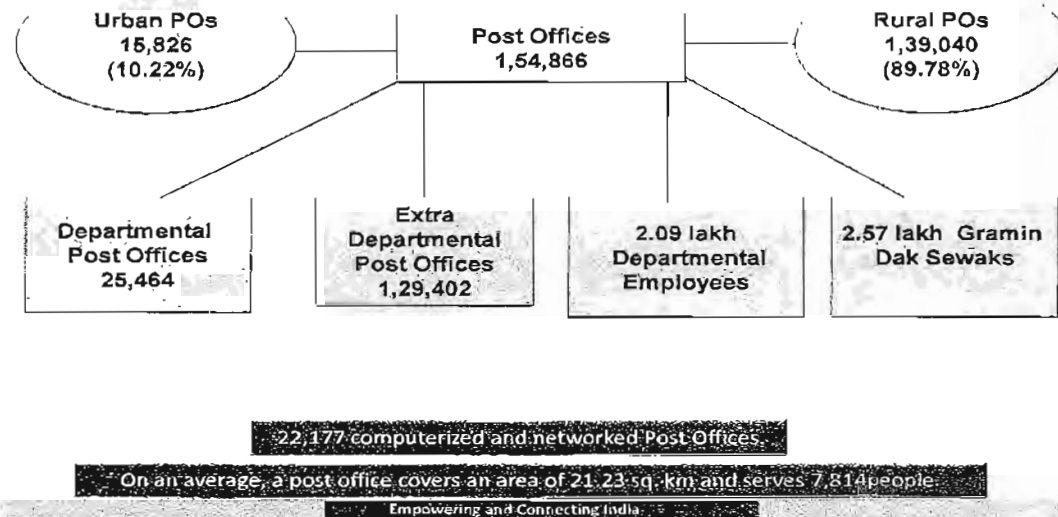


Project Arrow

Reach of India Post:

India Post – The Reach



India Post has undertaken a Quality Improvement Project called 'Project Arrow' to transform India Post into a vibrant and responsive organization. This was launched in April, 2008. In specific terms, Project Arrow entails comprehensive improvement of the Core Operations of Post Offices (set the core right) as well as the ambience (Look and Feel) in which postal transactions are undertaken. Enhancing the quality of services in 'core areas' envisages focus on Mail Delivery, Money Remittances, Savings Bank and Office Service Levels. This is helping the Department to emerge as a one-stop shop for retail products and offer a single window facility for banking, money remittances and other financial products and services including social and civic initiatives. The monitoring of 'core areas' of operations has been extended to more than 18,600 computerized post offices and 'Look & Feel' has been improved in 1,736 post offices across the country.

Objectives and scope of the project:

- To make a visible, tangible and noteworthy difference in the Post Office operations that matters to "Aam Aadmi";
- To verify and certify progress on ongoing basis using clearly defined Key Performance Indicators for each improvement area;
- To make Post Offices especially in the rural areas, a window for availing services, hitherto confined to urban locales;
- To enable Post Offices to play a larger role in the social and economic transformation of the country by taking up new roles and challenges;

- To transform the large man power into a committed and professional human resource;
- To provide IT enabled services based on the state of the art technology , especially in areas where it matters the most ;
- To change the "look and feel" of the post office to give it a distinct identity of its own, and;
- To ensure a return on investment necessary for a self- sustained growth and development;

Strategy adopted:

- This project was initially implemented through a Pilot in 50 Post Offices in 10 Circles in 2008-09. Additional post offices were added in phased manner.
- Steering Committees were set-up with change leaders and their teams;
- Objectives were clearly defined;
- Focus on the areas of operations where minimum efforts can give maximum results;
- Key performance indicators identified;
- A monitoring system was put in place for regular assessment and evaluation;
- Strict adherence to the timelines;

A Steering Committee and a Core Team have been constituted to conceptualize the theme of the project and to monitor the implementation through all its stages. A Programme Office has been set up at the Directorate level. Two Work Stream Leaders have also been identified with 4 Change Agents with each of them, having the responsibility of planning and implementation of changes down the line in different fields of activities. Each Change Agent is supported by 3-4 members.

Components:

This project has two components: 'Get the Core Right' and 'Look and Feel'

Improvement in "Core Activities":

- **Mail delivery**- Delivery on the day of receipt.
- **Savings Bank** - Reduction in transaction time at counters.
- **Remittances** - Delivery of Money Orders on the day of receipt.
- **Office Service Level** - Improvement in customer satisfaction- cleanliness, public forms, CCC, citizen charter.

Improvement in Ambience "Look and Feel":

- **Branding** - Ensure uniform brand hierarchy.
- **Technology** - To enable all post offices to provide ICT enabled services.
- **Human Resource** - Enhancement of operational and soft skills of the staff.
- **Infrastructure** - Standardization of interiors and exteriors.

Advantages from the Project

- upgradation of the appearance of post offices under 'Look & Feel' to establish a unique brand identity;
- simpler and faster Money transactions through web based remittance services;
- reduction in the waiting time at the counter by improving the efficiency through induction of IT and soft skills training to the staff;
- improvement in the percentage of mail sent out for delivery on the day of receipt;
- improvement in the percentage of mail dispatch to other offices;
- almost 100% Signature scanning of Savings Bank accounts in phase I to IV Post Offices and up to 97% in Phase V Post Offices;
- faster transactions at counters & timely settlement of all cases of Deceased claim, Account transfer and Account closure request received in the Post office;
- formation of "Local Citizens' Forums" for evaluation of the performance for the respective post offices;
- online public grievance handling and timely settlement of complaints;
- development of friendly environment in the public hall through proper signage, writing ledge, citizen charter's and adequate availability of forms in the post office;
- reduction in the number of post offices with high percentage of missent and sent back articles;
- sustainability and higher performance is ensured by monitoring through Video Conferences;

The Project Arrow experience is a working model for ushering in an integrated and lasting improvement in the postal system and awarded with "Prime ministers' award for Excellence in Public Administration for 2008-2009" in 2010.

Monitoring Mechanism:

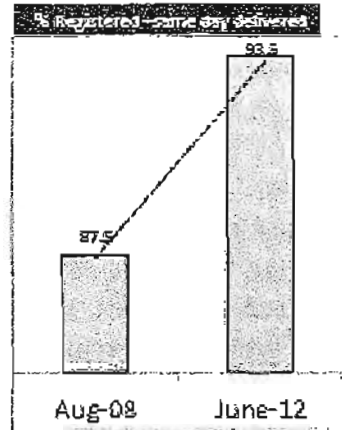
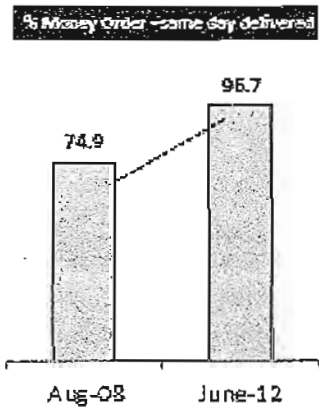
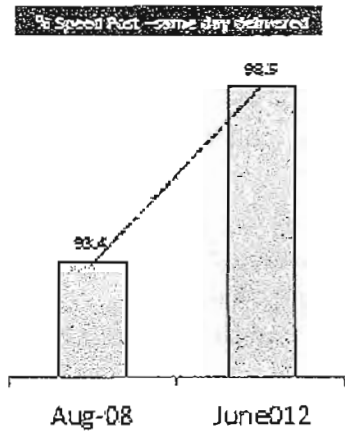
A Web-based monitoring mechanism (through Data Extraction Tool) has been devised to collect data from the field units directly from the server without any manual intervention. The data analysis is presented to all the Chief Postmasters General of 22 Postal Circles through a video-conference every fortnight (earlier every week). Data on all Key Performance Indicators (KPIs) is minutely scrutinized and gaps in implementation and remedial measures thereto are discussed in the video-conference. Dedicated Programme Offices have been set up at the Headquarter level and at all 22 Circle Headquarters. Data exchange from Post Offices and all communications with Circle Programme Offices are through e-mail only. The KPIs are prescribed with 0% to 5% tolerance level depending on the nature of activity.

The impact of Project Arrow on Revenue of Department and footfall in Post Offices:

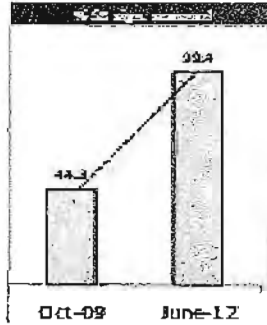
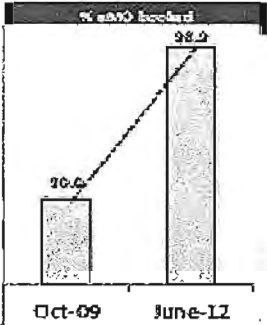
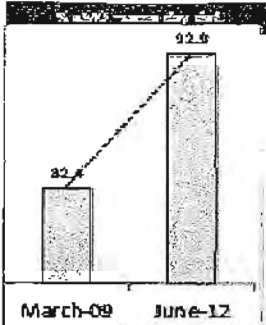
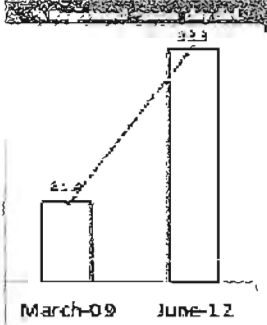
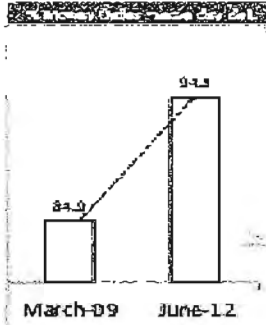
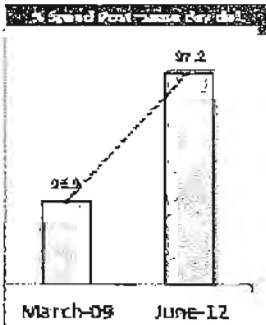
Comparative data is available for the 1724 Project Arrow Post Offices covered under Phase-I to IV. The revenue of these post offices has increased from Rs. 1,346 crore in 2010-11 to Rs. 1,596 crore in 2011-12 with a 18.55% growth. Public footfall in these post offices has also increased which is evident from a 20.39% growth (from 11.87 crore articles in 2010-11 to 14.29

crore articles in 2011-12) in the mail volume of accountable articles booked at these post offices. Improvement in the core operations through Key Performance Indicators from the inception of Project Arrow are shown in the graphics as under:

Phase I – Significant improvement in KPIs (no. of Post offices = 7)

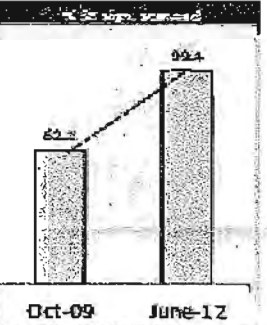
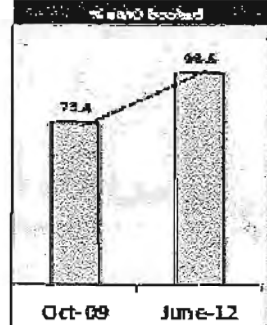
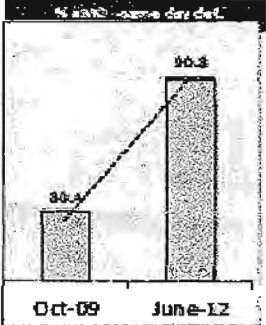
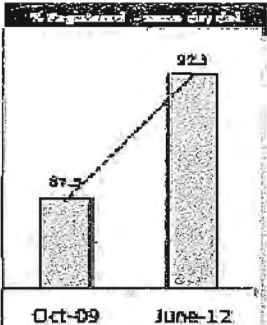
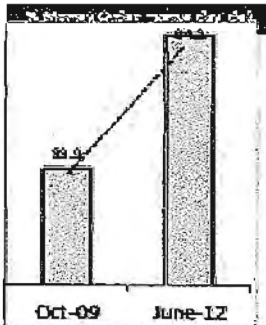
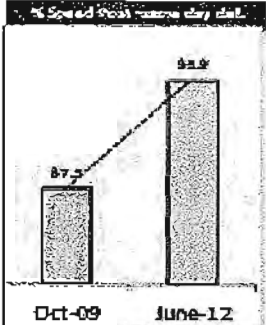


Phase II – Significant improvement in KPIs (no. of Post offices 450)



Project Arrow

Phase III & IV – Significant improvement in KPIs (no. of Post offices 1,224)



Project Arrow

Current Status

a. Number of Post offices monitored under Project Arrow for "Core Operations" as on date are 18,612

In Phase	I to V	=	10,448
In Phase	V	=	5,134
In Phase	V A	=	3,030
Total No. of Post offices		=	<u>18,612</u>

b. Number of Post offices covered under Project Arrow so far in "Look & Feel" are as follows:

Started with 50 post offices in April 2008 and have covered 1736 post offices in 5 phases by 31/03/2012.

In Phase-VI, 780 post offices are being covered in 2012-13.
