# *Select Case Studies*

## *Government and Public Sector Consulting*

**India**

**2014**

**pwc**
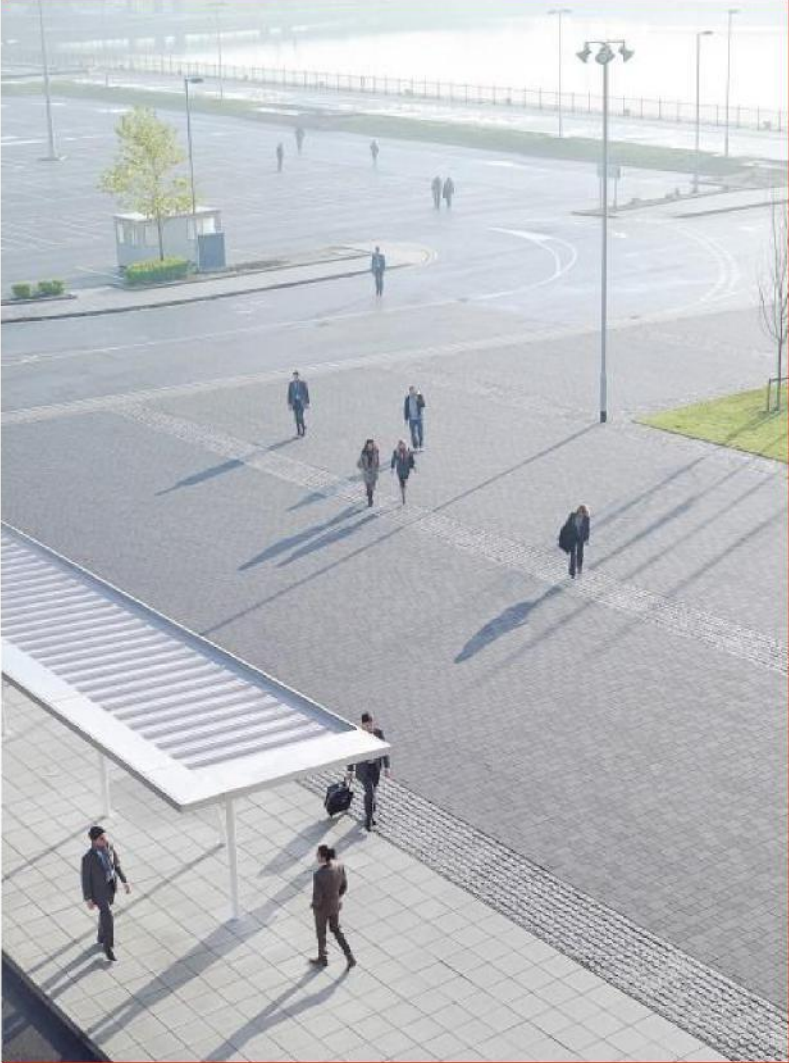
# Select Case Studies

# 1. Big steps towards Police reforms: CCTNS

## Summary

PwC is supporting National Crime Records Bureau (NCRB), Ministry of Home Affairs, in developing a crime & criminal tracking network and system, one in every State and one at the centre, which involves IT interventions and process re-engineering in every Police Station and office in the country.

## Need

The need for Police reforms had been in the open debates for a long time. The current system was manual, inefficient, lengthy, and siloed. Practically no data exchange happened between Policing agencies in various States / UTs, and complaints of bad citizen experience and services were well known.

## The Solution

The CCTNS solution aims at providing citizen centric police services and acting as an integrated electronic platform for exchange of information between police stations throughout the country.

The two most significant implications of CCTNS are as follows:

- For the department – Its ability to now use the electronic medium to register complaints, investigate matters, and use ICT tools for investigation and prosecution.
- For the citizen – Citizens can lodge complaints and petitions online, and get a status update of their complaints. They also get a copy of their FIR online, anytime!

## Outcomes

So far, the following has been achieved:

- 14,000 locations across the country, out of 20,000, have reached a significant maturity level in executing these re-engineered functions
- Around 1.5 lakh records (FIR, Arrest Memo, Seizure Memo etc.) have been generated online. The data digitisation for the last decade is also being carried out and 3.5 crore records have already been digitised
- More than 2.5 lakh police staff have been trained across the country to use software applications and discharge their duties by leveraging ICT systems

# 2. Passport issuance system in India

## Summary

PwC supported the Ministry of External Affairs in reforming the passport issuance system in India, which involved a massive re-engineering exercise across all aspects of People, Process, and Technology.

## Need

Consular of Passport & Visa (CPV) Division of the Ministry of External Affairs, Government of India, provides passport and consular services to Indian citizens. As in 2007, before the start of the engagement with PwC, passports were issued from 3;0 locations across the country and 160 Indian missions abroad.

The Government realised a number of challenges in the legacy system of passport processing & issuance, some of which have been mentioned as below:

- Services took an average time of 45 days for issuance as well as change requests
- **Citizens** were required to **travel long distances**, since the passport offices across the country were **not adequate** in number
- Due to **lack of any automated system**, long queues for appointments existed
- There were **no across-the-counter services** available

## The Solution

**After identification of global best practices,** PwC initiated a re-engineering exercise of the government process, by introducing Change management initiatives along the following aspects:

*People*
- A new organization / Special Purpose Vehicle (SPV) was recommended to be set up
- Productivity-linked incentives were suggested for the employees

*Process*
- Outsourcing of non-sovereign activities were identified
- Rules and passport issuance procedures were simplified
- Passport Facilitation Centres (PFC) and an online portal were created

*Technology*
- Centralized IT system where all the stakeholders are connected to the same system
- IT Migration plan for up-gradation of infrastructure from the old system to the new envisaged system was prepared

The final leg of the engagement involved recommending an appropriate implementation plan to the client, wherein PwC made recommendations to implement the project in a Private –Public –Partnership (PPP) model, which was duly accepted and implemented.

## Outcomes

The following outcomes have been achieved:

- Three fold increase in number of passports issued annually (between 2000 and 2013)
- Approx 1.22 Crore passport related services rendered through the new system
- 35,000 citizens entertained daily across all 77 Passport Seva Kendras (PSKs)
- Issuance of 'Tatkaal' passport within 5 working days
- Service levels reduced from 45 working days to 3 working days

# 3. Towards a Safe City: Mumbai and Pune Surveillance

## Summary

PwC is supporting Mumbai and Pune city Police in designing a city wide CCTV surveillance solution to manage and monitor law and order in the respective cities and be prepared, both proactively and reactively, for any future terrorism threats.

## Need

Mumbai and Pune have frequently suffered from a number of anti-national / terrorism related incidents, apart from the growing internal law and order problems. There is, thus, an immediate need to implement a **comprehensive security management system** for these cities, intended to improve the overall security cover and assist the Police in both Mumbai and Pune to improve the law and order situation.

Mumbai Police already operates a video surveillance system with cameras present at strategic locations in the city managed through a Command and Control Centre. On the other hand, Pune Police has an Integrated Transportation System (ITS), equipped with more than 100 cameras across the city for transport management.

However, a comprehensive city wide solution eludes both the cities.

## The Solution

The solution entails deployment of close to **7500 IP based security cameras**, across **2000 locations**, managed and monitored by **4 Command and Control Centres**, 7 Regional Centres, and 17 Zonal offices, and over **140 police stations** spread across the cities. Further, over a **1000 police vehicles** would be **GPS equipped** for swift contact and response.

**Smart Video analytics** and **Picture Intelligent Units** would also be used for taking data driven decisions.

## Outcomes

Currently in the design phase, the project intends to achieve the following outcomes:
- Faster response to security alerts
- Reduction in road accidents and traffic congestion
- City-wide information dissemination for city residents
- Preventive monitoring of sensitive city locations

## *4. Towards a Safe City: Delhi*

## Summary

PwC is supporting Delhi Police in designing a comprehensive City wide Integrated Intelligent Security Surveillance Solution (IISSS) , including CCTV Surveillance & Video Analytics, and an Integrated Traffic Management System (ITMS) for better enforcement, regulation and information dissemination.

## Need

As the capital of India, Delhi needs to be at the forefront of all best practices in securing itself, both from external threats as well as for keeping its house in order. Delhi Police realises that apart from the eyes of the over 80,000 police personnel working to keeping the city safe and secure, it also needs to get smarter and leverage available ICT solutions to help take data driven decisions to manage the city's security better.

While the existing C4i program in Delhi intends to solve some of the law and order issues in the city, existence of such comprehensive city-wide tools and solutions, eludes the caretakers of the city.

## The Solution

The solution entails deployment of around 12500 cameras across the city, managed and monitored by 2 Command and Control Centres, 5 Regional viewing Centres, and mobile command and control centres, aided by 800 Police Vehicles equipped with Mobile Data Terminals (MDT).

Data from these cameras would be for city wide surveillance, video analytics, traffic management, etc, ultimately helping in maintain peace and order in the city and upholding law and providing better policing services.

## Outcomes

Currently in the design phase, the project intends to achieve the following outcomes:
- Faster response to security alerts
- Reduction in road accidents and traffic congestion
- City-wide information dissemination for city residents
- Preventive monitoring of sensitive city locations

## 5. e-Filing of Income Tax and setting up of a Central Processing Centre

### Summary

PwC supported the Income Tax Department in re-engineering its income tax filing system, by introducing a relevant mix of automation, outsourcing, and doing away with unproductive processes.

### Need

In 2006, during the budget speech, an ambitious and much needed country-wide Business process re-engineering (BPR) exercise for the Income Tax Department was announced. It aimed to transform itself with the following objectives:

- Augment capacity and increase speed & efficiency (The Department received INR 3 Crore returns each year but had a capacity to process only 2.5 Crore. The unprocessed claims moved to the next year, every year)
- Lower the transaction cost for the taxpayer
- Re-allocate department officials to perform core tasks
- Process jurisdiction-free returns

### The Solution

A fundamental change in every aspect of ITD's Governance, IT, Processes, etc was required to achieve the intended benefits. PwC supported the Department in achieving an e-filing system, along with setting up of a Central Processing Center (CPC) in Bangalore, which is run in partnership with private players, for information processing of all returns filed online

### Our key recommendations

Following are some of our path breaking recommendations which have been successfully put in practice by ITD:

- Establishment of a Central Processing Centre (CPC) for TDS cases
- Automation of IT returns (e-filing)
- Taxation at higher TDS where PAN information is not available
- Outsourcing of Record Management

### Outcomes

- Around *70% (~ 3 Crore people)* of income tax returns filings are *made online* every year
- Reduction in time *lag in refund and assessments to 4-5 months from 18-36 months*, thus reducing interest on refunds
- Reduced manpower requirements, increased efficiency
- Saving *Crores worth sheets of paper* every year