Identification of Problem in the process and vision for GPR
Illustrative problems reported in Government Services

- It takes lot of time to get the service
- It calls for too many visits to the department for completion of service
- It is expensive to complete the transaction
- The welfare benefits of government are not reaching the eligible families
- Healthcare services not delivered on time
- Land records management framework not ensuring ownership of the properties
- It takes very long to get the welfare benefits...
How are the problems or needs identified?

- Concerns raised by customers (citizens / businesses) – **Voice of Customer**
- Concerns raised by internal stakeholders – employees
- Through independent research / media
How are the problems or needs identified?

- There are two ways to gather VOC information.

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**Voice of Customer**

- **Reactive Methods**
  - Information comes through customer initiative
    - Customer complaints and grievances
    - Media...

- **Proactive Methods**
  - Information comes through Government's initiative
    - Surveys / Questionnaires
    - Focus groups
    - Interviews
    - Custodian feedback
    - Point of Service contact...

At present most of the problems or challenges are identified through reactive methods....
Need for proactive methods for problem identification?

- Many successful government/private sector organizations ‘listen’ to the customers to identify and ‘address’ their problems and needs at a very early stage
  - Through proactive methods
- To build confidence in the customers
- To enhance overall image of the organization
- To minimize the impact of the problems to larger segment of customers
- To improve competitiveness – applicable for government as well..
  - The most proactive and caring governments today are able to attract maximum investments in the country or globally
Need for proactive methods for problem identification?

- The key to achieving customer satisfaction is:
  - To understand the stated & unstated needs of customers, and
  - To incorporate them in the service delivery

- Why do we need to capture the Voice of Customer (VoC) for this?
- We need to capture VoC data because
  - Customers change
  - Needs of customers change
  - We must deliver what the customers want, not what we “think” / “know” they want
  - Customer needs are not always spoken
We have good examples in Government – Ministry of Corporate Affairs (MCA)

- MCA has implemented e-Governance initiative i.e. MCA21 for facilitating online services to the companies / entrepreneurs
  - Online registration of companies
  - Online filing of returns ...

- MCA has identified certain key benefits for its customers
  - Reducing the time in transacting with the Ministry
  - Reducing the cost in transacting with Ministry
Need for proactive methods for problem identification?

- We have good examples in Government – Ministry of Corporate Affairs (MCA)
- Post system implementation, Ministry has created framework for listening to the customers at regular intervals through proactive methods to identify:
  - Benefits from the new system
  - Areas of improvement in the new system
  - Challenges/issues in the new processes/systems
- Ministry has worked on addressing the identified issues and challenges to strengthen the systems and processes
- MCA21 is regarded as one of the most successful e-Governance initiatives in India and industry has experienced a true service transformation

Listening to customers helps significantly………………
Need for identifying or defining the ‘problem’ right?

To find right answers/right solutions, it is important to understand/define the problems or needs right…
Common challenges with Needs/Problems reported/identified..

- The services are of very poor quality
- There is no transparency in government services
- I am not satisfied with the services
- We need to computerize this process/workflow (problems don’t define solutions)
- It is too expensive to deal with government

None of these problem statements hint at the real ‘problems’ – they don’t identify the specific problems or specific needs with a specific service/specific task or specific output…

Such problems are difficult to resolve….
Understanding Problem Statements

- **What is a Problem Statement?**
  - A Problem Statement is a specific description of the current situation of the problem that will be addressed by the organization in measurable terms.

- **Why develop a problem statement?**
  - To develop a shared understanding of the problem that the organization is trying to address.
Understanding Problem Statements

- Example of good problem statements (illustrative only)
  - Only 40% of the ration items distributed through PDS are reaching eligible families
  - It takes approximately two months to obtain death certificate
  - It requires minimum of ten visits to get the pension amount sanctioned....
  - Process for Passport Issuance on Turn Around Time metric is operating at only 38% within SLA
  - It takes 2-4 hours to get the railway reservation done in Metro cities in India for reservations across the counter...
So what makes a good Problem Statement?

- A good Problem Statement
  - States the effect and not the cause (What is wrong & not Why it is wrong)
  - Focuses on the gap (between “What Is” & “What should be”)
  - Is measurable (How often, How much, When)
  - Is specific (avoids broad & ambiguous categories)
  - Is a statement, not a question
  - Focuses on the “Pain Area” (How Customers / Citizens, Employees and the Government are affected)
So how do you write good Problem Statements?

- Focus on the following questions
  - Which outputs don’t meet expectations?
  - When and where do the problems occur?
  - How big is the problem?
  - What is the impact of the problem?

- Things to be careful of / avoid
  - Avoid pre-determined solutions
  - Do not blame people
  - Ensure that the problem statement is easily understandable by all
  - Avoid including “Why”, “lack of”, “due to” since they may imply solutions and thus mislead team members
When are the Problems identified in e-Governance Project Lifecycle?

- The business level challenges/problems are identified and analyzed at e-Governance Strategy level.
- The strategy should clearly identify the business problems and should focus on addressing or solving the business issues confronted by the organization.
- The goals and objectives defined under e-Governance strategy shall be based on the problems/challenges or priority areas of the business.
- These goals and objectives defined in e-Governance strategy shall form the key inputs for GPR.
Definition the Vision for GPR
What is ‘Vision’?

Vision is a succinct and inspiring statement of what the organization intends to become and to achieve at some point in the future.

- Before embarking on GPR initiative, make sure you have a vision that provides a roadmap and guidance for the GPR exercise.
- A vision statement takes into account the current status of the organization, and serves to point the direction of where the organization wishes to go.
- The vision statement provides the direction for the organization, while not inhibiting the approach or strategy to reach the desired goal.
- Vision is about ‘what’ will be achieved through GPR.
- To provide direction and guidance to the GPR.
- To clearly identify the clear and measurable benefits from performing GPR.
- To clearly identify the actionable and measurable initiatives for achieving the stated goals/benefits.
Why Vision for GPR?

4 Key Questions

- Why are we doing this GPR for?
- What are we going to do?
- How will we know that we are successful (at the end of the project)?
- How could we fail (& what must we do to avoid that)?

Why have a GPR Vision?

- To develop a shared understanding of the desired end-state amongst the Organization and team
- To drive achievement orientation in the organization

A good GPR Vision is one which:

- Is in line with the organizational vision & e-Gov vision
- Provides clarity to the organization and GPR team on goals and objectives
- Sets goals
GPR Vision

A vision statement should:

- Be clear, intuitive and simple
- Reflect the specific conditions and ambitions of the organization
- State what will be and will not be done
- Consider needs and opportunities
- Be aligned with overall development strategy
- Involve consensus building by stakeholders
Identifying and consulting stakeholders

Allowing stakeholders to present or explain their needs and expectations

Draft a common vision based on stakeholders needs and expectations

Aligning vision with more general local development needs and opportunities

Consolidating and agree on final vision
Some common pitfalls in deciding the vision

- Non-quantified problem statement
  - e.g. There is a problem with quality

- Non-quantified objectives
  - Financial impact not known

- ‘India poverty reduction’ scope
  - e.g. Increase revenues by 50%
  - e.g. Improve occupancy by 25%

- Solution implementation defined
  - e.g. Improve the efficiency of front office by installing the new software
  - e.g. Improve the efficiency of documents management by installing document imaging software
GPR Vision

Example

★ E-Biz India

Establish One-stop-service delivery centre for G2B Services in India, provide services in simplified and convenient manner and thereby improving the investment climate in the country

★ E-Procurement GoAP:

Establish common procurement platform for realizing the right value for the goods & services, minimizing the cost of procurement and providing equal opportunities for businesses
GPR Objectives

- An objective is a specific and usually quantifiable statement of program achievement.
- It is a statement of measurable outcome which can be used to determine program progress towards the goal.
- Collectively, objectives represent a quantification of the program goal.
- GPR objectives translate the broad values within a GPR vision into more real and tangible outcomes, with stronger operational basis, reflecting actual process, procedures and measurable outputs.
- Should have measurable criteria for achieving success.
GPR Objectives – bad examples...

- To ensure that welfare benefits of government are reaching the eligible families
- To ensure that Land records management framework provides ownership of the properties
- To minimize time to receive the welfare benefits...
Key Considerations for GPR Vision and Objectives

Definition

- To be developed based on extensive interactions with stakeholders, not based on board room discussions
- To be developed from stakeholder needs, not by department thoughts
- Stakeholders include:
  - Customers (citizens, businesses..) served by the government
  - Employees of organization delivering the services..
- To be developed to address the current challenges and future needs
- To take learning / inputs from similar situations and initiatives in India and world wide
Legal considerations for process re-engineering

- As discussed in day 1, processes are usually derived from the underlying legislation.
- Changing processes will require change to the legal framework, to legalize the process changes.
- GPR may result in...
  - Organizational Structures change (4 departments handling Land Records to a dedicated agency)
  - Jurisdictions change (anytime / anywhere services)
  - Statutory powers change (who is the authority on land title, authority on boundary info etc)

All these changes should be provided sufficient legal backing by amending domain legislation.
Exercise
END