Bengal	in 2013
25. UP Housing Development Board Lucknow	in 2013
26. Central Board of Excise & Customs, Aurangabad	in 2013
27. Directorate of Art & Culture, Panaji, Goa	in 2013

In the above list, the **first 5 units** were the *Sevottam* pilot project units till June 2010.

D.1 **Ministry of External Affairs**, Passport Division has implemented its Passport Seva Project (PSP) under e-Governance Plan of Government of India. 77 Passport Seva Kendra (PSKs) as a single window service delivery unit, are envisaged across the country. In May 2010, Bangalore pilot project was launched. As in April, 2012 60 PSKs are operational in the States of AP, Bihar, Goa, Gujarat, Haryana, Karnataka, Kerala, Maharashtra, Punjab, Rajasthan, Tamil Nadu, Uttar Pradesh, West Bengal and NCT of Delhi and UT of Chandigarh. The PSP integrates the Police verification online and as soon as the Verification Report is received the Passport gets printed without any manual intervention. This has reduced the time taken for Police Verification.

E. Capability Building for Sevottam in Government of India and State Governments through 8 Workshops of two days each:- Framework Document, 2010-11 **two modules**, namely, Citizen's / Client's Charter and Grievance Redress Mechanism, were chosen as mandatory indicators. To facilitate, four Workshops were organized for 62 Ministries / Departments. After these workshops, 62 Central Ministries / Departments have created their '*Sevottam* Compliant Citizen's / Client's Charters' and '*Sevottam* Compliant Grievance Redress Mechanism'. As such the first two modules of the *Sevottam* framework have been implemented in 62 Government of India organizations. More than 5000 subordinate organizations, under the 62 central ministries / departments, have been connected with the Centralized Public Grievances Redress And Monitoring System. This is an online grievance redress system for the use of citizens on anytime, anywhere basis, with highly user friendly features. The detailed Guidelines prepared in August 2010 for the workshops, can be accessed at www.darpg.nic.in

F. **OUTCOME from Sevottam pilots in Ministries / Departments:**

a) After the certification of New Delhi GPO in 2008, the Department of Post has absorbed the QMS *Sevottam* framework in its '**Project Arrow**' for creation of model Post Offices across the country. This is ongoing from 2009-10 and is also to be covered under the 12th Five Year Plan

b) In the Employees Provident Fund Organization, Karnal pilot project, the *Sevottam* framework has been absorbed into their computerization model for replication in other offices. The computerized model so developed has already been adopted in all the EPFO offices in Delhi and a few other offices.

c) The *Kendriya Vidyalaya Sangathan*, wishes to adopt the pilot framework as implemented in *Kendriya Vidyalaya*, Sector 1 R K Puram, subject to approval of M/o HRD.

d) M/o Railways is developing *Hazrat Nizamuddin* Railway Station, New Delhi, which was the *Sevottam* pilot in the Ministry, as a Model Station for all its services. After the

Model is stabilized, the Ministry proposes to replicate it across the country through a Plan scheme.

e) The Citizen's Charter and the Grievance Redress Mechanism of Gurgaon Police Stations have been disseminated to Police Departments in all States / Union Territories. Government of Rajasthan sought further details thereon to facilitate replication, while Government of Haryana conveyed the possibility of adopting in further.

f) Field Offices under Central Board of Direct Taxes, Central Board of Excise and Customs, under Department of Revenue, and under Department of Posts that have already adopted Sevottam and are moving towards the final stage of Certification under IS 15700:2005 include:

- i. Mumbai Customs (Mulund)
- ii. *Aay Kar Seva Kendra* Guwahati
- iii. *Aay Kar Seva Kendra* Kolkata
- iv. *Aay Kar Seva Kendra* Bhubaneswar
- v. *Aay Kar Seva Kendra* Udaipur
- vi. *Aay Kar Seva Kendra* Ahmedabad
- vii. *Aay Kar Seva Kendra* Coimbatore
- viii. *Aay Kar Seva Kendra* Surat
- ix. *Aay Kar Seva Kendra* Ludhiana
- x. *Aay Kar Seva Kendra* Indore
- xi. *Aay Kar Seva Kendra* Ranchi
- xii. *Aay Kar Seva Kendra* Chandigarh
- xiii. *Aay Kar Seva Kendra* Mohali
- xiv. Kolar Head Post Office – 563 101 under South Karnataka Region
- xv. Chikmagalur Head Post Office – 577 101 under South Karnataka Region
- xvi. Bagalkot Head Post Office – 587- 101 under North Karnataka Region
- xvii. Gulbarga Head Post Office – 585 101 under North Karnataka Region

G. Sevottam in four State Governments in four different Sectors (2008-09 to 2010-11):

As the State Governments provide a very large number of pro-poor services, the QMS *Sevottam* was piloted in four States in four different sectors, namely – (i) Water supply and Sanitation, (ii) Women and Child Development for Integrated Child Development Services through *Anganwadi* Centres, (iii) Food Supplies and Consumer Affairs, and (iv) Public Health and Family Welfare through Primary Health Centres. As Output, four 'User Manuals' were created detailing the processes for the Department level, the District or Block level, and the village level service delivery units, to facilitate training as well as replication of the framework. All the four Manuals are accessible at www.darpg.gov.in Details of pilots.

H. The *Sevottam* framework in State Governments has an additional component of Capability Building through training. The QMS *Sevottam* pilot projects in States, therefore comprise of the following 2 components:-

- (a) First is the implementation of the pilot in the entire vertical chain of service delivery in one select service of a Department, from the department level to the village level.
- (b) Second is the capacity building of the State Administrative Training Institute so that the capability of all the remaining departments could be built through training on Sevottam, in a period of five years. For this towards the end of the pilot project, a 'Centre for *Sevottam* Training' is established in the Administrative Training Institute of the State. In case the State Government identifies an alternate Training Institute

1. The Government of Himachal Pradesh selected Municipal Corporation Shimla for the first QMS *Sevottam* pilot project in 2008 - 2009. The project began in April 2008 and has been concluded in June 2009. Significant achievements have been:-

- 1.1 Processes in issue of Electricity and Water Bills have been streamlined resulting in timely receipts and enhancement in the collection of revenue. Operations of water bills, property tax, registration of births and deaths, and other services provided are being integrated through a common digital database
- 1.2 The Grievance Redress Mechanism has been improved. In addition Best Practice model of "Online Grievance Redress Tracking System" (OGRTS) from Guntur Municipality has been selected for replication.
- 1.3 Improvements have been made in functioning and monitoring of the Solid Waste Management Plant and financial arrangements have been made for procuring 33 new vehicles.
- 1.4 A new "Shimla Environment, Heritage, Conservation and Beautification Society (SEHB) has been registered in February 2009 as an apex body for all the Ward Level Committees involving elected representatives, NGO and citizens. Every household in the Ward is a member of the SEHB and contributes Rs 35/- per month for sanitation related public work. New methodology for cleanliness has been introduced. The pilot has been approved for extension in all the 25 wards of MC Shimla.
- 1.5 A Citizen's Charter with standards for Water and Sanitation was drafted and given for publication by Department of Urban Development
- 1.6 A 'User Manual' for the sector has been created that will facilitate the replication of the process in other municipalities. The User Manual has been uploaded on DARPG website www.darpg.nic.in
- 1.7 The capacity of Himachal Pradesh Institute for Public Administration (HIPA) Shimla, has been built in this regard and funds have been provided for opening of a new 'Training Centre on Sevottam' in HIPA. Faculty members of HIPA have been provided with requisite training for imparting training to personnel for taking forward *Sevottam* in all other departments of Government of Himachal Pradesh

2. The Government of Karnataka selected the Department of Women and Child Development (DWCD) with vertical chain of service delivery for the Integrated

Child Development Services (ICDS) in 7 Anganwadi centres in two villages of Badanaguppe in Chamrajnagar district and Mudlapura in Raichur district. The pilot project was started there from 17th December 2008 and has concluded in February 2010. As part of capacity building a Sevottam training cell has been established in ATI, Mysore to train personnel for extending the service delivery framework in other organizations of Government of Karnataka. The learning from the project is documented in the 'User Manual' that is available on DARPG website www.darpg.nic.in. The tools created for this pilot and included in the User Manual have been adopted by the Government of Karnataka for replication and use in other districts also. Copies of the User Manual have been sent to the Planning Commission, and to Ministry of Women and Child Development, New Delhi, for considering its adoption / dissemination in other States / Union Territories in connection with service delivery of ICDS which is a Central Scheme.

The learning from this pilot project has facilitated the implementation of the Karnataka Service Delivery Guarantee Act, called Sakala.

3. The **Government of Madhya Pradesh** selected the Public Health and Family Welfare (PH&FW) Department with vertical service delivery chain in J.P. Hospital, Bhopal, Community Health Centre, Gandhinagar, in Phanda Block of District Bhopal, Community Health Centre, Bairasia, Primary Health Centre, Misrod, and PHC Gunga, Sub Health Centres in Dillod and Kotra Chopra. The project has been completed in January 2011. 'User Manual' created as a tool to facilitate replication and for training is accessible at www.darpg.nic.in. For capacity building through training to facilitate replication of the framework in all districts, a *Sevottam* Training Cell has been created in State Institute of Health Communication, (SIHC) Gwalior. An amount of ` 19,50,000 for its creation and functioning for one year have been provided by DARPG. The Cell has started its training from May 2011.
4. The **Government of Orissa** selected the Food, Supplies and Consumer Welfare (FS&CW) Department and its vertical chain of service delivery in *Balipatna* Block, Khurda District with ration shops in 12 villages under Gram Panchayat Somna – namely, Somna Sasana, Chaitalapur, Mukundapur, Barapada, Biswalapada, Rayeddhauli, Palasahi, Achutapur, Adalabad, Arapada, Smachhapur. The pilot project has been completed in December 2010. The significant outputs have been revision of the Citizen's Charter of the Department of FS &CW, that has since been approved and published. It contains fixed datelines for lifting of grains by the ration shop owners, and fixed dates and time for opening of ration shops. Information on the different categories of beneficiaries - BPL, APL, AAY - with quota and rate of grains for each are also included in the Charter. Various forms have been included. An online Grievance Redress Mechanism 'Sanjog' has been made functional. For future capacity building through training an amount of `18.20 lakh has been provided for a *Sevottam* Training Cell, in Madhusudan Institute of Cooperative Management, Bhubaneswar. The Cell has started functioning in May 2011. A Steering Committee to oversee the functioning of the Cell has also been created. The first quarterly review meeting of the Steering Committee was held on 7th June 2011.

J) The Way Forward:

Final List of 27 Pilot Units in 16 Ministries / Departments / Organizations of Government of India for implementation of Sevottam Pilot Projects in next phase

	Ministry / Department	Pilot units identified By the nodal ministry
1	M/o Chemicals and Pharmaceuticals Department of Pharmaceuticals	1.1 Department of Pharmaceuticals 1.2 National Pharmaceuticals Pricing Authority (NPPA) 1, Jai Singh Road, New Delhi – 110001 1.3 National Institute of Pharmaceuticals Education and Research, (NIPER) Mohali, Punjab
2	M/o Women and Child Development /	2.1 Administrative Division in the Ministry dealing with NIPCCD 2.2 National Institute of Public Cooperation and Child Development 15, Siri Institutional Area, Hauz Khas, New Delhi 110016
3	M/o New and Renewable Energy	3.1 Solar PV – Off grid Applications 3.2 Solar PV – On Grid Applications
4	Ministry of Rural Development, Department of Rural Development	4.1 The Ministry of Rural Development, and 4.2 MGNREGA Division
5	Department of Expenditure,	5.1 Central Pension Accounts Office 5.2 PAO, Secretariat, D/o Expenditure 5.3 PAO, Secretariat, DOPT and ARPG
6	Ministry of Textiles,	6.1 Office of Textiles Commissioner Mumbai
7	Ministry of Minority Affairs,	7.1 Scholarship Scheme Unit
8	Ministry of Urban Development	8.1 CPWD HQ and 8.2 Office of G-Division, Delhi Central Circle VI of CPWD in R K Puram, New Delhi

9	Ministry of Finance, Banking Division	9.1 Pilots in 'The New India Assurance Co. Limited pilots in Mumbai (MRo1) and 9.2 Delhi Regional Office (DR02)
10	Reserve Bank of India	10.1 Banking Department in Mumbai Regional Office
11.	Ministry of Health and Family Welfare	11.1 Care and Support Unit in National AIDS Control Organization, New Delhi 11.2 Central Government Health Scheme (CGHS)
12	Department of Animal Husbandry, Dairying and Fisheries	12.1 The organization of Delhi Milk Scheme
13	Ministry of Home Affairs	13.1 New Delhi Municipal Council (NDMC)
14	Ministry of Health and Family Welfare	14.1 Central Government Health Scheme
15	Delhi Police	15.1 Licensing Unit of Delhi Police
16	M/o Telecommunications	16.1 Mahanagar Telephone Nigam Limited, New Delhi For (i) Wired Broadband in MTNL Delhi And (ii) Wired Broadband in MTNL, Mumbai

Total pilot units in Government of India = 27

List 2 - Sevottam Pilot Project of 12 months each in States / Union Territories

I. State pilots for implementation in next phase

1) Government of Assam

- i. Public Health Engineering Department – functioning of drinking water supply scheme – at one district HQ and another at AP/Block level
- ii. Food and Civil Supplies Department – distribution of PDS items at district / sub-divisional level / PDS at block level / fair price shops at Gaon Panchayat level, / Panchayat Samabai Samittees

2) Government of Meghalaya

- i. Social Welfare Department
- ii. Food Supplies Department

3) Government of Puducherry

- i. Department of Women and Child Development, implementation of Sevottam for ICDS plus related services in all the 788 Anganwadi centres under the Department

4) Government of Himachal Pradesh

- i. Rural Development Department service delivery units at district / block/ and village levels for certificates of birth, death, marriage, BPL etc

K) Strengthening of State Administrative Training Institutes (ATIs) : for impartment training in Capability Building for Implementing Sevottam and becoming consultants for

implementing Sevottam in all departments of the State Government. This is a new scheme being started from 2012-13, which has been included in the Twelfth Five Year Plan (2012-2017). Under this scheme the capability of all State ATIs and Central Training Institutes is to be built to enable them to become Centres of Excellence in Public Service Delivery in their respective States. The DARPG will sanction grant up to Rs.20 lakh per year for five years for the Sevottam Training Institutes. The Department anticipates that wherever the Sevottam Training Cells are established Training in improvement of service delivery as per Sevottam framework, will be imparted to all personnel connected with public service delivery within the period of five years.

(i) A total of 10 Sevottam Training Cells have been established in ATIs in the States of Madhya Pradesh, Tamil Nadu, Uttar Pradesh, Haryana, Punjab, Jharkhand, Rajasthan, Karnataka, Himachal Pradesh, and Government of NCT of Delhi. The First Training of Trainers for Capability Building on Sevottam was organized on 18th and 19th September, 2013 that was attended by 26 nominees from the 10 State ATIs. As a few participants found the framework complicated, as per request of the participants it was decided to send additional material and provide additional work book exercises and information, online on every Wednesday. From 25th September, 2013 to 14th November, 2013, 08 sets of additional material has been disseminated online to the participants. Two review meetings on progress were held on 23.08.2013 and 18.11.2013.

(ii) From December, 2013 to March, 2014, Sevottam Training Cells in ATI (i) Karnataka, conducted 5 workshops and 9 training programmes, (ii) Tamil Nadu conducted 6 two-day trainings with 279 participants (iii) Punjab conducted 5 trainings with 154 participants (iv) Haryana conducted 16 two day trainings in 15 districts (v) Himachal Pradesh conducted 10 trainings and workshops in nine districts with 258 participants (vi) Uttar Pradesh has conducted Training for Trainers (vii) Jharkhand conducted 11 trainings with 163 participants. The faculty in respect of remaining is yet to be recruited.

L) Impact Studies by State ATIs on Public Service Delivery /Citizens Charters / Grievance Redress Mechanism in their respective States / UTs: This is a new Scheme that has been included in the Twelfth Five Year Plan (2012-2017). ATIs have been requested to undertake the Impact Study / Implementation Study of the Right to Services Acts, if enacted by their State Government. A maximum amount of Rs10 lakh would be sanctioned as grant under this Scheme for one year. In 2012-13 sanction was released to ATIs in Government of (i) NCT of Delhi, (ii) Karnataka, (iii) Punjab, (iv) Rajasthan, (v) Uttarakhand, (vi) Uttar Pradesh for study on the impact of the Right to Service Acts of the respect States; to (vii) ATI Haryana for study on Impact of Citizens Charter and Grievance Redress Mechanism, and (viii) YASHADA, Pune, on ‘ Impact Study on prevention of delay in discharge of official duties Act,2005’. All the final Impact Study Reports, have been received. .

M) Sevottam Workshops in Districts: (from 2012-13) 1st Sevottam Workshop was organized in Thane District, Maharashtra on 30th October, 2012 and the 2nd in North 24 Pargana in West Bengal on 21st January 2013. Based on the estimate given by the District Administration, a sum of about Rs. 2 lakh is sanctioned for organizing of the Sevottam Workshop in District. ATIs that are willing to organize these workshops during 2013-14 onwards may send their estimate to DARPG along with the names of the Districts and the proposed dates.

N) Conclusion:

Sevottam is a continuing journey to revamp and refurbish our public service delivery systems to a level of excellence desired by the citizens. It incorporates e-governance solutions, process re-engineering, capability building of public servants and partnership with social groups to achieve transparency and accountability in the delivery systems. The Department of Administrative Reforms and Public Grievances is actively disseminating this framework through its website, advertisements, workshops and conferences and the two new Schemes for strengthening of ATIs. It is hoped that in the coming days an increasing number of organizations would adopt the *Sevottam* framework to re-enforce their delivery systems and enhancement in public satisfaction.
